

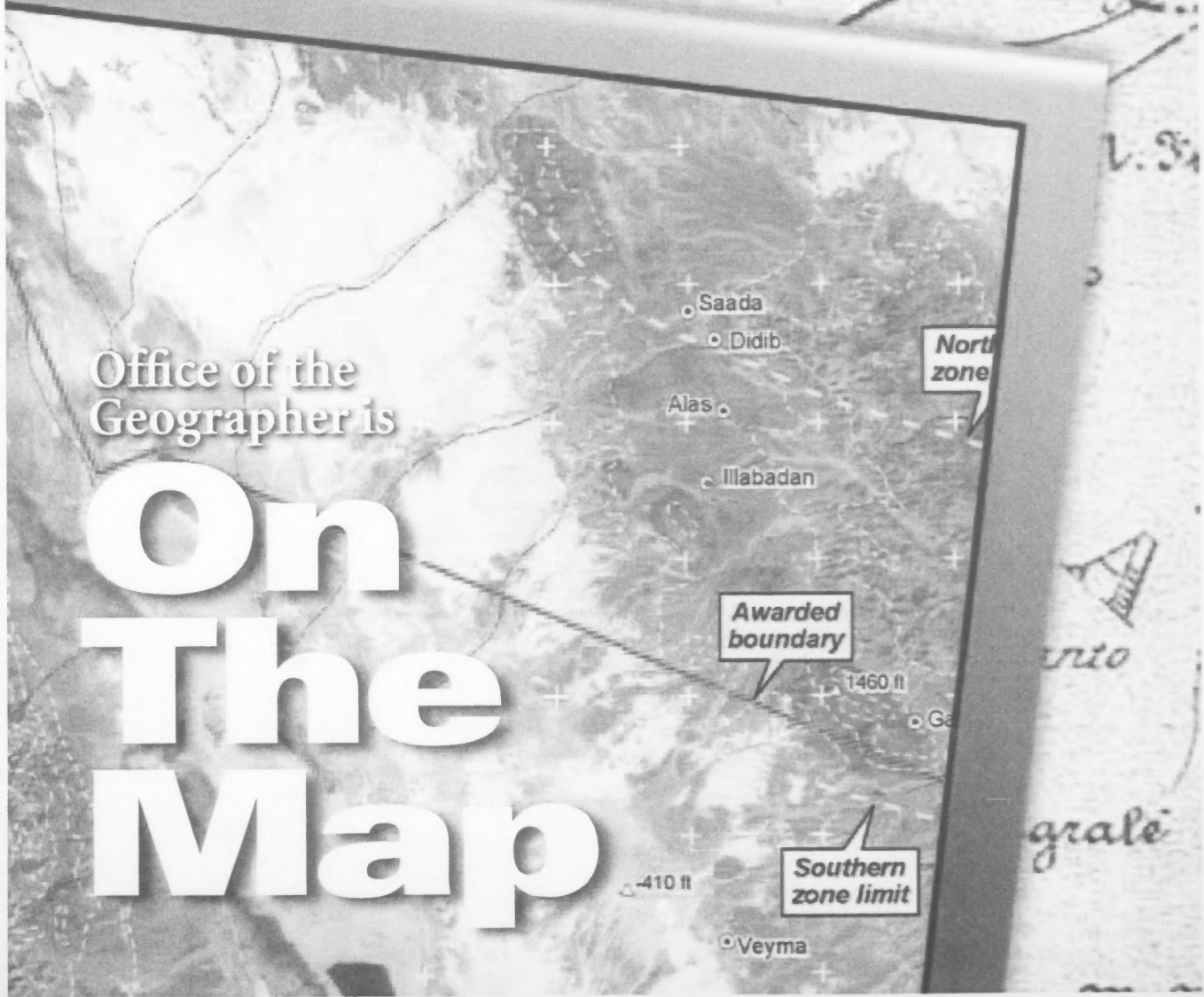
DEPARTMENT OF STATE

# STATE

MARCH 2009

Office of the  
Geographer is

# On The Map



# MARCH 09

STATE MAGAZINE | ISSUE 532

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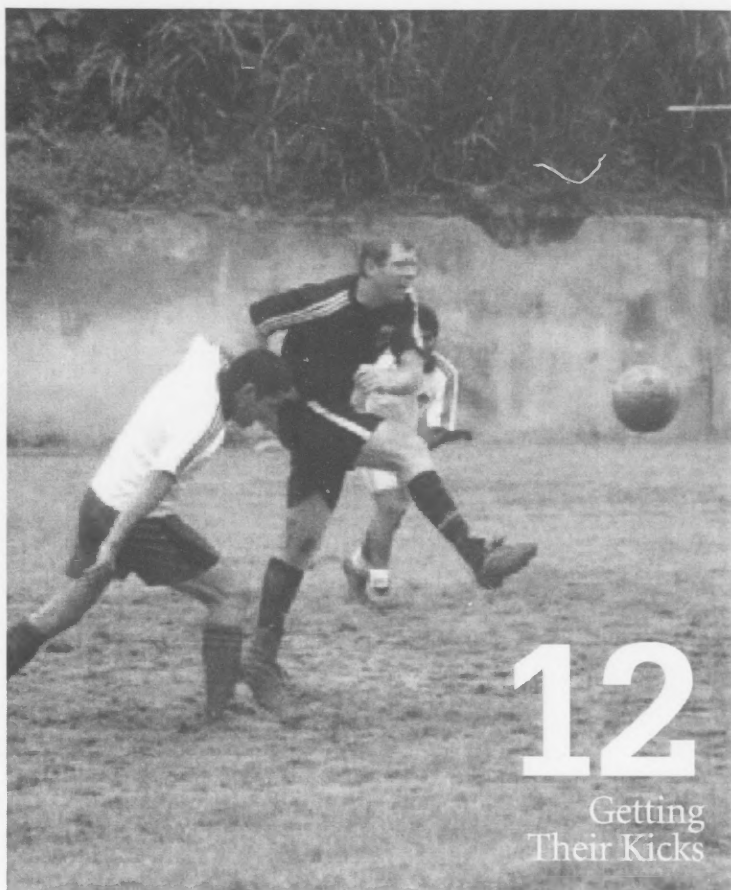
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### ON THE COVER

The old and the new converge when a 1918 Italian colonial map of Eritrea's Lake Assale is overlaid by a satellite image of the same area.



D.G. HARRY K.  
**THOMAS**

## Office of Shared Services: Our New Way of Doing Business in HR

I am excited about the innovative work being done by the Office of Shared Services. Established just last year, this office, led by Deputy Assistant Secretary Linda Tagliatalata, is developing new strategies for enhancing HR's service to you, the customer; streamlining HR processes to better meet your needs; and reducing both our response time and overall costs.

Shared Services, in cooperation with other HR offices, has already made significant progress working with HR professionals from across the Department to improve, standardize and automate the services that improve customer service, speed the delivery of HR services and reduce HR costs department-wide. With the goal of establishing a single integrated service delivery system throughout the Department within the next two to three years, Shared Services is working to address all HR needs through one Web site, a single e-mail address and one phone number.

In November, Phase I of the Shared Services project went live as the Bureau of Diplomatic Security kicked off the first of a planned four "tiers," or types, of service delivery via a new HR Service Center in Charleston, S.C. This state-of-the-art Service Center provides guidance and assistance to you by phone or e-mail without any need to leave your home or office. They are ready and able to answer questions regarding benefits, leave, promotion and a host of transactional questions such as "How do I change my TSP withholding?"

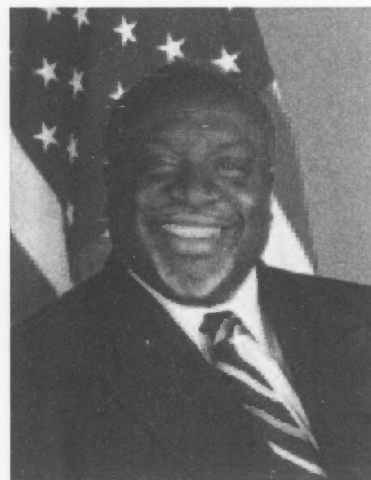
Representing an additional 3,000-plus employees, the Bureau of Consular Affairs, which also provides HR services to the Bureau of Legislative Affairs, together with the Bureau of Arms Control and International Security and the Office of the Legal Advisor, joined the Human Resources Shared Services project in February. I expect that by

the end of this year, all HR Service Providers and Department employees will benefit from a partnership with the HR Service Center.

HR's Executive Office's concurrent efforts to enhance HR Online is a key element to harnessing new technology for the specific needs of the Department and its employees. HR Online is a single point of entry to many self-service applications, such as eOPF, Employee Express and Employee Profile. It allows you to view HR-related information and manage benefits; apply for programs such as Student Loan Repayment or Telework; and access information about your career at State. Recently, the Foreign Service Residence and Dependency Report, OF-126, and the Domestic Arrival Form, DS-1707, became available through HR Online. ePerformance, which enables managers to plan for, create, review and approve performance plans and evaluations, is now available online for every Civil Service employee (the Foreign Service version is under development), and new capabilities to apply for transit benefits, update your personal information and manage your retirement are in the pipeline.

Ask HR, an online searchable database of more than 1,600 items related to HR issues, was also launched in November and received more than 6,000 hits in the first two months. Ask HR puts answers to frequently asked questions on HR topics at the fingertips of every Department Intranet user. Through collaboration with senior HR professionals in every area of expertise and the interactive nature of Ask HR, which allows employees to submit questions to the appropriate subject matter expert, new information and articles are being added to Ask HR every week, ensuring this is a growing and increasingly relevant tool for you—the user.

As part of the Shared Services delivery process, HR has been developing standard-



ized position descriptions for use throughout the Department. These are generic position descriptions with career ladders that are already classified and may be used immediately by bureaus.

Shared Services' challenge is to implement a new HR Shared Services delivery system to provide greater efficiencies and improve customer satisfaction; ensure full coordination among HR customer service providers, including within HR; and deliver a consistent message from HR across the Department.

As Shared Services incorporates more bureaus, you'll be learning more about this project. Right now, you can find out more by using the keywords "Shared Services" on the Intranet.

We want to serve you efficiently and well. If you have any specific questions about HR Shared Services, please send an e-mail to HRSharedServices@state.gov. If you have any general comments or suggestions, please feel free to send them to me via unclassified e-mail at DG Direct. ■



# news

## Embassy Volunteers Help Rebuild Sri Lankan Homes

In November, 10 employees from the U.S. Embassy in Colombo, Sri Lanka, helped construct the last of Habitat for Humanity's post-tsunami housing projects in Moratuwa, a coastal town south of Colombo. Ambassador Robert Blake, Deputy Chief of Mission Jim Moore and eight others placed

interlocking terra-cotta tile roofs on two houses, and mixed and poured concrete for the homes' floors.

After a picnic lunch, the group visited a completed Habitat house in another neighborhood. The ambassador officially dedicated the house, where a family and two

young children will live.

Two years earlier, volunteers from the embassy responded to the tsunami by helping to build a similar housing project, this time near Negombo, 30 kilometers north of Colombo. There, they dug the foundation of one house and built the walls of a second.



## Staff 'Idolized' in Embassy Talent Show

When the U.S. Embassy in Abidjan, Cote d'Ivoire, combined American pop culture with a stage and microphone in July, it got an "Abidjan Idol" performance involving more than 100 American and local staff. To create a show similar to that of the hit TV series, the public affairs section provided music and operated the sound system, and the general services office and facility management section set up the chairs and assembled the stage—complete with colored spotlights and red carpet.

Employees performed as Tina Turner, Bob Marley and the band Guns & Roses, and as African performers such as Fela Anikulapo Kuti and Bailly Spinto. The show's judges impersonated "American Idol's" Simon Cowell, Paula Abdul and Randy Jackson, and critiqued each act. The audience stood, danced, clapped and sang to the music.



Among the performers in the Abidjan Idol show were, rear from left, Linda Zie, Adehoumi Oladele, Sharon Otis, Jessica Ikner, Virginia Stern, Folli Teko, Desiree Bartley, Jeremie Matondo, Oumou Coulibaly and Marc Trahan. In the middle row from left are Alphonsine Ayolie, Sabirene Khattak and Emily McCarthy. In front from left are Hyacinthe Aime Kouassi and Honore Guy Koffi.

While Financial Assistant Adehoumi Oladele performed, co-workers placed West African currency and U.S. dollars on his shoulders, an African tradition for wishing luck and success.

Plans are already in the works for Abidjan Idol 2009.

## Online Tool To Promote Short-Term Opportunities

Soon, managers will be able to post a short-term Employee Developmental Opportunity of up to 90 days, and employees will be able to search and apply for one,

using an online tool from the Bureau of Human Resources. The State Employee Development Opportunities tool allows managers to create and post opportunities, review applicants' files and make a selection. It lets employees post a profile, scan opportunities and, with the approval of their supervisor, apply.

This tool was modeled on similar successful programs at the National Aeronautics and Space Administration and the Environmental Protection Agency, and is seen being especially useful for Presidential Management Fellows, Career Entry participants and

others seeking developmental activities. The Bureau of Human Resources will encourage managers to post diverse opportunities for all grades and specialties.

By using the tool, supervisors will be supporting employees' efforts to expand their skills and experience and will have a tool to gain coverage for vacancies. It will also let HR track and promote the number and range of such opportunities.

Once the pilot test ends, it will become available via HR Online. Additional information is available at the Civil Service Human Resource Management Web site.

## Scholarships Available for Study at Yale and Hotchkiss

Several scholarships and fellowships will be available in academic year 2009-10 for children and grandchildren of Foreign Service officers, active or retired, for study at The Hotchkiss School and Yale University. The awards are sponsored by Diplomatic and Consular Officers, Retired, Bacon House Foundation. The application deadline is March 16.

Hotchkiss will 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 will be made by the foundation in consultation with Yale. Awards are contingent upon confirmation by Yale that the student has been admitted or is in good standing. Awards to

undergraduates may be up to \$5,000. Any field of study is acceptable, 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, résumé, 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 Street N.W., Washington, DC, 20006. Applicants for graduate fellowships should include a page outlining career goals.

For more information, contact Sherry Barndollar Rock at (202) 682-0500 x.17 or prog.coord@dacorbacon.org.

# DEPARTMENT SCORES HIGH IN FEDERAL EMPLOYEE SURVEY

The Department's focus on improving the talents, skills and quality of life of employees so that it can better fulfill its mission is paying off, as shown by the latest Office of Personnel Management Federal Human Capital Survey. The survey, released in January, measures federal employees' views on whether their agency possesses the attributes of a highly successful organization.

The survey focuses on four categories: Leadership and Knowledge Management, Talent Management, Job Satisfaction and Results-Oriented Performance Culture. An agency's rank in each category is based on the surveyed employees' responses to the category's questions. The 2008 survey included responses of 417,000 randomly selected executive branch employees in more than 83 federal organizations.

In this year's survey, the

Category	Department's 2008 Ranking	Department's 2006 Ranking
Leadership and Knowledge Management	7th	10th
Talent Management	10th	11th
Job Satisfaction	5th	6th
Results-Oriented Performance Culture	11th	13th

Department improved its ranking in all four categories, and in three of the four categories it ranked among the top 10 agencies. In the fourth category, Results-Oriented Performance Culture, the Department ranked among the top 10 agencies that demonstrated the greatest increases.

Director General Harry K. Thomas said that he was "gratified to learn that our employees

rate their experiences highly." He said there are several reasons why employees view the Department as an excellent place to work.

"First, our employees recognize that this organization allows them to contribute to society," he said. "Second, many of our employees recognize that the benefits of working for the Department of State outweigh anything in the private

sector. Third, we are enhancing development opportunities for all employees."

Director General Thomas said that the survey "helps us to gauge how well we are doing and identify where we must improve." The Bureau of Human Resources is currently analyzing the results to determine which programs to improve to help the Department maintain its high ranking.

## FSN Competes in Dubai Marathon

Abeer Alsharif, a Foreign Service National at the U.S. Mission in Saudi Arabia, competed in January in the wheelchair division of the 2009 Dubai International Marathon. The region's largest marathon offers lucrative prizes and more than 10,000 total competitors, including some of the top names in the world of racing. She had trained hard every day for two months.

Alsharif is a Jordanian residing in Saudi Arabia, and the Jordanian Embassy recently confirmed that she was the first Jordanian woman to win a marathon in any of the Paralympics divisions.

The mission's naval attaché in Riyadh, Commander Richard J. Ryan, served as Alsharif's coach. As

she approached the finish line, he said the crowd really went crazy.

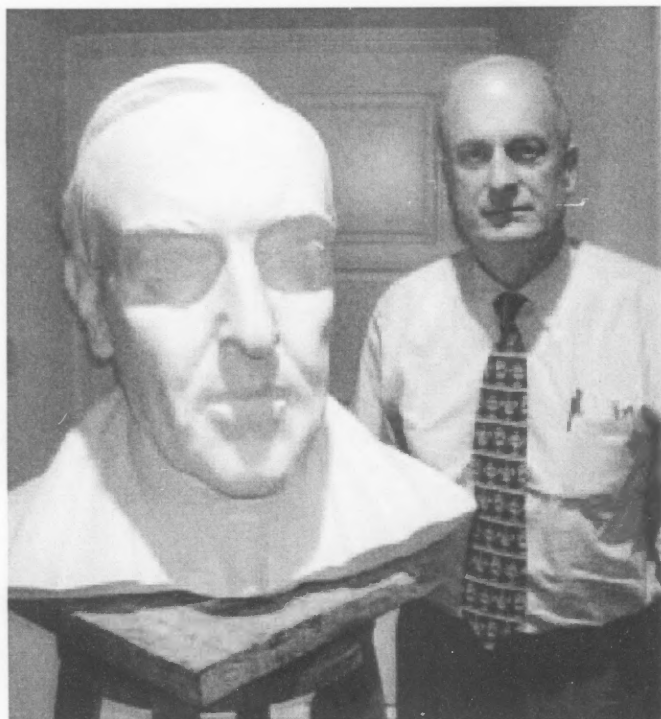
"Four big security guys had to lift her chair up over their shoulders and carry her through the crowd, which made that much more of an impressive effect," he said. "There were so many fans asking for pictures with her that we actually had to say, 'No more, she's cold and needs to go inside.'"

Alsharif has set her sights on future international competitions, including the London 2012 Paralympics, he said.



From left are Edward Feeney, director of international operations at the nonprofit group Achilles; Alsharif; and Commander Richard J. Ryan.





## Doubek Helps Rebuild Prague Monument

A monument in Prague to President Woodrow Wilson that was destroyed by the Nazis in 1941 will soon be rebuilt in an effort led by a Department employee who volunteers his services to the American Friends of the Czech Republic, a nongovernmental organization.

The group was founded in 1995 by Robert Doubek, who was the project director for the Vietnam Veterans Memorial in Washington, D.C., and is a realty specialist with the Bureau of Overseas Buildings Operations.

President Wilson supported Czech efforts to win independence early in the last century, one reason the Czech people hold him in high regard. The monument, dedicated in 1928, consisted of a larger-than-life-sized bronze statue on a granite pedestal and base.

The monument originally faced Prague's main train station, named Wilson Train Station in 1919. A renovation of the station and the park it faces will be finished next year and will include the rebuilt monument, with an exact replica of the original statue.

The original statue was created by Czech-born sculptor Albin Polášek, who later headed the sculpture department at the Art Institute of Chicago for 30 years. Although most of Polášek's plaster model for the original statue was destroyed in 1977, the head and shoulders of the model were found in a Prague warehouse in 2008. A Czech sculptor will re-create the remainder.

In 2006, the American Friends of the Czech Republic proposed that the City of Prague reestablish the Wilson Monument. The city agreed and made the group its partner on what is expected to be a \$500,000 project.

# STATE

MAGAZINE

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### Deadlines

The submission deadline for the May issue is March 15. The deadline for the June issue is April 15.

### Environmental Notes

*State Magazine* is printed in the USA using soy-based inks on recycled paper that contains 10% post-consumer waste and is SFI-certified.



## An Equal Employment Opportunity Complaint Against Me? You've Got To Be Kidding!

**SURPRISE:** That is frequently the first reaction of managers and executives when notified that an employee has filed an Equal Employment Opportunity complaint. We are all certain that we are the most fair, reasonable, patient and unprejudiced.

**INSULT:** The second reaction follows. "I would never discriminate against anyone. I am not that kind of person. I am offended." This is often followed by some historical perspective or personal experience, such as, "My best friend is ....."

**DEFENSE:** The tertiary response kicks in soon after, with the resolve that no matter what, you will stand your ground, never give in and defend your honor at all costs.

These are the reflex responses we often see. Roughly 200 informal Equal Employment Opportunity complaints are filed each year with the Department's Office of Civil Rights alone. Of those, about half become formal and go through the investigation/resolution process. In part because we intentionally seek to resolve complaints early in the process, it is unusual for such complaints to result in actual findings of outright discrimination or violations of civil rights. It has been our experience that many complaints stem simply from poor management practices, inadequate communication and disparate expectations—all of which still deserve resolution. Other claims originate from persons who see the Office of Civil Rights as their last resort and only hope for a full airing of facts or a chance for an unbiased review.

And yes, for the record, the Office of Civil Rights recognizes that some allegations come from poorly performing employees seeking

shelter from negative evaluations, demotion or other consequences. We are still obligated to consider the complaints of all who come to us for redress.

Interesting theory, but when the complaint involves you, it gets personal. But remember that knee-jerk responses can cause serious harm, especially if you retaliate by making disparaging comments about complainants or make public your disapproval/consternation with their Equal Employment Opportunity activity. There are many Equal Employment Opportunity cases where spurious or unsubstantiated allegations were unfortunately followed by managers' retaliatory acts that were witnessed by co-workers and were easily provable. These cases can lead to judgments against an agency, or result in a costly settlement.

Your best response when presented with an employee Equal Employment Opportunity complaint may be counterintuitive, but in the long run will protect you and the Department.

- Make no sudden moves. Think, consult, and sleep on it.
- Keep an open mind. Although most complaints and allegations will not prove to be Equal Employment Opportunity related, they often reflect a situation where something is amiss. What could it really be? Think about the answer.
- Be open to discussion. Explore options. Engage in Alternative Dispute Resolution. To do so is most emphatically not an admission of guilt.
- Being named in an Equal Employment Opportunity complaint is not a career-stopper. Most successful managers and

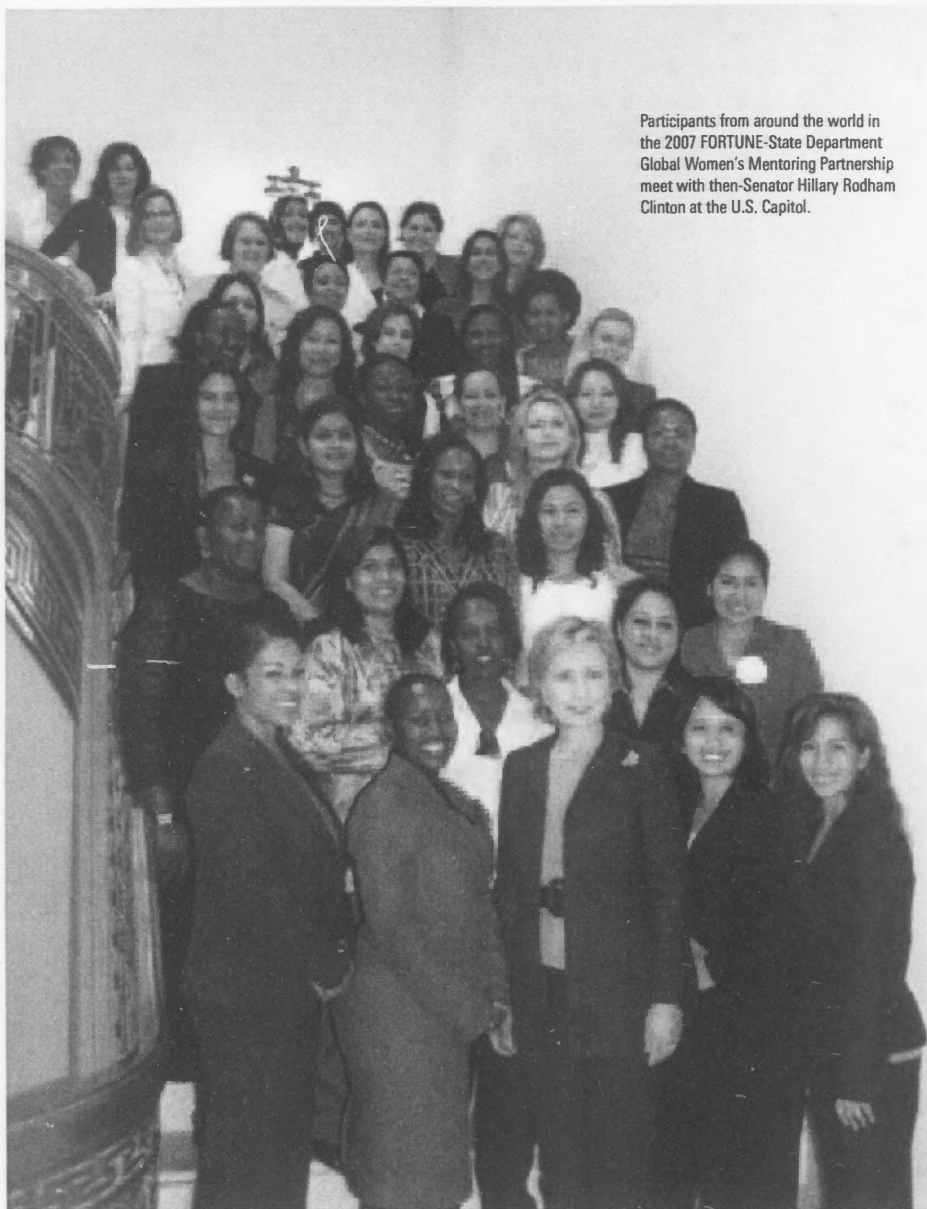


executives at one point experience this. If you manage to avoid such mention, you may be avoiding your managerial responsibilities by ignoring performance or behavior problems.

- Do not mention the allegation in a staff meeting or find ways to surreptitiously embarrass or harass the complaining employee. For instance, "Someone here (and I won't name names) thinks I am unfair and that this office stinks. But I won't say who it is because I respect their privacy no matter how far off base they may be with this wild allegation."

As uncomfortable as the experience may seem at first, remember that your reflex responses to an Equal Employment Opportunity complaint are not likely to be best. Think counterintuitively and consult us. ■

Participants from around the world in the 2007 FORTUNE-State Department Global Women's Mentoring Partnership meet with then-Senator Hillary Rodham Clinton at the U.S. Capitol.



# GLOBAL BENEFITS

ECA EXPANDS PUBLIC-PRIVATE PARTNERSHIPS  
**BY DANIEL McCARTNEY AND  
CATHERINE STEARNS**

The Bureau of Educational and Cultural Affairs, which fosters mutual understanding between Americans and the world's people, has partnered with private-sector organizations for 60 years to promote educational exchanges and leadership development. As a result, more than one million people worldwide, including youths and professionals from diverse backgrounds, are alumni of Bureau of Educational and Cultural Affairs and related exchange programs. More than 300 alumni of the bureau's programs are current or former high officials in foreign governments.

Growing involvement in public-private partnerships sparked the bureau to create an Office of Private Sector Exchange.

The bureau's public-private partnerships were first developed to support international educational exchanges, leveraging its resources to achieve results well beyond the reach of government alone. This is significant as the bureau's \$501.3 million 2008 budget would, were it an independent foundation, rank it third in annual grant-giving, behind only the Bill and Melinda Gates Foundation and the Ford Foundation.

## Extensive Exchanges

The bureau funds programs that annually facilitate more than 40,000 U.S. and foreign exchange participants in more than 165 countries. For example, the Fulbright program of worldwide exchanges relies on monetary contributions from the U.S. higher education community. In 2008 alone, U.S. colleges and universities contributed more than \$36.5 million in supplementary scholarships, research assistantships and teaching assistantships to support international Fulbright students and other foreign graduate students studying in the United States.

Additionally, the bureau advances public diplomacy by facilitating the participation of an additional 400,000 foreign nationals in both academic and work-based exchange activities that are funded entirely by the private sector. Participants in the private-sector-based Exchange Visitor Program enter the United States to further U.S. scientific, medical, techni-





**Left:** These students in Cairo are benefiting from ECA's English Access Microscholarship program. **Below:** Participants in the 2008 FORTUNE-State Department Global Women's Mentoring Partnership attend a reception at the residence of former U.S. Ambassador to Portugal Elizabeth Frawley Bagley, in Washington, DC. They are, from left, Tinung Sulistyani, a participant from Indonesia; Lerato Mmutlana, a participant from South Africa; Mary Yerrick, a participant from the nonprofit group Vital Voices; and mentor Kathleen Vaughan of Wells Fargo.



Foundation hosted the 2008 Breast Cancer Global Congress.

- Its partnership with Intel Corporation provides information technology skills and development training to teachers in India. Joined by Relief International, the partnership provides Internet training in secondary schools in Azerbaijan.

- A partnership between *Fortune* magazine and the Department's Global Women's Mentoring Partnership allows emerging women leaders from around the world to receive mentoring from *Fortune's* Most Powerful Women Leaders Program.
- The bureau is partnering with the Adobe Foundation on an online video contest in which youth worldwide will create three-minute videos.
- It is exploring a partnership involving a unique, free, interactive, multimedia online English learning tool that would provide direct access to learning for young people worldwide.

As its partnerships have evolved, the lessons learned by the bureau have been made available to other bureaus. Its guidelines on partnering are at [https://connect.infocentral.state.gov/pdtoolkit/index.php/ECA\\_Private\\_Sector\\_Partnership\\_Guidelines](https://connect.infocentral.state.gov/pdtoolkit/index.php/ECA_Private_Sector_Partnership_Guidelines). Given the widespread adoption of corporate social responsibility goals by U.S. multinationals, the growing desire of the private sector to contribute to international public affairs and a strong foreign policy basis for these efforts, public-private partnering can increase the number of exchange participants, amplify new public diplomacy programs and multiply their impact. ■

*Daniel McCartney is a special assistant and Catherine Stearns is a public affairs advisor in the Bureau of Educational and Cultural Affairs.*

cal and research objectives, all at no cost to the U.S. taxpayer. Some 60,000 researchers, 8,000 doctors, 30,000 corporate-based trainees and other participants will contribute more than \$6 billion to the American economy in 2009.

### New Approaches

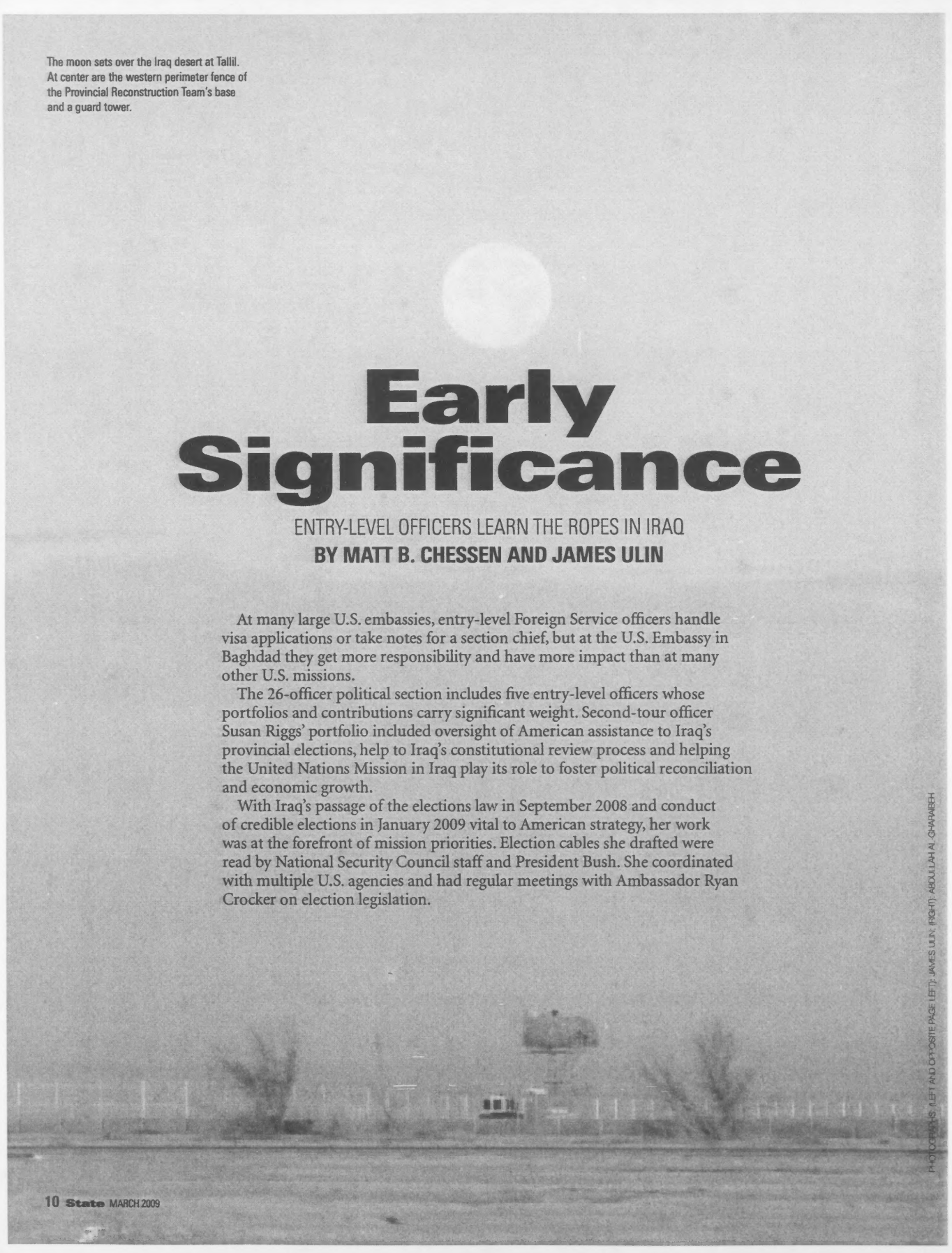
Building on these achievements and the fact that neither government nor the private sector can fly solo in global outreach and philanthropic activities, the bureau is now involved in new approaches to private-sector engagement. One of its new partnerships involves the Dole Food Company in the

Philippines and PT Freeport Indonesia in an effort to expand the bureau's English Access Microscholarship Program, which recognizes that English-language skills are critical to economic opportunity and upward mobility. Since its inception in 2004, the program has provided scholarships for English-language training to approximately 44,000 underserved students in more than 55 countries.

The bureau and its partners see quality education as the surest path to success in the overseas workplace.

Among the activities of the bureau's other partnerships are:

- In October, the bureau and the Avon



The moon sets over the Iraq desert at Tallil. At center are the western perimeter fence of the Provincial Reconstruction Team's base and a guard tower.

# Early Significance

ENTRY-LEVEL OFFICERS LEARN THE ROPES IN IRAQ

BY MATT B. CHESSEN AND JAMES ULIN

At many large U.S. embassies, entry-level Foreign Service officers handle visa applications or take notes for a section chief, but at the U.S. Embassy in Baghdad they get more responsibility and have more impact than at many other U.S. missions.

The 26-officer political section includes five entry-level officers whose portfolios and contributions carry significant weight. Second-tour officer Susan Riggs' portfolio included oversight of American assistance to Iraq's provincial elections, help to Iraq's constitutional review process and helping the United Nations Mission in Iraq play its role to foster political reconciliation and economic growth.

With Iraq's passage of the elections law in September 2008 and conduct of credible elections in January 2009 vital to American strategy, her work was at the forefront of mission priorities. Election cables she drafted were read by National Security Council staff and President Bush. She coordinated with multiple U.S. agencies and had regular meetings with Ambassador Ryan Crocker on election legislation.

PHOTOGRAPHS (LEFT AND OPPOSITE PAGE LEFT): JAMES ULIN; (RIGHT): ABDULLAH AL-GHARIBEH

## First-name Basis

"There aren't many places you can go where a junior officer is on a first-name basis with the minister of foreign affairs and is meeting with the speaker of the Council of Representatives," she said. "It's just incredible to be able to do such interesting work."

First-tour FSO Ed Gallagher worked in the post's political-military section after a 30-year Air Force career. He represented the section in regular meetings between Ambassador Crocker and Prime Minister Nouri Maliki, and developed interagency experience coordinating between the embassy and the headquarters staff of Multinational Forces Iraq.

"I get to write about things I know will get read," Gallagher said. "That's the best thing: working on some of the most vexing U.S. foreign policy problems, where people listen to what you have to say."

The embassy's consular section presents one of the most different environments an entry-level officer is likely to experience. The nonimmigrant visa section, which has one entry-level officer and two Locally Employed Staff, has a relatively light load but deals with challenging working conditions and long administrative processing times for nearly all applications. Iraq's security environment and the nature and frequency of high-level contacts between its government and that of the United States mean what happens in the nonimmigrant visa section always gets attention in the front office—and at the highest levels of the U.S. military.

The one entry-level officer in the American Citizen Services section works at the busiest passport-issuing post in the world. That section issued 3,911 passports and 2,907 passport amendments in 2008, most of the former to U.S. soldiers and most of the latter for U.S. contractors who must travel frequently in the region.

Due to the heavy load of military applications, second-tour FSOs Lee Calkins and Matt Chessen established Iraq's first military courier program, which enabled three regional Judge Advocate General Corps offices to accept passport applications. This lets soldiers who cannot leave their duty stations for the one-to-three-day journey to Baghdad apply locally. It also reduces mission downtime and makes it more convenient for U.S. service members to obtain passports for rest and recreation trips.

## Interesting Assignments

Entry-level Foreign Service specialists also find that Iraq offers interesting and challenging assignments. Entry-level Assistant Regional Security Officer James Ulin is responsible for high-threat protection in a mixed rural and urban Iraqi environment. His post, the regional security office in Tallil, serves three Iraqi provinces stretching across the southern quarter of Iraq and protects provincial reconstruction teams in Muthanna, Maysan and Dhi Qar. The teams, whose primary responsibility is to provide assistance and promote the development of

Iraqi provincial capacity, make several forays into the provinces weekly.

Ulin's day can begin early and might involve a long drive in an armored vehicle, he said. Helicopter travel is used to get to multiple locations or when the trip would otherwise mean several hours of driving.

Travel is long, but the rewards can be cherished for an entire career.

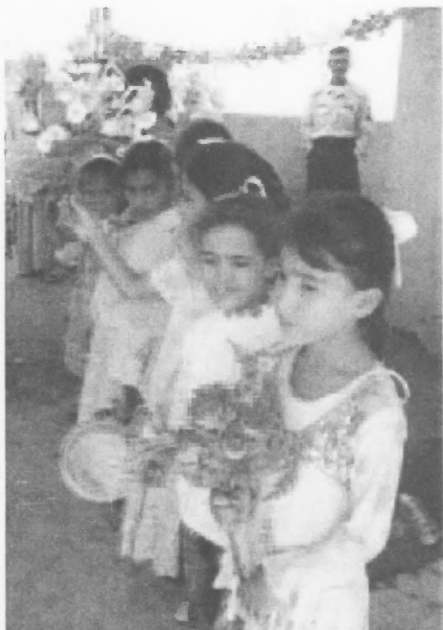
Provincial meetings in which entry-level officers participate can involve a suit and tie for a function in a provincial governor's office, or khakis and a polo shirt—with body armor—for visiting a rural irrigation project.

The entry-level officers who serve provincial reconstruction teams get to experience the best of rural and urban Iraq, find no shortage of projects and often receive warm receptions from local mayors and villagers, Ulin said.

Another entry-level officer in Iraq, Billy McFarland, is the provincial action officer for the provincial reconstruction team in Kirkuk. A former Army officer and a certified public accountant, McFarland works with local officials and trains Army commanders, who in turn train Iraqis in effective governance. He cited recent talks with local officials about feral donkeys and dogs and illegal fishing. "For me, these are meaningful issues—because the locals care about them." ■

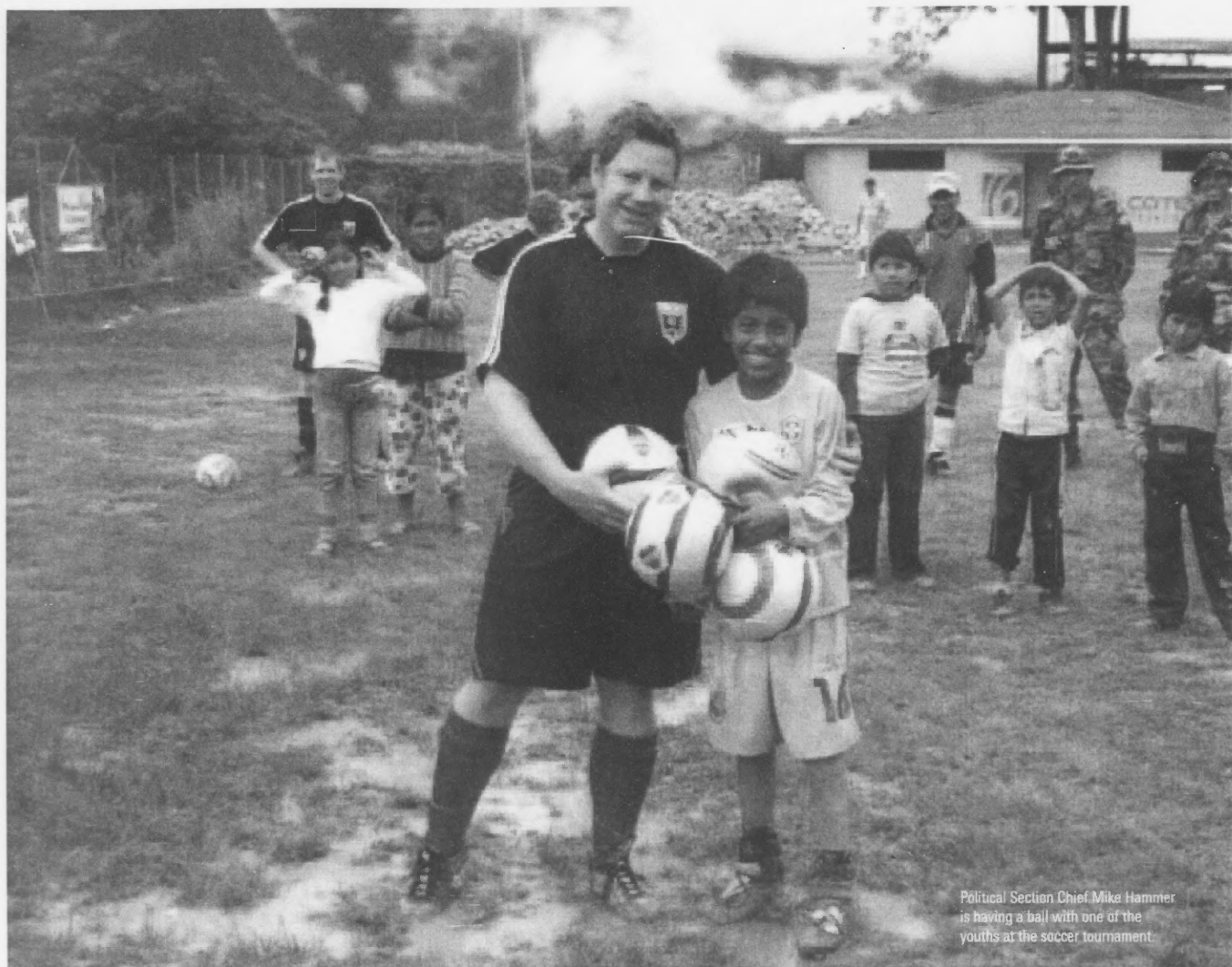
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*Matt B. Chessen is a vice consul at the U.S. Embassy in Baghdad, and James Ulin is an assistant regional security officer in Tallil, Iraq.*



Left: Children line a walkway at the entrance to the school in Rumatha, which was about to receive a visit from a Provincial Reconstruction Team that coordinated delivery of laptop computers there. Above: At a training program at the embassy's consular section are, from left, Vice-Consul Lee Calkins, Marine Major Dan Mori, Army Sergeant Daniel Fortier, Army Captain John Rampulla, Marine Major Alison Daly, Navy Captain Matthew Wooten, Army Sergeant Eloy Guzman and Vice-Consul Matt Chessen.





Political Section Chief Mike Hammer is having a ball with one of the youths at the soccer tournament.

# Soccer Diplomacy

MISSION BOLIVIA PROMOTES SPORTS OVER DRUGS **BY CHARLES SELLERS**

In Bolivia, U.S. assistance is helping the government counter drug production and trafficking and combat rising drug use by Bolivian youth. On a recent trip to the nation's lush Yungas Valley, U.S. diplomats used soccer diplomacy to help young people from across the country score big against drugs.

The United States has long partnered with the Bolivian government to combat drug production and trafficking. Since

1976, the embassy's narcotics affairs section has worked to reduce drug-related and other international crimes that threaten the United States by enhancing the ability of Bolivian law enforcement and judicial authorities to identify, deter and prosecute these offenses. The section also works to reduce demand by educating the country's youth to the dangers of drug consumption. Its 2008 budget for activities was more than \$26 million.

## Eradication Effort

Much of the focus is on coca eradication. The coca plant has a thousand-year history in Bolivia, but it is also the basis for cocaine. Bolivia is the world's third-largest cocaine producer, and increasing amounts are being consumed within the country. From 2003 to 2007, Bolivia's estimated potential cocaine production increased from 100 metric tons to as much as 192 metric tons due to the increasing number of cocaine-

making labs and more efficient technology.

The United States cooperates with the Bolivian government to arrest drug traffickers, disrupt cocaine production, seize illicit drugs and precursors, support alternative development, reduce demand and train law enforcement and judicial officials. In 2007, U.S. assistance contributed directly to 11,475 new hectares of alternative crops in the Chapare and Yungas regions, expanding

the region's legitimate employment and income opportunities.

On another front, the U.S. Embassy in La Paz has for the past five years collaborated with the Bolivian counter-narcotics police to sponsor an annual tournament for young soccer players, providing new uniforms, coaches and referees. Each year, the embassy grants several scholarships, allowing the best of the competitors to attend the prestigious Tahuichi Soccer Academy in the city of Santa Cruz. The academy produces some of the best Bolivian soccer players, many of whom go on to play professionally. Eleven members of the Bolivian National Team are ex-Tahuichi students.

### Trophies and Scholarships

With the narcotics affairs section's support, thousands of Bolivian young people have competed for trophies and scholarships. All participants take home memories and soccer balls, allowing them to continue to develop their skills and share the game with friends and family. So far, the embassy has granted scholarships to 33 young



Members of one of the tournament's teams pose with a poster calling for a drug-free Bolivia.

soccer players from rural provinces. The scholarships cover meals, education, healthcare and other costs of

attending the academy. The embassy has also funded the construction at the academy of a \$75,000 dormitory for 45 children and a gymnasium.

In 2008, the embassy sent a group of six officers to participate in the tournament.

Following the tournament finale, the U.S. diplomats played a friendly match against a group of Bolivian anti-narcotics police, with each team including many of the young soccer players. Playing against a backdrop of the rugged and forested Bolivian countryside, with several banners extolling the U.S.-Bolivian partnership against drugs, the U.S. team pulled out a win. Mike Thor Hammer, the 13-year-old son of embassy Political Counselor Michael Hammer, scored the final goal.

Afterward, embassy and

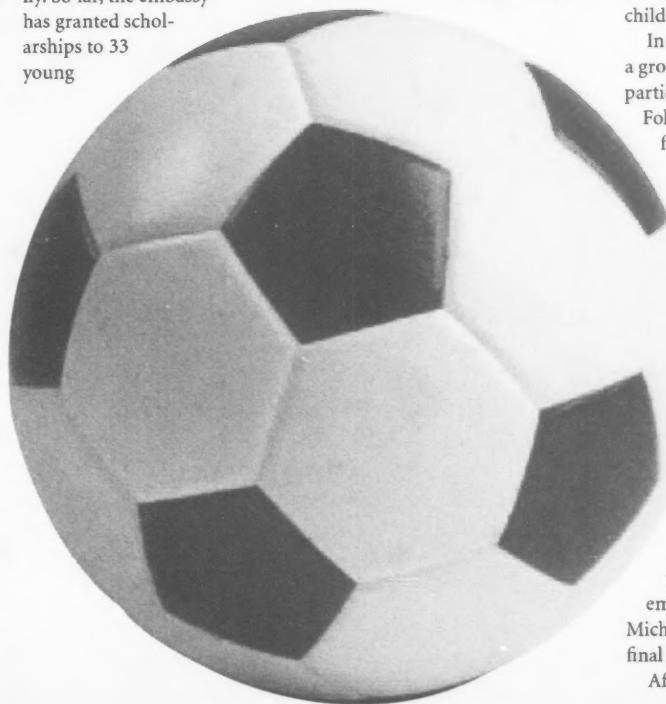
police representatives handed out trophies and gifts, and the three winners of the one-year scholarship were announced. One winner said the chance to study at Tahuichi was "a joy," and another called it "an incentive to keep bettering myself."

### United in Soccer

In a speech commemorating the event, Acting Deputy Chief of Mission Chris Lambert said, "Just as soccer unites us and demands teamwork, the fight against drugs needs all of our commitment. The embassy hopes to continue to promote these activities to keep young people away from the threats of drugs, alcohol and violence in the schools."

The officers who participated in the tournament said they see the embassy's participation in these events as being about more than educating youth on the danger of drugs—it can also change lives. ■

*The author is a political officer at the U.S. Embassy in La Paz.*



# Efficient and Effective

OBO IMPROVES REAL PROPERTY MANAGEMENT /// BY AMY ALLEN

When personnel arrive at post and unpack that first cardboard box in their new residence, numerous people in the Department and at post have already had a hand in settling them into their new home. At the Bureau of Overseas Buildings Operations' Office of Real Property Management, a team of real estate professionals manages more than 12,000 residential properties in more than 265 locations worldwide.

The office is always working to improve its efficiency and has

instituted several new initiatives that use existing technology to streamline processes and maximize resources.

## Rental Benchmarks

Department employees know there is rarely a one-size-fits-all solution to management challenges abroad. Housing is no exception. When residences exceed their cost and/or size allowances, the posts must request a lease waiver.

During fiscal year 2008, the office's staff processed more than

2,240 lease waiver requests, or more than one incoming and one outgoing cable per hour every working day.

To help streamline the reviewing and clearing of waivers, the office has collaborated with posts to set rental benchmarks for staff housing. These are based on the location, officer rank and family size at 100 posts and also on leasing history, private sector data and consultation with the posts.

Posts are chosen to participate in the benchmark program based on their leasing management per-

formance. Once in the program, posts need not send in a lease waiver for residential properties if the unit is within the benchmark standards for size and price and falls below the congressionally mandated lease cap of \$50,000 per year.

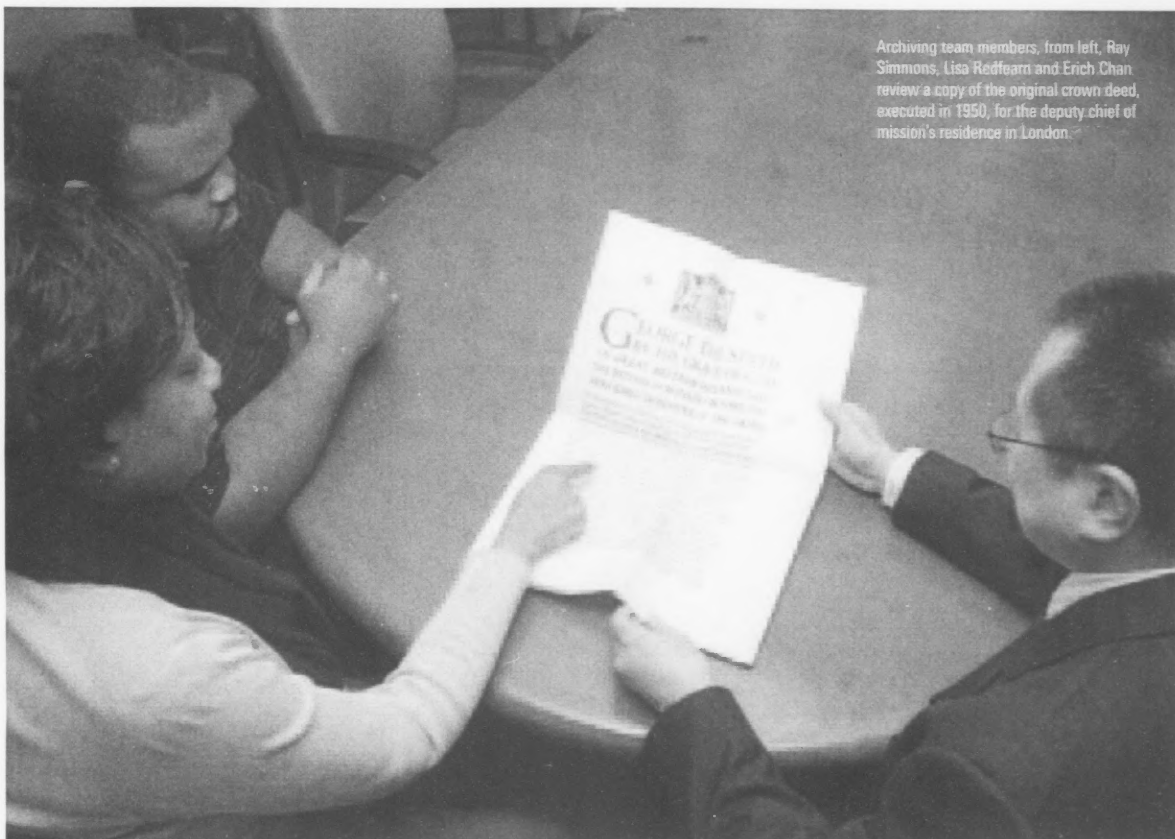
This increased flexibility enables posts to take advantage of good deals quickly and avoid redundant paperwork. The Office of Management and Budget and the Office of Inspector General have endorsed the Office of Real Property Management's



Staff of the Office of Real Property Management include, from left, Elizabeth Lauster, Judy Senykoff, Kathy Shipp, Roger Dierman, Amy Allen, Bill Hyde, Lisa Radfearn, Marna Miller and Ray Simmons.

PHOTOGRAPHS ANDREA WALK





Archiving team members, from left, Ray Simmons, Lisa Redfoam and Erich Chan review a copy of the original crown deed, executed in 1950, for the deputy chief of mission's residence in London.

goal of inducting 160 posts into the Rental Benchmark Initiative by the end of fiscal year 2009, allowing the office to maintain strong oversight of its large inventory of residential properties while relieving posts of many redundant waiver requests.

### Electronic Lease Waiver Request

In late 2006, the Office of Real Property Management began processing lease waivers electronically to standardize the clearance process and provide timely feedback to posts. The thousands of lease waiver requests sent to the office annually had to be sent from posts through CableXpress. Since CableXpress could not feed information into the office's database, staff was forced to manually reenter data from the cable printouts.

Complicating the process was the fact that roughly 50 percent of the incoming waiver requests were incomplete. This required staff to constantly ask the originating post to clarify and complete required information.

However, in January 2009 posts began using a Web-based Electronic Lease Waiver Request in place of cables. This allows posts to fill out waivers online using an e-form

that has drop-down menus to standardize responses. The program will force posts to answer required fields completely, avoiding time-consuming calls and e-mails from Washington seeking clarifications.

The database will allow the staff to mine data and identify trends in cost, size and location at post while saving it more than 640 hours a year in redundant data entry.

### Distance Learning

In December, the Foreign Service Institute and the bureau launched a Web-based course, Real Property Management (PA 420), that is primarily for Locally Employed Staff but also a great refresher for officers. The course spells out the procedures, regulations and best practices for managing properties overseas while avoiding travel expenses related to Washington, D.C.-based training. Registration is free for direct-hire Department employees and is available at <http://fsi.state.gov>.

### Documents Online

The Office of Real Property Management is responsible for 350,000 property-related

archive pages, ranging from titles and deeds dating from the 1800s to the most recent acquisition of a chief of mission residence, and is moving these documents to an online searchable library. The office's archiving branch is scanning its document library and making it available via keyword searches in English, regardless of the document's original language. Many of the original documents are in local languages, and cross-language searches will provide staff with the best information for future lease negotiations. Project completion is scheduled for October 2009.

The office's staff has been contacted by managers in other bureaus who believe this program is applicable to meeting their data storage and retrieval needs.

For more information on any of these new initiatives and how they might help your office, contact your real property manager or data manager. The portfolio assignments are on the office's Web page at <http://obo.state.gov>. ■

*The author is the director of OBO's Office of Real Property Management.*

# Songs of Peace

NATIVE AMERICAN SHARES TRADITIONS WITH PAKISTAN  
BY CONSTANCE COLDING JONES

Native American storyteller and songwriter Rose Red Elk, also known as “Red Feather Woman” or “Wieka Luta Win,” her tribal name, contributed to mutual understanding between Americans and Pakistanis during a recent 10-day tour of Pakistan. Accompanying herself on guitar, the winner of the 2006 Native American Music Award in the spoken-word category narrated traditional stories of her Lakota tribe. She spoke and sang about honoring the diversity of humankind, respect for the earth, peace

among peoples and personal integrity and responsibility.

Her audiences in Peshawar, Lahore, Karachi and Islamabad were enthralled and enthusiastically joined her in Native American traditional song and dance at the end of her performances.

A review in Pakistan’s oldest and most respected English-language daily newspaper said, “In these times, when the magical tradition of storytelling with all its wit and wisdom is seeing a fast and drastic decline in Pakistan, the American Indian storyteller

in live recitals before appreciative Pakistani audiences was a powerful transporting experience and an effective communication tool to draw together people and break down barriers of ignorance and isolation.”

## Storyteller Team

In the twin capital cities of Islamabad and Rawalpindi, Red Elk performed at Fatima Jinnah Women’s University and a college of the arts, and conducted a workshop for performing arts students at the National Council

of Arts. The Lok Virsa National Folk Heritage Museum teamed her with Pakistan’s foremost traditional storyteller, Akhtar Channal, who is officially called “the Pride of Baluchistan.” The two did not have time to rehearse or even discuss each other’s program, but both told a story and performed a song—and their stories fit together. Each talked about diversity, resolving conflicts, respect for others and living in harmony. Both of their songs were accompanied by dance movements and emphasized the



Red Elk, in blue, instructs students in Lahore, Pakistan.

PHOTOGRAPHY 7777



Left: Red Elk performs at Islamabad's Lok Virsa Museum. Below: Red Elk meets Akhtar Channal, the storyteller known as the Pride of Baluchistan.



need to respect and preserve "Mother Earth."

Peshawar, a beleaguered frontier city on the trade route along the Afghan border, is a haven for storytellers. Audiences there were amazed to hear the many parallels between Pakhtun and American tribal societies and traditions. Red Elk discussed her experiences as a storyteller and songwriter with students and faculty at Peshawar University and before a diverse audience at the principal officer's residence. Everyone joined her in a dance, accompanied by the beat of the drums of local musicians.

### Commonalities Explored

Audiences in Lahore and Karachi were equally ready to explore similarities in the Native American and traditional Pakistani culture. There was much local media cover-

age, and one review on a blog said: "Native American culture incorporates all mankind in the cycle of life, where the colors white, black, yellow and red signify the world's races and people."

Red Elk said these colors on the Native American "medicine wheel" represent, in order, the people who are the keepers of fire, keepers of water, keepers of air and keepers of the earth. She said the world cannot function without any of these elements, and that this harmony is what the Native American culture stands for—unity and brotherhood.

This message has been lost over time, she said, but mankind must adopt and safeguard it to survive.

Everywhere she went, Red Elk told a story about the origin of the peace pipe, or "shanupa." In the story, a woman rides a white

buffalo down from the heavens during a time of conflict and presents a peace pipe to the warring parties. The pipe's length is green, to represent the earth and all living beings. Its red bowl represents the blood of the sacrifice of the people. The smoke of the tobacco represents the essence of life, carrying prayers to the heavens and the creator.

### Strangers Meet

At the end of each performance, Red Elk asked attendees to stand and shake hands with four strangers nearby. She then encouraged everyone to join her in a song. In every location, everyone got up, shook hands or bowed to those seated next to them and joined in the song's chorus, singing:

We are the keepers of the earth  
A heritage given to us through birth  
Creator took us by the hand  
And said "This is our land." ■

*The author is cultural affairs officer at the U.S. Embassy in Islamabad, Pakistan.*



# HEARING THE CALL

EMBASSIES FIGHT GENDER-BASED VIOLENCE /// BY RUTH E. BENNETT

Gender-based violence affects all societies. It cuts across religious, class and ethnic lines and is a human rights, health, education and labor-related issue.

While Secretary of State, Condoleezza Rice called on U.S. ambassadors to raise their host nations' awareness of gender-based violence during the United Nations' 16 Days of Activism Against Gender-Based Violence campaign, which ended in December. The embassies responded with programs designed to foster discussion and encourage opinion-makers and emerging leaders to address the issue.

For instance, the U.S. Embassy in Warsaw used its Web site to profile, on each of the

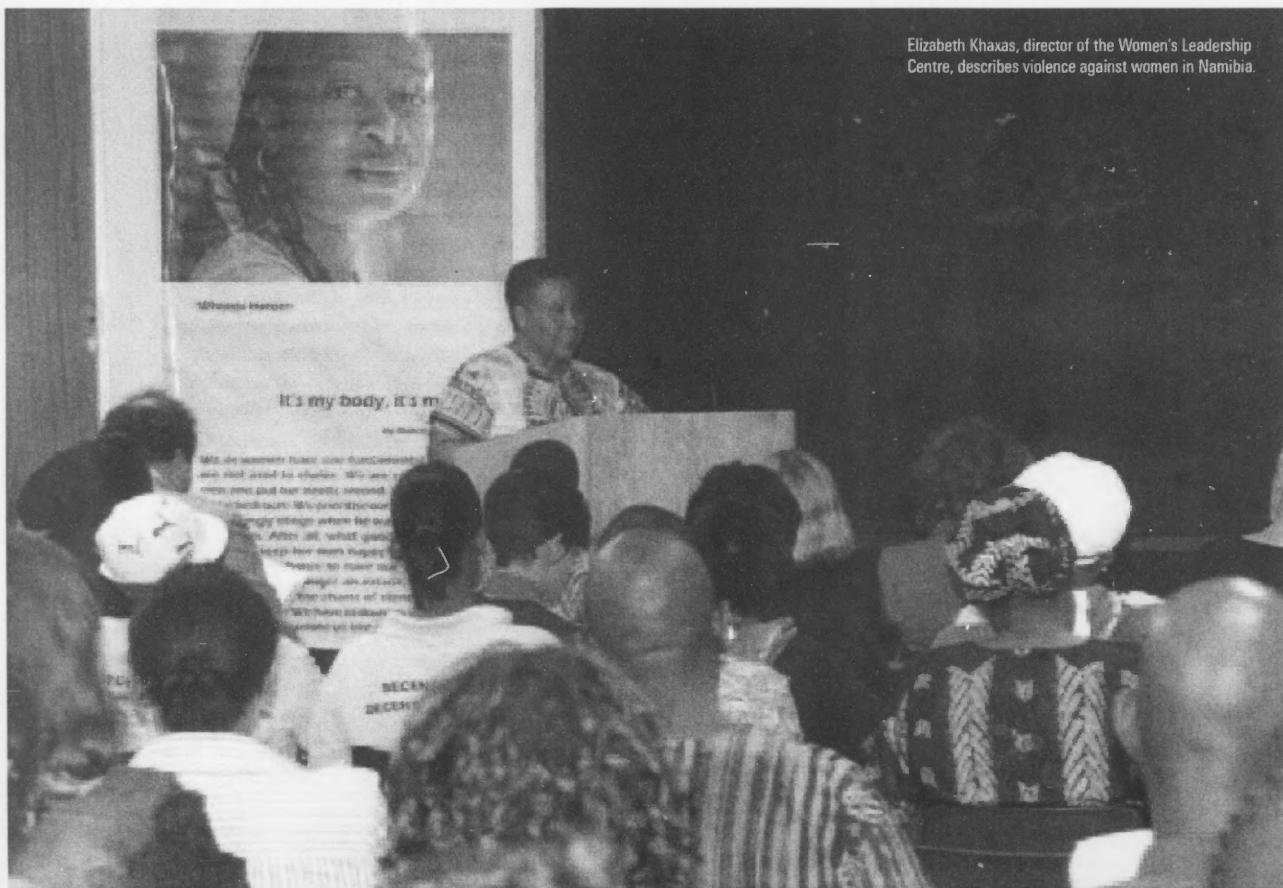
campaign's 16 days, a different person or institution opposing violence against women. In these mini-interviews, activists spoke on how Polish society had changed, the challenges remaining and what their organizations were doing. The interviews are posted at <http://poland.usembassy.gov/embassy-events/violence-against-womenw-16-days-of-activism-against-gender-based-violence.html>.

The project culminated with a December lunch hosted by the deputy chief of mission that brought together journalists and representatives of the government, nongovernmental organizations and political parties, many of whom had not previously met.

## Gathering Repeated

The U.S. Embassy in Conakry, Guinea, organized a half-day conference that inspired its enthusiastic participants to convene a 350-person gathering a few days later to share what they learned.

The U.S. Embassy in Windhoek, Namibia, collaborated with the Finnish Embassy and Namibia's Women's Leadership Centre on a program of stories, performances and testimonies for more than 120 attendees. Ambassador Gail Mathieu praised the bravery of those who shared what had happened in their lives, and her remarks received wide press coverage.



Elizabeth Khaxas, director of the Women's Leadership Centre, describes violence against women in Namibia.



Above: On screen, Sue Else, president of the National Network to End Domestic Violence, talks with representatives from Turkish human rights organizations. Right: Jan Langbein, policy advisor at the Department of Justice's Office on Violence Against Women, speaks in a video conference with the Director of the Fiji Women's Crisis Center in Suva.



The Office of International Women's Issues partners with posts around the world to support, promote and recognize their efforts against gender-based violence. It has a roster of speakers and other contacts that can be used as resources for programs. During the U.N. campaign, office Director Andrea Bottner wrote an article on gender-based violence that was published in prominent newspapers in Canada, Tanzania, Slovakia, South Africa and elsewhere.

In partnership with the Office of International Women's Issues, U.S. embassies in Bratislava, Lisbon, Suva, Ankara and Ottawa, and the U.S. Consulate General in Halifax, Nova Scotia, participated in digital video conferences with gender-based violence experts in Washington, D.C. Sue Else, president of the National Network to End Domestic Violence, joined representatives from the departments of Justice and Health and Human Services to discuss best practices in advocacy, public awareness, victim services and legal strategies with educators and leaders of nongovernmental organizations from around the world. The Bureau of International Information Programs conducted a Webcast of the dialogues, and a digital video conference participant from Suva later published a full-page essay in the country's preeminent newspaper, using information from the dialogue.

### Multi-level Approach

At the U.S. Embassy in Ankara, Political Officer Jeffrey Collins said the digital video conference with Sue Else generated eager discussion

among attendees and brought together representatives of Turkish nongovernmental organizations involved in human rights and women's rights, two groups that had not always worked together. The embassy also convened more than a dozen meetings with nongovernmental organizations to focus on taking cooperative action and held a three-week donation drive for a shelter that protects women from domestic violence. A detailed description of the activities is at <http://turkey.usembassy.gov>.

Looking forward, the office encourages posts to make the leap from "16 days" to "365 days" of global awareness on gender-based violence. The U.S. Embassy in Berlin, for example, plans to hold a high-level roundtable discussion on domestic violence in Germany that will bring together members of Parliament from several parties, nongovernmental organization leaders, lawyers and activists. The office is also working with the Provincial Reconstruction Team in Erbil, Iraq, and with the U.S. Embassy in Bridgetown, Barbados, on additional programs.

Although the problem is vast and well entrenched, the Office of International Women's Issues and U.S. embassies worldwide are keeping the issue of gender-based violence on the public agenda, pushing for change and making a difference. ■

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*The author is the senior public affairs advisor in the Office of International Women's Issues.*

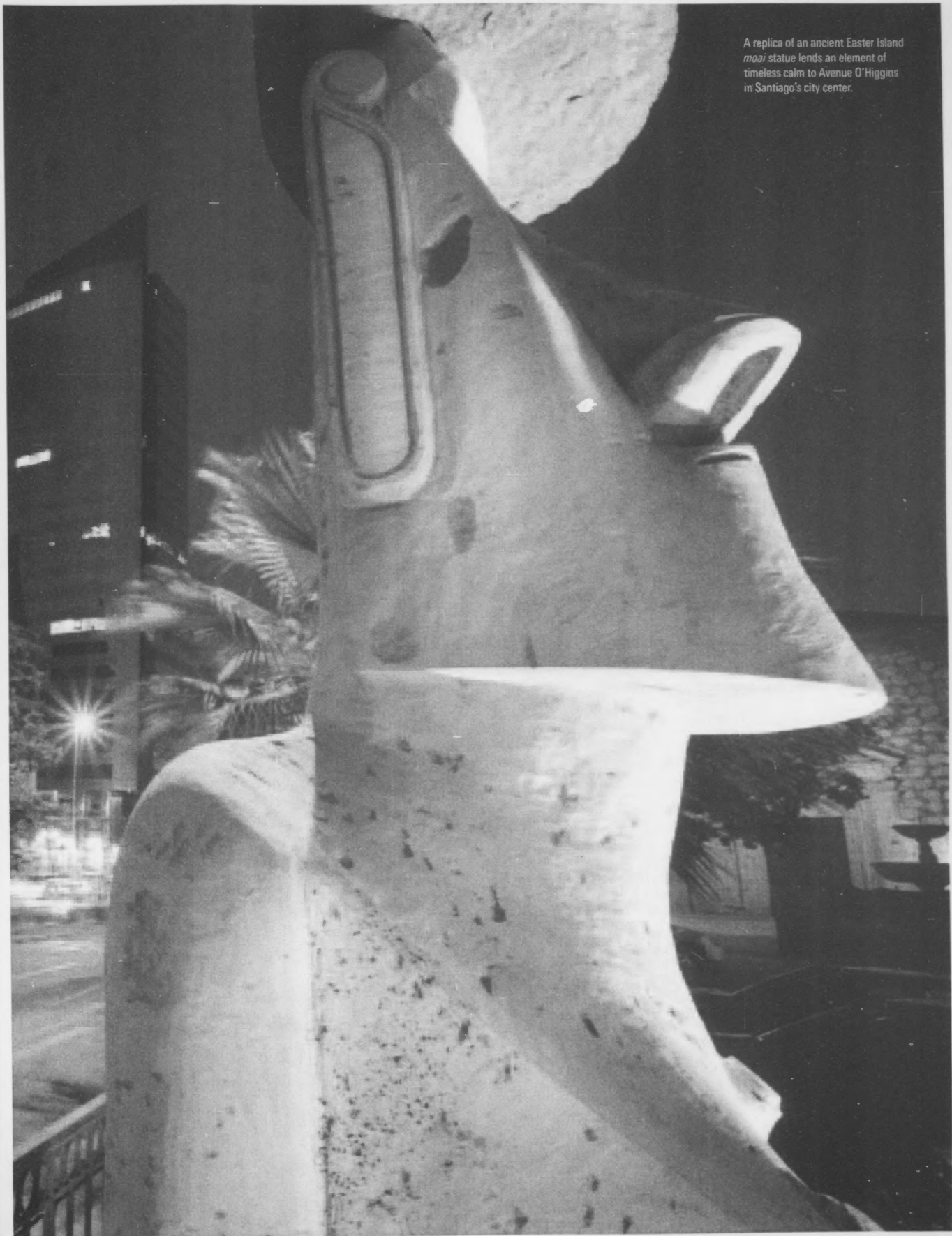


# SANTIAGO

U.S. partners with vibrant South American democracy *By Richard Gilbert*



A replica of an ancient Easter Island *moai* statue lends an element of timeless calm to Avenue O'Higgins in Santiago's city center.



# Chile

clings precariously to the Pacific edge of the high Andes, a thin string bean of a country near the bottom of the globe. Nearly 2,800 miles long from tip to toe and rarely more than 125 miles wide, Chile is home to an astonishing variety of natural wonders, ranging from perpetually snow-covered peaks straddling the eastern border with Argentina to a long coastal ribbon of booming Pacific surf.

Chile's surprises stretch from the painted hues of the parched Atacama Desert—the world's driest place—in the north to a thousand miles of forested archipelago in the south, where the Pan-American Highway ends in sparsely populated islands, active volcanoes, rugged national parks and glaciers that flow majestically from mountains to sea. Along the way are verdant central valleys filled with orchards and vineyards, the fertile crescent that supplies North American and European dinner tables.

At the end of the continent lies Chilean Patagonia, where Magellan roamed. Be-

yond Cape Horn and the turbulent waters of the Drake Passage is Chile's claimed wedge of frozen Antarctica. Some 2,240 miles to the west sits lonely Easter Island, the fabled site of mysterious statues that are relics of a vanished Polynesian civilization. Few nations have such a bewildering multiplicity of landscapes.

In the middle of all this dramatic geography sits the surging megalopolis of Santiago. Spreading down a narrow, smoggy valley lodged between a coastal mountain range and the soaring Andes, the city is the government, commercial and cultural center of the nation and boomtown home to more than 40 percent of Chile's 16.5 million inhabitants.

In the city's northeast quadrant sits the modern, low-rise U.S. embassy complex, a semi-suburban diplomatic outpost when first occupied in 1993, but quickly being dwarfed by the surrounding "Sanhattan" business district of high-rise office towers. The soon-to-be-completed 52-story Titanium Center looms over the embassy

from across the street, and two blocks away is South America's tallest building, the 62-story Costanera Center, a hotel and commercial complex. Three new office towers will soon shoot up along the western and northern edges of the embassy compound.

Staffers who served at the embassy two decades ago hardly recognize the city today, so stunning and swift has been its transformation. Santiago is constantly running to catch up with itself as expansion outpaces infrastructure.

### ***Economic Partners***

Chile's burgeoning economy and the importance of North American markets to the country's agriculture, viticulture and aquaculture industries—the United States is Chile's largest market and largest supplier—are an essential part of the portfolio managed by Ambassador Paul Simons and the embassy's 100 or so American employees and 200 Locally Employed Staff. Although China has recently become Chile's largest copper customer, the United States is also an important market for Chile's rich mining industry.

The embassy's reach extends from keeping watch on avocados and grapes destined for North American grocery shelves to the consular section's daily visa grind (alas, no visa waiver program here) to the usual plethora of diplomatic, public affairs,



**Clockwise from above:** Deputy Chief of Mission Carol Urban presents the winner's plaque to horse owner Eugenio Zegers at the 2008 United States of America Classic at Santiago's Club Hípico; Ambassador Paul Simons and his wife Victoria enjoy themselves at the annual celebration for Locally Employed Staff; Glacier San Rafael, located 800 miles south of Santiago in the Northern Patagonia Ice Field, is a popular travel destination; The U.S. Embassy's circular chancery and grounds are dwarfed by nearby office towers in Santiago's "Sanhattan" business district.





## Post of the Month



**Clockwise from above:** Jorge Tello, in suit at front, raises a glass with colleagues to celebrate 51 years of embassy service at his retirement party; The perfect cone of Villarrica, an active volcano in southern Chile, is a reminder that Chile is one of the world's most seismically active countries; The women's tug-of-war was one of the highlights of the embassy's annual celebration for Locally Employed Staff organized by their American colleagues; A happy group of embassy staffers celebrates democracy at the embassy's 2008 election eve reception; The embassy's "State Fair" celebration features Ambassador Paul Simons at the keyboard. The theme was chosen by the Locally Employed Staff for their annual celebration honoring American colleagues.



PHOTOGRAPHS (CLOCKWISE FROM TOP LEFT): JOSÉ NUÑEZ, CAROLYN HIGHTOWER, CURTIS PHESSON, JOSÉ NUÑEZ, AND JOSÉ NUÑEZ

military and representational chores.

Add to this list the expanding U.S. role in educating Chile's future leaders, the strategic importance of the country's sea lanes and Chilean leadership in regional affairs, and the result is a zesty bilateral and multilateral diplomatic buffet unlike any other in the southern hemisphere.

Chile's up-and-down relationship with the United States reached its nadir on Chile's own September 11, the day of the violent 1973 military coup d'état that replaced the democratically elected socialist government of Salvador Allende with that of authoritarian dictator Augusto Pinochet. The purported U.S. hand in the coup continues to be exaggerated and misreported in Chile. For Chile's extreme left, especially, the events of 1973 still color today's overwhelmingly positive U.S.-Chile relationship, a productive and forward-looking partnership.

Off-duty housing for singles is clustered in smart, modern apartments near the embassy and close to Santiago's colorful restaurant and entertainment zones. Families tend to live in detached houses surrounded by greenery and pools in upscale suburbs in the hills and valleys of the capital's far northeast. They commute to the office along an expanding network of sleek, new, privately built toll highways.

There's plenty to do away from the office and during school holidays. Chile's vineyards are within easy reach of the capital, and Sunday lunch at a favorite winery restaurant

after a tour of underground bodegas piled with laden oaken casks is a common weekend outing. Quaint seaside getaways, the historic port of Valparaíso and the glitzy jet-set summer playground of Viña del Mar are a bit more than an hour's drive away, although swimming and surfing in the chilly Pacific waters of the Humboldt Current are only for the hardiest.

Hiking, rafting, fishing, horseback riding and adventure sports thrive in Chile's many national parks, some easily accessible by car from Santiago. And, yes, there's skiing in July and golf all year long. Back in town, new chefs with new ideas have brought Santiago fame as an innovative culinary destination, a welcome complement to the city's many museums and other tourist delights.

### **Energy Needs**

In Chile, the global energy crisis is a fact of life. The country must import its principal energy resources. A much-needed project to construct huge hydro-electric dams along the pristine reaches of Patagonian rivers and a corridor of power lines across the length of the country is a matter of national and international controversy.

Recognizing the key role of energy development in Chile's future and the potential for U.S. technology sales, Ambassador Simons and his team have worked to make the embassy "green." Last July, the ambassador and Chile's minister of energy climbed to the roof of the ambassador's residence to cut the ribbon on a new energy

system—solar hot water panels constructed and installed as part of the Bureau of Overseas Buildings Operations' Energy and Sustainable Design Program for embassies and consulates. It provides hot water and saves energy, while reducing water use and greenhouse gas emissions, including carbon dioxide emissions.

Meanwhile, the embassy's Green Committee is hard at work implementing a plan for serious conservation in the workplace and embassy homes, educating employees and families on energy-efficient practices and strengthening embassy waste-reduction and recycling practices.

Besides being seriously earthquake-prone, Chile is a regional mover and shaker in many other ways. Chileans are justly proud of their accomplishments in reestablishing a prosperous, democratic state after the dark years of dictatorship. In 2009, the strength of Chile's democracy and commitment to moderate, neo-liberal economic policies are center stage as the country prepares to elect a new president in December, Chile's fifth since the end of the Pinochet era.

The U.S. embassy team has been an active witness to the new Chile, and is working with Chilean friends to form even stronger ties with this confident hemispheric partner. ■

*The author is a freelance writer and retired Foreign Service officer who lives in Santiago with his spouse, Deputy Chief of Mission Carol Urban.*

## At a Glance



**Country name:** Chile

**Capital:** Santiago

**Government type:** republic

**Total area:** 756,945 sq km

**Comparative area:** nearly twice the size of California

**Population:** 16.5 million

**Ethnic groups:** Spanish-Native-American (mestizo), European and Native-American

**Language:** Spanish

**GDP per capita:** \$13,900

**Exports:** copper, fish, fruits, wood products and paper products

**Imports:** consumer goods, chemicals, motor vehicles, fuels and electrical machinery

**Major trading partners:** United States, China and Japan

**Currency (code):** Chilean pesos (CLP)

**Internet country code:** .cl

*Source: Country Background Notes*

# Putting People Together

PUBLIC DIPLOMACY CONE GROWS IN STATURE /// BY WALTER DOUGLAS

Officers serving in the Public Diplomacy job cone find it offers challenges and excitement.

As director of Public Diplomacy for the Bureau of Near Eastern Affairs, I find that heavy press coverage of the bureau's region requires that, every morning, I brief our assistant secretary and deputy assistant secretaries on how U.S. policies will play in the regional media. I then brief the officers shaping the bureau's press guidance for the Bureau of Public Affairs.

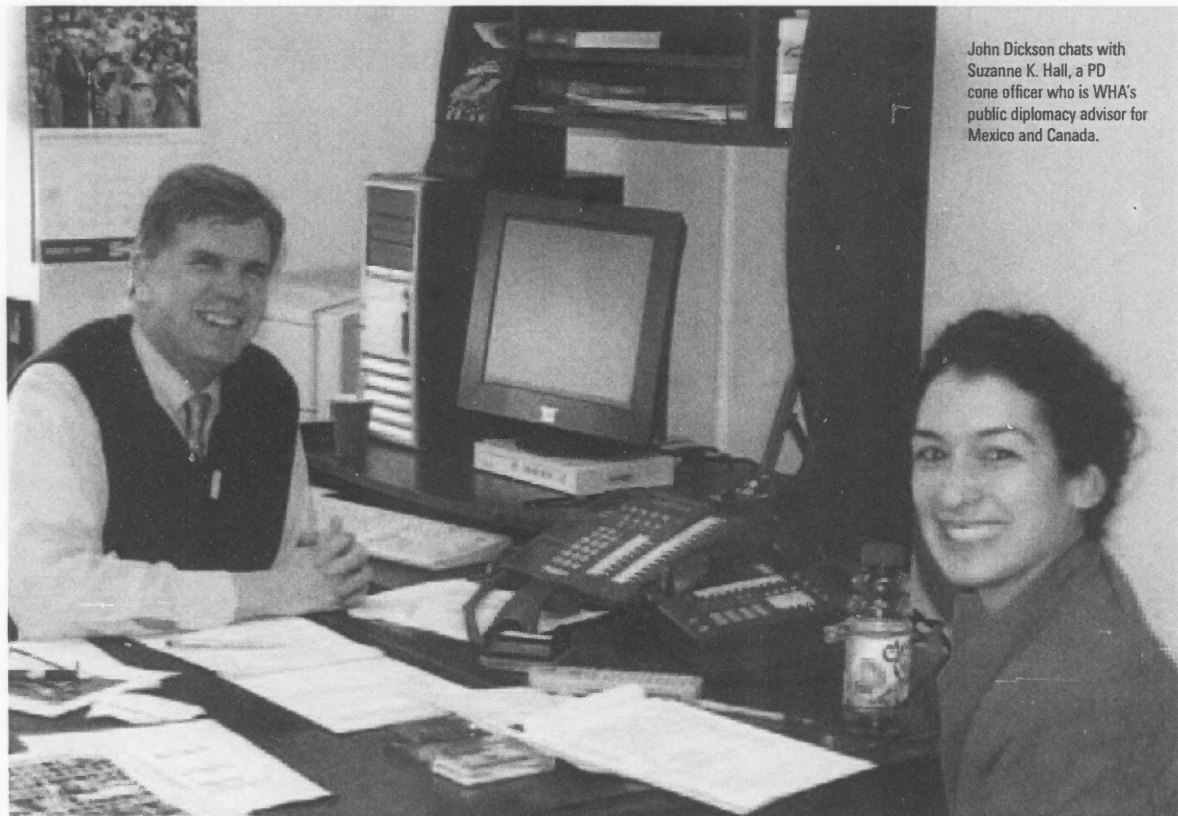
But public diplomacy leadership in Washington always remembers the importance of public affairs officers overseas.

## 'Public Diplomacy Works'

At the Bureau of Western Hemisphere Affairs, my counterpart, John Dickson, said "Public diplomacy still works overseas." Dickson, director of the Office of Public Diplomacy and Public Affairs, said the hitch is that sometimes there's not a full

appreciation of public diplomacy versus public relations.

"Public diplomacy is putting people together, but the pressure to meet media needs overseas can mean public diplomacy officers don't have enough time to fulfill that part of their portfolios related to facilitating people-to-people diplomacy," he said.



John Dickson chats with Suzanne K. Hall, a PD cone officer who is WHA's public diplomacy advisor for Mexico and Canada.

PHOTOGRAPHS (LEFT): ED WARNER; (OPPOSITE PAGE): JUNE CARMICHAEL



One way public diplomacy puts people together is with exchanges. "Exchanges give people the opportunity to meet and learn from each other without intermediaries, letting participants make up their own minds about America and our values," said Miller Crouch, acting assistant secretary for Educational and Cultural Affairs. A career minister, Crouch is one of many in public diplomacy who previously served with the United States Information Agency.

There's "no substitute for contact," agreed Dickson, though he worries the number of exchanges has declined.

### Several Challenges

A public diplomacy officer with wide geographic experience, Thomas Carmichael said several challenges face public diplomacy officers at post. Now a deputy inspection team leader at the Office of Inspector General, Carmichael said public diplomacy officers today operate in a "much more complex bureaucratic environment than in the past, and their management load is more important than ever."

They must work with a growing number of U.S. agencies at each mission, deal with funding fluctuations and do far more management reporting than ever, he said. They report "for several different audiences, each of which expects a specific perspective, set of information and report format," said Carmichael, who was a public affairs officer at the U.S. Embassy in Hanoi.

NEA attracts public affairs officers looking for excitement, and some officers choose the region because they thrive in this atmosphere while others come to the bureau after first serving in Iraq. The challenges they face include presenting American ideas to Middle Eastern audiences and seeking to prevent extremism. The bureau, in turn, funds their efforts, and its public diplomacy officers probably



PD cone officer Tom Carmichael travels the world as a deputy team leader in the Office of Inspector General.

have more resources than those in most other regions. But in the bureau's region, diplomacy budgets at posts other than Baghdad have grown only 3 to 4 percent annually since 2001.

Dickson, who has been deputy chief of mission at U.S. embassies in Canada and Mexico, said the public diplomacy cone is notable in that "people can move in and out" of the cone. Approximately 1,130 officers serve in the cone, according to the Bureau of Human Resources.

Carmichael said public diplomacy officers do not always hold the majority among the various cones represented in a public affairs section, and he said this requires the public affairs officer to mentor and train regularly. Public diplomacy officers have more access to formal public diplomacy training than ever and "need not rely on only on-the-ground training," he said.

Dickson worried that entry-level officers may not get experience in the cone until their third or fourth tours. "We're not

developing a cadre of public diplomacy officers early on," he said. The Department needs "officers who've done this as a career."

Public diplomacy officers' "cooperation with officers from other cones and agencies is giving them a greater, more holistic understanding of embassy operations," Carmichael said.

When serving in a technologically advanced nation, public diplomacy officers get to "put the U.S. government's messages onto the Web and other communication platforms unimagined 10 years ago," he said.

Carmichael recalled working in Bolivia in 1986-87, when information was not sent via the Internet. Instead, he and other employees of the U.S. Information Agency received U.S. policy statements and information-agency-produced articles via a teletype machine. They then copied the material and sent it to newspapers each day.

### Information Agency

I served for years with the U.S. Information Agency until it was consolidated into the Department in 1999. I loved it, but I believe that is the past, and I value my role in the Department.

Dickson said officers in the public diplomacy cone must take a long-term view on the Information Agency's consolidation. "Some days, consolidation works and some days it doesn't," he observed. "Almost 10 years later, it's still a work in progress."

The chief benefit of the consolidation was alluded to recently by one of our bureau's young public diplomacy officers. "Public diplomacy," he said, "is not an island, but an integral part of every aspect of what State does." ■

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*The author is director of Public Diplomacy in the Bureau of Near Eastern Affairs. This is the second in an occasional series of State Magazine articles on how the career cones are changing. Future articles will look at the consular, political and management cones.*



DIG auditors and inspectors review operations of the Air Wing of the Bureau of International Narcotics and Law Enforcement Affairs in Bogota, Colombia. From left are Mark Duda, assistant inspector general for audits; Marjorie Lynch, senior inspector; Anthony Carbone, senior auditor; and Naomi Snell, audit director.

# Not Just Inspectors

THE MANY FACES OF THE INSPECTOR GENERAL'S OFFICE  
BY DOUGLAS WELTY

In the 1949 musical comedy, *The Inspector General*, Danny Kaye plays a wandering gypsy who's mistakenly thought by a small village to be the inspector general in disguise. Not wanting all the attention to end, he asks a confidant, "What does an inspector general do—inspect generals?"

"We don't play 'gotcha,'" said Ambassador Harold Geisel, the acting inspector general. "We lean forward to help the Department identify and prevent waste, fraud, abuse and mismanagement as much as we can, while not jeopardizing our independence. If we audit an office and find a situation where a change in procedures will save a significant amount of money, we let them know right then. We still include the finding, but also add that the office was alerted and made the necessary improvements."

Most employees know about the Office of Inspector General's Office of Inspections, "because they've been inspected by us or provided information to our teams either at post or here in Washington," said Robert Peterson, assistant inspector general for Inspections. "Our teams of Civil and Foreign Service officers have the experience and insight to provide a top-to-bottom review and recommendations to improve accountability and solve issues."

## Broad Mission

Of all Office of Inspector General offices, Inspections covers the broadest area, including executive direction, implementation of U.S. policy and programs, resource management, internal controls and security oversight.

"In the more than 40 inspections we conduct each year, our goal is not just to point out problems and deficiencies but to leave each place or program operating better than it was when we arrived," Peterson said. "Our compliance records indicate that we are meeting that goal."

Another unit, the Office of Audits, differs in that it has formal government auditing standards to meet and some of its audits are mandated, such as those of financial statements and

information technology. Others encompass contracts, grants, property, procurement and security.

"It's not always the largest-dollar program that gets audited," said Mark Duda, assistant inspector general for Audits. "We also target high-risk, high-visibility areas and areas where control processes might be weak, and where there was recent turnover of senior management, a new program or changes to a program and the protection of individuals and property."

Recognizing the value of the Office of Inspector General's audits, Brad Higgins, the Department's former chief financial officer, said, "Our work with the independent auditor and your office over the past 10 years has been collaborative, productive and a catalyst for positive change."

### **Investigatory Role**

The Office of Inspector General also promotes efficiency and integrity through investigations. Suspected violations or activities involving fraud, waste, abuse or mismanagement by Department employees or contractors are referred to the Office of Investigations. In fiscal 2008, its investigations resulted in the recovery of more than \$1.5 million in money or equivalent value.

"As a criminal investigator, you have to be professional and fair," said James Burch, assistant inspector general for Investigations. "We gather the facts and follow them. We've done our job whether that results in a criminal prosecution, administrative sanction... or exoneration."

Sometimes, investigations require a joint effort with other law enforcement entities. The office's agents have worked at the U.S. Secret Service, Federal Bureau of Investigation, Bureau of Diplomatic Security and other agencies.



The Office of Investigations also conducts fraud awareness and prevention briefings, investigates high-risk, high-visibility programs and issues Management Assistance Reports and/or Fraud Alert Bulletins when it finds systemic weaknesses.

Investigations can also arise from the OIG Hotline, a confidential means of reporting a wrongdoing or a threat to public health and safety. The hotline can be reached at [oighotline@state.gov](mailto:oighotline@state.gov), by calling (202) 647-3320 or (800) 409-9926, or by writing to Office of Inspector General, HOTLINE, P.O. Box 9778, Arlington, VA 22219.

### **Overseas Office**

OIG is also active overseas at missions and posts, and in January 2008 it established its first permanent operational office outside the United States, the Middle East Region Office at the U.S. Embassy in Amman, Jordan. The Middle East Region Office also has a satellite office in Baghdad, and additional satellite offices will open soon in Kabul and Cairo.

Led by Assistant Inspector General Richard "Nick" Arntson, the office oversees essential programs in crisis and post-conflict areas and serves as the principal planning and coordinating office for all Inspector General activities within a 30-nation region that encompasses Northern Africa, the Middle East and Central and Southern Asia.

A senior Department bureau chief who recently received a report from the Amman office said his staff "was not too happy reading the report, but the report was factual and unbiased, which will help us in correcting some of our policies and procedures."

For more information on the Inspector General's office or to review recent report highlights, visit its Web site at <http://oig.state.gov/>. Inspection questionnaires are available at <http://oigweb.state.gov/isdocs.html> and can serve as an important self-evaluation tool for a mission or section to measure the quality of its work and identify areas for improvement. ■

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*The author manages public affairs for the OIG's Congressional and Public Affairs Office.*



**Left:** An inspection team receives a briefing from U.S. Customs and Border Protection officers at a wall on the U.S.-Mexico border during an inspection of Mission Mexico.

**Above:** OIG auditor Stephanie Hwang reviews passport operations at a facility in New Castle, Del.



Office of the Month

# Map quest

OFFICE OF THE GEOGRAPHER  
MAKES INFORMATION VISUAL

BY DR. LOWRY TAYLOR

**G**eography has come a long way from memorizing locations and place names. That's also true for the Office of the Geographer and Global Issues in the Bureau of Intelligence and Research. The geographer of today is a mix of social scientist, field worker, graphic artist and technology wizard, and is at ease in the office environment and remote corners of the world. Add diplomat to the mix and you have today's geographers at the State Department.

The office has undergone numerous transformations since its origins in the aftermath of World War I, when the Department's earliest geographers grappled with a growing map collection, rapidly changing international boundaries, immigration quotas and the standardization of foreign geographic names. The office's analysts now provide intelligence support to a wide range of functional policy bureaus and write assessments focused on transnational themes.

Its Geographic Information Unit employs cartographers, boundary specialists and imagery analysts who use cutting-edge software and technology to fulfill the office's statutory authority to ensure that the boundaries on all U.S. government maps reflect foreign policy standards and are accurate. They also use computerized Geographic Information Systems to do digital mapping analysis that shows spatial trends that give depth to intelligence analysis.

At the negotiation table, the office's staff work with their counterparts in other agencies to provide real-time, portable visualization tools that can help resolve territorial conflicts. These tools include satellite

imagery from classified sources—and Google Earth.

The office's maps and comprehensive boundary files, now nearly all digitized, are on the Diplomaps site on the classified network and in the Boundaries and Sovereignty Encyclopedia on the OpenNet at <http://base.us-state.osis.gov/>.

### Importance Grows

Though the Office of the Geographer was created in 1921, its size and importance

increased dramatically in the run-up to World War II as the Department recognized its relevance to the war effort. At the time, its staff members churned out maps and geographical analyses for the government's top policymakers.

Today, the office continues that tradition, but long gone are the days of pen and ink. Now, the cartographic process is fully computerized, and maps are disseminated electronically, sometimes even directly to the mass media. The office's analysts are increasingly being called upon by the Department's press spokesperson to provide the context and design for a map or an image, such as that of declassified troop movements, illegal logging or mass graves. When NBC's Ann Curry in 2007 interviewed Sudan's president, she confronted him with a map produced by the office's Humanitarian Information Unit and posted on the Department's Web site only the day before. The map, based on high-resolution satellite images, documented more than 1,600 burned and damaged villages as evidence of the genocide in Darfur.

The bureau's offices are organized in a way that supports the Department's policymaking bureaus, but in the mid-1980s, the Office of the Geographer expanded to address problems that did not neatly fit the diplomatic needs of the Department's regional bureaus—matters such as refugees, human rights, democratization and international environmental concerns. The office also deals with such global issues as peacekeeping, transnational and sub-national ethnic conflicts, war crimes, natural disasters and humanitarian emergencies.

Climate Change Analyst Roy Whitehurst, left, and Energy and Environment Analyst Ray Lester assess an image.





## Mapping It Out

Divisions of the Geographers Office cover how geographic information is used to address issues—such as food, peacekeeping, refugees and war crimes—that are often transnational and also to reflect the Office's role as a source for maps, imagery-based products and geographic analysis.

### Multinational and Transnational Issues Division

- Provides intelligence support to the Office of the Under Secretary for Democracy and Global Affairs and the bureaus of Population, Refugees and Migration; Oceans, Environment and Science; International Organization Affairs; and the Coordinator for Reconstruction and Stabilization.
- Produces intelligence analysis on peacekeeping, refugees, food security and other issues.
- Conducts field work internationally during complex emergencies and is sometimes co-deployed with the U.N.

### War Crimes, Atrocities and Democracy Analysis Division

- Provides intelligence support and analysis to the Bureau of Democracy, Human Rights and Labor and the Office of the Ambassador-at-Large for War Crimes Issues.
- Serves as executive agent for U.S. information sharing with international war crimes tribunals.
- Plays a leading role in the Department's interagency efforts on early warnings of atrocities and their prevention, and co-sponsors an annual Genocide Prevention Forum.

### Geographic Information Unit

- U.S. government's authority on international boundaries and territorial sovereignty.
- Department's principal producer of geospatial products, such as maps, imagery-based products and geographic information systems analysis.
- Department representative to the U.S. Board on Geographic Names.

### Humanitarian Information Unit

- Identifies, collects, analyzes and disseminates unclassified information critical to U.S. decisionmakers and partners regarding humanitarian emergencies.
- Promotes best practices for humanitarian information use in crisis-response management.
- Provides primarily unclassified graphic analysis on breaking humanitarian emergencies to the U.S. Agency for International Development and units of the Department.

Gathered at the Humanitarian Information Unit's office are, from left, the author, Dr. Lowry Taylor; Department of Defense Civil Affairs Military Liaison Lieutenant Colonel Lynda M. Granfield; Unit Chief Jeffrey N. Bakken; and Humanitarian Affairs Analyst Dennis King.

Therefore, its workforce must have skills in spatial and political analysis, and be able to collaborate across agencies and with remote regions of the world.

### War Crimes

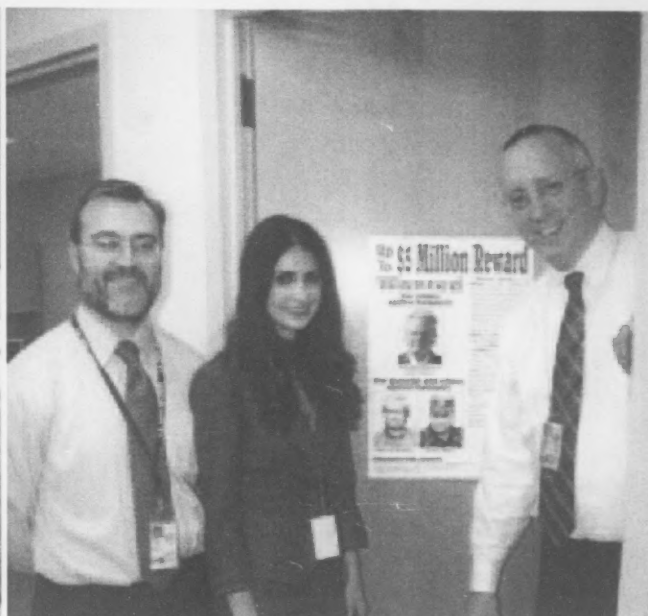
The office's War Crimes Unit is the U.S. government's executive agent for information sharing with international criminal tribunals, such as those set up for the former Yugoslavia, Rwanda and Sierra Leone. In this role, it provides documents, imagery and witnesses to the prosecution and defense to support the effort to bring indicted war criminals to justice. For example, in the recent conviction of Bosnian Serb General Radislav Krstić, declassified satellite imagery helped tie the general to the 1995 Srebrenica massacre. The images made it possible to identify the number of original mass grave sites and the secondary sites used by Bosnian Serb authorities to hide evidence of the killings.

The office is now at its largest size since just after World War II, with around 35 full-time staff, including a number of contractors and detailees from such agencies as the Department of Defense, the National Geospatial-Intelligence Agency, the U.S. Agency for International Development and the Department's Office of the Global AIDS Coordinator. The office also regularly relies on visiting science and technology fellows to add breadth to its support for science-policy priority issues.

The Humanitarian Information Unit, which focuses on complex emergency response and interagency coordination, has since its inception in 2002 relied heavily on detailees from other agencies. Unit analysts' foremost task is to aid

**The plethora of new technologies, such as cell phones with GPS and the availability of services like Google Earth, bring geography closer to young people, who are exposed to these devices every day.**





**One staffer recently was in the Democratic Republic of the Congo looking into conflict-resolution options. Another was in North Korea on a mission regarding the United Nation's World Food Programme monitoring.**

in the construction and use of geographic information systems and information management applications for mapping emergencies, but they have also provided technical expertise on survey methodologies, assessment and evaluation tools and database design and management.

The office's chief interagency relationship, however, is with the National Geospatial-Intelligence Agency, whose Support Team, detailed to the Department, primarily resides in the Geographer's Office to provide geographic intelligence analysts and tools. This helps the Department leverage the agency's enormous amounts of geospatial data and analysis, and aids in acquiring and interpreting imagery gained over crisis areas.

**On Assignment**

Office staff members are often deployed on temporary assignments overseas, usually in crisis-stricken regions plagued by conflict or chronic emergencies. One staffer recently was in the Democratic Republic of the Congo looking into conflict-resolution options. Another was in North Korea on a mission regarding the United Nation's World Food Programme monitoring. A third was detailed to the U.S. Embassy in

Beijing, investigating environmental issues. Another was in Norfolk, Va., discussing strategic planning and information coordination for emergency response with Defense representatives.

The office's analysts are often even embedded with the U.N. or nongovernmental organizations. Examples of such deployments include a joint U.N.-Centers for Disease Control and Prevention country-wide mortality survey in Afghanistan and the first Darfur-wide nutrition and mortality survey, which was being conducted in Sudan with the World Food Program. Analysts have also participated in a U.N. interagency assessment of the food crisis in Niger and a World Health Organization assessment of emergency programs in the northern Caucasus.

**Map-Focused**

Office director and State Department Geographer Lee Schwartz—the official geographer of the United States—said that “at the end of the day, we really are, in large part, still about making maps.” Behind every effective map, he said, is a creative and hardworking team of analysts skilled in their fields of expertise.

*Left:* Gathered at the Geographer's Office are, from left, Karen Milliken, Jean Dorsey and State Department Geographer Lee Schwartz. *Right:* At the War Crimes Unit are, from left, Michael D. Morin, Kelly L. Razzouk and Division Chief Alexander Margulies.

The Department, he said, remains memo-focused, but, “I hope to help change that and move toward interactive, visual and creative use of maps to impart information and knowledge to better inform decisionmaking.”

Schwartz is also working with universities and other agencies and organizations to promote the global development of what he calls “participatory mapping,” which will provide simple tools for local peoples to map themselves, rather than being mapped by others.

Speaking more generally, he said such jargon as “common operating picture” and “situational awareness” are just other words for maps that display information over time and space.

“It's just that the tools and means we have to make these maps are now more sophisticated, accurate, immediate, transportable and interactive,” he said. He also said he feels the plethora of new technologies—such as cell phones that use Global Positioning System satellites and the availability of services like Google Earth—bring geography closer to young people, who are exposed to these devices every day. Thus, he hopes those who are growing up without being taught geography will nevertheless be able to find their way. ■

*The author is deputy chief of the Humanitarian Information Unit.*

# Example of Leadership

AMBASSADOR RUTH DAVIS ENDS 40-YEAR CAREER /// BY ED WARNER

One of the nation's highest-ranking Foreign Service officers retired last month. Ambassador Ruth A. Davis helped create the Leadership and Management School at the Foreign Service Institute while the institute's director from 1997 to 2001, and implemented the Diplomatic Readiness Initiative while Director General of the Foreign Service from 2001 to 2003.

A Career Ambassador, the highest FSO rank, she was most recently chief of staff and senior advisor in the Bureau of African Affairs.

Ambassador Davis joined the Department as a consular officer in 1969, a time when there were few African American women working as FSOs. She initially served in consular postings in Kinshasa, Nairobi, Tokyo and Naples. While consul general in Barcelona, Spain, from 1987 to 1991, she developed extensive contacts and worked with the International Olympic Committee on the city's 1992 Summer Games and responded decisively when the consulate general was bombed by terrorists in 1987.

Davis set an "example of leadership that will be revered for years to come," then-Secretary of State Condoleezza Rice said.

In January, Rice and dozens of other high Department officials gathered at Main State to laud Ambassador Davis' many accomplishments. Director General Harry K. Thomas Jr. said she "had risen to every challenge...and helped make America better and stronger."

Later, Director General Thomas privately recalled how, when Davis was Ambassador to Benin, the U.S. government tried to push Benin to become a place to settle those fleeing Haiti by boat, and Ambassador Davis successfully opposed the idea because of Benin's still-bitter recollection of the New World's slave trade in Africans.

Davis won such honors as the Presidential Distinguished Service Award—twice—and the Department's Arnold L. Raphael Memorial Award, 2005 Equal Opportunity Award and Secretary's Career Achievement Award. She also parlayed her work with Olympic officials

in Barcelona to become one of the U.S. leaders responsible for bringing the 1996 Summer Games to her home town of Atlanta.

Yet Davis is likely to be best remembered within the Department for her workforce improvements, such as the Diplomatic Read-

ing. Greg Garland, the Africa bureau's media and outreach coordinator, recalled once seeking her advice on whether to switch to working as a desk officer. Davis, he recalled, listened carefully and, when he told her he'd like to stay with the bureau, she praised his work.



At a Flag Ceremony in her honor, Ambassador Davis receives the Career Achievement Award from then-Secretary of State Rice.

ness Initiative's 1,158 new FSO positions, FSI's School of Leadership and Management and her promotion of diversity. The latter effort included serving as distinguished advisor for International Affairs at Howard University and doubling the number of Pickering and Rangel Fellows.

Asked to list her accomplishments while Director General, she said she found ways to fill hardship postings at a time of scarce resources, increased job opportunities for spouses and raised the number of paid internships. The latter action, she said, was important to recruiting lower-income students, who cannot afford to work for free.

Davis was also well known for her mentor-

"In the world of the State Department, getting Ruth Davis' opinion is the most precious commodity of all," he said. He chose to extend. Davis knew he would do so, Garland said, but "her gift was making me see what she already knew."

Reflecting on how the Department has changed since 1969, Davis recalled how her junior-officer class at FSI was told by one speaker that only three of its members would likely become ambassadors. Everyone in the class looked to its male members, she said, because "there wasn't much hope for us women." ■

The author is deputy editor of State Magazine.



## FSI Web Page

Find everything you need to know about FSI and its training opportunities at <http://fsi.state.gov>. This site is constantly updated to provide just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings from live classroom training to distance learning.
- Online Registration System: Submit your training application for classroom, distance learning and even External Training, using the Online Registration link found on virtually every course description or the External Training Web page.
- Training Continua: Roadmaps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot view of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing and myriad helpful reference materials.

## Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your Student Transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.
- Requesting changes or canceling an External Training registration.
- Creating and submitting your Individual Development Plan/Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>.

## PT401 No FEAR Act Training

Students will learn about the No FEAR Act (Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002), which prohibits discrimination and retaliation in the workplace. They will learn what avenues of recourse are available to employees who suspect they are the victims of illegal discrimination or retaliation. This course fulfills the No FEAR Act requirement to train government employees regarding their rights and remedies under Federal antidiscrimination and whistleblower protection laws. For more information, visit <http://fsi.state.gov/admin/reg/default.asp?EventID=PT401>.

## MQ912 Advanced Security Overseas Seminar

For those who have taken the two-day MQ911 Security Overseas Seminar, this online course utilizes the experience of veteran employees to provide a focused update of security skills, such as reviewing new safety and security issues facing employees and eligible family members overseas, developing safety and security contingency plans, and utilizing safety and security personnel and other resources. It fulfills the mandatory requirement for foreign affairs agency personnel to take the SOS program every five years. While highly recommended for spouses, these are adult sessions and not designed for children. For more information, visit <http://fsi.state.gov/admin/reg/default.asp?EventID=MQ912>.

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

Security		April	May	Length
MQ911	Security Overseas Seminar	13,20	4,18	2D
MQ918	Study Abroad Administrators Security Overseas Seminar		7	2D
Foreign Service Life Skills		April	May	Length
MQ302	Transition to Washington for Foreign Born Spouses	4		.5D
MQ115	Explaining America		9	1D
MQ116	Protocol and the U.S. Representation Abroad	18	16	1D
MQ802	Communicating Across Cultures	25		1D
MQ852	Traveling with Pets	15		2.5H
MQ852	Personal Finances in the FS Context	22		2.5H
MQ950	High Stress Assignment Outbriefing Program	3	8,22	3H
Career Transition Center		April	May	Length
RV101	Retirement Planning Workshop	27		4D
RV103	Financial Management and Estate Planning	29		1D
RV104	Annuities and Benefits and Social Security	28		1D
RV105	Mid-Career Retirement Planning		20	2D

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

## PN113 Introduction to Working in an Embassy

Newly updated, this course introduces employees of U.S. government agencies and their eligible family members to the structure and function of United States embassies and consulates overseas. It is designed to assist them in working successfully in a diplomatic environment. With MQ911 Security Overseas Seminar, this course fulfills the security requirement for individuals on a first-time overseas assignment lasting 30 days or more. Not appropriate for Department of State Foreign Service Generalists or Specialists.

## FasTrac Distance Learning Program

Learn at your own pace, when and where you want! All State Department employees, FSNs and EFM are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 2,500 courses, from home or office. To view the complete FasTrac catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

For more information on all of our distance learning opportunities, visit the FSI Web site at <http://fsi.state.gov> and click on "Distance Learning." ■





PHOTOGRAPH BY GUY AROCH



# Road to Recovery

ALCOHOLICS CAN COPE—WITH HELP/// BY CYNTHIA COHEN

Alcohol can be a shortcut to stress relief and social ease or a shortcut to emotional and physical disintegration.

Not everyone who consumes alcohol develops alcoholism; about 10 percent do, and the course of the illness can be a long road. The road can also be highly camouflaged. After working with thousands of individuals struggling with alcohol use disorders, the staff of the Department's Alcohol and Drug Awareness Program doesn't recall anyone who intentionally took the road to alcoholism.

The program's staff is often asked how it copes with the anguish, hostility, fear and shame that accompany people and their loved ones suffering from this illness. The assumption is that the work is overwhelming and draining. It's not. The war against this disease brings to light the most powerful and best qualities of the human spirit—courage, brotherhood, persistence, joy, altruism, compassion and wisdom.

Every alcoholic has the potential to get well and stay well. The solution is simple but not easy. Faced with a chronic, progressive and potentially fatal illness, alcoholics can begin the journey to emotional and physical recovery if they are willing to do whatever it takes to stay sober. This means following directions, tolerating uncomfortable feelings, changing cherished but dysfunctional beliefs and attitudes, and changing behaviors.

Alcoholics don't have to do it all at once, and they don't have to do it alone. For many, the first change is the hardest—accepting help.

Recently, the Alcohol and Drug Awareness Program received the following message from a patient who had been medically evacuated for alcoholism treatment in 2003. Identifying details have been changed.

*Hello,*

*I've been at post for four months now and I wanted to let you know how things are going for me. For a start, I am now "secretarying" one of the local English-speaking Alcoholics Anonymous meetings. It is a Step meeting. I also have two sponsees—one local national, one American. I am really happy that some of my experience from home is coming in handy for AA here. I have secretary'ed a meeting every week for about four years now, and it's nice to be back in a secretary chair.*

*I did hit a rough spot about a month or six weeks ago, just feeling stressed out and down, feeling some culture shock. I told myself it was natural to feel this, that I was doing everything I was supposed to do to take care of myself and that if I just kept putting one foot in front the other the down feeling would pass. And it did. I realized last week that my life has never been so "together" at this point in a tour before—busy, focused, peaceful.*

*As much as AA did for me at home, it seems to do even more at post. I feel so much more open and relaxed in terms of dealing with the host-nation culture than I ever did at previous posts. As this was a big stressor to drink in the past, I am so grateful that AA has given me some relief from this. Going to meetings with local people also helps a lot, as I am given the gift of their sharing to help me understand the world around me. I still think that sharing recovery with local nationals is just an amazing thing.*

*By the way, there was a big film festival in the city last week, and my spouse was invited to a reception with some famous people from Los Angeles. I was a bit jealous until a movie star showed up at my AA meeting. I was so surprised! The last thing I ever expected to meet in a back alley in this city was a celebrity from Hollywood. I can't wait to see who shows up next year.*

*Happy to give you good news from the field,  
S.*

The Alcohol and Drug Awareness Program provides consultation to employees, family members, colleagues, supervisors and Human Resource personnel. Callers do not have to give their names.

For more real-life experiences about recovery from alcoholism by members of the Foreign Service family, go to the Office of Medical Services Web site, click on the ADAP button and the link to publications, and open *Living Sober in the Foreign Service Life*. This publication is also available in hard copy from many mission health units and from the Alcohol and Drug Awareness Program office in MED. ■

*The program's staff include Brian E. Kidwell, director, (202) 663-1906, kidwellbe@state.gov; and Cynthia M. Cohen, alcohol and drug counselor, (202) 261-8046, cohencm@state.gov.*



## Obituaries



**Henry C. Barringer**, 88, a retired Foreign Service officer, died Jan. 14 in Alexandria, Va. He served in the Army during World War II. His overseas postings included Copenhagen, Bogota, Athens, Bukavu (Congo), Bujumbura and Frankfurt. After retiring in 1973, he lobbied for a national peace academy. He had a strong interest in the arts and world cultures and was active in Diplomatic and Consular Officers, Retired; the Historical Society of Washington; the National Trust for Historic Preservation; the National Symphony Orchestra and his church.



**Jules Bassin**, 94, a retired Foreign Service officer, died Jan. 23. He lived in Washington, D.C. He served in the Army during World War II and in occupied Japan before joining the Department in 1952. His overseas postings included Tokyo, Karachi and Geneva. After retiring in 1975, he was a consultant to the Department and the U.S. Information Agency on refugee and immigration matters.



**Betty J. Betts**, 86, a retired Foreign Service employee, died July 3 in St. Louis, Mo. She worked in personnel sections during tours in Portugal, Germany, Saudi Arabia, Japan, Yugoslavia and the Philippines. She loved animals and traveling all over the world. She volunteered for the Humane Society in St. Louis and supported many other animal organizations worldwide.

**Dominic A. Broccoli**, 81, a retired Foreign Service staff officer, recently of Bethel, Conn., died Dec. 23 at his home in Bluffton, S.C. He served with the Navy during World War II and worked at the United Nations before joining the Department. He served in Saigon, Hue, Dhahran, Brussels, Taipei, Buenos Aires, Khartoum, Tokyo, Rangoon, Nigeria, Tehran and Kuala Lumpur. He retired in 1982 and accompanied his wife on postings to Rome, Mexico City, Palermo and Casablanca.



**Edward J. Findlay**, 82, a retired Foreign Service officer, died Dec. 24 in Falls Church, Va. He served in the Army during World War II and joined the Foreign Service in 1955. During his 32 years with the U.S. Information Agency and the Department, he served in Vientiane, Luang Prabang, Tokyo, Kuala Lumpur and Canberra. At the time of his retirement in 1987, he was executive director of the U.S. Foreign Service Grievance Board. His son Ed and daughter Julia work for the Department.

**Sherril LaVon (White) Hyson**, 55, a Civil Service employee, died Nov. 6. During her 26-year government career, she worked at the Mare Island Naval Shipyard, the Department of Agriculture and the Department of State's Bureau of Resource Management. In 2008, she received the Secretary's Career Achievement Award. She was known for her warmth and sense of humor.



# Obituaries



**Harry Kendall**, 89, a retired Foreign Service officer, died Jan. 18 in Oakland, Calif., after a long illness. He served in the Army Air Force during World War II. He joined the U.S. Information Agency in 1951 and served in Venezuela, Japan, Spain, Panama, Chile, Vietnam and Thailand. He

lectured throughout Latin America on the Apollo moon program and co-edited or wrote books on Asian countries and his wartime and Foreign Service experiences.



**Edward A. Newnham**, 78, a retired Department communications worker, died Oct. 12 in Henderson, Nev. He served in the Air Force during the Korean War. He joined the Department in 1950 and served at embassies in Tokyo and elsewhere.

**Pierre L. Sales**, 83, a retired Foreign Service officer, died Oct. 29 in Virginia. A native of France, he served in the Pacific in World War II. During his 27-year Department career, he served mainly in Africa. He was also seconded to the United Nations Development Program. After retirement, he lectured, wrote a book on Africa, managed a graduate intern fellowship program and worked for an economic consulting company.

**Richard Sklar**, 74, a former ambassador, died Jan. 20 of pancreatic cancer at his home in San Francisco, Calif. He was appointed by President Clinton as a special representative for Bosnian reconstruction and as an ambassador to the United Nations focusing on management and reform. He later returned to the Balkans as U.S. special representative working on Montenegrin independence. He loved the Napa Valley, where he grew grapes, and enjoyed jazz, ballet and soccer.

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## retirements

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### FOREIGN SERVICE

Capps, Ronald	Schuler, Elisabeth B.
Davison, David F.	Shumake, Josie
Dobson, Douglas Stewart	Stein, Timothy Allen
Kennedy, Scott Mark	Treger, Herbert L.
Miller, Kenny R.	Welch, C. David
Nunnally, David M.	White, Deborah Hope
Phee, Mary Catherine	Wilson, Ross L.
Santos Jr., Daniel	Wilt, James Michael

### CIVIL SERVICE

Benton, Margaret Lewis Horne	Mihailov, Stefan Dimitrov
Duncan, John	Penn, Ronald V.
Engel, Veda T.	Rainer, Lee E.
Garot, Patricia A.	Sprouse, Judith A.
Guy, Johnny W.	Steinitz, Mark Steven
Johnson, Willie	Walker Jr., Angress
Kooiman, Micaela M.	Zerolis, John W.
McCue, Thomas P.	

## Learning the Ropes



OJT—on the job training—for young workers conjures images of frequent coffee breaks, sage advice from older colleagues and mundane tasks—all the typical sights and sounds of just another day at the office. You can throw all that out the window if the office happens to be in Baghdad.

While the duty there is often difficult and stressful, it has been an experience boon for entry-level Foreign Service officers. One young political officer's portfolio included oversight of American assistance to Iraq's

provincial elections; an assistant regional security officer took on responsibility for high-threat protection in a mixed rural and urban Iraqi environment; yet another entry-level officer became the provincial action officer for the provincial reconstruction team in Kirkuk.

Routine? Hardly.

The ability to read and interpret a map is so basic to the Department's mission that it seldom receives a second thought. However, maps and geography are important enough to warrant their own office—the Office of the Geographer and Global Issues, established in 1921 in the aftermath of World War I. Today's Department geographers are conglomerates of social scientists, field workers, graphic artists and technology wizards, equally at ease in the office and in remote corners of the world. They address issues ranging from refugees to international environmental concerns to war crimes. Their value is definitely on the map—and off the charts.

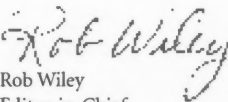
The United Nations annually recognizes the worldwide implications of gender-based violence with its 16 Days of Activism Against Gender-Based Violence campaign. Responding to a call from the Secretary's office to raise their host nations' awareness of the problem, U.S. embassies responded in 2008 with programs designed to foster

discussion and encourage opinion makers and emerging leaders to address the issue.

Embassy Warsaw profiled on its Web site 16 different people or institutions opposing violence against women. Embassy Windhoek worked with the Finnish embassy and Namibia's Women's Leadership Centre on a program of stories, performances and testimonies for more than 120 attendees. Partnering with the Office of International Women's Issues, embassies in Bratislava, Lisbon, Suva, Ankara and Ottawa, along with the Consulate General in Halifax, participated in digital video conferences with gender-based violence experts.

The ultimate goal: to make the leap from 16 days to 365 days of global awareness.

Last but not least, a final salute to our colleagues en route to their final posting: *Henry C. Barringer; Jules Bassin; Betty J. Betts; Dominic A. Broccoli; Edward J. Findlay; Sherril LaVon (White) Hyson; Harry Kendall; Edward A. Newnham; Pierre L. Sales; and Richard Sklar.* ■

  
Rob Wiley  
Editor-in-Chief

## Coming in April

- 2008 FS Promotion Stats
- Bureau Works for Clean Drinking Water
- Face-to-Face Diplomacy in Tokyo
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CHALLENGES!

PEOPLE'S REPUBLIC OF POLYESTRA  
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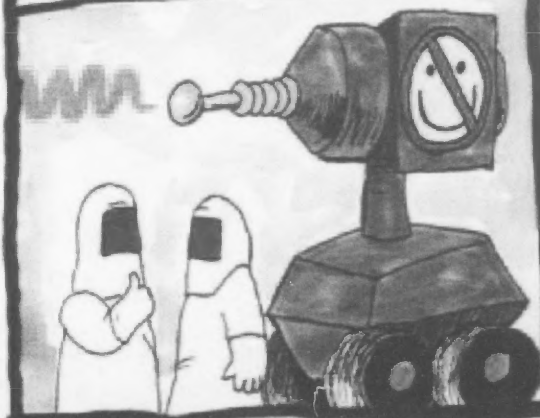
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BANDS OF FERAL HAMSTERS!



SOUTH PIGHEADIAN STRONGMAN JOAQUIN  
BENZAR DEVELOPING SECRET PLAN TO  
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BUBBLES IS IN!







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The Marine Embassy Guard Association will hold its annual reunion May 15-17 at the Holiday Inn & Suites in Alexandria, Va. The reunion dinner will recognize the Marine Security Guards in Beirut, Lebanon. Foreign Service and other State Department personnel are invited to attend. For more information, visit the organization's Web site at [www.embassymarine.org](http://www.embassymarine.org) or contact reunion chairman Mike Lagano at [covarpatriot@verizon.net](mailto:covarpatriot@verizon.net).

