

UNITED STATES DEPARTMENT OF STATE

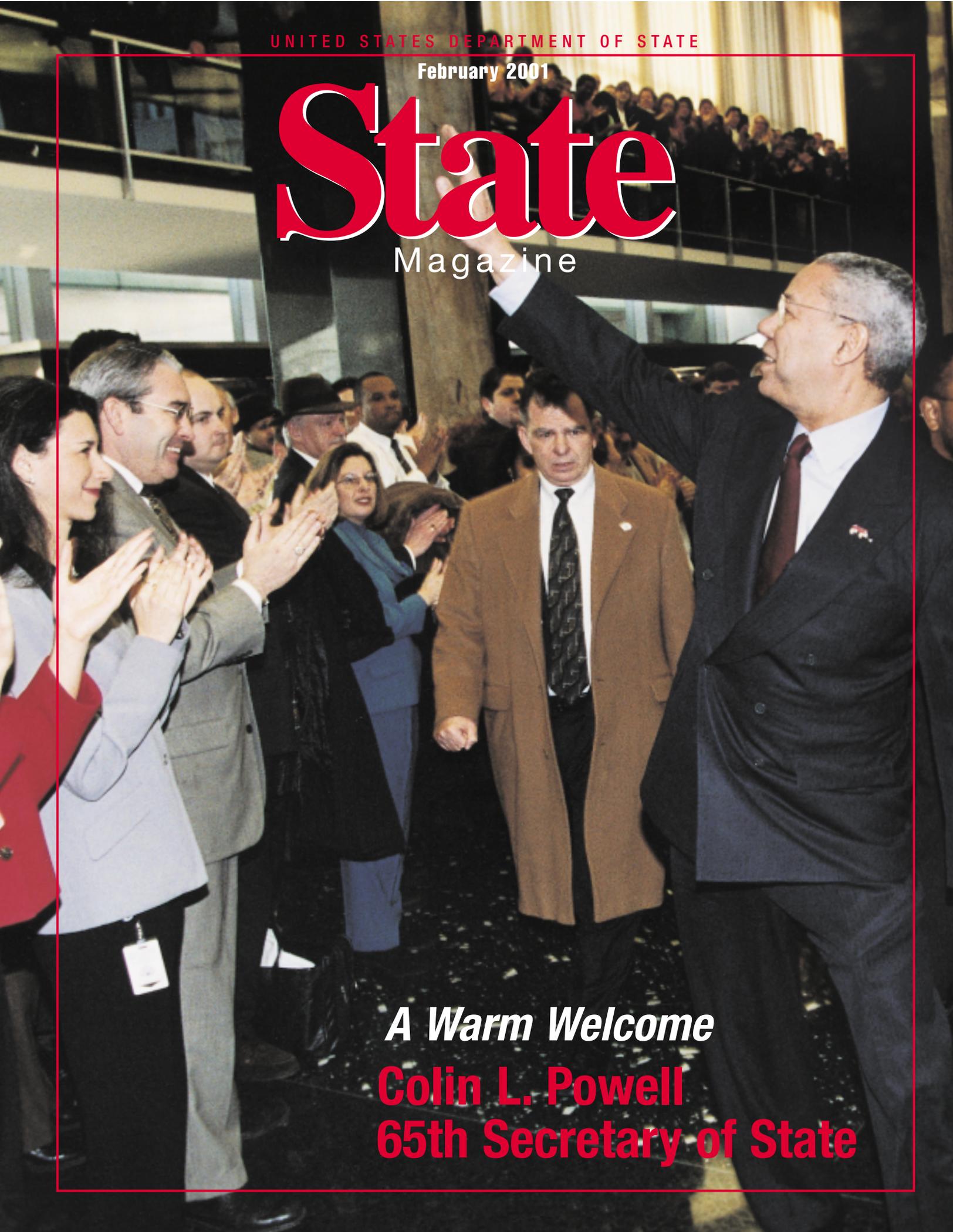
February 2001

State

Magazine

A Warm Welcome

Colin L. Powell
65th Secretary of State



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Department of State • United States of America



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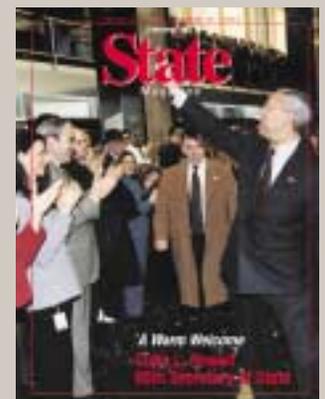
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Secretary Powell receives a hero's welcome on his first day of work.

Photo by Michael Gross



FROM THE SECRETARY

SECRETARY COLIN L. POWELL

Back in Service

I am honored to join the State Department family as the 65th Secretary of State. I have assumed leadership of many organizations over the years, but none gives me greater pride than this opportunity for further service to the nation.

We are going to work together to pursue President Bush's vision of a "distinctly American internationalism." His foreign policy will be grounded in our fundamental American values of freedom and capitalism. We will pursue policies that show the world the power of these values to give people hope and to create wealth that will lift them out of poverty, pestilence and despair.

We will pursue our foreign policy with strength, persistence and humility, mindful that our greatest power is the power of our example, not just the power of our political system, our economy and our armed forces.

I believe that despite all the problems we will have to face, this is a time for optimism. It is our system that is working and showing the way for the rest of the world. There are challenges and there are enemies. There are dangers and there will be crises to test us. But if we retain our optimism and respond from our position of strength, we will deal with them all. We are not afraid and will not take counsel of fears.

I have told President Bush and Congress that as his foreign policy representatives, we do not have what we need to do the job that has been given us. We need more money, we need more people, we need better facilities and we need better management practices. As your Secretary, I will fight to get you what you need to be successful and to serve the American people proudly. This is not the time for more studies and seminars. This is the time for action.

During the transition period I had the chance to meet many of your colleagues. They were as impressive as ever. We've got enormous talent to do the job, and I look forward to seeing firsthand the depth of expertise that exists in this Department. It may be hard to do, but I hope to meet you all over the course of time.

As policies, decisions and changes are made, I will share them with you through this column. ■

Thanks for Web Page

As a former Foreign Service employee, I very much enjoy your magazine's web page. It gives me information on old friends and colleagues. Thank you.

Linda Zwaduk Bogdan
Sagle, Idaho

Corrections

In our December issue in the article about dedicating Main State to President Harry S Truman, we put a period after the S. Several readers reminded us that President Truman didn't have a middle initial but liked to use the letter S.

In the same issue, in our feature on the Family Liaison Office, we referred to AAFSW as being once known as the American Association of Foreign Service Wives. The founding name of the organization was actually the Association of American Foreign Service Women, since the organization has always included many single as well as married women employees.

Our December issue identified Eric Khant, author of the post piece on Morocco, as administrative officer. He is the personnel officer.

Several readers have reminded us that in our October issue, we identified a "staid structure" at Ft. McNair as the Industrial College of the Armed Forces building. The structure is actually Roosevelt Hall, which houses the National War College. The building was designed

at the turn of the 20th century by noted architect Stanford White.

—The Editors

My Hero

Everyone in the Foreign Service has a horror story to tell about what went wrong while they were transferring from one assignment to the next—like the guy assigned to Rome who discovered a typo resulted in his household effects going to Lome.

My story concerns a new Toyota Corolla 2000, a.k.a. Silver Bullet, that fell off a truck and tossed and tumbled until it landed on its head and the battery acid drained out and cooked the electrical system and dashboard.

Enter Steven Hartman, director of the European Logistical Support Office in Antwerp, Belgium, who helped me through the ordeal step by step. Just like that, Steven and his staff turned my worst nightmare into a bearable situation and boosted my faith in my colleagues.

Margaret Riccardelli
USINT, Havana

Letters to the Editor

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

From the Editor

In this issue, we introduce our new Secretary of State, Colin L. Powell, whose column and profile appear on pages 2 and 4, respectively. Since his retirement in 1993 as chairman of the Joint Chiefs of Staff, Secretary Powell has been busy writing, speaking and advocating for youth.

We also introduce our second Mission of the Month, India. Built on an ancient civilization, this young nation with a billion citizens is the world's most populous democracy. Employees assigned to the U.S. Embassy in New Delhi or at one of the three consulates are struck by the many contrasts found in this country of 17 official languages and 22,000 dialects.

Our Office of the Month, Performance Evaluation, is looking for creative, nontraditional approaches to promote, retain and reward employees as a way to achieve and maintain diplomatic readiness.

To observe Black History Month, staff writer Paul Koscak talks to Kitt Alexander about her efforts to document the contributions of former slave Robert Smalls. It is obviously a labor of love for the real property specialist. We also take note of a new pact forged by the Department with historic Howard University in Washington, D.C., to encourage more African Americans to pursue careers in the Foreign Service.

Market forces are at work in the public and private sectors, and the Department has pioneered a pay incentive for workers with information technology skills that affects 165 State employees immediately and could ultimately impact 33,000 federal employees government-wide. Salary increases this year range from 7 to 33 percent. The bonuses are proving popular with employees and are serving as an incentive to further their training.

Speaking of training, we revisit the new Leadership and Management Training School at FSI and learn from several employees how their lives have been changed by the Department's worker-trainee program.

Colin L. Powell Is 65th Secretary of State

Retired General Colin L. Powell, a professional soldier for more than three decades, is the new Secretary of State.

During his distinguished military career, Gen. Powell held many command and staff positions. As chairman of the Joint Chiefs of Staff, the highest military position in the Department of Defense, he oversaw numerous crises, notably Operation Desert Storm during the Persian Gulf War of 1991.

Following his retirement, Secretary Powell wrote his autobiography, *My American Journey*, published in 1995. He also pursued a successful career as a public speaker, addressing audiences in the United States and abroad. In April 1997 he chaired the Presidents' Summit for America's Future, which launched America's Promise — The Alliance for Youth, a national nonprofit organization mobilizing people from every sector of American life to build the character and competence of young people.

Born in New York City on April 5, 1937, the Secretary was raised in the South Bronx. His parents immigrated to the United States from Jamaica. Educated in New York City public schools, he graduated from City College of New York with a bachelor's degree in geology. At CCNY, he participated in ROTC and was commissioned as an Army second lieutenant upon graduation in June 1958. Later, he earned a master of business administration degree from George Washington University.

Secretary Powell has received numerous U.S. military awards and decorations, including the Defense Distinguished Service Medal (with 3 Oak Leaf Clusters), the Army Distinguished Service Medal (with Oak Leaf Cluster), Defense Superior Service Medal, Legion of Merit (with Oak Leaf Cluster), Soldier's Medal, Bronze Star Medal and the Purple Heart. He has also received decorations from 18 foreign governments.

His civilian awards include two Presidential Medals of Freedom, the President's Citizens Medal, the Congressional Gold Medal, the Secretary of State Distinguished Service Medal and the Secretary of Energy Distinguished Service Medal. He holds an honorary knighthood (Knight Commander of the Bath) bestowed by H.M. Queen Elizabeth II of Great Britain. Several schools and other institutions have been named in his honor, and he has honorary degrees from several colleges and universities.

Secretary Powell has served on the boards of Howard University, the United Negro College Fund, the Boys & Girls Clubs of America and America Online.

He is married to Alma Vivian Johnson Powell of Birmingham, Ala. They have one son, Michael; two daughters, Linda and Anne; and two grandsons, Jeffrey and Bryan.

Flag Flies Again Over U.S. Embassy in Belgrade

In an emotional ceremony on Knez Milosa Avenue, Belgrade's embassy community celebrated the raising of the American flag over the U.S. Embassy's entrance on Nov. 21. Richard Miles, former charge d'affaires and current U.S. Ambassador to Bulgaria, presented the flag he had lowered 17 months earlier. Chief of Mission William Montgomery presided over the flag-raising and addressed brief remarks to embassy employees, friends and representatives of the Yugoslav government.

The staff watched the flag go up and enjoyed renewing acquaintances and visiting their previous work areas on the compound. The event, a fitting expression of the hope that the chancery would soon become operational, reunited American employees who had served at the embassy with Foreign Service National employees, who had avoided the compound during the hostilities.



Richard Miles, center, and William Montgomery prepare for flag-raising at the U.S. Embassy in Belgrade.

Measuring Performance Fairly

I am pleased to introduce another member of the leadership team in the Bureau of Human Resources: Larry Baer, director of the Office of Performance Evaluation. If we are to get the right people in the right place at the right time to carry out America's foreign policy, we must promote and reward our most talented employees. Larry's office is responsible for measuring the performance of all Foreign Service employees. (This issue's "Office of the Month" article has more details.)

Larry joined us in the summer of 1999 following assignments in Tokyo as administrative minister counselor and director for the Office of Foreign Buildings Operations and post support. Larry has also served in Kuala Lumpur, Kathmandu, Lisbon and Santo Domingo. His senior Civil Service management support team includes Mario Cantu, Cheryl Hodge and Jacquie Smith.

Human Resources is redoubling its efforts to win the "War for Talent" by retaining highly motivated, skilled employees and by rewarding outstanding performance. Larry and his team have contributed to this effort by:

- Expanding Meritorious Service Increase authority to permit all eligible employees recommended for MSIs by selection boards to receive within-grade step increases;
- Establishing new, equitable language proficiency tenure and promotion requirements for former USIA administrative generalists who had not crossed the Senior Foreign Service threshold;
- Partnering with AFSA to examine USIA "best practices" on performance-related issues;



Larry Baer

- Taking the lead in designing the new 360-degree multi-rater assessment program to further leadership and management skill development (see related article, page 14); and

- Working with other Department offices to satisfy the requirements of the global consent decrees that resulted from the women's class action and black officer lawsuits.

Larry's office is key to our effort to reshape our workforce to meet the demands of diplomacy in the 21st century. A diverse workforce that mirrors America is a strong one. He and his staff work to ensure that all levels of the Department are represented by the best of this diversity and that we promote, retain and reward people. This is the only way to achieve and maintain diplomatic readiness.

Performance Evaluation in the modern State Department demands creative, nontraditional approaches. This past December, Larry and his team organized what is believed to be the Department's first promotion ceremony to recognize our talented Foreign Service and Civil Service employees. He will be calling on those of you promoted in 2000 to serve on promotion boards in 2001. We'd like to ensure that we promote the best and recognize their accomplishments. We can only do that if everyone commits to serving when asked. Winning the "War for Talent" is everyone's job.

Next month, you'll meet Sally Light, director of the Office of Employee Relations. ■

Mission of the Month:



India

New Delhi •

*A Rich Past and
Promising Future*

Calcutta •

Mumbai •
(Bombay)

Story by
Brian Aggeler

An ancient civilization, yet a relatively young nation, India is a land of dramatic contrasts.

With a billion citizens, it is the most populous democracy, accounting for 30 percent of the world's software engineers and 25 percent of its malnourished. India's sheer variety is astonishing: in an area about a third the size of the United States, or that portion east of the Mississippi River, it boasts 17 officially recognized languages and some 22,000 dialects. In a country with a Hindu majority and the second largest Muslim community in the world, you will also find Sikhs, Jains, Buddhists, animists, Christians and the oldest Jewish synagogue in Asia.

Necia Quast, embassy economic officer, joins with young villagers in Uttar Pradesh

Chennai •
(Madras)

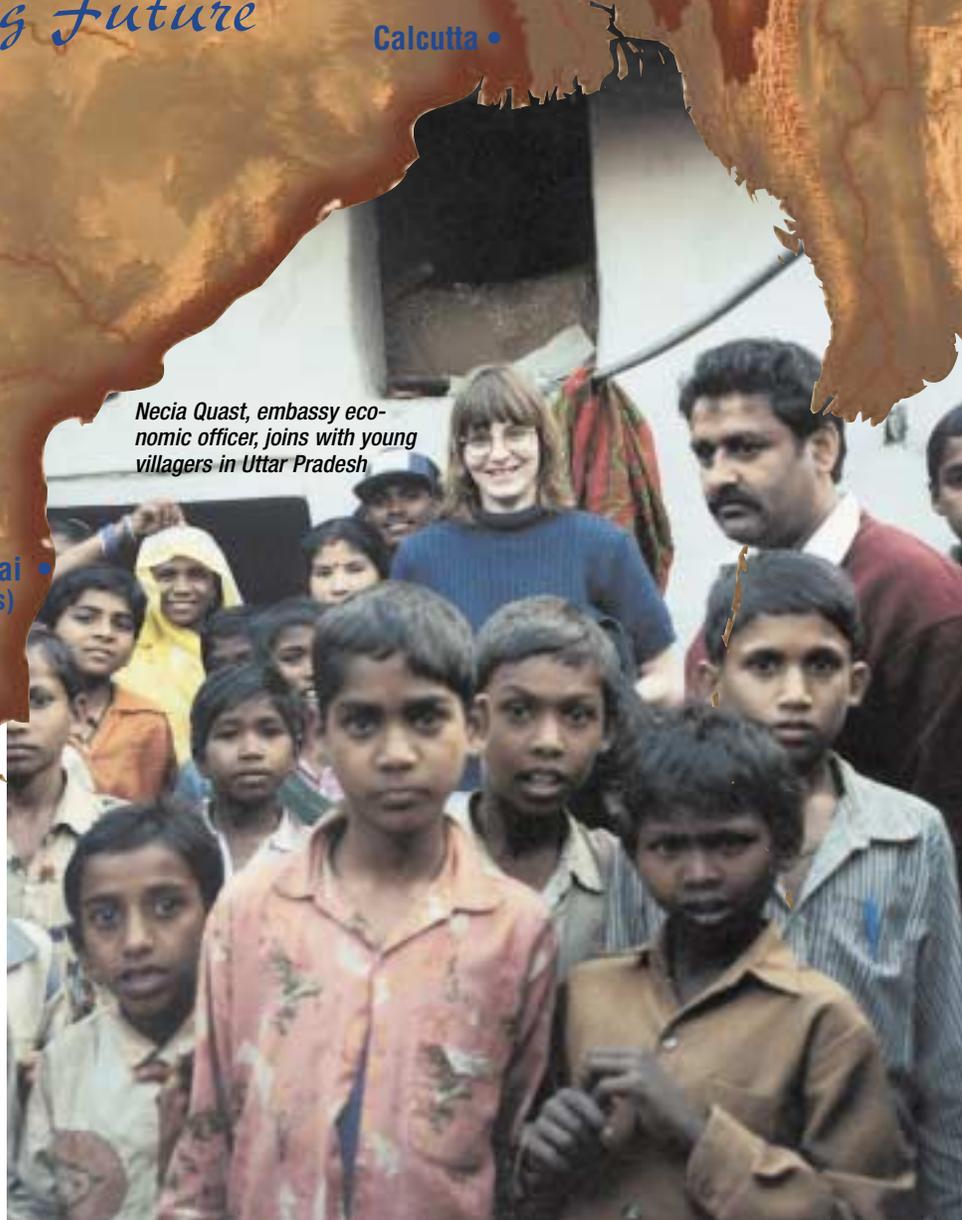
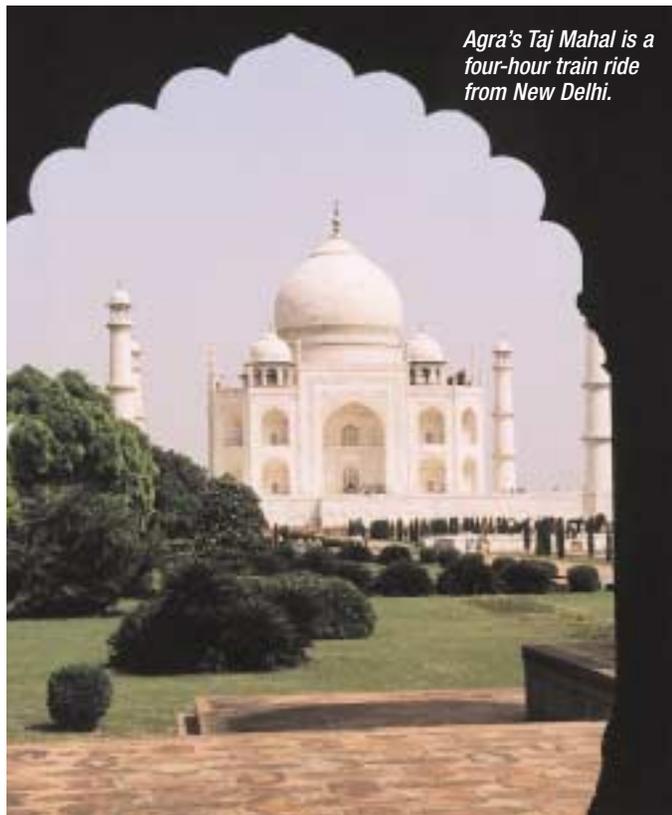


Photo by Geeta Pasi



Photo by Geeta Pasi

Varanasi, the holiest Hindu city on the banks of the Ganges.



Agra's Taj Mahal is a four-hour train ride from New Delhi.

Photo by Geeta Pasi

New Delhi

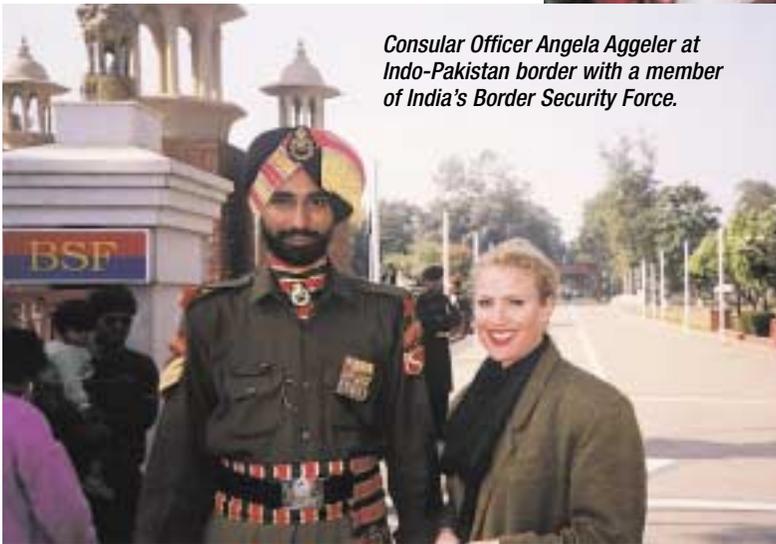
There have been cities on the site of modern Delhi for thousands of years. Like Washington, D.C., New Delhi is a planned city of wide, gracious boulevards and grand monuments. The U.S. Chancery is located in the leafy diplomatic quarter in a landmark building designed by Edward Durrell Stone, who later designed the Kennedy Center in Washington, D.C. The housing compound next to the embassy features a variety of recreational facilities. Next to the compound is the American Embassy School, where about 1,000 students from around the world study on a roomy, modern campus.

The ambassador leads an embassy team of more than 200 Americans and almost 1,000 Foreign Service National employees from a dozen agencies. The United States is also represented at consulates general in Mumbai, Chennai and Calcutta, as well as at Foreign Commercial Service offices in Bangalore, Pune and Ahmedabad. This diverse team's mission statement lays out its task: to promote the interests of the United States and its citizens in India, strengthen mutual understanding and advance a common agenda for the future while striving "to reflect the best of our nation's values and respect the best of India's values in all that we do."

U.S. relations with India have had their ups and downs. After India conducted nuclear tests in 1998, U.S. sanctions were imposed and official relations cooled. Former President Clinton visited India last March, heralding a new era of greater Indo-U.S. cooperation in areas ranging from counterterrorism to global climate change. Today, the United States is India's largest trading partner. India's booming information technology sector provides critical support for leading U.S. companies. That new level of engagement is reflected in a growing number of Indian



Veena Chawla, front left, director of the American Information Resource Center, greets New Delhi Chief Minister Sheila Dikshit at a USAID-sponsored "clean technology" conference.



Consular Officer Angela Aggeler at Indo-Pakistan border with a member of India's Border Security Force.

Photo by Sanjay Kaushik

visitors and immigrants to the United States. U.S. Consulates in India processed almost half a million visa applications during the last year, and the number is growing substantially every year. Indians are the most successful immigrant community in the United States, with Indian Americans running more than 750 companies in Silicon Valley alone.



U.S. Embassy Chancery in New Delhi.

Photo by Brian Aggeler



In a media event designed to get out the vote in an election in western India, American staff at the U.S. Consulate General in Mumbai prepare their absentee ballots for mailing to the United States.

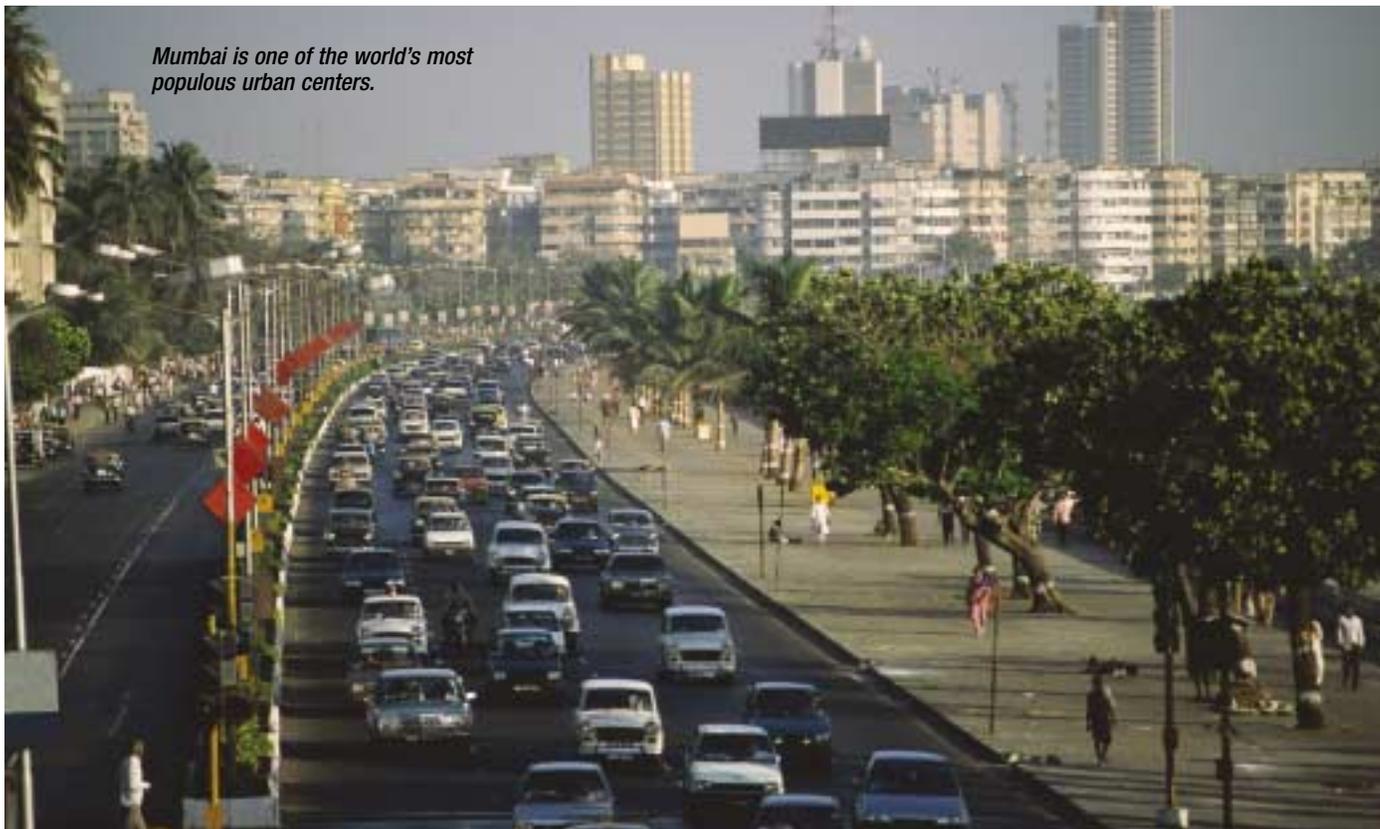
Mumbai

If, as Gandhi said, the heart and soul of India lie in her villages, then the pulse of India surely beats in Mumbai. Crowded, congested, noisy, chaotic and home to 16 million people, Mumbai is one of the largest urban areas in the world. Besides being India's financial and business center, it is also

the shipping, fashion and entertainment capital of the nation. Globalization is everyday fare in this bustling metropolis, not just an abstract aspiration. As a result, the consulate general promotes broad U.S. commercial and other ties to western India and processes more visa applications than any other post in the country.

The consul general's residence and the political-economic, consular and administrative sections are located in a largely residential neighborhood called Breach Candy. Designed in art deco style and completed in 1932, the building was purchased by the U.S. government in 1958. The public affairs section and Foreign Commercial Service offices are further downtown in a modern building that also houses the United States Educational Foundation and the U.S.-Asia Environmental Partnership.

As befits India's most cosmopolitan city, the 24 Americans and their families posted in Mumbai enjoy the city's famed, fast-paced, nonstop lifestyle. They often attend representational events—corporate gatherings, consular receptions and film premieres—often more than one on the same night.



Mumbai is one of the world's most populous urban centers.



Consular officers Donald Mattingley and Amanda Cronkhite process a few of the thousands of visa applications that arrive weekly at the consulate.

Chennai

A metropolis poised on the shore of the Bay of Bengal, Chennai (formerly Madras) is the largest city and port in South India and a mosaic of fascinating contradictions. Elegant tree-lined neighborhoods coexist with congested slums, high-rise buildings share the skyline with monumental Dravidian temples, and Carnatic dance and music thrive alongside a modern Tamil-language film industry. Once viewed as the quietest and most provincial of India's major cities, Chennai has been transformed in the last decade, with a proliferation of sophisticated shopping malls, five-star hotels and chic nightspots. One national magazine recently named the city the newest "hot spot" in India.



A Dravidian temple, a common sight in Chennai.

Ambassador Richard Celeste, center, speaks with a participant in the IT.com trade fair in Bangalore. Commercial Officer Don Nay is behind him.



Chennai was founded in 1639 as the seat of Britain's trading empire in South India, and vigorous commerce links the city to the rest of the world today. The United States has had a consular presence there since 1791. One of the key missions of the consulate general is supporting American firms seeking to invest in India. Proof of its success in this field is the growing number of U.S. corporations with operations in South India, ranging from well-known giants such as Ford and Microsoft to fledgling software "start-ups" drawn by opportunities in the region's booming technology industry. People-to-people contacts have grown apace with expanded commercial ties. The consulate annually processes more than 165,000 nonimmigrant visas as well as over 7,000 immigrant visas.

Calcutta

The capital of the British Raj until 1911, Calcutta is a mix of Dickensian London and *Blade Runner*. Well into the 20th century it was India's leading industrial center. Its links to the United States date to 1794, when the first American consul arrived to support the then-flourishing ice trade. Proud of its reputation as a cultural mecca, Calcutta has been home to all five of India's Nobel Prize winners. The city and its parent state of West Bengal have a history of intellectual and political ferment, beginning with the Bengal Renaissance of the early 19th century and continuing through Subhas Chandra Bose's Indian National Army in World War II, Maoist uprisings in the 1960s and more than two decades of communist rule up to the present.

Although Calcutta has fallen on hard times in recent decades, it remains beloved by its residents, who celebrate its laid-back, friendly spirit. It is the cosmopolitan center of a hinterland of 11 other states, including the exotic Northeast bordering China, Bhutan, Bangladesh and Burma. This area offers a variety of fascinating places: the tea plantations of Darjeeling, the spectacular orchids in the Sikkim Himalayas and the beaches on the Bay of Bengal in Orissa. Religious festivals brighten the streets throughout the year with processions, gaily decorated icons and music from mendicant singers.

Five American officers in the Calcutta consulate general share each other's workload. A large and

The Victoria Memorial Hall, a Calcutta landmark.

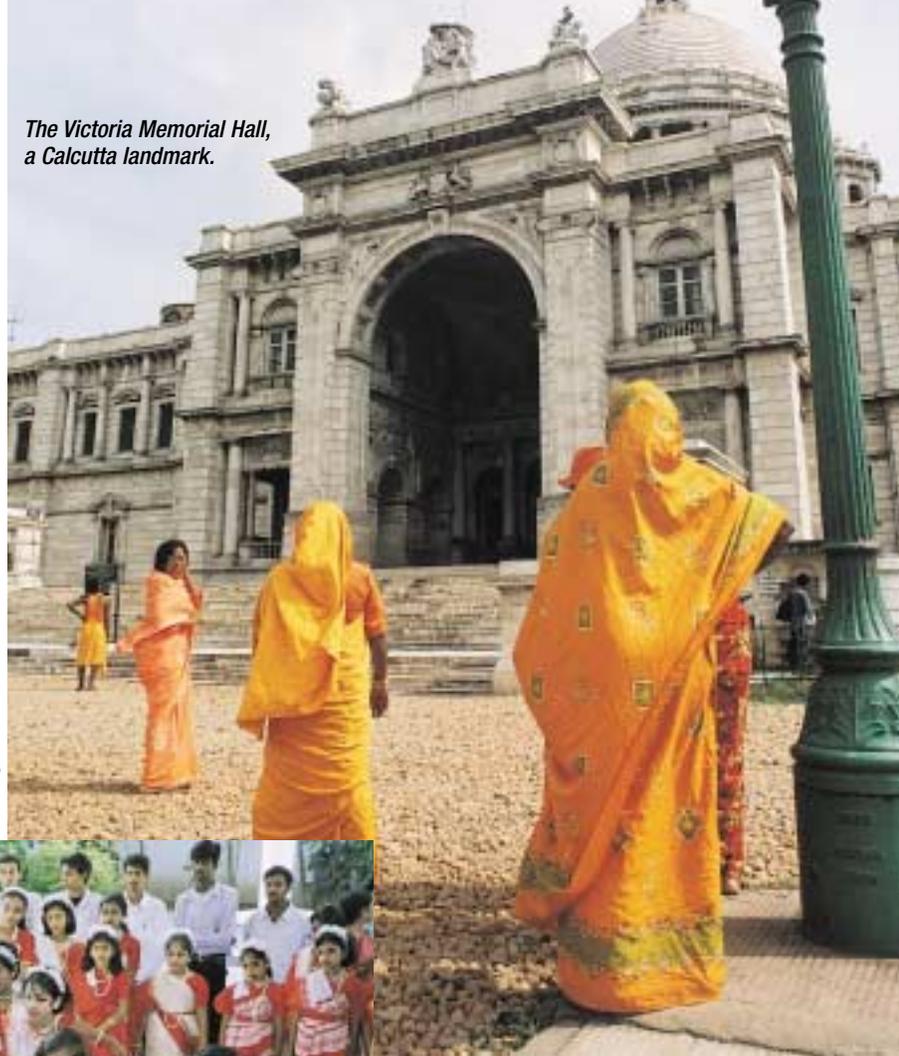


Photo by Bikas Das



The Ustav Children's Cultural Group dance a greeting for U.S. Consul General Christopher Sandrolini (not shown).

diverse workforce occupies two compounds. The post's public affairs programs attract considerable attention, particularly when officers travel to remote districts in the Northeast—a post priority. The post follows topics ranging from state politics to insurgency, narcotics, disaster relief, industrial condi-

tions, HIV/AIDS, refugees and human rights and is responsible for commercial promotion as well. As with all posts in the mission, the promotion of U.S. investment and commerce is a major focus of the consulate in Calcutta.

Every post has its own departure ritual. A posting in New Delhi usually ends with the traditional "pond walk." Those at the end of their tours wade the length of the pond at the center of the chancery while their colleagues cheer them on. But these departures are often temporary. Many return to serve again in this uniquely challenging and fascinating country. ■

The author is an economic officer in New Delhi. Also contributing to this article were Jennifer Yang in Mumbai, Bruce Neuling in Chennai and Chris Sandrolini in Calcutta.

Departing employees wade through embassy pool.



Photo by Brij Mahajan

The Office of Performance Evaluation

The Challenge of Measuring Foreign Service Performance

By Robert Tatge

You know when it's spring in the Foreign Service. Employees and their supervisors are preparing employee evaluation reports, or EERs. The reports are important to members of the Foreign Service because they are rated each year, promoted competitively based on these ratings and, if not promoted within a specified time, are involuntarily separated from the Foreign Service. Thus, EERs are the documents used to determine who gets promoted and who does not.

The Foreign Service EER serves three distinct clients: the employee, the supervisor and management. The EER and the counseling certification forms provide rated employees critical feedback to identify individual strengths as well as aspects of their performance that need improving. The EER tells supervisors and selection boards how well employees are accomplishing their goals. It highlights their performance quality and assesses their long-term potential and ability to reach the senior ranks.

The Office of Performance Evaluation (PE) administers the annual Foreign Service selection boards. The Foreign

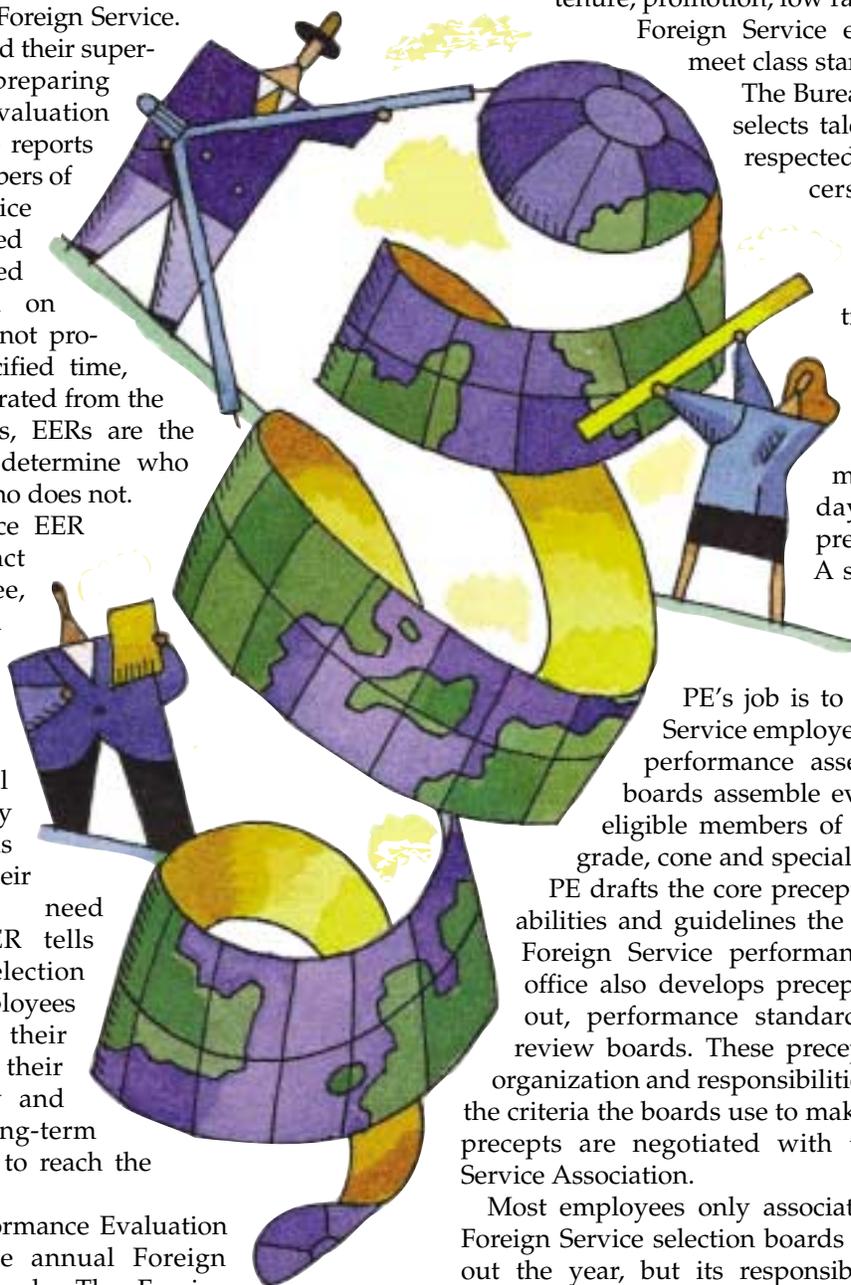
Service Act of 1980 mandates that independent selection boards determine tenure, promotion, low rank and selection out for Foreign Service employees who fail to meet class standards.

The Bureau of Human Resources selects talented, experienced and respected Foreign Service officers, qualified officials from other agencies and public members to serve on the selection boards. These outside members bring valuable perspectives to the evaluation process. All board members receive two days of training on the precepts and procedures. A staff adviser from PE is always available to answer a board's technical questions.

PE's job is to ensure that all Foreign Service employees receive a full and fair performance assessment. The selection boards assemble every summer to review eligible members of the Foreign Service by grade, cone and specialty.

PE drafts the core precepts that define the skills, abilities and guidelines the boards use to measure Foreign Service performance and potential. The office also develops precepts for tenure, selection out, performance standards boards and special review boards. These precepts describe the scope, organization and responsibilities of each board and list the criteria the boards use to make their decisions. These precepts are negotiated with the American Foreign Service Association.

Most employees only associate PE with the various Foreign Service selection boards it administers throughout the year, but its responsibilities are broader. PE administers the Presidential awards, Senior Foreign





Selection board members, left, John Limbert, Lyn McCoy and Bill Scholfield review imaged evaluation reports on computer monitors.

Service pay and the Department's incentive awards program. It also implements Foreign Service grievance and equal employment opportunity settlements, often by convening "reconstituted" selection boards.

The office is addressing recommendations from the Overseas Presence Advisory Panel report and the McKinsey "War for Talent" study to improve State's traditional approach to employee management and leadership

skill development and to foster a talent management mindset in the Department of State. To create an environment that encourages self-assessment and spurs professional self-development, all employees need honest feedback on their performance. In January, PE launched a pilot project to gather feedback on management and leadership skills (see the separate article on the 360-degree evaluation program).

Working continuously to improve the performance evaluation process, PE fosters tenure and promotions based on merit and

360-degree web site developers and volunteer focus group from the Operations Center review pilot web page. They are, from left, Katherina Gollner-Sweet, Dody Lilly, Bill Lagana, Brett Pomainville, Jen Cahn and Tony Parchment and Greg Macris, seated.



Photo by Ann Thomas



Web site developer Dody Lilly demonstrates the 360-degree web page to operations center employee Bill Lagana.

Photo by Ann Thomas

encourages boards to differentiate fairly among Foreign Service employees based on job performance. The office regularly reviews the employee evaluation report form and instructions, negotiating changes with AFSA, the officially recognized agent of the Foreign Service bargaining unit.

In response to class action lawsuits filed several years ago, the Bureau of Human Resources hired outside experts to conduct a comprehensive Foreign Service job analysis to assess the knowledge, skills and abilities needed to succeed in today's Foreign Service. Based on that analysis, the recommendations of a Department-wide working group and consultations with AFSA, major changes were made in the Foreign Service EER form that took effect in the 1999–2000 rating cycle.

The office conducts training in management techniques and principles—at the Foreign Service Institute, at conferences, in training videos, during employee counseling sessions and at Department-wide town hall meetings. The

360-Degree Reviews: A Performance Panorama

Good managers, according to conventional wisdom, are essential to a well-run organization. Both the Overseas Presence Advisory Panel report and the McKinsey study urged the Department to emphasize developing the leadership and management skills of all its supervisors. One very effective way to improve these skills is to get a frank assessment from colleagues and subordinates of an individual's managerial style.

This is the theory behind the pilot "360-degree multi-rater feedback survey" the Bureau of Human Resources will conduct with 800 volunteers at selected posts and bureaus between January and March.

Employees participating in the study will receive anonymous, candid feedback on 25 leadership and management skills from bosses, peers and subordinates they select. The results, which only participants will see, will not affect ratings or assignments. The exercise's goals are to give participants a more complete picture of their managerial strengths and weaknesses and to help them identify specific areas for personal skill development.

The 360-degree approach has been used successfully by 90 percent of Fortune 1000 organizations, the Departments of Agriculture and Energy, the Office of Personnel Management, the U.S. Agency for International Development and the Foreign Service Institute. This tool for talent management and career development will help ensure that the Department produces the right managers with the right skills to lead and support America's 21st century diplomacy.

Detailed information about the program can be found at <http://hrweb.hr.state.gov/ex/sdd/360>. This site on the Department's Intranet also contains the electronic survey that will be completed by volunteer participants.



Director General Marc Grossman, second from left, meets with "360-degree committee" to discuss how employee skills are assessed by peers, subordinates and clients.

Photo by Paul Koscak



Selection board members Al Marquis, foreground, and Leigh Carter take notes from "imaged" personnel files.

Photo by Dave Krecke

office's Intranet home page (<http://hrweb.hr.state.gov/pe/index.html>) provides up-to-date information on performance evaluation, promotion statistics and human resource regulations, policies and procedures.

PE is using new information technologies to improve the evaluation system. In 1999, two selection boards experimented with reviewing performance files electronically. Based on the success of this trial, PE has increased the use of those "imaged files" with each new rating cycle. PE has outlined another pilot project, a "virtual" selection board, and electronic transmission of EERs from overseas posts to Washington, D.C., as goals in its new performance plan. While the Bureau of Administration is responsible for software for EER preparation, HR/PE is working closely with the bureau to improve it.

People are our most important resource. The Department needs a skilled, motivated, diverse and flexible workforce to promote and defend America's interests effectively. The office's work is critical to getting the right people in the right place at the right time with the right skills to carry out America's foreign policy.

The Office of Performance Evaluation, on the 7th floor of SA-1 (Columbia Plaza), maintains an "open door" policy for employees seeking advice on performance evaluation issues. The office urges all Foreign Service employees to review their official performance folders periodically (contact your career development officer); to familiarize themselves with performance management regulations, policies and procedures; and to visit HR/PE's web site. Employees should not hesitate to contact the office for assistance by phone (202) 663-2060, fax (202) 663-2040. ■

The author is a personnel officer in the Bureau of Human Resources' Office of Personnel Evaluation.

Credit Union Opens Scholarship Competition

The State Department Federal Credit Union has announced its annual scholarship competition. A \$20,000 fund will be distributed among applicants selected by the scholarship committee. The credit union will accept applications until April 13, and the scholarship committee will select the recipients by early June.

In the past 24 years, the credit union has awarded more than \$100,000 in scholarships to outstanding student members needing financial assistance. Fifteen student members were awarded scholarships in 2000. To qualify for the competition, a student must:

- be an SDFCU member in good standing;
- describe the need for financial assistance;
- be currently enrolled in a degree program and have completed 12 credit hours of course work at an accredited college or university;
- have achieved a minimum overall grade point average of 2.5 and submit official cumulative transcript(s).
- Members who have won scholarships in the past are eligible to apply for subsequent years. Students who are entering graduate school or transferring to a different school must include a copy of their acceptance letter.

Scholarship applications will be available Feb. 1 at all five credit union branch offices, including the branch in Rm. 1827 of the Department of State and in Rm. 1505 of the Switzer Bldg., across the street from SA-44. Interested applicants may call the Member Service Center at (703) 706-5000. Students living overseas should contact their volunteer credit union liaison at their embassies, consulates or overseas schools worldwide for an application or write to: SDFCU; Attn: Marketing Department; 1630 King Street; Alexandria, VA 22314. Students may fax their requests for an application to (703) 549-5695.



Seoul

Manages Its Visa Line with Style

Editor's Note: With 93 full-time employees, including 16 junior officer positions, the Seoul consular section is one of the world's largest. Its nonimmigrant visa branch processed almost 500,000 visa cases last year. Several officers serving in the branch wrote the article that follows.

"Good morning!"

"Good luck. Study hard."

"I am sorry, but we are unable to give you a visa."

"The visa will be delivered to you via courier in 3–4 days."

Four NIV officers are adjudicating this particular morning in Seoul. Their voices blend with the Korean responses, translations and the intermittent *bing* from a *Q-matic* numbering machine calling the next applicant. To the untrained ear, the sounds are chaotic. In reality, considerable thought and planning have gone into managing the day's workload, and things are moving along pretty smoothly today.

"I'll jump on the line," interrupts adjudicator Matthew Dolbow as he grabs a few cases. "Each officer interviews only about 15–20 hours a week," Mr. Dolbow explained

later. "Interviewing is intense work, so keeping to mostly half-day doses keeps us effective."

"Nothing gets your attention faster than the numbers. As the world's busiest NIV operation, we face up to 5,000 cases a day during the summer rush," observed Peter Van Buren, former deputy NIV chief. "We also manage to go home most days at 5 p.m., usually with our sense of humor intact."

The NIV section is normally staffed by 10 adjudicators (currently there are six junior officers, an excursionist and three consular associates), three mid-level managers, 44 Foreign Service Nationals and four American contract employees. Those not interviewing in the morning interview in the afternoon. During the half of the day they're not on the line, the staff turns to the 75 percent of its workload not processed by interview appointment. The NIV issuance rate averages around 92 percent, which helps explain the high rate of non-interviews. The branch relies extensively on two courier companies to drop off visa requests and deliver passports with visas, saving customers from personally visiting the section. The companies recently introduced web sites so those clients can track the status of their applications online.

Managing the Workload

"We start with the premise that if we tried to interview every applicant, we would do a disservice to them, burn out our own staff and, most important, fail in the end to make significantly better visa decisions," explains NIV Chief Zandra Flemister. Consul General Dick Hermann agrees. "It's hard to say after eight hours at the window that you can make as good a call as you can fresh."

One upside of Seoul's mighty volume is experience. Using this experience, Seoul designs and tweaks its nonpersonal appearance programs ("drop boxes") to interview only those applicants they need to speak with and process cases otherwise when most appropriate. They're also able to adapt many of their NIV innovations to other parts of the huge consular operation.

Interviewing by the Numbers

Almost all interviews are by appointment, through a 900 telephone number. Seoul expects its adjudicators to average 20 to 30 interviews hourly. Based on this rate, the post schedules appointment numbers based on available adjudicators and tracks progress by time-stamping cases. The NIV branch has 100 chairs in the waiting room and currently schedules

100 appointments per hour, giving them another quick "number" tool to see at a glance whether they are on track (seats full but no one standing) or behind (seats full, people standing).

"We continually adjust our appointment load and personal appearance-waived programs to match our staffing numbers," says Deputy NIV Chief Jennifer Underwood. The system does not always work perfectly and the NIV branch has its long days, but the adjudicators know what management is doing and know that there is a strategy that focuses on proper treatment of both applicants and staff.

"Crunch time does come—during June or July, each adjudicator may issue 500 to 700 visas per day," Mr. Hermann said. "A day in our busy months is not a party, but by making crunch time the exception rather than a strategy, we weather the rushes better. Even during our busiest days, overtime is the exception and is voluntary and paid

and is scheduled to allow officers to come in an hour early in the morning."

"Working in the NIV section helps officers learn to collaborate with colleagues to accomplish what seems at first like an impossible task," adjudicator Stephen Frahm said.

"Being part of a section that is run well is also a great learning opportunity," adds adjudicator Henry Haggard. "Best practices come from the work done here on a regu-



Embassy nonimmigrant visa staff in Seoul.

lar basis, and we are encouraged to find new ways to improve a system that is already working well.”

Working with New Officers

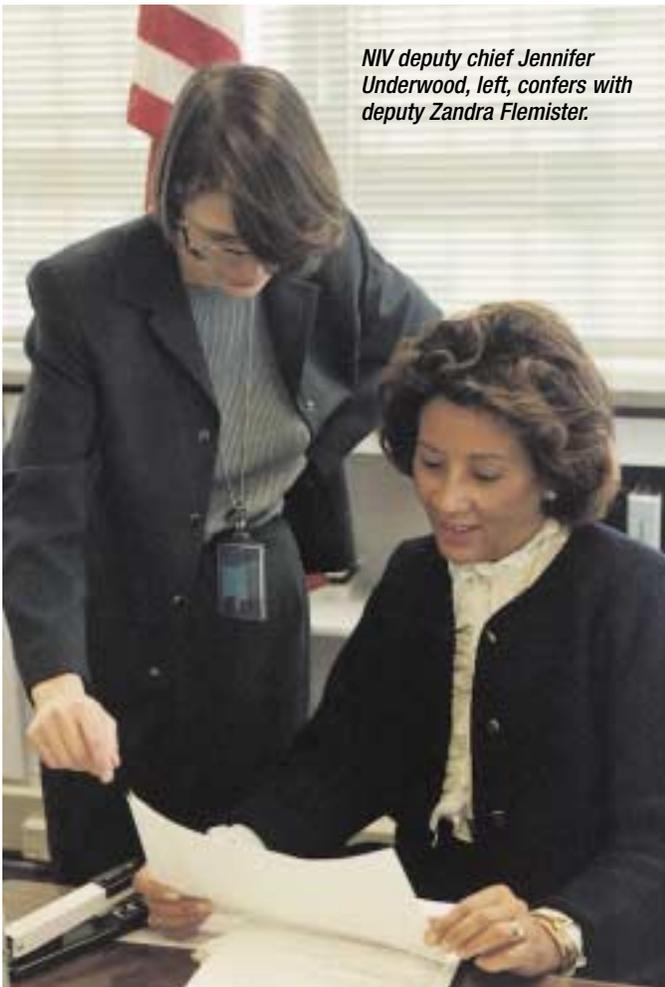
Seoul takes pride in its role as the equivalent of a consular teaching hospital. Work begins as soon as the post learns a new officer is assigned. The consular section immediately sends out an e-mail titled “Who to Call,” listing contact information for Human Resources, the Community Liaison Office and personnel within the consular section. They also send out a copy of “A Day in the Life of a JO in Seoul” (<http://usembassy.state.gov/seoul/www1795.html>), which describes the workday.

Perhaps more important, while still at FSI the new officer is added to NIV’s internal mailing list and starts to “read-in” with visa notices, adjudication tips and other



The consular section’s “Red Team.”

items of the branch’s business. Seoul also invites spouses who may be interested in working at post to take the basic consular course so they can apply for any of the open adjudicator positions. Information on this program, with links to FSI’s web site, is on Seoul’s web site at <http://usembassy.state.gov/seoul/www1793.html>.



NIV deputy chief Jennifer Underwood, left, confers with deputy Zandra Flemister.

Teamwork

After arriving in Seoul, a new officer is paired with a more experienced one, a kind of NIV-specific sponsor, who helps acclimate and train the officer. The post also uses its locally developed visa handbook and Intranet as training tools for Seoul-specific programs.

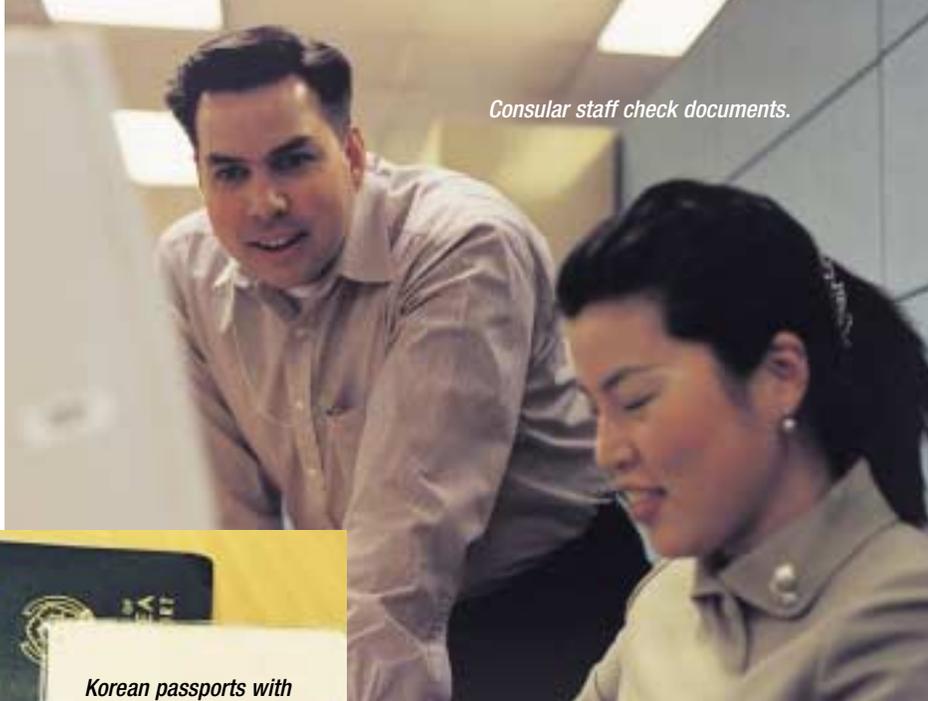
Officers are assigned to a team, a system similar to the way some factories now make cars—the officer, a colleague and six FSNs form a mini-NIV unit, responsible for their own schedules, accounts, personnel (writing evaluations for the team’s FSNs) and all steps in the visa process. This pushes many management tasks down to the adjudicators and breaks a huge section into bite-sized pieces, creating a framework so that mid-level officers can better manage a big operation. “Responsibility for resolving issues on the team is left to the officers,” notes adjudicator Lynette Lindsey.

Information Strategy

Seoul’s NIV work includes a synergistic approach to information dissemination, fueled by the belief that better-informed applicants make processing faster. The consular section also believes there’s no such thing as too much information and that web and other media can attract applicants’ attention without burying them in unnecessary details.

Seoul began by interviewing its applicants, FSNs and colleagues in the building about what the public needs to know about the NIV process. That feedback led to an initial “script,” which was cleared and translated once and used often. The script became the 900 number text, the body of automated FAXBack materials, the content on the consular section’s web site <http://www.ask-theconsul.org> and the raw material of a 150-page visa handbook distributed to U.S. colleges and businesses. All this material is immediately available as “pre-cleared” for public affairs officers to use in responding to last-minute media inquiries and for talking points for senior management.

The consular section also profits from constant feedback—officers who find themselves muttering “that’s the third time this week an applicant was confused about that” are soon talking to the webmaster about new or amended information needed. That same information then migrates to the 900 number, FAXBacks and other media via the script.



Consular staff check documents.



Korean passports with machine-readable visas.

Professional Development

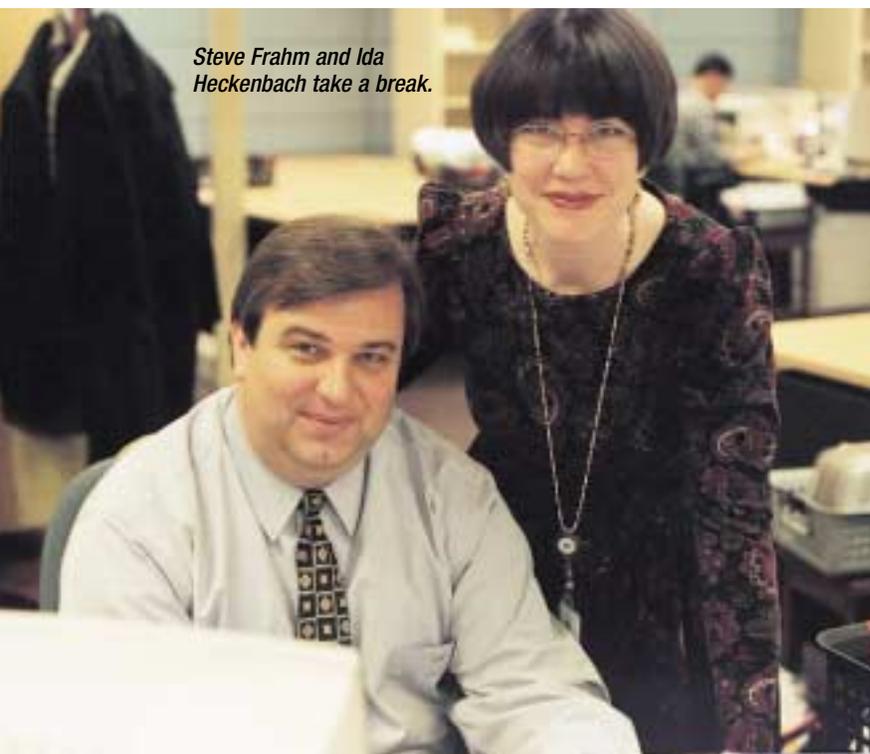
The team system permits officers to manage their workload so they have time to write cables, attend representational functions and participate in the activities the large embassy has to offer. In October, a number of embassy officers, including two junior officers from the consular section, established a “virtual embassy” in Pyongyang to support the Secretary of State’s historic visit. Adjudicator Dae Kim

recalled the assignment as “the most memorable experience in my life.”

Seoul has also sent junior officers to neighboring posts, including a recent East Asian-Pacific Affairs conference. All junior officers assigned to a straight two-year tour in the consular section rotate from NIV to at least two other consular branches. During the nonpeak seasons, these officers also serve a one-month mini-rotation in another embassy section of their choice.

Professional development extends to the section’s large FSN staff as well. In the past two years, an FSN traveled to Ho Chi Minh City to assist in start-up operations, while other FSNs attended training and seminars in Manila, Washington, D.C., and Singapore. The section has also sponsored FSN Internet training in Seoul.

Seoul’s consular managers are quick to admit that while things are working well, changing junior officer and FSN expectations, as well as a changing economy in Korea, mean they must constantly review and adjust their programs. With the goal of treating both applicants and staff with respect and care, the future still looks bright for consular work in Seoul. ■



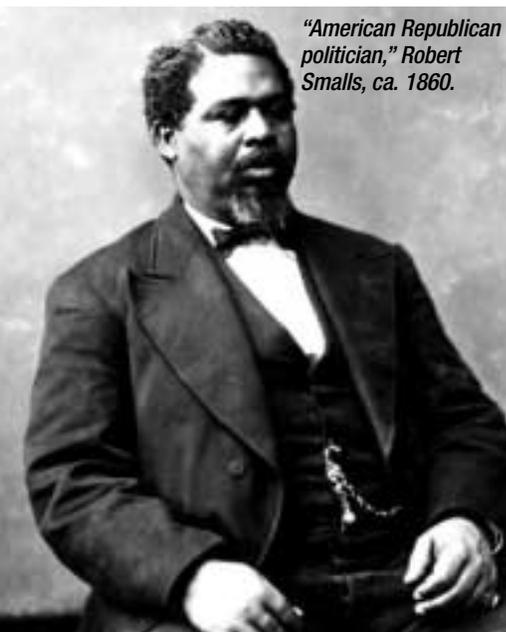
Steve Frahm and Ida Heckenbach take a break.

Slave's Exploits Inspire Employee

By Paul Koscak

Kitt Alexander is on a mission.

For the past five years, this Bureau of Administration real property specialist has been the driving force—no, the atomic force—behind raising the exploits of a former slave to national prominence.



"American Republican politician," Robert Smalls, ca. 1860.

Photo by Getty/Archive Photos

Robert Smalls, a slave and pilot of the Confederate supply ship *Planter*, stole the vessel from the Charleston, S.C., harbor in 1862. He navigated it through the harbor's fortifications, picked up family members along the way and then dashed out to the open sea, delivering the steamer and its fugitives to the Union naval blockade and to freedom.

That saga fired Ms. Alexander's enthusiasm during a chance encounter in 1996 with Dolly Nash, Mr. Smalls'

great-granddaughter, while earning a graduate degree in photography at Savannah College of Art and Design.

Ms. Alexander said she was captivated by the tradition of oral history that flourishes in the Nash family and the legacy of a man who raised himself from slave to statesman, becoming a general in South Carolina's militia and one of its congressmen from 1875 to 1886.

Ms. Alexander was so captivated that she has become an authority on Mr. Smalls' life. She can tell you how his meeting with President Lincoln inspired the President to authorize the recruitment of black troops. The former slave, she related vividly, took the \$1,500 in reward money he received from Congress for stealing the *Planter* and returned to South Carolina to buy the house in Beaufort where he spent much of his indentured life. She

delights in every detail of Mr. Smalls' subsequent military service in both the Army and the Navy. Returning to the South in 1863, he piloted an ironclad that attacked Fort Sumter and stood firm under punishing Confederate fire. The boat was struck 90 times and sunk the following day after its crew was rescued by a tug.

Ms. Alexander recently completed an anthology of historical documents, newspaper reports and other supporting data that outlines Smalls' illustrious career. She met with school officials in Richmond, Va., to ensure that Mr. Smalls' story is taught in the classroom. Her efforts in South Carolina may prompt state officials to dedicate a plaque and statue at the site where the *Planter* was stolen.

But Ms. Alexander has even bigger plans. She's petitioning the Navy to name a destroyer after the former general and congressman, and she wants the Postal Service to print a Smalls stamp in 2012, the 150th anniversary of the *Planter's* heist.

"He was a house slave who ended up in Congress—what an inspiration," she said.

It seems the Department is inspired too. Last June, Ms. Alexander received the Secretary's Unsung Heroes Award for taking on the project. "It's a little odd for me to get the award," she said, "because it's not for what I do on the job, but what I do for free."

Still, Ms. Alexander's association with the Department spans more than a few years. From 1983 to 1985 she did volunteer work with other spouses while accompanying her former husband to Sierra Leone. From 1987 to 1989 she managed the embassy warehouse in South Africa. She resigned in 1993 to pursue a photography degree. Since returning to the Department in 1997, Ms. Alexander helps manage property improvements such as the sixth-floor public affairs conference room and the snack bar and coffee shop at SA-6, Rosslyn.

Ms. Alexander has infused some entrepreneurial spirit into her quest to recognize one of the South's most prominent figures in post-Civil War history: She established the Robert Smalls Legacy Foundation, to be based in Washington, D.C. Two members of the board—Sallie Mullen and Richard Iselin—are Department employees. A third member, Walter Hill, is the senior archivist at the National Archives and Records Administration.

As if that's not enough, Ms. Alexander is raising an endowment through grants and corporate donations to inspire middle school students to develop oral histories from elderly people. Using Mr. Smalls' legacy and the oral history that sustained his exploits as an example,

Ms. Alexander established The Humble Onions Project. She describes the project as “a national multiracial children’s oral history project designed to expose children to the wisdom and memories of the elderly.”

In addition to her research, Ms. Alexander is an accomplished photographer, poet and writer. She recently displayed her photographic collection of Robert Smalls and his descendants at Washington’s U.S. Naval Memorial Foundation’s Navy Heritage Center.

An Alexandria, Va., resident, Ms. Alexander becomes philosophical, even mystical, describing her compelling drive to reach people through Robert Smalls. She credits “the universe” and an “epiphany” that made her leave the State Department from 1993 to 1997 to enter art school, which then led her to meet and befriend Dolly Nash.

“Two beliefs push me,” she said. “One, to do something meaningful with my life and, two, to use my art skills to contribute to the greater good.” ■



Richard Iselin, left, and Kitt Alexander, members of the Robert Smalls Legacy Foundation, review some of Ms. Alexander’s photo collection of Robert Smalls’ descendants.

The author is a writer-editor for State Magazine.

Department, University Enter Pact

The Department is working closer with Howard University to encourage more African-American graduates to consider Foreign Service careers.

Former Secretary Madeleine Albright and Howard University President H. Patrick Swygert signed a Principles of Cooperation document Dec. 19 that sets the stage for greater Department involvement in campus affairs as well as exploring new sources of funds for the university’s international studies program. Howard students will also be encouraged to get involved in Department events.

“We truly desire to increase the diversity of the Department and the Foreign Service and support the intent of Howard’s program as a means of addressing the diversity issue,” Director General Marc Grossman told Rep. Charles B. Rangel, D-N.Y.

In 1998, Rep. Rangel asked the Department to work with the university—a traditional African-American institution—to bolster the ranks of its Foreign Service staff to develop a workforce more representative of the American population.

The congressman believes U.S. national interests are threatened “by sending the wrong message to a diverse group of foreign officials with whom the United States negotiates.”

Most of those foreign officials represent Third World African nations that sometimes feel American delegations don’t understand their local and global concerns because they lack diversity, according to Al Carroll, an analyst in the Human Resources Office of Policy Coordination who worked with the staffs of Rep. Rangel and Mr. Swygert in developing the principles document.

“The Department will participate in seminars and lectures and raise student interest in career opportunities,” Mr. Carroll said. “We already have a diplomat in residence. This will better allow us to focus all our resources.”

Mr. Grossman asked the Office of Equal Opportunity and Civil Rights to work with Rep. Rangel to find new sources of funds to support the principles of cooperation.



Photo by Michael Gross

Howard University President H. Patrick Swygert, left, celebrates the Department’s commitment to recruiting University graduates with Rep. Eleanor Holmes Norton, Secretary of State-designate and university trustee Colin Powell, then-Secretary Madeleine Albright and Rep. Charles Rangel.

Market Pushes IT Salaries Up

By Paul Koscak

Talk about starting the new year off right! Some information technology professionals may see as much as a 33 percent salary boost because of an Office of Personnel Management directive aimed at making the government more competitive in attracting and retaining computer specialists.

The incentive, pioneered by the Department and now embraced government-wide, will affect 165 State employees. About 33,000 federal workers may ultimately benefit from the increase. The largest pay hike is targeted at entry-level positions, GS-5 to GS-7, grades where the greatest discrepancies exist between public and private sector pay.

Overall, the special rates, which include the 3.7 percent annual raise most federal employees will receive this year, provide anywhere from a 7 percent to 33 percent salary increase over the regular GS schedule. The raises, however, become progressively less from grades 7 to 12.

For example, a GS-5 step 1 in Washington, D.C., will jump from \$24,192 to \$30,726. A GS-12 step 1 for the same



IT Staff Find It Pays to Improve

There's no mystery to snagging an IT bonus.

Just present an associate's degree in computer science, telecommunications or data processing when you get hired. A certificate from a technical or military school in the same field or a Microsoft Certified Professional certification will also work. That's worth a 10 percent salary increase.

Or, how about a healthy 25 percent leap?

Now you need a bachelor's degree in computer science, telecommunications or data processing. But a Microsoft Certified Systems Engineer and Cisco Certified Internetwork Expert Certificate is okay, too.

Those requirements and more are just some of the incentives the Department uses to recruit computer professionals. For those already on board, a similar OPM directive offers guidance for all agencies on qualifying for retention bonuses. For instance, earning a bachelor's degree in computer science or a certificate as a Certified Lotus Professional in Notes Systems Administrator is good for a 10 percent bonus. A technician certificate from Mitel, GTE or AT&T will also earn you a 10 percent increase.

A Microsoft Certified Systems Engineer or a master's degree in computer science is worth a 15 percent retention bonus. These allowances remain part of the salary as long as the program continues.

Barry Hall, a former contractor, received a 10 percent salary bonus when he became an employee.



Photo by Paul Koscak

Currently, the Department is the only federal agency that offers both incentives—recruitment bonuses and retention allowances—said Patricia Popovich, deputy director of the executive office in the Bureau of Information Resource Management.

"We're the model for government agencies," she said. "We're the poster child for OPM."

Recruitment bonuses are available only to those hired from outside the government. But once on board, the

area goes from \$53,156 to \$55,458. The increases vary somewhat by geographic locations, or what OPM refers to as "clusters."

"There was significant concern with the government's ability to recruit [information technology] individuals at the entry and mid-levels," an OPM spokesman said. "This will be monitored to see if other IT occupations can be included."

While the new salaries will help narrow the gap between industry and government compensation, it may take the whole package to bridge it, says Fernando Burbano, the Department's chief information officer.

Private industry salaries are higher for jobs the federal government is targeting, up to \$60,000 in some cases for talent that may fetch just a GS-5 income with the government, according to Mr. Burbano.

He offered this example: "The same day we ran an ad for an IT job fair, there was another ad by a company offering \$10,000 sign-up bonuses and a three-year lease on a BMW."

Currently, the government's starting salaries for technology workers are about \$12,000 less than in private companies, said Joseph Cowart, another OPM spokesman. In more specialized jobs, the gap can be as much as \$20,000.

But money isn't everything. Mr. Burbano believes that when you combine the new salary increases with the government's generous benefits and "family-friendly" policies, the package becomes a tough opportunity to beat.

Jennifer Noisette agrees. A computer specialist supervisor for the Bureau of Human Resources, Ms. Noisette

was a contractor at State for three years before becoming an employee in September.

Job security, benefits, vacation time and the Department's rich history, in addition to her recruitment bonus, were among the incentives that drew Ms. Noisette to the Department. "I had just 10 days per year for both sick time and vacation," she said, describing what her previous private-sector employer offers new hires. "After that it would only go to 12 days.

"It's a great idea," she said of the pay incentives. "Many people would otherwise leave the State Department for higher paying jobs after gaining valuable experience."

Attracting quality IT candidates like Ms. Noisette, who holds a B.S. degree in management information systems, is just part of the plan. The Department is working to keep them, too. Several hundred employees with hard-to-find IT skills, particularly those who have earned various software certificates and industry credentials, have received about \$3.5 million in Department allowances, Mr. Burbano said.

"It's an interim step," he added.

If the incentives prove successful, the program will likely be extended to higher pay grades and Foreign Service employees as well, Mr. Burbano said.

For now, three occupations are eligible for the incentive: computer specialist, computer engineer and computer science specialist. ■

The author is a writer-editor for State Magazine.

new hires become eligible for retention allowances, said Herbert Casey, chief of the bureau's Human Resources management division.

The recruitment bonuses proved highly successful at two IT job fairs held at the Foreign Service Institute in 1999.

"We announced it to the world," he said. "We had ads on websites, rock radio stations, in the *Washington Post*, *Baltimore Sun*, *Philadelphia Inquirer* and the technology journals."

The fairs drew more than 2,500 applicants for a variety of computer and telecommunications positions.

"We were able to meet our needs," he added.

Still, attrition continues to chip away at those gains as private industry slowly siphons off workers from the federal IT pool. Foreign Service positions are particularly hard to fill, Mr. Casey said, because many posts are forced to get by with just a few computer specialists on staff. It's a transient career, too.

"Some people don't want that lifestyle," he said.

Although the American workforce still faces a dearth of computer professionals, much of the Department's shortages resulted from the government's hiring constraints from 1993 to 1997 and the attrition of experienced staff to private industry. Those conditions produced a 30 percent vacancy rate in IT jobs and a depleted recruitment pipeline, according to a Department memo.

Vacancies are now about 10 percent, with a bureau goal of "no greater than 5 percent," Ms. Popovich said.

In 1998, when the Department was authorized to fill nearly 300 IT positions worldwide, "State found itself competing for the same critical and scarce resources that every other organization needed," she added.

To make that task easier, recruitment bonuses and retention allowances were authorized under the 1990 Federal Employees Pay Comparability Act and the 1980 Foreign Service Act.

Unlike the Department's salary increases for IT workers, which are limited to three occupations for new hires from outside the government, the recruitment bonuses and retention allowances are targeted for nine occupations.

For more information about the program call Herbert Casey at (202) 647-6593.



Steve Taylor, an 11-year Foreign Service veteran, used his master's degree in management information systems to gain a 15 percent salary increase.

Photo by Paul Koscak

Story by Joan R. Yen
Photos by Bob Kaiser

“Training is almost always rewarding, but sometimes a lot more happens. Sometimes we change lives.”

The speaker was Ruth A. Whiteside, deputy director of the Foreign Service Institute, and the occasion was the graduation ceremony for 26 worker trainees who had completed an 18-day program for office support professionals.

The program, serving the needs of both the Civil Service and Foreign Service, is part of the Department’s commitment to the federal welfare-to-work hiring initiative.

“Training increases the trainees’ level of confidence, provides them with knowledge of the Department and adds to their skills,” said Virginia Chandler, worker trainee coordinator in the Bureau of Human Resources, who worked with FSI to plan the most recent session.

The program focused on three essential areas: life skills, job preparation skills and workplace skills. “We start with life skills because we need to work from the inside out,” explained facilitator Diane Armstrong.

Training Changes Participants’ Lives



Janice Clements, a counselor in the Office of Career Development and Assignments, conducts an orientation session introducing a panel of successful former trainees to the current class.



From left, Pearl Knight, a personnel clerk, works at her desk in the Office of the Executive Director in the Bureau of Oceans and International Environmental Scientific Affairs; Russchelle Moore speaks with an executive office client in the Bureau of Human Resources; Carolyn Hutchinson, an office automation clerk, greets a visitor to the Office of the Executive Director in the Bureau of African Affairs; Danita Nolan, a clerk-receptionist, prepares a document for the Office of Overseas Schools in the Bureau of Administration.



“Trainees need to reflect on the barriers they have carried inside themselves that have contributed to their inability to move forward in their careers.”

Life skills subjects included self-esteem, stress management, support systems, conflict resolution and anger management. Former trainee Russchelle Moore said, “It taught me how to communicate with people and how to calm down. Now I listen to other people before I speak.”

To reinforce their sense of self-worth, trainees created personal web pages—flipchart descriptions of themselves. “Many trainees had previously only heard negative things said about themselves. The web page let them give and receive positive feedback,” Ms. Armstrong said. Trainees reevaluated personal support systems, formed their own support system and planned to communicate regularly with each other.

Job preparation focused on basic office skills: effective speaking, listening and writing, telephone techniques, customer relations and money management. Danita Nolan, a former trainee, noted that before the training, “I was uncomfortable talking with people I didn’t know. Now I can do that. I learned that my opinions mean something and that everything I say is not always wrong. Also, it’s okay to make mistakes.”

Teddy Taylor, FSI’s director of orientation, described the Department’s mission

and organizational structure. The trainees then toured the Department, received office assignments and met with their supervisors. They spent half a day in their new offices and discussed perceived problems on their return to class at FSI. To practice the skill of keeping up with world events, trainees read and reported on newspaper articles.

As the program progressed, it was clear that attitudes toward work were shifting. Former trainee Pearl Knight said, “When I was in the government before, it was just a job. Now I know I have a career and can apply myself to getting into a professional field.”

Expectations were also expanding. Former trainee Sabrina Woods said that before the training she had low expectations. “Now I know I can advance in a variety of ways.” Trainee Carolyn Hutchinson found she might be traveling for the Department in the future: “Travel is nothing I ever thought I would do. But if they offer me a trip, I will go.”

In the final segment of the program, trainees toured the Career Development Resource Center and discussed goal setting with career counselor Tanya Bodzin. Russchelle Moore wants to be a security officer for the Department, and Danita Nolan is looking to become a computer technician.

Tara Evans, one of the 26 graduates of the recent program, was hired by FSI. Ms. Evans said she feels a lot better about herself and doesn’t ever want to be on welfare again. “Now that I am in a working environment, I can see down the road and set some goals.” ■

The author is deputy director of the management training division at FSI.

How to Win Friends and Circle Your Influence

By Buck Shinkman

In the world of management development, Dale Carnegie got it just about right. But recently, others have attempted to improve upon and refine Carnegie's concepts. Others like Stephen Covey, author of the best-seller *The 7 Habits of Highly Effective People* and co-founder of Franklin Covey, the world's largest management and leadership development organization.

Early in 2000, the Bureau of Western Hemisphere Affairs signed up Covey's firm, Franklin Covey, and selected the U.S. Embassy in Ottawa as the bureau's pilot post to try out some of the firm's high-profile management training techniques. Wayne Logsdon, WHA's deputy executive officer, explained, "Our goals in Ottawa were threefold: better cohesion within the mission; improved relationships and understanding; and new efficiencies." Over the summer, two dozen mission employees—Foreign Service officers and Foreign Service National employees from Ottawa and each constituent post—were asked to block out three days in September for training. The Franklin Covey training machine soon moved into action, distributing personal surveys (mini-evaluation reports called "360-degree reviews") for supervisors, the supervised and peers.

Anticipation among anointed staff ran high. When they met for the first time in September, they discovered theirs was an eclectic mix of secretaries, economic officers, the deputy chief of mission, a consul general or two and public affairs officers.

During the next three days, the group attended intensive lectures and training exercises, viewed videos and participated in group discussions and one-on-one experience-sharing sessions. The trainers suggested they discard their notions of embassy interpersonal relationships and build a new structure, based on faith, trust, sharing and applying the "7 Habits." One of the participants explained the training this way: "It real-

ly consisted of several 'chunks' that could be taken separately or together: a philosophical outlook presented in the "7 Habits" book; a time-management exercise; a personal mission-finding exercise; and a short lesson in listening skills."

The philosophical content of the training turned out to be quite intense—almost "spiritual" in the view of some participants. Some found it encouraging, others thought it a bit too personal. Similarly, the "new" organizing skills were useful to some, less so to others who believed they already had well-structured work lives.

A major element of Franklin Covey training involves looking after oneself—"sharpening the saw" as their literature puts it.

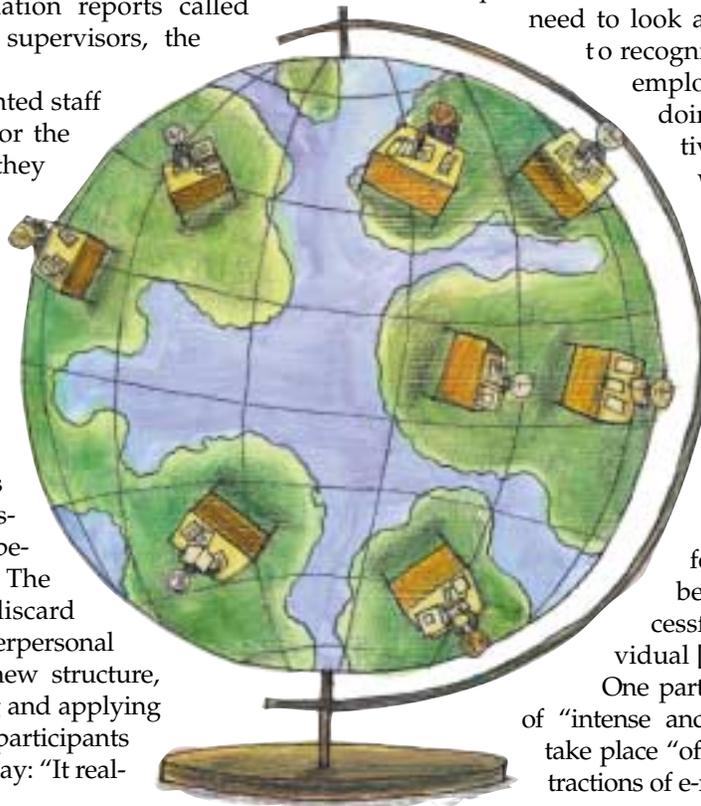
Overall reaction to the training was positive, though mixed. One recurring theme in evaluations was, "This is fine for us, but how can we operate from a position of open trust with others who are not yet sharing that view?" The answer is further training, spread broadly across the Department.

Every Ottawa participant claimed to have learned something from the exercise. One, an FSN, wrote, "[The training taught me that] we need to remember how important it is to take care of our employees.... We

need to look at how we treat each other,... to recognize the full value of our fellow employees and the work they are doing." A consulate representative said, "It is unlikely that we will change the Department, but we can change ourselves.... [W]e can be more effective with those with whom we work and enjoy our jobs more."

Some commented on the sensitive issue of trust. "[W]e live by our choices and each of us, as an individual, has the capacity to change and to choose to be different.... [By changing,] I can be more effective and more successful.... It all starts with... individual [character]."

One participant suggested that this sort of "intense and stimulating" training should take place "off site," beyond the nagging distractions of e-mail and voice mail messages.



Not all elements of the three days received positive marks. "I must confess," one participant said, "all of the diagrams, terms of art ('circle of influence,' etc.) and corporate-speak seem poorly adapted to an embassy culture or environment.... I don't think Foreign Service officers need mission statements. I'm serving U.S. interests overseas and I'm proud to do so. Period. And as for 'sharpening the saw,' I don't want either the government or a corporation worried or poking... into how I spend my downtime."

Most post-training surveys, however, applauded the Department for offering the training. "It was, no doubt, the best experience of that type I have ever had.... I...am impressed that the State Department is actually paying money to make us better managers." Another called it "impressive and inspiring."

What moves has the post made to capitalize on the training? One participant suggested more town meetings where employees could hear the ambassador's views firsthand. The first meeting was held in October. Every element in the embassy discussed the training in staff meetings during the following weeks. Two brown-bag lunches have already been held where Franklin Covey converts described how they came to the tool and how

they use it to their advantage. Another brown bag will examine how other organizations have kept the Franklin Covey feeling alive.

Ottawa DCM Steve Kelly summarized the three days' events: "The... management literature of today constantly talks about reducing barriers to communication within organizations.... We have plenty of barriers within the State Department... all of which keep us from working together as well as we could.... [O]ur Covey experience helped us address several of those barriers, especially the role of the FSN.... Another unique feature was the 360-degree rating. Scary, but revealing and ultimately helpful.... Finally, just having 25 colleagues sit down together to look carefully at how we regard... each other is a potentially powerful tool. For that alone we owe WHA and Wayne Logsdon a debt of gratitude."

Were the WHA goals explained by Mr. Logsdon accomplished? That's going to take follow-up to determine, which is already planned by the bureau. But it is crystal clear now that this intensive training provoked excellent and frank—sometimes life-altering—discussion. ■

The author is press spokesman at the U.S. Embassy in Ottawa.

Taking Leadership Development to the Field

By Peter F. Romero

Recognizing that its own leadership tenets demand the best management practices, the Bureau of Western Hemisphere Affairs piloted a relatively new training concept in the Department: field training in organizational development. Rather than view training as job-specific instruction, the U.S. Mission in Ottawa challenged itself to forge a stronger team through better communication of a shared vision and by pursuing collective strategies to reach its goals.

WHA's goal is to take such training opportunities to other bureau posts. We want to offer our employees the most effective avenues available for personal enrichment and improved job performance. In concert with

the Foreign Service Institute's leadership training initiatives, we can better equip our people to serve our mission goals domestically and abroad. We believe that enhancing the leadership skills of individual managers energizes a more dynamic workforce.

Since the Ottawa seminar, the Leadership and Management School has piloted the "7 Habits of Highly Effective People" course at FSI. WHA is working with the school to develop the potential of every bureau employee and is pioneering methods of organizational learning here and in the field.

The author is assistant secretary for Western Hemisphere Affairs.

The 7 Habits

The Habit	The Results of 7 Habits Training
Be Proactive	Fosters courage to take risks and accept new challenges to achieve goals
Begin with the End in Mind	Brings projects to completion and unites teams and organizations under a shared vision, mission and purpose
Put First Things First	Promotes getting the most important things done first and encourages direct effectiveness
Think Win-Win	Encourages conflict resolution and helps individuals seek mutual benefit, increasing group momentum
Seek First to Understand, Then to Be Understood	Helps people understand problems, resulting in targeted solutions; and promotes better communications, leading to successful problemsolving
Synergize	Ensures greater "buy-in" from team members and leverages the diversity of individuals to increase levels of success
Sharpen the Saw	Promotes continuous improvements and safeguards against burnout and subsequent nonproductivity

FSI Launches New Leadership and Management School

By Vladimir Sambaiew

State is a software organization whose core strengths are its people and the integration of area knowledge, languages, defense, economics, technology and leadership with overall U.S. interests.

Investment in human capital is critical to maintaining State's expertise in the 21st century. As Director General Marc Grossman told a Georgetown University audience recently, "I tell everyone who will listen that training and professional development will be key to meeting the challenges of our new world and key to our ability to fashion a diplomacy for the 21st century."

Goals, of course, need to be translated into reality. Foreign Service Institute Director Ruth A. Davis told a gathering of international training leaders that "FSI is the place where policy making and practical preparation of people intersect. It is the place where diplomatic goals have to be transformed into training activities that produce the desired result."

The creation of the Leadership and Management School and the introduction of the "Leadership and Management Training Continuum" at FSI are central. The basic philosophy of the new school and continuum is that leadership and management skills are not position based, but essential to overall employee development and State's successful performance over time. FSI believes that leadership and management skills can be taught and learned at all levels.

So what does the new school have to offer? A variety of choices are offered at the entry, nonsupervisory, mid-career and senior levels of an employee's career. All courses are part of the new leadership and management training continuum that spans the full range of an employee's career. Currently, the school has about a dozen new courses under development and a large stable

New instructors Susan Novick and Rick Welebir discuss coaching issues with students.



Photo by Bob Kaiser

of existing programs. All courses, including those in preparation, will be offered in 2001. Most are short, lasting from one to three days. All are highly practical and designed for both Foreign Service and Civil Service employees. They focus on diverse topics such as managing change, creative problem solving, coaching, team leadership, conflict management, starting off right, time management, executive stress, "managing up" and other essential workplace topics.

Based on participant evaluations, the three-and-a-half-day "Seminar for Office and Program Directors" is off to an excellent start. The initial October session won high marks for job relevance. The course concentrates on the real-life management and leadership challenges office directors and deputies often face in the Department. Practical exercises highlight decision making and leadership approaches that can be used right away to improve office performance, authority relationships and cooperation with other offices.



Executive-level coordinator Carol Wzorek conducts a seminar on organizational development.

By contrast, “Managing Conflict Productively” is a two-day course that demonstrates techniques to apply in difficult personnel and other job-related disputes. The seminar covers conflicts where employees are directly involved or need to mediate between other parties. The one-day “Managing Change” workshop presents strategies managers can use to mitigate employee resistance and improve the chances for positive office change or reengineering.

Participants in one- and two-day classes on “Team Building” and “Team Leadership” learn how to build effective groups for specific projects or crises. They practice inclusive leadership techniques and communication skills designed to ensure that teams function well and get their jobs done.

The new one-day “Coaching” course shows the benefits of coaching as a leadership skill supervisors can use to improve office results, especially among strong

performers. By contrast, the one-day “Managing Up” seminar focuses on working effectively with superiors. Sometimes relationships just “click,” but often building good working relationships requires careful attention. This course explores approaches to finding common goals and better ways of working together.

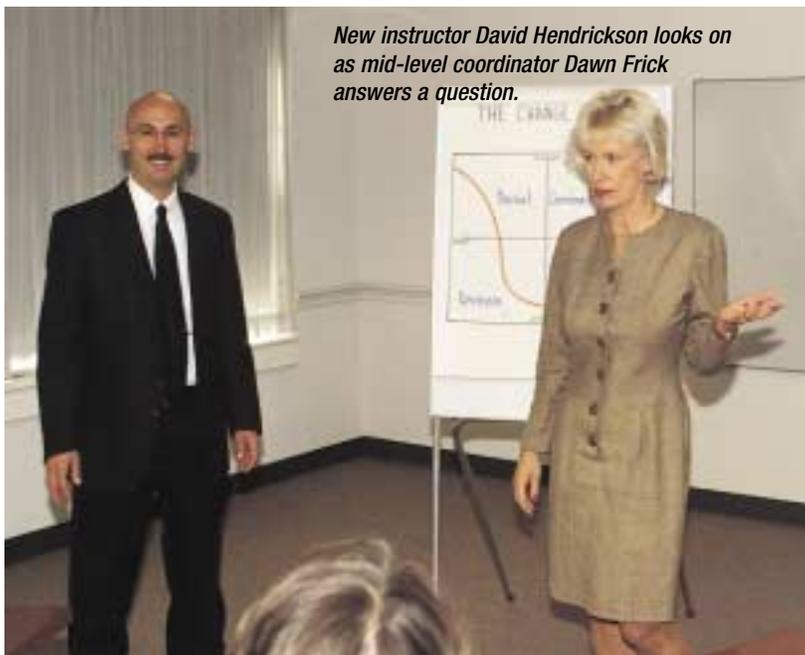
The early executive and mid-level categories also include established courses such as the “Foreign Affairs Leadership Seminar” and the “Introduction to Management Skills.” Like the new courses, these offer training employees can apply directly to their jobs and the management challenges they face daily at the office.

The “Leadership Seminar” develops critical skills in team building, group approaches, conflict management and performance feedback. It is focused on participants at the FS-01/OC and GS-15/SES levels. The introductory course, on the other hand, is for first-time managers making the transition from expert or team member to group leader. The course concentrates on the skills needed to plan and organize work, motivate and monitor employee performance and develop good communication skills.

The new school’s professional staff includes veteran and new instructors with extensive training experience in the public sector.

For the convenience of employees, many courses are offered at different times throughout the year. All will be available during the busy summer transfer period. If you have not yet enrolled in a leadership and management seminar, we strongly encourage you to do so.

A full listing of offerings and course dates is available on the State Department’s Intranet at <http://fsiweb.fsi.state.gov> (<http://99.4.241.2>). ■



New instructor David Hendrickson looks on as mid-level coordinator Dawn Frick answers a question.

Teens Find Marijuana Tempting

By Dr. Stephen Schoen

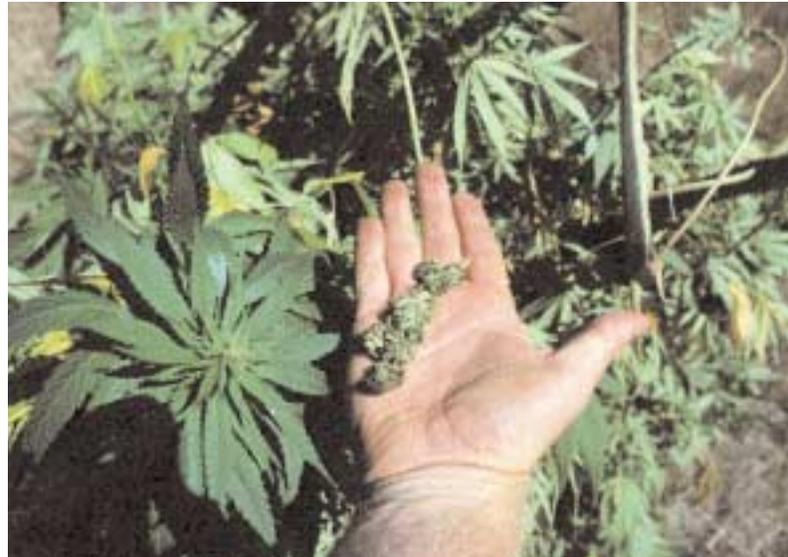
Marijuana, pot, grass, weed, hash, dope, joint, reefer, Mary Jane, red dirt.

There are at least 527 euphemisms for *cannabis sativa*. The list includes the names of combinations of marijuana and other substances such as “fry” (marijuana + embalming fluid + phencyclidine [PCP]), “primos” (marijuana with crack or powder cocaine) and “candy blunt” (marijuana-laced cigar dipped in codeine cough syrup). Heroin has only about 300 slang names while cocaine has about 275 and amphetamine has around 115.

In the United States in 1999, by the time students had reached 12th grade, just under half admitted using marijuana at least once in their lives. Most of those users started before 10th grade. About 2 percent of 8th graders report having used marijuana before 6th grade. More than one in every 20 high school seniors is a daily marijuana user. One in 14 of today’s seniors has smoked marijuana daily for two years or more.

Among America’s youth, there is a great deal of use of marijuana, a mind-altering drug containing at least 400 chemicals, many of which haven’t even been studied. It’s been known for a long time that marijuana contains more cancer-causing agents than regular cigarettes. Now we find that current and past marijuana smokers are twice as likely as nonusers to develop cancer of the head and neck, including tumors of the mouth, throat and larynx. Smoking three to five marijuana cigarettes a week is equivalent to smoking 16 regular cigarettes every day.

Marijuana smoking, and drug use in general,



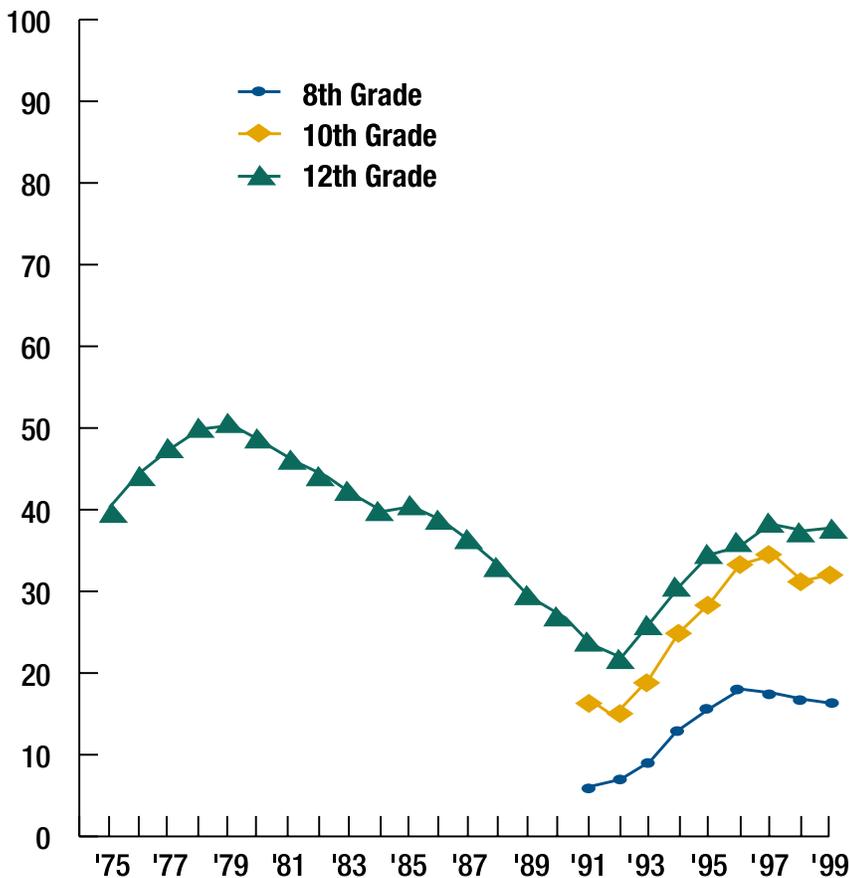
is like driving a car recklessly—it can be fun and most people survive. Many current smokers may not feel any negative effects for years. The fact that some marijuana users do not appear to suffer any ill effects emboldens others to give it a try. One problem is that the marijuana available today is about 10 times more potent than it was in the 1970s.

Short-term effects include elevated heart and pulse rates, bloodshot eyes and a dry mouth and throat. The drug impairs or reduces short-term memory, alters one’s sense of time and reduces the ability to do things requiring concentration, swift reaction and coordination.

There are other potential problems for marijuana users. Cannabinoids are the mood-altering ingredients of marijuana and delta-9-tetrahydrocannabinol (THC) is the chief active ingredient. THC stores itself in fat



Trends in Annual Prevalence of Marijuana use for 8th, 10th and 12th Graders, 1975–1999



cells. Since one third of the brain is composed of fat cells, THC stays in the brain for a long time. Frequent users may never be free of the drug.

All illicit drug use is potentially more harmful to adolescents than to adults. This is because the bodies of adolescents are still growing. For males, using marijuana results in lowered levels of the hormone testosterone. This hormone is essential for the development and support of male secondary sexual characteristics such as hair growth, voice tone and muscle distribution. For female users, testosterone is increased, causing an increase in acne, body and facial hair and flattening of the breasts and buttocks.

Marijuana reduces white blood cell production. This lowers the body's ability to fight infection and disease. Heavy cannabis users have higher rates of illness such as flu, colds and infections.

Students often want to know why the benefits of marijuana use are not talked or written about, especially in educational programs. The reason is there do not appear to be any benefits for otherwise healthy adults. And people seem to know this. Nobody has ever told us that they thrive on marijuana. People often think they are more creative on marijuana, but no one has ever asserted that they became smarter.

Under certain conditions, smoking marijuana may be beneficial: relieving nausea and vomiting associated with cancer chemotherapy; lowering intraocular pressure in glaucoma; and increasing appetite in some populations such as AIDS patients. Research is still going on and no definitive answers are yet available. If you have one of these conditions and feel that marijuana might be helpful, discuss it with your health care provider. For everybody else, marijuana does not appear to have any physical benefit.

Considering the potential health risks and the lack of positive physical benefits, why do people smoke marijuana? Why do people smoke the first time? Why do people continue to smoke?

Young people try marijuana for many reasons: to enjoy the "high"; to be "cool" by following their peers; to be daring by doing something illicit; to avoid saying no; to emulate their parents' behavior as teenagers; and to heed "street" advice that it's harmless.

Alcohol and illicit drugs all have at least one thing in common—they all affect the brain. The effects of marijuana tend to be depressant. People crave this effect for a variety of reasons: to relax, to feel socially comfortable, to sleep, to reduce inhibitions, to "party" and to avoid dealing with stress. People try marijuana the second time because they like the effect the first time or because they are still searching for the desired effect.

No one smokes to get sick or become addicted. Those are unintended consequences of drug use. One difficulty is that there is no way to accurately differentiate those for whom the drug will have harmful and addictive effects from those who will escape relatively unscathed. All marijuana users are gambling that they won't be hurt. Many will win that gamble. Some won't. And the funny thing is that all the desired mood-altering effects listed earlier can be obtained without running the risk at all. But once people learn how to relax with marijuana, they stop developing other, drug-free approaches such as sports, yoga and hobbies. Eventually, the drug doesn't help the user feel good. Instead, the drug is essential to the user's feeling good. That's called addiction.

For more information about marijuana, visit the web site of the National Institute on Drug Abuse: www.nida.nih.gov/marijbroch/marijteenstxt.html for "Marijuana Facts for Teens" or www.drugs.indiana.edu/publications/iprc/misc/smokescreen.html for "Clearing the Marijuana Smokescreen." ■

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The author is the coordinator of the alcohol and drug awareness program in the Office of Medical Services.

People Like You

He's a Pedal Pusher Par Excellence

Johny Helsen loves to add up the miles. When they're free, who's counting?

At 43, he's going strong, pedaling about 65 miles each week after work and every Sunday. Although he's not a competitive cyclist, the Belgian Foreign Service National employee who's worked at the U.S. Embassy in Brussels for 20 years still takes his bicycling seriously. He's president of his hometown bicycle club, which plans trips throughout Europe.

In 1998 the club trekked from Belgium to Rome—1,018 miles in 10 days. Arriving in the Eternal City, the cyclists were escorted by police to visit the pope. Two years earlier, the club traveled more than 800 miles to Lourdes, France. Last July, Helsen and 28 club members cycled through Germany to Prague, an 800-mile journey. The group spent five days sight-seeing in the capital of the Czech Republic.

Next to soccer, Mr. Helsen says, cycling is the continent's second most popular form of recreation. What's more, bicyclists can take up an entire road lane when traveling as a group of 15 or more people in Europe. Try that in the United States!

Cycling offers a contrast to Mr. Helsen's State career. He's been a contract writer in Brussels for seven years. Before that, he worked 13 years in Antwerp as a cashier.

Diplomats to the Rescue

It was a cold, overcast day when the caravan left the U.S. Embassy compound and headed out of Warsaw to the Na Paluchu shelter. Five of the seven in the caravan hoped to adopt a cat or dog from the local animal shelter.

The overcrowded shelter was in tremendous need of adopters. The fenced-in pens, deep in mud, each held about 15 dogs. It was difficult to imagine how the animals would make it through the cold Warsaw winter. The shelter's staff was clearly trying, but they had few resources to work with.

Consul General Pat Butenis, the only "expectant" parent to find what she was looking for, saw "Tilly" up to her ankles in mud in one of the outside pens with several other dogs. Nervous and scared, the wirehaired terrier with big floppy ears was alienated from the pack. Pat asked to see her outside the pen and it was love at first hug. The two headed directly to the office to fill out the adoption papers.

When Tilly realized she was being adopted, she became outgoing, lovable, happy, bouncy and bright. It was such an amazing transformation, the group couldn't believe Tilly was the same dog they had seen in the pen only moments before.

Pat is enjoying her newfound friend and Tilly, lounging in her own fleece-lined bed after enjoying a warm bubble bath, is one lucky dog.



O B I T U A R I E S



Robert W. Butler, 62, a film and television producer at the U.S. Information Agency until his retirement in 1991, died of cancer Nov. 19, at the Sunrise Assisted Living Center in Indianapolis. When he retired, Mr. Butler was in charge of documentary production at Worldnet, the agency's overseas satellite broadcasting service. During his USIA career, Mr.

Butler wrote and directed some 50 documentary films, including an exposé of narcotics trafficking in Southeast Asia, which was his last.



Helen I. McDonald, wife of retired Foreign Service officer John E. McDonald, died of a brain tumor Sept. 19. Mrs. McDonald accompanied her husband on assignments in Saigon, Manila, Tokyo, Lagos and Seoul.

Marselis C. Parsons, 96, a retired Foreign Service officer, died Sept. 22 in Hanover, N.H., following a brief illness. He joined the Foreign Service in 1935 and served in Naples, Berlin, Jakarta, Lisbon, Oslo, Johannesburg and Copenhagen, where he was deputy chief of mission before his retirement in 1962.



Newman Root, 92, a retired Civil Service employee with more than 30 years of government service, died Feb. 17, 2000, of cardiac complications. Mr. Root was a certified public accountant.

Edward Berger Rosenthal, 70, a retired Foreign Service officer, died of cancer Oct. 13 at the Washington Home Hospice in Washington, D.C. Mr. Rosenthal served in Guayaquil, Rome, Georgetown, Port of Spain, Panama City, Bangkok, Buenos Aires, Bombay and Jakarta. His service in the United States included details to the Commission on Western Hemisphere Immigration Policy and to the U.S. Mission to the United Nations.

L. Benjamin Sargent, 76, a retired Foreign Service officer, died Sept. 30 of lung cancer in his home in Alexandria, Va. Mr. Sargent served in Ghana, Afghanistan, Bolivia, Honduras and Somalia as well as in Washington, D.C. During World War II, he served with the Army Air Corps in India and the Pacific Theater.



John F. Shollenberger, 58, a retired diplomatic courier, died June 9 at his home in Sunset Beach, N.C. He served tours in Frankfurt, Bangkok and Washington, D.C. Mr. Shollenberger also served in the Marine Corps in Vietnam and the Philippines.

Mavis Irene Shope, 73, a retired Civil Service secretary who served more than 44 years with the Department, died Aug. 25 in Clinton, Md.

Nathalie P. Vorhees, 77, a Foreign Service secretary at the U.S. Embassy in Bern in the late 1940s and secretary to then-Sen. Styles Bridges (R-N.H.), died of cancer at her home in Alexandria, Va.

Robert Bolton Warner, 78, a retired Foreign Service officer, died July 23 of a brain tumor at the Washington, D.C., Hospice Center. Following a two-year tour of duty with the U.S. Army in Europe during World War II, Mr. Warner joined the Department in 1950 and served in Germany and the United Kingdom. He transferred to the U.S. Information Agency in 1961, serving in Czechoslovakia, Yugoslavia and West Germany and at the agency's headquarters in Washington, D.C. He retired in 1985.

Albert S. Watson, 89, a retired Foreign Service officer, died Oct. 25 at Eden Park Nursing Home in West Brattleboro, Vt. In 1954, Mr. Watson served as executive director of the U.S. Mission to the United Nations. Four years later, he transferred to the Foreign Service, with assignments in Rome, Canberra and Taipei. He retired in 1980.

Beverly C. Williams, 66, a retired Foreign Service communicator, died Sept. 28 at her home in Tavares, Fla. Ms. Williams served in Rhodesia, Pakistan, Indonesia, Gabon, Lebanon, the Philippines, Hong Kong, Zaire and Ghana.

2000 Foreign Service Promotion Statistics

The Bureau of Human Resources has prepared the following statistical summary of promotions granted on the basis of recommendations made by the 2000 selection boards. The data show the number of members who competed, the number promoted and the percentage of those competing who were promoted. Additionally, the data give the average time in class and length of service of employees eligible to compete for promotion and those promoted. Readers should note that the data have little significance for competition groups with relatively small numbers of promotion opportunities. The data are organized by class and primary skill code (i.e., functional field for generalists and occupational category for specialists). Multifunctional promotions of generalists in classes 01, 02 and 03 are shown in separate groups by cone. A summary explanation of the various skill code groups at each level is provided below; detailed information on this aspect may be obtained from the 2000 selection board precepts.

Competition Groups	Number Competed	% Competed Promoted	Promotees' Average Length of Service				
FEMC TO FECM (Classwide competition of all eligible officers)							
Administrative Generalist	17	0	0.0	7.6	0.0	28.3	0.0
Consular	14	0	0.0	8.1	0.0	30.5	0.0
Economic	29	1	3.4	7.6	4.6	29.3	23.3
Political	57	4	7.0	7.9	7.9	31.0	24.3
Labor Officers	1	0	0.0	8.8	0.0	34.4	0.0
Psychiatrist	1	0	0.0	10.7	0.0	20.0	0.0
Public Diplomacy	6	0	0.0	5.8	0.0	29.4	0.0
Medical Officers	3	0	0.0	6.5	0.0	15.7	0.0
Security Officers	1	0	0.0	4.6	0.0	33.5	0.0
Information Management	1	0	0.0	4.6	0.0	34.5	0.0
Total	130	5	3.8	7.7	7.3	29.7	24.1
GENERALIST FEOC TO FECM (Classwide competition of all eligible officers and competition by cone)							
Administrative Generalist	42	11	26.2	4.2	5.2	22.2	21.8
Consular	30	9	30.0	4.5	5.4	24.0	23.1
Economic	30	13	43.3	4.1	5.0	23.0	23.1
Political	56	25	44.6	4.3	4.9	23.1	22.6
Public Diplomacy	46	7	15.2	4.1	5.7	23.0	19.9
Labor Officers	1	0	0.0	5.7	0.0	20.8	0.0
EST Officers	1	1	100.0	3.4	3.4	14.5	14.5
Narcotics	2	0	0.0	6.2	0.0	14.8	0.0
Total	208	66	31.7	4.3	5.1	22.9	22.2
FS-1 TO FEOC (Multifunctional competition of all eligible officers and competition by cone; eligibles include only those requesting threshold review)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	72	14	19.4	6.3	6.7	21.0	20.4
Consular	67	8	11.9	6.1	6.4	21.3	21.0
Economic	55	11	20.0	5.8	6.0	20.6	18.7
Political	84	11	13.1	5.9	6.4	20.2	17.4
Public Diplomacy	80	15	18.7	8.3	9.4	20.0	20.1
Labor Officers	1	1	100.0	3.7	3.7	24.5	24.5
EST Officers	2	1	50.0	7.7	7.7	23.7	24.8
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	16	3	18.7	6.0	4.4	18.9	16.8
FS-2 TO FS-1 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	151	17	11.3	5.6	5.4	15.7	15.7
Consular	131	12	9.2	6.0	7.9	16.3	16.4
Economic	149	18	12.1	5.9	8.0	15.7	16.3
Political	200	20	10.0	6.1	5.8	16.6	15.8
Public Diplomacy	146	29	19.9	7.3	9.2	14.8	15.9
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	32	6	18.7	6.3	7.2	16.2	16.1
Consular	58	8	13.8	7.6	8.9	17.8	19.3
Economic	46	7	15.2	7.2	10.4	17.2	20.1
Political	72	11	15.3	7.1	8.5	17.7	18.7
Public Diplomacy	2	1	50.0	6.0	5.6	14.1	15.1
Narcotics	6	0	0.0	0.0	0.0	0.0	0.0
Total	816	129	15.8	6.4	7.7	16.2	16.7
FS-3 TO FS-2 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	87	31	35.6	5.6	6.3	11.1	11.2
Consular	121	22	18.2	5.0	4.7	10.7	10.4
Economic	130	35	26.9	4.9	5.7	10.4	10.7
Political	161	43	26.7	4.8	5.8	10.4	11.3
Public Diplomacy	67	34	50.7	5.4	5.8	10.5	10.2
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	19	2	10.5	5.4	4.2	10.8	10.6
Consular	41	13	31.7	4.2	4.9	10.3	10.4

Competition Groups	Number Completed	% Completed Promoted	Promotees' Average Length of Service	Average Length of Service Completed	Promotees' Average Time-in-Class	Average Time-in-Class of Completed	Number Promoted
Economic	56	7	12.5	4.6	5.2	10.1	10.5
Political	70	27	38.6	5.0	5.0	10.5	10.4
Public Diplomacy	0	0	0.0	0.0	0.0	0.0	0.0
Total	615	214	34.8	5.0	5.5	10.5	10.7

*A number of officers competed functionally and multifunctionally. Thus, they are included in both competition groups and the totals are greater than the actual membership of the competition group. If members were promoted multifunctionally in the first session, they did not compete functionally in the second session.

FS-4 TO FS-3 (Tenured junior officers competed classwide; FP generalists competed by cone or administrative subfunction)

Administrative Generalist	39	22	56.4	5.0	4.6	5.8	5.7
Consular	34	21	61.8	4.7	4.2	6.5	5.9
Economic	35	28	80.0	3.8	3.7	5.3	5.3
Political	29	27	93.1	3.5	3.5	5.2	5.1
Public Diplomacy	28	16	57.1	4.0	3.9	5.7	5.4
Unconed	51	28	54.9	2.4	2.5	3.8	4.0
Total	216	142	66.0	3.8	3.7	5.3	5.2

Specialists FEOC TO FEMC (Competed by occupational category)

Info Mgmt Technical	1	0	0.0	5.7	0.0	29.4	0.0
Printing Specialist	0	0	0.0	0.0	0.0	0.0	0.0
Information Resource	1	0	0.0	3.1	0.0	15.1	0.0
English Language Specialist	0	0	0.0	0.0	0.0	0.0	0.0
Financial Management	1	0	0.0	2.6	0.0	14.3	0.0
Diplomatic Courier	0	0	0.0	0.0	0.0	0.0	0.0
Psychiatrist	2	1	50.0	4.0	4.6	8.8	9.8
Security Officer	8	1	12.5	3.9	4.6	24.8	22.8
Information Management	2	0	0.0	2.6	0.0	26.7	0.0
Construction Engineer	4	0	0.0	5.1	0.0	13.8	0.0
Medical Officers	7	2	28.6	4.9	6.2	10.8	11.0
Total	26	4	15.4	4.2	5.4	17.6	13.7

FS-1 to FEOC (Eligibles include only those requesting threshold review)

Finance	8	1	12.5	6.2	6.7	17.1	14.8
Info Mgmt Technical	1	0	0.0	4.7	0.0	21.3	0.0
Information Management	18	7	38.9	4.7	4.9	21.8	19.3
Printing Specialist	3	0	0.0	6.9	0.0	14.1	0.0
Information Resource	3	0	0.0	4.7	0.0	17.2	0.0
English Language Specialist	2	0	0.0	7.9	0.0	17.1	0.0
Diplomatic Courier	1	0	0.0	6.7	0.0	34.9	0.0
Psychiatrist	1	1	100.0	3.9	3.9	3.9	3.9
Security Officer	25	10	40.0	5.9	6.7	22.3	23.0
Security Engineer	4	0	0.0	5.7	0.0	14.9	0.0
Facilities Maintenance	2	0	0.0	4.2	0.0	20.0	0.0
Construction Engineer	7	1	14.3	5.7	4.7	14.4	15.8
Medical Officers	2	1	50.0	6.7	7.3	6.7	7.3
Health Practitioner	2	0	0.0	4.2	0.0	27.7	0.0
Total	79	21	26.6	5.6	5.9	19.6	19.4

FS-2 to FS-1

Finance	42	8	19.0	5.4	7.0	12.3	15.1
Personnel	17	2	11.8	4.5	4.2	29.4	14.5
General Services	15	4	26.7	4.5	4.2	14.9	12.6
Information Management	94	15	16.0	5.3	6.4	18.7	22.7

Competition Groups	Number Completed	% Completed Promoted	Promotees' Average Length of Service	Average Length of Service Completed	Promotees' Average Time-in-Class	Average Time-in-Class of Completed	Number Promoted
Info Mgmt Technical	12	0	0.0	6.7	0.0	21.4	0.0
Printing Specialist	3	0	0.0	7.3	0.0	12.3	0.0
Information Resource	4	2	50.0	3.1	6.4	13.6	7.6
English Language Specialist	5	0	0.0	9.8	0.0	14.1	0.0
Diplomatic Courier	5	1	20.0	4.5	2.7	24.9	13.8
Security Officer	170	11	6.5	7.3	8.6	17.4	18.4
Facilities Maintenance	6	1	16.7	5.4	2.7	8.3	7.5
Security Engineer	59	3	5.1	6.2	5.7	13.1	12.5
Construction Engineer	9	1	11.1	4.0	4.7	9.2	10.8
Health Practitioner	6	2	33.3	3.5	3.7	12.8	13.6
Total	447	50	11.2	6.1	6.3	16.3	17.1

FS-3 to FS-2

Finance	14	9	64.3	3.4	2.8	4.7	5.1
Personnel	6	6	100.0	4.5	4.5	17.1	17.1
General Services	34	10	29.4	5.5	5.1	13.5	15.3
Information Management	79	22	27.8	4.2	4.1	16.9	16.7
Info Mgmt Technical	51	8	15.7	6.3	7.2	13.8	13.2
Information Resource	2	1	50.0	3.0	3.4	4.2	5.8
English Language Specialist	2	2	100.0	4.9	4.9	9.3	9.3
Diplomatic Courier	13	2	15.4	6.0	2.7	23.3	8.0
Security Officer	177	39	22.0	5.5	6.6	12.8	13.5
Security Engineer	3	2	66.7	5.1	4.7	9.7	9.7
Facilities Maintenance	12	3	25.0	4.4	4.9	6.5	7.2
Construction Engineer	10	5	50.0	3.2	3.3	3.2	3.3
Medical Technologist	4	1	25.0	8.0	18.8	14.6	20.3
Health Practitioner	1	0	0.0	0.5	0.0	2.9	0.0
Office Mgmt Specialist	7	0	0.0	6.9	0.0	33.9	0.0
Total	415	110	26.5	5.1	5.3	13.2	12.9

FS-4 to FS-3

Finance	2	2	100.0	2.7	2.7	8.2	8.2
Personnel	9	5	55.6	2.6	2.0	9.7	4.6
General Services	23	11	47.8	1.9	2.4	4.0	4.6
Information Management	116	63	54.3	3.2	2.8	11.6	11.0
Info Mgmt Technical	32	17	53.1	5.1	4.8	7.6	7.6
Information Resource	3	3	100.0	1.4	1.4	1.4	1.4
English Language Specialist	2	0	0.0	1.1	0.0	1.1	0.0
Diplomatic Courier	23	4	17.4	6.3	5.7	12.4	9.8
Security Officer	15	1	6.7	4.1	6.2	7.0	8.7
Security Engineer	15	15	100.0	1.6	1.6	1.7	1.7
Facilities Maintenance	41	10	24.4	4.0	4.4	4.3	5.0
Construction Engineer	5	4	80.0	2.1	2.1	2.1	2.1
Office Mgmt Specialist	97	5	5.1	5.7	9.2	23.1	25.2
Total	383	140	36.6	4.1	3.2	12.1	8.4

FS-5 to FS-4

Office Mgmt Specialist	150	28	18.7	4.3	5.9	16.1	18.2
Total	150	28	18.7	4.3	5.9	16.1	18.2

FS-6 to FS-5

Office Mgmt Specialist	183	47	25.7	3.9	4.3	10.1	9.6
Total	183	47	25.7	3.9	4.3	10.1	9.6

FS-7 to FS-6

Office Mgmt Specialist	26	12	46.1	3.8	2.8	4.9	4.6
Total	26	12	46.1	3.8	2.8	4.9	4.6

PERSONNEL ACTIONS

Civil Service Retirements

Amaral, Luiz L., Information and Comm. Mgt. Sec.
Atkinson, Teresa K., J. William Fulbright Foreign Scholarship Brd. Staff
Depalma, James, Defense Trade Controls
Dos Santos, Augustinha E., Blair House Section
Duncan, Charles A., Imm. Off. Under Sec. For Mgt.
Ealy Jr., Anderson, Multi-Media Production Division
Frades, Evelyn, Nuclear Energy Affairs
Henderson, Michael, Operations Branch
Hockersmith, Joseph D., Electronic Media Division
Holmes, Glarnice T., European Programs Branch
Holum, John D., Arms Ctrl. & Sr. Adv. for Acd. & Nonprol.
Jacobs, Sandra Lee, Assistant Secretary
Kerr, Donna L., Administrative Liaison
King, John Henry, Geneva
Lopez, Debra G. W., Administrative Division
Momin, Aman, NY Reception Center
Newsom, Eric D., Bureau of Political-Military Affairs
Starr, Barbara J. Foelak, Arms Ctrl. & Sr. Adv. for Acd. & Nonprol.
Wakefield, Carol A., Policy and Evaluation
Woodruff, Rick Thomas, Intl. Bound. Comm., U.S. & Canada
Yorkshire, T. Darlene, Design and Const. Div.

Foreign Service Retirements

Apsler, Ruby, Windhoek
Banks, Anita D., Consular Systems Division
Belz, John F., Near East & South Asian Area Branch
Benedict, Robert, Paris
Bollmann, Elizabeth B., Econ. and Develop. Affairs
Brew, William R., Mexico City
Brown, Julian Glynn, Caracas
Clark, Elizabeth, Assign. to Non-Gov. Organizations
Cook, John Owen, Program Operations Division
Davis, Sandra L., Executive Director
Dewitt, Seymour C., Bogota
Dolan, Daniel L., Paris
Escudero, Stanley T., Baku
Ferguson, Thomas C., Military Forces and Tech. Div.
Godfrey, Ruth W., Special Dom. Assgn. Program (Sdap)
Goldschmidt, Michael A., Dir. for Ctrl. African Affairs
Grigovich-Barsky, Nikita, Mis. Assignments
Harbison, Otho Neil, Paris
Hitchcock, John B., Executive Director
Isaacson, Diane S., Mid-Level Division
Jahncke, Janet R., Budapest
Jenkins, Joann M., Brussels
Jensen, David E. T., Southeast Asia & Pacific Div.
Kennedy, Stephen W., Expt. Ctrls. and Conv. Arms Nonprol. Pol.

Kiuru, Aili M., Entry-Level Division
Lamberg, Michael E., Florida Regional Center
Luoma, Morgan Lee, Nassau
Lynch, Gregory, Public Diplomacy
Mannoia, Earl D., Management Policy
McCumber, Patricia E., Assign. Support Division
McLaurin, Beverly A., Gaborone
McLaurin, William D., Gaborone
Miller, Barbara L., Bridgetown
Morgan, Thomas J., Buenos Aires
Murphy, Olga P., Antwerp
Nemeth, Robert J., Mexico City
O'Brien, J. Michael, Policy, Public and Cong. Affairs
O'Brien, Robert Paul, Overseas Operations
Palmatier, Ronald, Se. Equip. & Maint. Branch
Park, David M., Bur. of Dem., Hum. Rights and Labor
Philo, William H., Yaounde
Picard, Helen Bodurtha, Capetown
Ransom, Marjorie Ann, Foreign Press Center
Ritter, Katharyn A., Bogota
Roach, Carolyn J., Ankara
Rohal, John A., Florida Regional Center
Schaer, William H., Miscellaneous (Noc)
Schroeder, Beverly A., Public Diplomacy
Sweeney, Ruth M., Performance Evaluation

Foreign Service Grievance Board Summary

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

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

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

Decision Denies Retroactive Accommodation

Agrievant asserted that he failed to obtain tenure because he suffered from a recently diagnosed medical condition, Adult Deficient Hyperactivity Disorder, a medical disability under the Americans with Disabilities Act.

The employee requested reasonable accommodation for the disability, including one year in Washington, D.C., to undergo treatment and a second year to demonstrate to another tenure board that the past medically caused performance problems had been resolved. The grievant's doctor stated that proper treatment could result in marked improvement in performance within nine to 12 months. The agency denied relief on the grounds that it is not required to provide retroactive accommodation for a medical condition about which it had no prior knowledge.

The board concluded that the only significant issue was whether the grievant's disability was of a temporary or permanent nature. The grievant had been under treatment for more than three years. The board agreed that the requested accommodation would not prepare the grievant for entry into a competitive Foreign Service position for another 12 to 18 months, after which there still would be an indefinite period of time to transition into a position of full responsibility.

The board denied the grievance, finding that the grievant had not established that the agency could provide reasonable accommodation for the disability. The heart of the decision was the conclusion that the ADA does not require an employer, as a reasonable accommodation, to grant an employee an indefinite period to obtain medical treatment in the hope that the treatment will eventually enable the employee to return to adequate performance.

WARNING-BE ON THE
LOOKOUT FOR THESE
SUBVERSIVE
GROUPS IN
STATE
DEPARTMENT

THE REVOLUTIONARY FRONT TO STREAMLINE
THE CLEARANCE PROCESS...

YOU CAN'T SEND
THAT CABLE-IT
STILL NEEDS
EIGHTEEN MORE
CLEARANCES!

LONG LIVE THE
REVOLUTION!



THE PEOPLE'S ARMY AGAINST POINTLESS REPORTS...

STOP! OKAY, YOU CAN TAKE THE
"BOWLING FREEDOM REPORT," BUT
LEAVE THE "ANNUAL SPLEENFISH
SURVEY"!

IS NOTHING
SACRED?



SALVATION FOR PART TIME, INTERMITTENT,
TEMPORARY EMPLOYEES...

...AND STOP CALLING US
THE PITS!



AGGELS 2000

THE MICROMANAGERS LIBERATION FRONT...

AT LAST OUR
REVOLUTIONARY
MANIFESTO IS
COMPLETE!

NOW LET'S TALK
ABOUT THE MARGINS
ON THE PAPER...

I NEED TO CLEAR
ON ALL MARGINAL
ISSUES...



COME ON! LET'S
TAKE ACTION!

THAT'S NOT IN
MY JOB
DESCRIPTION...

DO I GET
COMP TIME
FOR THIS?

