

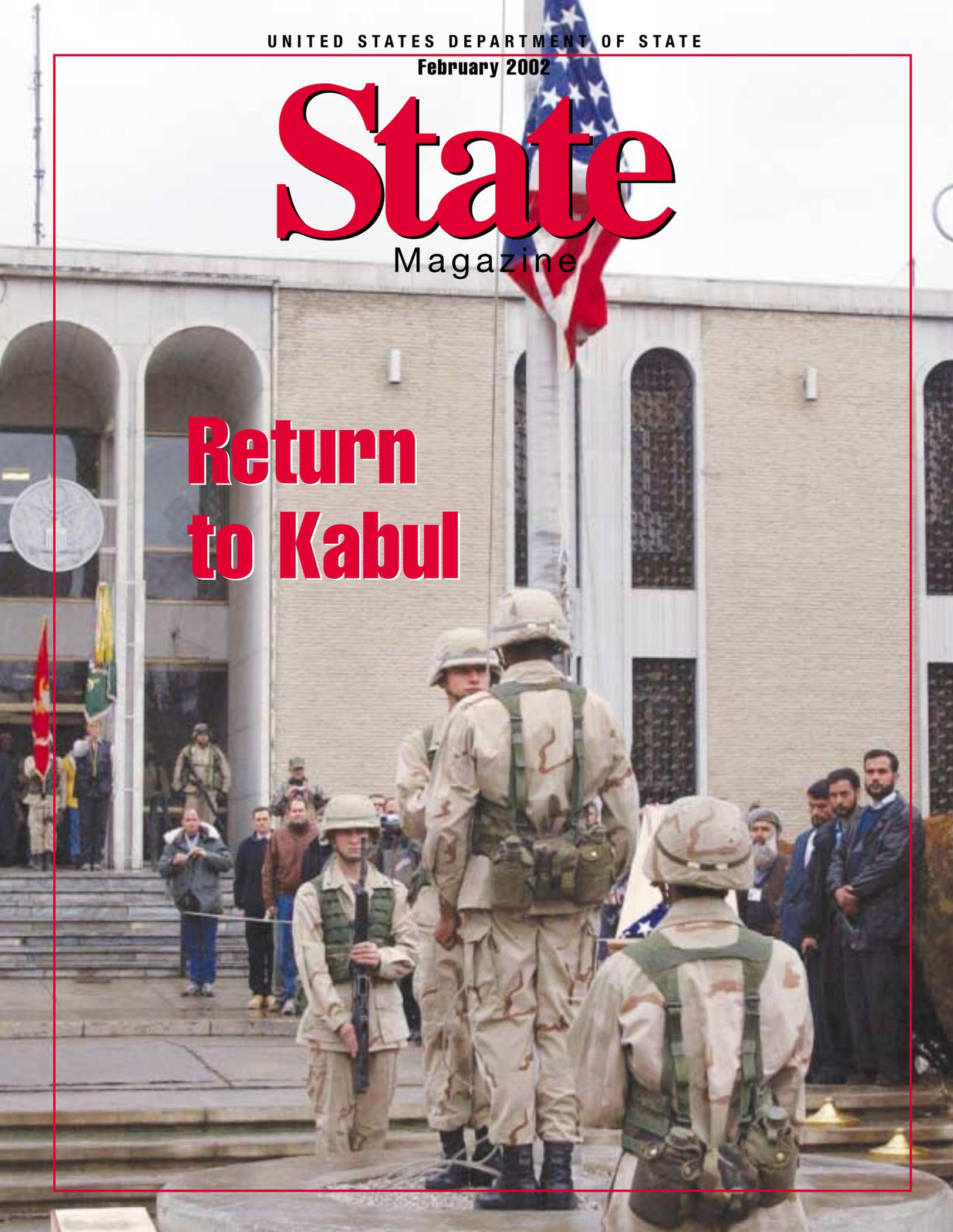
UNITED STATES DEPARTMENT OF STATE

February 2002

State

Magazine

Return to Kabul



Contents

Department of State • United States of America



Amsterdam bikers, from left, are Carlanda Hassoldt, Frank de Koning and Charles Wolley.

7

7 Post of the Month: Amsterdam

The U.S. Consulate General dates from 1794.

11 Office of the Month: Domestic Operations

State's own homeland security has daunting task.

14 Back to the Future

U.S. Mission in Kabul reopens.

18 What Is FSN Work Worth?

Web-based classification tool may have the answer.

20 Pickering Fellows

Enrollment in program doubles in 2002.

22 Imaging Is On Board

Team converts paper files to digital images.

25 Recruiter Targets Hispanic Americans

New position bolsters commitment to diversity.

28 Promotion Statistics

Numbers summarize 2001 Foreign Service promotions.

C O L U M N S

2 From the Secretary

6 Direct from the D.G.

D E P A R T M E N T S

3 Letters to the Editor

4 In the News

24 Medical Report

26 People Like You

27 Education & Training

30 Appointments

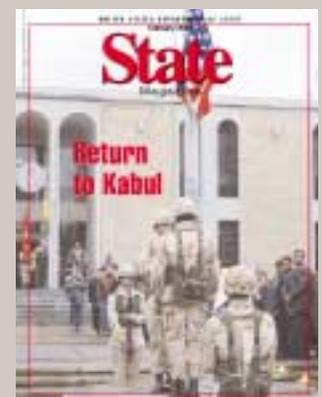
31 Personnel Actions

32 Obituaries



11

Guards check IDs at Main State.



On the Cover

Marines raise flag at U.S. Mission in Kabul.

Photo by Marco Di Lauro/AP Photos.



FROM THE SECRETARY

SECRETARY COLIN L. POWELL

What's the True Secret of Good Leadership?

There Is None

Bookstores are filled with hundreds of volumes on leadership and management, many promising the “secret” to being an effective leader. But there are no secrets to good leadership, other than common sense and hard work. Do you remember that first Town Hall meeting when I arrived at State over a year ago? We talked about the qualities and demands of leadership. I laid out some of the principles that are important to any organization if it is to succeed in its mission and maintain the highest morale among its ranks. Let me recap and add a little more.

Dare to be the skunk at the picnic. Every organization should tolerate rebels who tell the emperor he has no clothes. This is not a license to be mean or rude. But make the tough decisions, confront people who need it, reward those who perform best. Speak your mind. Work toward consensus building but don't hide from reality.

The day people stop bringing you their problems is the day you have stopped leading them. Open your door and encourage folks to come in with their ideas and opinions. Let them argue with you. The people in the field, in the trenches, are closest to the problem and that is where the real wisdom lies.

It is people who get things done. Plans don't accomplish work. Organizational charts don't either. People do. That's why every individual is important. Set yourself the goal of creating an environment where the best, the brightest, the most creative are attracted, retained and unleashed.

Challenge people to reinvent their jobs. Even large organizations can wither when leaders won't challenge the old, comfortable ways of doing things. Effective leaders create a climate where people's worth is measured by their willingness to learn new skills and seek new responsibilities, thus constantly reinventing their jobs.

Perpetual optimism is a multiplier. Do not pollute the atmosphere with pessimism. The ripple effect of a leader's enthusiasm and optimism is incredible. The Marines call this a gung ho attitude: we can change things, we can achieve the impossible, we are the best. The Marines are right. Avoid whining and blaming. Embrace optimism.

In any crisis, occasionally stop and step away from the confusion and shouting. Ask yourself two simple questions: What am I doing that I shouldn't be doing?

and, What am I not doing that I ought to be doing to influence the situation in our favor? Work actively to shape the crisis and create success.

Come up for air. Demand excellence from people but also insist that they have lives outside the office. You don't have to prove to anybody that you can work 16 hours a day if you can get it done in eight. Surround yourself with people who take their work seriously, but not themselves.

Of all the little lessons above, the one about people as the ingredient that makes the recipe work stands out. People are the most important part of any organization. That is why leadership is an art; management a science. At the end of the day, leadership is getting people to use their full talents to support your shared objective. That requires all that we've said above, to be sure; but above all it requires caring deeply about the people you are leading—about their training, quality of life, their todays and their tomorrows. Without that caring, it's all dull science—and doomed to fail sooner or later.

During the past year we've explored ways to bring this philosophy of leadership to the State Department in a more structured way. Part of that effort is what we're doing at the Foreign Service Institute. FSI's revised Leadership and Management Training Continuum, its Training Continuum for Foreign Service Generalists (see *State Magazine* for December 2001, page 34) and the recently released (online) Training Continuum for Civil Service Employees provide guidance on the training and education in leadership that is essential throughout an individual's career.

A key element of this approach is the integration of leadership training at all stages of an employee's professional life, rather than waiting until the employee assumes a senior position. Much of this training and education will be mandatory. Moreover, an employee's leadership skills will be weighed when he or she is being considered for an assignment or promotion. Merely attending a leadership course or class will be insufficient.

The tenets of good leadership must be made part of our daily routine, integrated into everything we do. It is essential that superb leadership become a hallmark of the Department of State. Our shared challenge is to make it so. ■

A Marine Ball Where?

At isolated posts such as Ouagadougou, we read *State Magazine* with interest, as it frequently gives us news that we cannot get anywhere else about the Department and our colleagues.

We were particularly intrigued to read in the November issue about the “low-key” Marine Ball held at the ambassador’s residence in Burkina Faso.

To our disappointment, Burkina Faso has had no Marines posted here since 1995—and therefore no Marine Balls. And I likely would have noticed had one been held at my residence—even a “low-key” one—since it lacks a proper ballroom.

We hope that your article is an early tip that Marines will return. On the other hand, we fear that Burkina Faso may have been confused with a spot where there actually was a Marine Ball at the ambassador’s residence.

Sorry we missed it.

Jimmy Kolker

U.S. Ambassador to Burkina Faso

Clarification



I was pleased to see in the November issue, under Letters to the Editor, comments on the Sept. 11 terrorist attacks from my colleagues of the East Africa bombing. They brought back many horrific memories for us all.

At the end of one set of comments, “More Pain Lies Ahead,” author Charles Slater was identified as the financial management officer at the U.S. Embassy in Nairobi when it was bombed. Actually, I held that post at the time of the bombing. Mr. Slater replaced me when I left.

I think this clarification is needed, considering that eight of our financial management family (Joel, Chrispine, Fred, Peter, Eric, Farhat, Larry and Catherine) were killed and two (Livingstone and Mary) seriously injured.

Michelle Stefanick

*Financial Management Officer
U.S. Embassy, Moscow*

Correction

Bruce and Pat Harrison have six children, not three, as was incorrectly stated in the Appointments section of our December 2001 issue.



Visit Us on the Web

www.state.gov/m/dghr/statemag

From the Editor

In our cover story, “Return to Kabul,” a team of State Department employees can be seen waking up a mission that has been sleeping for 12 years. Returning to the compound in the capital of war-torn Afghanistan has been for many like entering a time machine. Ronald Reagan is still President. George Shultz is Secretary of State. Pete Rose is on the cover of *Sports Illustrated*. With the help of some very dedicated Foreign Service National employees, the U.S. Mission is now open and an American flag (the same one lowered on Jan. 30, 1989) is waving proudly once again above the compound. The story starts on page 14.

The Department has its own homeland security: Domestic Operations, featured in this issue. The Bureau of Diplomatic Security office has the daunting task of protecting the Department’s people, property and information throughout the United States. The team’s flagship property, the Harry S Truman Building, is where they are most visible, overseeing security for a renovation that is expected to take 10 years. For more, see page 11.

Trying to determine the true value of work done by our Foreign Service National colleagues in every corner of the globe has been a vexing and daunting task for human resource managers for years. Now relief is in sight in the form of a new web-based tool called CAJE—short for computer-aided job evaluation. The tool is being pilot tested at several posts to help replace the way FSN positions are evaluated and graded. For more, see page 18.

Finally, if you’ve never experienced Amsterdam, our colleagues will tell you it’s a city with charm. The United States opened a consulate general there in 1794, and there’s been no downturn since in the flow of Americans to the Dutch capital. It is, in fact, a “growth industry.” This post-of-the-month piece starts on page 7.

Employees Give Generously



Photo by Dave Krecke

Tons of Toys for Tots

Department employees contributed 1,737 toys valued at more than \$17,000 to the Marine Corps' annual Toys for Tots drive during the 2001 holiday season. The contribution was four times larger than any previous Department effort and the largest donation by a single organization for the year.

Surrounded in the Treaty Room by toys of every shape and description, Secretary Powell presided over a brief ceremony on Dec. 20 turning the toys over to the Marine Corps. After congratulating Department employees for their generosity, the Secretary praised the Marines for sponsoring the Toys for Tots program and thanked them for their valuable work in Afghanistan. He unofficially declared Winnie the Pooh the symbolic toy of the State Department.



Photo courtesy of Scanlan Family

Kyle Scanlan, 19 months old, of Fredericksburg, Va., cuddles up with Clifford at Inova Fairfax Hospital, where State employees delivered toys.

The toys were loaded into a commercial truck and taken to a central processing point for distribution to needy children throughout the District.

Food Drive Tops Goal

The "Pound Per Person" holiday food drive was an overwhelming success, according to the drive's organizers in facilities management.

Department employees donated more than 13,400 pounds of food and other nonperishables to the Capital Area Food Bank, exceeding the goal of 10,000 pounds by 34 percent.

Before the drive, area food banks were concerned that the outpouring of charity following the Sept. 11 attacks might leave their own shelves bare for the holidays. The 6.7 tons of goods Department employees contributed helped to restock those shelves and will have a direct impact on the lives of those in need in the metropolitan area. The contributions help area soup kitchens; shelters for the homeless, battered women, the mentally ill, AIDS patients, runaway youths and veterans; foster and group homes; community residential facilities; drop-in day-care centers; before and after school care for children; and help for the homebound.

Those interested in volunteering should call (202) 526-5344. The Capital Area Food Bank offers many opportunities and welcomes anyone who wants to help.



Photo by Joanne Nelligan

State employees William Dorsey, left, Carol Roth and Barbara Martin prepare pickup by food bank employees.

Embassy Drivers in Cairo Host Iftar

By Philip Frayne

More than 1,500 local and U.S. employees work for the U.S. Mission in Cairo—the State Department’s largest—including more than 60 drivers, mechanics and dispatchers who ferry employees about the capital’s chaotic congested streets.

A large motor pool parking lot a block from the embassy normally holds about four dozen cars and vans. Not so on Nov. 29 when embassy employees cleared the lot of vehicles and assembled tables and benches for their annual Iftar, the sundown meal Muslims worldwide use to break their Ramadan fast. Traditional colored-glass lanterns fawanees and strings of lights festooned the lot and elaborate cloths traditionally used to decorate tents adorned the walls.

The date coincided with the stopover in Cairo of William Burns, assistant secretary of State for Near Eastern Affairs. Mr. Burns graciously accepted the invitation of motor pool foreman Tarek Nour to join embassy employees for dates and juices to break the fast. Assistant Secretary Burns and Ambassador David Welch arrived just as the streets fell silent and the calls to prayer of the Muezzin signaled sunset.

The group conversed and relaxed over a meal of grilled lamb, baba ghanoush, hummous, soup, salads and rice. After the meal, some employees retired to



Assistant Secretary William J. Burns, far left, enjoys an Iftar feast hosted by the U.S. Embassy motor pool in Cairo. Seated next to Mr. Burns are GSO supervisor James Alderman, Molly Welch, the ambassador’s daughter, and Gretchen Welch, his wife. Seated across the table are motor pool supervisor Tarek Nour, in the white shirt, and, to his right, U.S. Ambassador David Welch.

a reserved section to smoke a sheesha, an ancient water pipe.

Mr. Nour thanked the ambassador and assistant secretary for attending the Iftar and for recognizing the contributions the motor pool employees make to the mission. ■

The author is press attaché at the U.S. Embassy in Cairo.

Credit Union Announces Scholarships

The State Department Federal Credit Union has announced the opening of its annual scholarship competition. The credit union will distribute \$20,000 among applicants selected by its scholarship committee.

Scholarship applications are available now at all five credit union branch offices, including the Harry S Truman Building and SA-34. Interested applicants may also call the Member Service Center at (703) 706-5000. Students living overseas can call the volunteer credit union liaison at the nearest U.S. Embassy or Consulate or write to the State Department Federal Credit Union, 1630 King St., Alexandria, VA 22314; Attn: Marketing Department. You may also fax your application request to (703) 549-5695.

Deadline for applying is April 12. Scholarship winners will be announced in early June.

To qualify for the competition, candidates must be a credit union member in good standing; describe their need for financial assistance to continue their studies; be currently enrolled in a degree program and have completed 12 credit hours at an accredited college or university; and have a minimum overall grade point average of 2.5 and submit official cumulative transcript(s).

Previous winners are eligible to apply as are students entering graduate school or transferring to a different school so long as they provide a copy of their acceptance letter.

Fifteen student credit union members received scholarships in 2001. During the past 24 years, the credit union has awarded more than \$100,000 in scholarship funds to members needing financial assistance to continue their studies.

Let's Focus on Customer Service

Here in Human Resources, I have been giving a lot of thought to the road ahead—not just the next six months, but the next two or three years. I'm making a conscious effort to take some time out from the daily routine, sit down with the members of my bureau and consider where we've been and what we need to do better.

This doesn't mean that we are switching priorities. It is still vitally important for the State Department's institutional health to bring the Secretary's Diplomatic Readiness Initiative to fruition over the next 30 months. As I said in last month's column, "We are going to deliver."

It is also essential to deliver on other priority issues such as the training continuum and a coherent domestic staffing model. Moreover, I'm committed to doing everything I can to eliminate some glaring disincentives to overseas service—such as locality pay and the capital gains problem that employees who own homes can face.

When I come up for air periodically, however, and try to think beyond these priorities, I frequently return to one recurring challenge for this bureau—customer service. Let me offer an example. We can have the most delightful retirement ceremony in the world, as I think we did last November 30. We can enlist the Secretary, bring in the most talented string quartet, reserve the beautiful Ben Franklin Room on the Eighth Floor and feel wonderful about it. Our retirees can leave here—as I believe they did that day—knowing that they are retiring from an organization that respects their service and is willing to show it.

Getting all these details right is essential—but it is not enough. Our retirees must still be able to call the Office of Retirement, get through and be treated with the same respect and friendship that the Secretary promised them when they were on the Eighth Floor. The same holds true for every single one of our other customers.

That's our challenge. In describing the Bureau of Human Resources, a colleague of mine put it this way: HR has all the advantages and challenges of a monopoly. It has no competition for the delivery of quite a few indispensable State Department services: Nobody else in the entire U.S. government can do Foreign Service assign-



ments, issue medical clearances, process retirements, examine prospective candidates or process personnel actions.

People don't have an alternative. They have to use our services; going without them is not an option. This monopoly makes basic organizational sense; the U.S. taxpayer would probably be very perplexed—not to mention reluctant—if asked to pay for two competing personnel offices in the State Department. And you would probably be baffled if you were bombarded by dueling e-mail pleas from competing assignment

officers, each promising a faster paneling or a more attractive assignment.

What we have to keep reminding ourselves, however, is that HR's monopoly position also carries real risks—of complacency, of a "do it my way" mentality, or simple indifference to how each individual action affects the entire organization's corporate image or mission. That's why I think we must regularly set aside some time to pause, take a good look in the mirror, critique ourselves and listen to the feedback we get from our customers.

My own starting point in HR is that there is always room for better customer service, for innovation, for better use of technology. There is also always time for leaders and managers to link up the middle and lower ranks of their individual organizations and consider how individual performance anywhere affects the mission everywhere.

That's because I believe the focus on customer service is not just an HR issue. What we do in HR is largely directed inward—to our State Department colleagues. The Department and our missions abroad have customer service responsibilities that touch literally hundreds of other institutions and groups—the Congress, U.S. business, our consular clients, the media, academia and the broad U.S. public. The Department's reputation for customer service is therefore on the line every time we pick up the phone or answer our mail.

I think a Washington winter is a good time to reflect—and act—on these things. I'm going to urge my people to borrow from the U.S. Army and ask themselves and their staffs these two questions: "If not me, who? If not now, when?" ■

Post of the Month:

Amsterdam

A familiar canal scene in Amsterdam.

T By Esther Borst

he constitution of the Netherlands may officially designate Amsterdam as its capital, but the royal residence and the seat of government are some 30 miles to the south in The Hague, where the U.S. Embassy is also located.

Still, Amsterdam looms large in Dutch history as well as in its current affairs. In the 17th century, the Dutch "golden age," it was the economic and cultural capital of the known world. Amsterdam was then and still is the country's most influential city. Intellectually, culturally and economically, Amsterdam plays its rightful role as the largest and most important city in the Netherlands.

Representing the United States in this setting is the staff of the U.S. Consulate General, that's continues a tradition established by Vice Consul Sylvanus Bourne in 1794. Today, the consul general, three officers, a consular associate and 12 Foreign Service National employees meet the challenges and pleasures of service in the Netherlands. In yet another of this post's surprises, while the U.S. Embassy in The Hague serves as the focal point for diplomatic and administrative matters, the consulate general in Amsterdam is responsible for all consular services in the Netherlands.



Photo by Corinne J. Humphrey/PictureQuest

Wooden shoes fill shop window in Amsterdam.

The flow of people between the United States and the Netherlands is a growth industry. And while the Netherlands is a participant in the Visa Waiver Program, its robust economy and role as one of the biggest investors in the United States lead to thousands of work-related visa adjudications each year, in addition to

student and exchange visitors. At the same time, the United States is the largest investor in the Netherlands. More than 35,000 U.S. citizens live here, in addition to the nearly one million U.S. visitors who come for business and pleasure.

Contrary to popular thought, the pleasures of Holland do not include the legal use of drugs—and definitely do not include their import or export. The responsibilities of the American Citizen Services unit include visiting imprisoned Americans who thought otherwise. Repatriation assistance is another item high on the ACS agenda, especially during the summer months when Amsterdam is a haven to thousands of young travelers, many

View of the Van Gogh Museum, left, and Rijksmuseum from the consulate general.



of whom exhaust their funds as well as the patience of family and friends back home.

But most American visitors enjoy problem-free stays and thoroughly enjoy this wonderful city. Exploring the city's many parks, museums, small shops, cozy cafes and exciting restaurants is fun. Although streets change their



The emergency control room at the consulate general.



The U.S. Consulate General, Amsterdam.



name every block, Amsterdam is refreshingly compact and easy to navigate by foot, bike, tram or even boat. The canals, of course, are legendary, particularly in those now-infrequent winters cold enough for them to freeze sufficiently for the city to take to its skates.

One of the most delightful areas of Amsterdam is the Museumplein, a large, park-like square that, as its name implies, houses several museums (including the world-famous Rijksmuseum)—as well as the U.S. Consulate

Standing before the fireplace in the nonimmigrant visa waiting room are, from left, Foreign Commercial Service intern Esther Gupfert, commercial specialist Carlanda Hassoldt and Consul James Gray.



General. The consulate was constructed in 1912 as an impressive family residence, was occupied by the Germans during World War II and taken over by the U.S. government on July 2, 1945, when the consulate general was reestablished. While interior spaces have been somewhat reconfigured to accommodate work and public areas, a number of its unique features have been preserved. The ACS waiting room, for example, offers U.S. citizens the rare opportunity to sit in a massive fireplace. And, with its central location, most of the staff and officers either walk or bike to work—a most pleasant change from fighting traffic on the Beltway.

While there is hardly enough time to savor the delights of Amsterdam alone, the combination of its central location and excellent transportation system make it an ideal jumping off spot for excursions elsewhere in Europe. Cologne is about two hours away by car, Paris a mere four hours by train. But everything in the Netherlands itself is readily

Ambassador Clifford M. Sobel meets with consulate general wardens.



accessible and the experiences are as varied as they are charming. Among the most popular Dutch sites are the medieval university town of Leiden, home to the Pilgrims before they sailed for America; the city of Delft with its charming square and world-famous porcelain; and the North Sea coast town of Scheveningen with its boardwalk and lively beach.

Perhaps the greatest attraction of all is the Dutch themselves. This is a country that likes the United States—and it

Author Esther Borst, left, relaxes in the waiting room fireplace of the American Citizen Services unit with colleagues Hank Kuipers, passport and citizenship assistant, and Vivian Wyatt, immigrant visa assistant.



Flowers cover the grounds at the consulate general after the Sept. 11 terrorist attacks on the United States.

hows. In the wake of the Sept. 11 attacks, hundreds of bouquets, notes and pictures ringed the consulate general. Similarly, several hundred Amsterdam citizens participated at the consulate in the Europe-wide commemoration with a three-minute silence—followed by a sustained and very moving round of applause. The gesture was genuine. ■

The author is a secretary at the consulate general in Amsterdam.

Office of the Month:

Domestic Operations

State's Homeland Security Office

In the wake of the Sept. 11 terrorist attacks, a stunned nation quickly made domestic security its top priority.



Diawara Mohamed, left, and Timothy Diggs inspect camera equipment before the arrival of the Indian home minister at the Harry S Truman Building.

Photo by Dave Krecke



Photo by Michael Gross

Uniformed security officer Arthur Pitts, center, checks credentials of visitor to the Harry S Truman Building. Officers Ismael Chappa, left, and Eric Collins observe.

By Jonathon Myers

Congress created a new cabinet-level position for Homeland Security and devoted more resources to that task than at any other time in U.S. history.

The Bureau of Diplomatic Security's Office of Domestic Operations, State's own department of homeland security, is responsible for protecting the Department's people, property and information throughout the United States. Making the people and property secure in 104 Department locations—including the Harry S Truman Building, the U.S. Mission to the United Nations and Blair House—is a monumental challenge for the office's professional staff.

Domestic Operations consists of two divisions and a special projects and administrative support staff. The office's two major elements are facilities security and security support.

The facilities security division, as its name suggests, is staffed with engineers and technical support teams responsible for designing, building and maintaining the

security infrastructure of the Department's domestic facilities. The division's staff inspect and evaluate physical security and ensure compliance with federal and domestic security standards, suggesting additional measures as needed. They oversee the installation and maintenance of security-locking systems and hardware. They design, install and maintain alarm, closed-circuit television, automated access control, personnel and package screening and vehicle barrier systems. They carry out security construction plans for domestic facility renovations and new construction projects.

This division has overseen some of the most extensive security projects at the Department, including the upgrade of the 7th floor secretariat, the overhaul of the Department's secure information facilities and the 10-year Truman Building renovation.

While facilities security builds and maintains security systems, its sister division, security and support, operates them. They administer a uniformed protective force of 450

officers assigned to domestic facilities and manage and operate the domestic security control center. They coordinate and determine security needs for all domestic classified and unclassified conferences, special events or special access. The division runs a crime prevention program for all Department employees and coordinates theft investigations through the protective intelligence and investigations division. They also advise senior management on security-related emergency situations such as fires, bomb threats, suspicious packages and security alarms.



Technicians Paul Feather, blue shirt, and Jeff Wetsel troubleshoot the Department's alarm and access control equipment.



Photo by Dave Krecke

Security technicians Todd Ingwersen, left, and Brian McGee check scanning equipment in the C Street lobby.

They manage the diplomatic security identification service that creates, issues and programs all Department building passes and identification cards. The program recently obtained new office space in Columbia Plaza, where contractors obtain their badges. Noncontract employees are issued badges in the Harry S Truman Building.

The Office of Domestic Operations manages three programs most employees will be familiar with. They are the uniformed officers, special events and the new access control programs.

The uniformed officer program is one of the most important and fastest growing programs within Domestic Operations. The force is expanding to protect passport offices throughout the United States and to supplement existing posts nationwide. A recent article in the *Washington Post* identified the program as a model other agencies should consider following.



Security officers Mitchell Young, left, and Reynaldo Montero with DO special events coordinator Liz Wood in Key West.



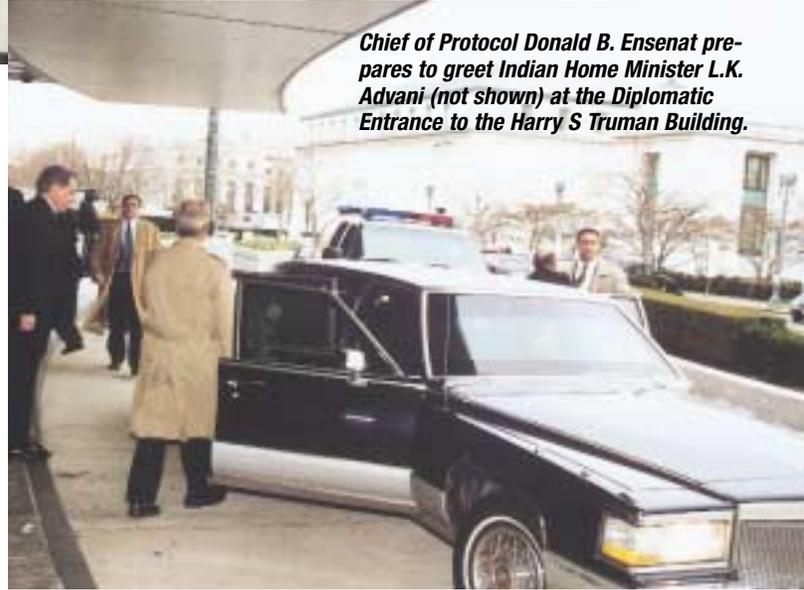
Uniformed security officer Joe Savoca and his dog Dublin inspect a vehicle.



DO special events and uniformed officers confer before the Indian home minister arrives. They are Allen Finley, left, uniformed officer Timothy Diggs, Martin Wishmevsky, officer Mohamed Diawara and special agent Brad Lynn.

The special events section manages security for high-level visits to the Department of various dignitaries, including the President, Vice-President, visiting foreign officials, VIPs and participants in high-profile conferences and meetings. During last year alone, special events staff coordinated security for more than 600 events, including four Presidential visits, eight Vice Presidential visits and countless conferences and meetings. The section also coordinated and provided additional security during Secretary of State Powell's visit to the United Nations General Assembly, using the Waldorf-Astoria Hotel as base camp.

The new access control project incorporates SmartCard technology into the current badging system. Eventually, all Department employees will be issued a SmartCard, which will improve current procedures and allow new technolo-



Chief of Protocol Donald B. Ensenat prepares to greet Indian Home Minister L.K. Advani (not shown) at the Diplomatic Entrance to the Harry S Truman Building.

gies to control computer access and the storage of vital data (see the November 2001 issue of *State Magazine*, page 9).

Finally, Domestic Operations acts as the representative agency for the Department on critical security committees. These committees decide important domestic security issues. They include the Interagency Security Committee and the Interagency Physical Security Working Group. The office also serves as the Department's primary point of contact on domestic facility security with federal, state and local government and law enforcement agencies.

During this time of heightened awareness of the threat of domestic terrorism, the Bureau of Diplomatic Security's Office of Domestic Operations continues to provide a secure environment for the Department's domestic employees. As the war on terrorism expands, the office will evolve to meet the mission. ■



Special events officer Allen Finley, left, reviews with Rico Rando, VIP receptionist, and Juanita Pami, uniformed protective officer, the list of VIPs arriving with the minister's special party.

The author handles special projects in the Bureau of Diplomatic Security's Office of Domestic Operations.

Back to the Future—

The U.S. Mission in Kabul Reopens

By Ted Nist

We didn't think we would get much advance notice. And we were right.

Word came down from the Seventh Floor on Dec. 3 that we would reopen the U.S. Mission in Kabul—on Dec. 15. At that point, about all we knew was that we still had a compound in Kabul. No U.S. employee had seen it since the beginning of the war against the Taliban.

The last U.S. diplomats left Kabul on Jan. 30, 1989, about when the last Soviets departed Afghanistan. Since then, a staff of 60 Foreign Service National employees, mostly security guards, had watched over the property. But we weren't sure how well it had survived the war.

We quickly formed a small assessment team to return to Kabul. Kathleen Austin-Ferguson, the Near East and South Asia Bureau's deputy executive director, led the team. Joining her were Glen Moore and Jeff Austin from the Overseas Buildings Office, Michael Mack and Ron Jeffries from Diplomatic Security, Karl Covington from New Delhi, and DS mobile security agents Eric Legallais, Lance Bailey, David Farthing and Steve Rice.

The team members left for Islamabad on Dec. 7, unsure about how they would travel from Islamabad to Kabul. While they were in the air, Lt. Col. Assad Khan, the Central Command's representative at the U.S. Embassy in Islamabad, arranged travel to Kabul on a C-130. Lt. Col. Khan, who was born in Pakistan and speaks fluent Pushtu and Dari, joined the team on their flight to Kabul on the evening of Dec. 9.

The plane flew in total darkness, landing at Bagram Air Base without lights. The team deplaned into a pitch-black and starry night. After a chilly night at Bagram (most team members stayed in rooms without window panes), the team left early the next morning in a convoy for Kabul. The road was littered with shells of tanks and other vehicles from the Soviet-Afghan war era. At one point, the convoy had to ford a river, since the bridge had been destroyed during the war.

Once in Kabul, the team headed directly for the U.S. compound. A contingent of about 70 Marines was



An Afghan worker removes rubble from the embassy compound.

Photo by Paula Bronstein/Getty Images

already there. They had established a guard post at the gate to the compound, a roving patrol and posts on each corner of the chancery roof, armed with machine guns and protected by sandbags.

The team entered the chancery and found an embassy frozen in time. "It was as if they had just left for dinner

Photo courtesy of Mary Ann Wright



Left, team member Mary Ann Wright explores the “snack bar frozen in time.” The 1989 calendar and price list are just as they were when the embassy was evacuated on Jan. 30, 1989.

one night and never came back,” said Ms. Austin-Ferguson. Calendars from 1989 and photos of Ronald Reagan and George H.W. Bush were on the walls. A half-smoked cigar was in an ashtray, its ashes covered by dust. A *Sports Illustrated* magazine with Pete Rose on the cover was on a table.

Right, deserted for more than a decade, the ambassador’s conference room seems in surprisingly good shape.

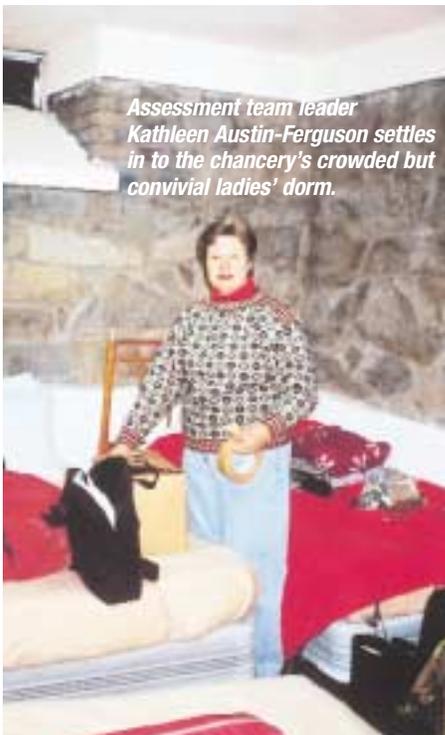


Although the building had no heat, water or electricity, it was in good structural condition. Almost all the window panes had been broken and winter was closing in (temperatures were 10 to 20 degrees Fahrenheit). The team went to work with the help of the FSN employees, who procured glass (delivered to the embassy on a hand-pulled cart, cushioned in a bed of straw) and hired a glazier to begin replacing missing panes. They searched the local markets and found fuses needed to turn on the building’s electrical system.



After nearly 13 years, the snack bar kitchen could use a healthy cleanup before reopening for business.

Photo by Marco Di Lauro/AP Photo



Assessment team leader Kathleen Austin-Ferguson settles in to the chancery’s crowded but convivial ladies’ dorm.

The team slept in three rooms in a bomb shelter, constructed on the compound in 1997 to protect the FSNs. The bunker also had the only functioning toilet on the compound. Team members ate military rations, supplemented by barbecue purchased from

local vendors. The team was delighted to discover that, although some Taliban soldiers had entered the building during the war, much of the embassy was untouched and most of the furnishings and other property were intact. The ambassador’s silver was found in the communications vault. The china and glassware had been stored carefully in the basement and was in mint condition. Most of the 12 vehicles in the basement parking area, all 1980s vintage, started right up.

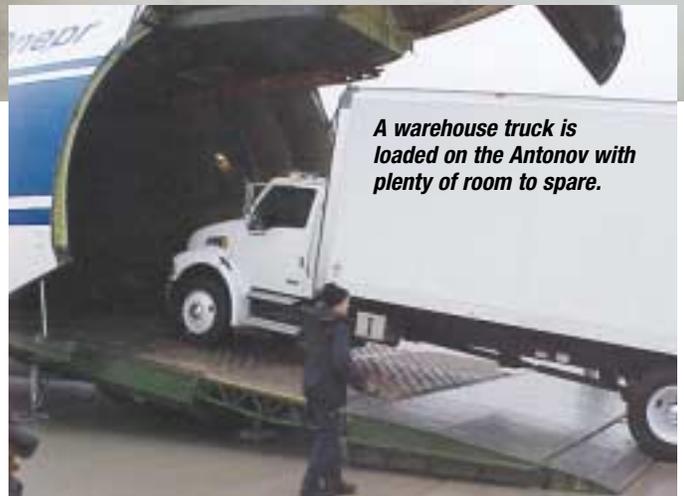
While this was going on in Kabul, many people back in the Department were also hard at work. Post management officers Andy Siegel and Peggy Sheppard organized

Photo courtesy of Mary Ann Wright

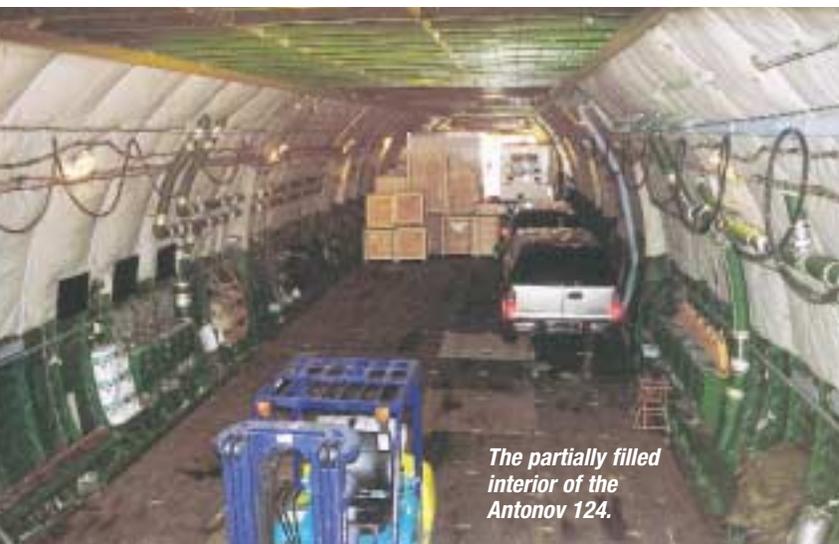
Waiting on the Dulles International Airport tarmac with its jaws wide open, a hungry Antonov 124 begs to be filled up.



Part of the team responsible for the mission to Kabul gathers in front of the Antonov.



A warehouse truck is loaded on the Antonov with plenty of room to spare.



The partially filled interior of the Antonov 124.

the procurement and transport of a planeload of equipment and supplies and found temporary duty personnel to staff the post. Steve Hartman, Jim Murphy and John Stever from the the Bureau of Administration's logistics management office chartered an Antonov 124, the world's largest cargo plane, for a flight from Dulles to Bagram. They filled the plane in a matter of days with vehicles (including a motor home, a warehouse truck and four fully armored Chevy Suburbans), two 235-KVA generators, communications and office equipment, a forklift, portable toilets and other supplies. Bob Browning from the European logistical support office in Belgium supervised European procurement for the flight and drove from Antwerp to Luxembourg to supervise the loading of the plane at its stop there. The plane arrived in Bagram on Dec. 17.

The American flag again flies over the U.S. Embassy in Kabul.



James Dobbins, U.S. Special Envoy to Afghanistan, affirms the U.S. commitment during the flag-raising ceremony.



Photo courtesy of Mary Ann Wright

The 17th also turned out to be opening day for the mission. In a solemn ceremony, a Marine color guard raised the same flag lowered from the same flag pole 12 years earlier. “With the reopening of the U.S. Mission in Kabul today, the United States has resumed its diplomatic, economic and political engagement with this country,” said James Dobbins, U.S. Special Envoy to Afghanistan, at the opening ceremony. “We are here. And we are here to stay.”

Mr. Dobbins paid special tribute to the FSN employees in Kabul. He read Secretary Powell’s message: “I know you have consistently gone the extra mile for the United States, often at great risk ... the American people and I thank you all for your dedication, your courage and your selfless service in the successful completion of your mission.”

In her remarks, Ms. Austin-Ferguson credited the mission’s three senior FSNs, Bashir Mamnoon, Nawab Ali and Ghulam Ahmadzai, with preserving the embassy’s infrastructure.

A Marine observes the ceremony surrounded by the children of Foreign Service National employees.



Photo courtesy of Mary Ann Wright

Much remains to be done, of course. The chancery will not have heat, water or sewer service for some time. OBO is hard at work on a host of repairs. And Kabul will continue to be a very dangerous place for Americans.

Despite those inconveniences, the Bureau of South Asian Affairs has been flooded with bids from those eager to serve in Kabul, including volunteers from Paris and Hawaii. It is a poignant measure of the character of those in today’s Foreign Service. ■

The author is the supervisory post management officer in the Office of the Executive Director for the Near East and South Asia Bureaus.

Determining the True Value of FSN Work

A New Web-Based Job Evaluation Tool May Have the Answer

By Ellen Flanagan

Few employee issues generate more interest or heated discussion among our 40,000 Foreign Service National colleagues than job classification. The Bureau of Human Resources has searched for years for a system that would determine the value of work as equitably in Ulaanbataar as it does in Ouagadougou or the 250 other overseas locations where FSNs are employed.

A new tool that promises to deliver on that long search is being pilot tested in a number of overseas human resources offices. Called CAJE—short for computer-aided job evaluation—it is a web-based job evaluation tool designed to replace the current way FSN positions are evaluated and graded at U.S. Missions abroad.

Anyone who has tried to write or evaluate an FSN position description knows how difficult it can be to express what a job really does. And it is even more puzzling to decipher FSN job classification standards written in 1978.

So what does CAJE actually do? First, it simplifies the supervisor's role in defining the duties and responsibilities assigned to a job by streamlining the position description. Next, the post human resources officer or specialist meets with the supervisor and FSN employee to answer basic questions about the job in the CAJE questionnaire.

The questionnaire surveys the job by looking at factors or elements that are part of every position: subject matter knowledge, accountability, problem solving, communication, advice and recommendations, impact, creativity and innovation, and work environment.

Instead of matching narrative text in a job description with narrative criteria of FSN interagency position classification standards, CAJE measures the job holder's role in a more open and objective way, without the occupational detail or mission size limitations found in current classification standards. Finally, the evaluation of the job is actually accomplished through an Intranet application, providing an instant response to the post regarding the position's grade, job family and title.

The work of the U.S. government overseas is changing rapidly. Posts must now cope with increasing program and policy

demands, heavier workloads, tighter budgets and, often, fewer local staff. Information technology has dramatically changed the way U.S. Embassies or Consulates do business overseas, from the ways they serve the public to the manner in which they process documents.

Today, FSN employees perform functions never anticipated when the classification standards were first written in 1978. Webmaster, HIV-AIDS project manager and information resource center jobs are just a few examples of positions no one could have foreseen 20 years ago.

Although CAJE had been discussed in the Department for years, those discussions gained momentum last year when the Bureau of Human Resources made it a high priority for streamlining human resource operations abroad. Other U.S. government agencies with Foreign National employees abroad endorsed the move to standardize and simplify procedures within the government. Their endorsement included sharing in the funding of this project through the Interagency Working Group of participating agencies. Subject matter experts from these agencies—USAID, Commerce, State, Agriculture and others—offered advice on evaluation factors to put in the CAJE.

"This is clearly an interagency approach," says Bob West, chief of the human resources management division in the Office of Overseas Employment. His division oversees FSN classification and policy matters. "CAJE eliminates the need for us to update over 100 separate classification stan-



Computer-aided Job Evaluation "test pilots" navigate web-based FSN job classification during training at the KPMG Broadband Center in McLean, Va.

Photo by Ellen Flanagan

dards," Mr. West observes, "or to write new standards for emerging jobs in such agencies as the Centers for Disease Control and Prevention, the Drug Enforcement Agency or other agencies at our posts abroad."

CAJE is currently being tested at seven missions Mexico, Italy, Belgium, Estonia, Jordan, South Africa and Thailand, and it will be launched on the Intranet for all posts in September 2002. South Africa is perhaps the ideal place to test CAJE. The government of South Africa chose a CAJE approach for a post-apartheid South Africa because it eliminates racial, gender, geographic or occupational biases and makes the job grading process objective, understandable and equitable.

Those familiar with CAJE and the improvements it offers to the job evaluation process predict that the entire interagency community and the FSN employees themselves will welcome the clarity and objectivity of the new system.

One of the "test pilots" for the CAJE project is Elias Nkadameng, a human resources specialist with the U.S. Agency for International Development in Pretoria. He joined USAID after several years with the government of South Africa, where CAJE software was used to evaluate 1.2 million public sector jobs, in several thousand occupations. "I am expecting CAJE to be an instrument of change to all staff," Mr. Nkadameng says. "It will promote transparency and customer service within HR offices. I am confident that it will minimize the subjectivity that is normally connected to the current position classification process. The software is easily accessible on the Net, easy to administer and less time consuming."

Mike Tulley, an administrative officer in the U.S. Embassy in Tallinn, another CAJE pilot post, agrees that a desktop CAJE tool is long overdue. "With this one quick move," he says, "we are moving away from 1950s processes to a modern, state-of-the-art technology. We'll be able to maintain a current online database and will work with senior managers to develop the kind of workforce they need to advance our diplomatic interests in a flexible and coherent way."



Christa Van Der Linde, Pretoria, and Elias Nkadameng, USAID Pretoria, check out CAJE software as Ellen Flanagan, CAJE project coordinator, looks on.

Photo by HR OE

Probably the most noticeable benefit of CAJE is the improvement of customer service in any post's HR section. With a client base of 40,000 FSN employees, several thousand supervisors and 20 government agencies worldwide, overseas HR offices will be able to reduce the time it takes to render an FSN job classification decision from about 30 days to only 48 hours.

Large and small posts will immediately benefit from such improved response time. One of the largest posts in the world, the U.S. Embassy in Bangkok, was selected as a CAJE pilot post because of its workforce size, diversity of client agencies and a strong HR team committed to excellent customer service.

Vipanee Hanchareonsuk has been with the embassy for over 30 years and is now testing CAJE software at her post. "As an old-time classifier," she says, "I still remember how much time and effort I spent learning and understanding thousands of pages of interagency classification standards." When she heard that a software application would replace these standards, she was naturally skeptical. But after attending training, then actually testing the software to evaluate FSN positions in Bangkok, Ms. Hanchareonsuk says, "I now feel a lot better about it. Time spent in completing a classification action is greatly reduced compared to the current system of writing a narrative evaluation. CAJE is an excellent classification tool for today's IT world."

Who knows? By stepping into this CAJE, the Department may finally tame the job classification beast once and for all.

To learn more about computer-aided job evaluation, visit the "CAJE Page" web site on the Department's Intranet, <http://hrweb.hr.state.gov/OE/caje/caje.html>. ■



Director General Ruth Davis meets CAJE course participants at a farewell party in the Office of Overseas Employment's conference room.

Photo by Dave Krecke

The author is the CAJE project coordinator in the Bureau of Human Resources.

Pickering Fellowships Double in 2002

By Leann Bullin

How do you honor a living legend?

That was one of the final decisions Madeleine K. Albright had to make as Secretary of State. She sought a program that would preserve the legacy of one of the highest-ranking diplomats ever to represent the United States, Ambassador Thomas R. Pickering. A man of extraordinary intellect and high standards, Ambassador Pickering has always had a deep concern for the people of the Foreign Service.

Former Secretary Albright settled on the Department's Thomas R. Pickering Foreign Affairs Fellowship Program, which has successfully recruited into the Foreign Service talented college students who reflect the diversity and excellence of U.S. society. She knew the fellows demonstrate the talents and commitment to service that typified Ambassador Pickering's career. So, the program was appropriately renamed for the diplomat.

The Pickering Fellowship is a career development and scholarship program that recruits a diverse group of outstanding students, sponsors their academic and career training, and prepares them to enter the Foreign Service. Pickering Fellows are selected for their leadership skills, academic achievement and financial need. Upon completion of their master's degrees, the fellows enter the Foreign Service as junior officers.

A strong advocate of the Pickering Fellowship, Ambassador Ruth A. Davis, director general of the Foreign Service and director of Human Resources, calls the program "an important part of the Department's hir-



Pickering Fellow Titi Baccam chats with Ambassador Pickering, now senior vice president for international relations for the Boeing Co., in his Rosslyn, Va., office.

Photo by Dave Krecke

It is fitting for a program that aims to create quality Foreign Service officers to be named after one of the best officers in the history of the Foreign Service.

ing and diversity efforts." Because of the importance of the fellows and their contribution to the Foreign Service, Ambassador Davis recently announced, "I am pleased that the Department will double the number of awards in 2002, providing 20 undergraduate and 20 graduate Pickering Fellowships to outstanding students."

Since its creation in 1992, the program has been a key component of the Department's efforts to "grow" the Foreign Service officers of the future. Of the 132 students who have been awarded fellowships to date, 62 have entered the Foreign Service and another 20 will become junior officers this year. Pickering Fellows earn master's degrees in academic disciplines that meet Foreign Service skill needs and serve internships in the Department and at overseas posts as part of their professional preparation.

John Kelley, selected for the fellowship after completing undergraduate studies at Howard University, went on to earn a master's degree at Harvard. He interned in the office of Ambassador Pickering, then-under secretary of State for Political Affairs. Mr. Kelley said, "The under secretary not only granted me access to high-level deliberations, he gave me the chance to witness the formulation of foreign policy. His analytical, 'out of the box' thinking skills, his novel approach to problem solving, his understanding of globalization and political nuance made him the consummate diplomat." In September 2001, Mr. Kelley entered the Foreign Service. His first assignment will be economic-political officer in Yaoundé.

Veomayoury "Titi" Baccam was selected in the first group of fellows while she was a sophomore at George Washington University. She completed her master's degree at Columbia University and served internships in the Bureau of Consular Affairs and in Vientiane. Since joining the Foreign Service in 1996, Ms. Baccam has served in Moscow, Geneva and now in the Department as Uzbekistan desk officer. "If it were not for this fellowship program," she said, "I am not sure I would have considered the Foreign Service. While there is plenty of information and guidance about other careers, there is really very little about the Foreign Service." Conceding that more information is available now than when she was a student, Ms. Baccam believes the fellowship program attracts a diverse and talented group that might have been drawn to other careers. "It also provided us with the training and guidance to develop into good officers." She added, "It is fitting for a program that aims to create quality Foreign Service officers to be named after one of the best officers in the history of the Foreign Service."

Benjamin Montanez was a sophomore majoring in political science and history at St.



Photo courtesy of Ben Montanez

Ben Montanez, a Pickering Fellow now studying at Georgetown University in Washington, D.C., pays a holiday visit to Ambassador Eugene Scassa in San Antonio. A retired Foreign Service officer and former diplomat in residence at St. Mary's University in San Antonio, Texas, Ambassador Scassa introduced Mr. Montanez to the Pickering Fellowship Program.



John Kelley, a Pickering Fellow, is en route to his first overseas assignment as economic-political officer in the U.S. Embassy in Yaoundé.

Mary's University in Texas when he met the school's former Diplomat-in-Residence Ambassador Eugene Scassa, who told him about the Foreign Affairs Fellowship Program. The day after he was accepted as a transfer student to Georgetown University, Mr. Montanez was awarded a fellowship. "This is the best opportunity I have ever had," he said "The best thing about this fellowship is the people." He credits Ambassador Scassa with leading him to an ideal career.

Feb. 22, 2002, is the application deadline for the 2002-2003 undergraduate Pickering Foreign Affairs Fellowship Program, open to college sophomores. March 1, 2002, is the application deadline for the graduate program, open to college seniors. For more information, visit the "Student Programs" link on HR's Intranet site or www.careers.state.gov on the Internet. ■

Photo by Michael Gross

The author is a recruiter in the Bureau of Human Resources responsible for the Pickering Fellows Program.



Official performance folders for all Foreign Service officers are stored in this records room. When the digital imaging project is completed in 2004, all of these files will be recorded and stored on a single server the size of a small table. The paper versions will be retired to one of the Department's off-site storage facilities.

When It Comes to Your EER, Image Counts

Story by Roger Westbrook
Photos by Dave Krecke

If you've never been image conscious, the Bureau of Human Resources suggests that the time has come—especially when considering your EER.

The bureau, in fact, is imaging the entire official performance folders of all Foreign Service employees, according to Ruben Torres, executive director.

Introduced as a pilot during the 1999 multifunctional promotion boards, online access to OPFs was so well received by panel members that the bureau undertook the daunting task of imaging the performance folders of all active Foreign Service employees.

During the 2001 review cycle, nine of the 15 review panels conducted their reviews using online OPFs. The commissioning and tenuring boards are now using online OPFs as well. Currently, about 35 percent of Foreign Service performance folders can be viewed electronically. To ensure that the yearly review process continues to run seamlessly, the bureau is seeking everyone's cooperation.

Imaging is nothing more than taking a picture of a document. It may be your EER, your Franklin Award or a letter of commendation. The imaging process does not convert

printed text into an electronic document. An imaged document cannot be edited or corrected. If you submit an EER with an inkblot, the electronic image will have an inkblot. Eventually, once all existing OPFs have been imaged, HR plans to have EERs submitted directly from posts to the Department as electronic documents. Imaged documents and electronic documents then will exist side by side and will be equally accessible, Mr. Torres said.



Documents wait in line to be scanned into digital files.



Information assistant Pam Moore prepares documents for scanning.

A look at the trip your EER takes illustrates the need for timely deadlines. Once you, your rating officer and your reviewing officer have compiled your annual report, the EER makes another stop within your post or bureau. A panel reviews the EER for thoroughness, fairness and format. The finished document is then sent to the Department and logged in by the Office of Performance Evaluation. That office then forwards the EER to the Office of Records and Information Management for imaging, so panel members can read it directly from a computer screen.

The road that the EER, award nominations and commendations travel has many starts and stops. Before reaching their final destination, there are many offices involved in the process. Submitting performance-related documents to HR/PE early helps ensure sufficient lead time for the many offices that process your EER before it reaches the promotion boards. That's extremely important, Mr. Torres said, because all EERs and awards must be either filed or imaged before the selection boards convene in June. When thousands of documents come in at the last minute, the imaging process becomes more difficult.

April 15 is just around the corner. Besides preparing your federal income tax return, now also would be a good time to start drafting your accomplishments for the rating period and seeking that yearly performance review with your rating official. ■

The author is a records management analyst in the office of the executive director in the Bureau of Human Resources.



Stacy Mack, a personnel assistant in HR's executive office, scans a document into a Foreign Service officer's digital file.

Medical Report

Have a Healthy Heart

By Dr. John C. Triplett

Each year, the American Heart Association designates February as a time to educate Americans about heart disease and to encourage lifestyle changes to reduce the incidence of heart disease.

Your heart is a muscular pump that expands and contracts (beats) 100,000 times a day to circulate 2,000 gallons of blood to keep your body functioning properly. Anything that interferes with the heart's functioning must be immediately recognized and treated to prevent irreversible damage.

Heart disease is the number one killer in developed countries and heart attacks are the most obvious sign of heart disease. Each year nearly 1.5 million persons suffer heart attacks in the United States with death occurring within 20 days in about one-third of those afflicted. Sudden cardiac arrest occurring within minutes of a heart attack claims about 220,000 lives each year. That's three lives every seven minutes.

Fewer than 5 percent of sudden cardiac arrest victims survive. The AHA expects the survival rate to improve by prepositioning automated electronic defibrillators in work places, airports, stadiums and other high-risk areas. Training in the use of this "quick shock device" is now part of the standard CPR course. Presently, about 30 percent of heart attack victims survive 10 years, but with new diagnostic and treatment procedures, the statistics are improving rapidly. Studies have confirmed that cardiovascular diseases are the leading cause of death not only for men but also for women. Fully 10 percent of American women aged 45 to 65 have some form of heart disease. That figure increases to 25 percent for women over 65. Simply alerting society and health care givers of this fact will greatly improve these statistics.

What is coronary heart disease? The coronary arteries are the blood



vessels that supply blood and therefore oxygen and nutrients to the heart muscle. Coronary heart disease results from narrowing or blocking these vessels. When the blood supply to the heart is diminished significantly, complications such as angina (chest pain caused by a reduced supply of oxygen to the heart muscle) may occur. When the blood supply is completely blocked, a heart attack causes damage to the heart muscle. This may lead to changes in cardiac rhythm or heart failure.

Over the years the National Heart, Lung and Blood Institute of the National Institutes of Health has performed long-term studies to establish causes and treatments for America's greatest killer. These studies have established the major risk factors for coronary heart disease: cigarette smoking; hypertension (elevated blood pressure above 135/85); elevated serum cholesterol (above 200 mg/dl) and various fractions (LDL above 130 mg/dl); low levels of high-density cholesterol (HDL less than 50 mg/dl); diabetes mellitus; advancing age (over 65); obesity (body fat above 30 percent); physical inactivity; family history of premature coronary heart disease (heart disease in those under age 60); hyper-

triglyceridemia (elevated levels of triglycerides above 500 mg/dl).

Once an individual is diagnosed with heart disease, the desired levels for these various factors are even lower.

Obviously, we cannot control our genetics. But tighter control of blood pressure, diabetes mellitus and elevated lipids with readily available medications is now possible with minimum side effects. Stopping are musts.

The American Heart Association's web site (www.americanheart.org) suggests lifestyle approaches and changes to lessen the risk factors for coronary heart disease. Specifically, it emphasizes stopping smoking, controlling high blood pressure, lowering cholesterol levels, losing weight, controlling diabetes and adopting an exercise and fitness strategy.

The Department's health units, the examination clinic and your embassy health units have American Heart Association information to help you toward a healthier lifestyle. The Office of Medical Services' health promotion program and health fairs can assist you in "knowing your numbers" (blood pressure, cholesterol and sugar levels).

The Office of Medical Services can recommend smoke cessation programs and provide weight and cholesterol dietary information. The FARA-managed exercise facilities in the Truman Building and NFATC are available for your exercise and fitness program with a membership. Many embassies also have exercise areas.

The American Heart Association is introducing a new theme, "Taking It Personally," to urge all Americans to reduce their risk for heart disease. Your health care professionals in the Office of Medical Services strongly encourage all employees and their families to incorporate this behavior into their daily life. ■

The author is chief of the examination clinic in the Office of Medical Services.

Recruiter Targets Hispanic Americans

The State Department has hired a person full-time to recruit Hispanic Americans.

She is Carmen G. Cantor, former manager of the U.S. Postal Service's national women's program. Before relocating to the Washington, D.C., area, Ms. Cantor was the Postal Service's Hispanic program specialist in Central Florida, covering the cities of Orlando, Kissimmee, Melbourne, West Palm Beach and Boca Raton.

Only 4 percent of State Department employees are Hispanic Americans. That's well below their representation in the U.S. labor force of 12 percent, Ms. Cantor said.

Secretary of State Colin L. Powell, who is committed to recruiting a more diverse workforce, last June signed an agreement with the president of the Hispanic Association of Colleges and Universities to increase awareness at member institutions of employment opportunities at the State Department.

Last October, the Department took the additional step of hiring Ms. Cantor, a native of Puerto Rico, who holds a bachelor's degree in sociology from the University of



Puerto Rico and a master's degree in labor relations from the Inter-American University of Puerto Rico.

Besides attending job fairs and visiting colleges and universities with a high number of Hispanic students, Ms. Cantor is also working with Hispanic professional organizations such as the National Association of Hispanic MBAs, the National Association of Hispanic Federal Executives, alumni of the National Hispana Leadership Institute and members of the National Council of La Raza. She has also participated in meetings of a newly created Hispanic organization interested in U.S.

foreign affairs.

Ms. Cantor has also been visiting states with high concentrations of Hispanics and during a recent job fair in Northern Virginia was interviewed by National Public Radio. She is providing recruiting materials to local community organizations, posting information on the Internet and running magazine ads. The materials spell out employment opportunities at the Department in both the Foreign Service and the Civil Service.

She said the younger generations of Hispanics she has met are mobile and eager to learn more about "viable career options" in the State Department.

To increase the applicant pool, Ms. Cantor said, the word has to get out to the Hispanic community that those options are available at State. ■

Crisis Management Belfast Style

By Nicholas Manning

If there's one thing 30 years of trouble have taught officials in Belfast, it's how to manage a crisis. So, when local officials invited the consular section in the U.S. Consulate General to participate in planning and staging emergency exercises at the Belfast Airport, the staff jumped at the opportunity.

It was a win-win situation: local crisis managers got "foreign" actors to lend a touch of reality to their exercise and consular section participants gained crisis management insights and closer associations with some of Belfast's leading crisis experts.

The most recent exercise, held on an overcast Sunday morning, was at Belfast's new City Airport. To see how an emergency is handled from various perspectives,



Deborah Steele, left, and Viki Thomson as reunited relatives at the end of the airport exercise.

American Citizen Services assistant Viki Thomson played an American victim on a regional plane which caught fire on landing. Deborah Steele, another consular assistant, played a local relative of the victim. The author observed all components of the exercise.

Without investing any U.S. government resources, the consulate improved its ability to protect Americans, their number one job priority. They were able to update emergency contact lists, improve their understanding of local emer-

gency procedures and the consulate's role in them, and increase their confidence in local authorities' ability to respond in a crisis just as the consulate would respond for them. ■

The author is a consular officer in the U.S. Consulate General in Belfast.

People Like You

Surfing U.S.A.

Age and experience eked out a narrow victory over radical new school surfing in the First Annual International Diplomatic Longboard Surfing Classic held Sept. 9 in Barbados, West Indies. The U.S. Embassy team asserted hegemony with strong performances by narcotics affairs officer Brett "The Big Kahuna" Mattei, military liaison office coordinator Capt. Dan "Goofy-footer" Grundvig and political officer Alex "Moondoggie" Avé Lallemand. The U.S. team outclassed the Canadians, Europeans and Caribbean nationals, who seemed awed by the Americans' masterful water skills.

In its initial phases, the contest appeared to belong to Grundvig, who shredded the waves like old cable traffic. The game changed, however, when he was sanctioned for a flagrant breach of wave-riding protocol. The officer's actions led to a frank exchange of views with other contestants and officials. After considerable delays, protests and points of order, the contest finally moved forward when political officer Avé Lallemand brokered an uneasy truce.

The U.S. team swept the medal round with Alex Avé Lallemand taking the bronze, Dan Grundvig winning the silver and Brett Mattei bringing home the gold. ■



Alex Avé Lallemand, left, and Capt. Dan Grundvig catch a wave near Bridgetown.



Posing on the elegant award stand are, from left, Alex "Moondoggie" Avé Lallemand, Brett "Big Kahuna" Mattei and Capt. Dan "Goofy-footer" Grundvig.

Photos by Melanie Capelin

Education & Training

PLEASE NOTE! Language start date change

The start currently advertised as Feb. 25, 2002, moves to March 4, 2002. End dates are changed as follows:

Course	Currently Scheduled Date	New End Date
FAST	4/19/02	4/26/02
BASIC 23 Wks	8/02/02	8/09/02
BASIC 24 Wks	8/09/02	8/16/02
BASIC 30 Wks (German)	9/20/02	9/27/02

The new dates for Intensive Area Studies, Section 0002, FY2002, are:
Start 02/18/02 End 03/01/02

Dates for FSI Transition Center courses are shown below. See the Department Notices for announcements of new courses and new course dates. For information on courses, visit FSI's schedule of courses on the Department's Intranet at www.fsiweb.gov.

Course	Mar.	Apr.	Length
Security Overseas Seminar			
SOS: Security Overseas Sem. MQ911	4,25	8	2D
ASOS: Adv. Security Overseas Sem. MQ912	12,19	23	1D
TDY Security Overseas Sem. MQ913	4,25	8	1D

Transitions (OBC)

Course	Mar.	Apr.	Length
English Teaching Sem. MQ107		16	3D
Protocol and U.S. Rep. Abroad MQ116		13	1D
Tax Sem. MQ117	6		2.5H
Going Overseas Without Children MQ200	16		0.5D
Going Overseas for Families MQ210	16		0.5D

Course	Mar.	Apr.	Length
Going Overseas Logistics for Adults MQ220	16		2.5H
Going Overseas Logistics for Children MQ230	16		2.5H
Post Options for Employment & Training	21		1D
Targeting the Job Market	19		2D
Communicating Across Cultures MQ802	2		1D
Realities of Foreign Service Life MQ803		24	1D
Personal Finance and Investment MQ852		10	2.5H
Traveling With Pets MQ855		24	2.5H
Emergency Medical Care and Trauma Workshop	9	27	1D
A Safe Overseas Home MQ916		17	2.5H

Career Transition Center

Course	Mar.	Apr.	Length
Retirement Planning Seminar RV101		30	4D
Job Search Program RV102	4		8W

EXTERNAL TRAINING OPPORTUNITIES FSI SPONSORS

FY 2002 USDA Graduate School Courses to be held at FSI:

Course	Mar.	Apr.	Length
Basic Employee Benefits for Personnelists	February 25–March 1, 2002		5D
Consulting Skills for HR Professionals	March 7–8, 2002		2D
Basic Staffing and Placement	March 18–22, 2002		5D
Basic Position Classification	April 29–May 3, 2002		5D

See your bureau training officer for information about attending FSI-sponsored, two-week residential management seminars and long-term career development training opportunities. Length: H = Hours, D = Days

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

Web site offers advice on labor laws



Using the power of the Internet to reach almost anyone at any time, the U.S. Department of Labor has developed web-based access to a body of federal laws that cover employees and employers.

Called elaws Advisors, the interactive web site offers employers and employees alike access to information about federal employment laws at any time, free of charge. The site addresses such common labor issues as family and medical leave, fair labor standards, occupational safety and health, small business retirement savings and poster requirements.

The elaws Advisors mimic the interaction an individual might have with a DOL representative by asking questions, providing information and directing the individual to the appropriate resolution. DOL's goal is to offer a pleasant experience that yields real answers and real results. The Department plans to develop new advisors to further assist the U.S. employment community.

Secretary of Labor Elaine L. Chao described the elaws Advisors as "a valuable set of tools for America's 21st century workforce. They have the power to provide instant information to anyone at anytime."

The elaws Advisors are part of the Compliance Assistance Initiative established by the DOL to help America's employees and employers better understand their rights and responsibilities in the workplace.

To visit the elaws Advisors, go to www.dol.gov/elaws.

2001 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 2001 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 2001 Selection Board precepts.

Competition Groups	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Length of Service	Average Length of Service of Competed	Promotees' Average Length of Service
FEMC TO FECM (Classwide competition of all eligible officers)							
Administrative Generalist	16	0	0.0	8.0	0.0	27.4	0.0
Consular	12	0	0.0	7.4	0.0	30.5	0.0
Economic	23	2	8.7	7.7	9.3	29.4	28.5
Political	49	4	8.2	8.1	7.8	31.4	27.6
Information Mgmt	1	0	0.0	5.6	0.0	35.6	0.0
Psychiatrist	1	0	0.0	11.7	0.0	21.1	0.0
Security Officers	2	0	0.0	5.0	0.0	30.2	0.0
Medical Officers	3	0	0.0	7.5	0.0	16.8	0.0
Public Diplomacy	12	0	0.0	5.6	0.0	28.1	0.0
Total	119	6	5.0	7.6	8.3	29.6	27.9
GENERALIST FE0C TO FEMC (Classwide competition of all eligible officers and competition by cone)							
Administrative Generalist	39	7	17.9	3.8	4.4	22.6	23.6
Consular	28	7	25.0	4.0	3.6	24.2	23.7
Economic	33	8	24.2	3.3	3.6	21.8	22.7
Political	55	19	34.5	3.8	3.6	23.4	22.0
Science Officers	1	0	0.0	2.7	0.0	24.9	0.0
Public Diplomacy	34	9	26.5	4.6	4.6	24.7	21.5
Narcotics	1	0	0.0	6.8	0.0	16.5	0.0
Total	191	50	26.2	3.9	3.9	23.3	22.5
FS-1 TO FE0C (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	6.1	6.8	20.5	17.7
Consular	68	8	11.8	6.5	7.1	21.7	16.5
Economic	70	7	10.0	6.1	6.8	21.0	21.3
Political	103	8	7.8	5.9	6.6	20.8	21.8
Public Diplomacy	82	14	17.1	8.0	8.7	19.6	19.4
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	22	2	9.1	6.6	4.8	18.5	21.2
Consular	48	8	16.7	6.9	7.6	21.8	21.5
Economic	38	3	7.9	6.1	5.1	20.8	18.1
Political	71	10	14.1	5.9	7.6	20.9	21.9
Public Diplomacy	8	1	12.5	7.7	6.6	18.1	18.2
Narcotics	1	0	0.0	7.8	0.0	11.1	0.0
Total	420	75	17.9	6.5	7.2	20.7	19.7
FS-2 TO FS-1 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	164	19	11.6	5.6	5.8	15.9	14.7
Consular	132	14	10.6	5.7	5.3	16.3	15.1
Economic	156	17	10.9	5.4	6.9	15.1	15.7
Political	210	18	8.6	5.9	8.3	16.3	17.4
Public Diplomacy	134	20	14.9	7.0	8.2	14.6	15.6

Competition Groups	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Length of Service	Average Length of Service of Competed	Promotees' Average Length of Service
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	40	3	7.5	5.2	7.1	16.3	17.1
Consular	64	8	12.5	6.2	7.0	16.7	17.2
Economic	58	14	24.1	6.4	7.6	16.3	17.3
Political	92	16	17.4	6.5	7.7	16.9	18.0
Public Diplomacy	6	0	0.0	9.1	0.0	15.8	0.0
Narcotics	3	0	0.0	7.6	0.0	9.3	0.0
Total	840	129	15.4	6.0	7.2	15.8	16.3
FS-3 TO FS-2 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	82	27	32.9	4.7	4.4	11.0	10.9
Consular	118	22	18.6	5.0	5.2	10.7	10.7
Economic	140	30	21.4	4.4	6.1	10.1	11.5
Political	165	34	20.6	4.3	5.1	9.9	10.3
Public Diplomacy	53	27	50.9	4.6	4.6	10.5	10.6
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	14	0	0.0	4.8	0.0	10.3	0.0
Consular	40	15	37.5	5.8	6.6	11.2	12.6
Economic	58	10	17.2	4.6	4.7	10.3	10.2
Political	56	15	26.8	5.0	5.0	10.6	9.8
Public Diplomacy	1	0	0.0	2.8	0.0	9.6	0.0
Total	598	180	30.1	4.6	5.2	10.4	10.8
FS-4 TO FS-3 (Tenured junior officers competed classwide; FP generalists competed by cone or administrative subfunction)							
Administrative Generalist	61	56	91.8	2.9	2.6	4.5	4.3
Consular	65	57	87.7	3.0	2.8	5.1	5.0
Economic	49	44	89.8	2.8	2.6	4.3	4.1
Political	44	42	95.5	2.4	2.4	4.1	4.1
Public Diplomacy	22	17	77.3	3.7	2.6	5.5	4.3
Total	241	216	89.6	2.9	2.6	4.6	4.4
Specialists FE0C TO FEMC (Competed by occupational category)							
Financial Mgmt	1	1	100.0	3.6	3.6	15.3	15.3
Information Management	4	1	25.0	3.1	3.6	28.2	26.5
Info. Management Technical	1	0	0.0	6.8	0.0	30.5	0.0
Psychiatrist	1	0	0.0	4.5	0.0	8.8	0.0
Security Officer	11	1	9.1	4.1	2.7	25.5	25.6
Construction Engineer	3	0	0.0	5.6	0.0	13.4	0.0
English Language Specialist	1	0	0.0	2.9	0.0	21.6	0.0

*A number of officers were 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 a member was promoted multifunctionally in the first session, he or she was not competed functionally in the second session.

Competition Groups	Number Completed	Number Promoted	% Completed Promoted	Promotees' Average Length of Service	Promotees' Average Time-in-Class	Average Length of Service Completed	Average Time-in-Class of Completed
Information Resource	1	0	0.0	4.1	0.0	16.2	0.0
Medical Officer	6	0	0.0	5.3	0.0	11.3	0.0
Health Practitioner	1	0	0.0	2.8	0.0	20.6	0.0
Total	30	3	10.0	4.3	3.3	20.5	22.4
FS-1 TO FEOC (Eligibles include only those requesting threshold review)							
Financial Mgmt	7	1	14.3	6.5	11.8	17.6	22.6
Information Mgmt	20	3	15.0	4.1	3.8	21.1	20.3
Info. Management Technical	1	1	100.0	5.8	5.8	22.4	22.4
Psychiatrist	2	1	50.0	3.6	4.1	3.6	4.1
Security Officer	27	5	18.5	5.3	5.2	22.0	23.4
Security Engineer	7	0	0.0	6.2	0.0	15.9	0.0
Construction Engineer	8	2	25.0	6.9	7.8	14.9	16.2
Facilities Maintenance	2	0	0.0	5.3	0.0	21.1	0.0
English Language Specialist	1	0	0.0	6.4	0.0	17.1	0.0
Information Resource	3	0	0.0	7.6	0.0	18.3	0.0
Medical Officer	3	2	66.7	6.7	7.1	6.7	7.1
Health Practitioner	4	1	25.0	4.0	4.8	24.1	25.3
Printing	2	0	0.0	7.2	0.0	15.7	0.0
Total	87	16	18.4	5.4	5.8	19.1	18.7
FS-2 TO FS-1							
Financial Mgmt	42	5	11.9	5.4	7.8	12.1	16.0
Human Resources	19	3	15.8	4.9	4.4	22.5	25.2
General Services	17	1	5.9	4.6	2.8	15.6	12.4
Information Management	97	9	9.3	5.3	4.8	18.1	15.0
Info. Management Technical	11	1	9.1	6.8	6.8	23.2	25.3
Diplomatic Courier	5	0	0.0	5.4	0.0	26.1	0.0
Security Officer	180	18	10.0	7.0	8.5	17.3	17.4
Security Engineer	54	1	1.9	6.6	5.8	13.4	10.2
Construction Engineer	9	1	11.1	4.6	4.8	9.7	9.4
Facilities Maintenance	4	2	50.0	7.0	6.8	11.4	12.5
English Language Specialist	6	0	0.0	9.4	0.0	14.3	0.0
Information Resource	4	2	50.0	3.3	3.0	14.0	15.9
Medical Technologist	1	0	0.0	2.8	0.0	21.4	0.0
Health Practitioner	9	0	0.0	3.5	0.0	13.5	0.0
Printing	4	1	25.0	6.8	3.3	11.2	8.3
Total	462	44	9.5	6.1	6.6	16.6	16.5
FS-3 TO FS-2							
Financial Mgmt	16	10	62.5	2.9	3.1	6.1	8.3

Competition Groups	Number Completed	Number Promoted	% Completed Promoted	Promotees' Average Length of Service	Promotees' Average Time-in-Class	Average Length of Service Completed	Average Time-in-Class of Completed
Human Resources	6	5	83.3	2.8	2.8	16.0	16.8
General Services	31	5	16.1	5.3	4.0	13.3	9.4
Information Management	89	24	27.0	4.4	4.0	16.4	13.8
Info. Management Technical	48	3	6.3	5.8	7.4	13.6	14.5
Diplomatic Courier	11	1	9.1	6.6	3.8	22.6	8.5
Security Officer	172	35	20.3	5.4	6.9	12.9	14.1
Security Engineer	2	1	50.0	4.8	2.8	9.7	8.5
Construction Engineer	8	3	37.5	4.0	4.0	4.2	4.0
Facilities Maintenance	11	5	45.5	4.8	3.8	7.1	6.2
English Language Specialist	1	1	100.0	2.3	2.3	8.7	8.7
Information Resource	5	2	40.0	2.6	2.4	4.6	4.6
Medical Technologist	2	0	0.0	5.3	0.0	14.1	0.0
Health Practitioner	1	1	100.0	2.1	2.1	2.1	2.1
Office Mgmt Specialist	9	0	0.0	6.8	0.0	31.0	0.0
Total	412	96	23.3	5.0	4.9	13.7	12.1
FS-4 TO FS-3							
Financial Mgmt	2	0	0.0	4.5	0.0	16.0	0.0
Human Resources	12	7	58.3	2.4	1.9	8.2	9.7
General Services	34	14	41.2	2.3	2.6	5.1	8.2
Information Management	186	41	22.0	2.3	2.2	10.9	8.5
Info. Management Technical	16	7	43.8	4.6	6.2	6.6	8.4
Diplomatic Courier	16	4	25.0	7.4	7.1	13.2	10.4
Security Officer	105	65	61.9	1.8	1.6	4.4	4.1
Security Engineer	7	6	85.7	1.1	1.1	1.5	1.6
Construction Engineer	7	4	57.1	1.6	1.8	1.7	1.9
Facilities Maintenance	41	9	22.0	4.2	4.2	4.4	4.5
English Language Specialist	3	3	100.0	2.1	2.1	2.1	2.1
Information Resource	2	2	100.0	1.2	1.2	1.2	1.2
Medical Technologist	1	1	100.0	1.2	1.2	6.1	6.1
Office Mgmt Specialist	101	4	4.0	5.4	8.0	22.4	26.2
Total	533	167	31.3	3.1	2.4	10.5	6.5
FS-5 TO FS-4							
Office Mgmt Specialist	149	24	16.1	4.0	6.9	15.8	19.5
Total	149	24	16.1	4.0	6.9	15.8	19.5
FS-6 TO FS-5							
Office Mgmt Specialist	180	39	21.7	3.7	4.6	10.0	10.1
Totals	180	39	21.7	3.7	4.6	10.0	10.1

Promotion Results Summary

By Cynthia Nelson

The results of the Selection Boards are published annually in *State Magazine*. The statistics profile generalists and specialists who competed for promotion and those promoted by class and cone/skill group, providing promotion rates, average time-in-class and average time-in-service information for each group.

These statistics provide employees with information they can use in their career planning. Examining "trends" or averages over a five-year period is generally more useful than focusing on only the most recent statistics because promotion rates and average time-in-class and average time-in-service vary from year to year. Officers often find reviewing the average times-in-class of their current grade over the past few years is helpful in planning when they can first reasonably expect to be promoted.

I recently examined the aggregate data for generalists and specialists for the last five years (1997–2001) and noted the following trends:

For generalists, the total number of promotions has increased from 517 in 1997 to 656 in 2001, or by roughly 27 percent. This increase includes the additional promotions stemming from the integration of USIA into the Department in October 1999, as well as additional promotion opportunities to FS02 and FS03 intended to reduce the mid-level deficit.

Overall rates for officers competing multifunctionally for promotion to OC, FS01 and FS02 have increased from slightly more than 13 percent in 1997 to nearly 17 percent in 2001.

Among the 19 specialist skill groups, promotion numbers and rates have varied during the five-year period, depending on deficits in each skill group and changes in administrative promotion levels.

Overall, promotion rates for specialists have fluctuated from slightly below 20 percent in 1997, to 22 percent in 1998, to 24 percent in 1999 and 2000, to nearly 21 percent in 2001. Given the diversity of career paths among the specialist skill groups and recent changes in some of the skill groups, examining promotion rates by class does not reveal any significant patterns.

The author is a program analyst in the Bureau of Human Resources.

APPOINTMENTS

Head of Mission, Organization for Security and Cooperation in Europe, Bosnia and Herzegovina, with the rank of ambassador. The President accorded the rank of ambassador to Robert M. Beecroft from Maryland, a career member of the Senior Foreign Service, class of Minister-Counselor, as head of mission, Organization for Security and Cooperation in Europe, Bosnia and Herzegovina. He was senior coordinator for Bosnian implementation in the Bureau of European Affairs from 2000 to 2001 and principal deputy assistant secretary for Political-Military Affairs from 1998 to 2000. He served as chargé d'affaires and special envoy for the Bosnian Federation in the U.S. Embassy in Sarajevo. He was deputy chief of mission in the U.S. Embassy in Amman (1994 to 1996) and in Ouagadougou (1988 to 1991). Since joining the Foreign Service in 1971 he has also served in Brussels, Cairo, Bonn, Paris and Mons, Belgium. An officer in the U.S. Army Reserves from 1967 to 1971, Mr. Beecroft served on active duty from 1967 to 1968. He and his wife, Mette, a Department employee and a co-founder of the Family Liaison Office, have two children.

U.S. Ambassador to the Republic of Austria. Lyons Brown Jr. of Kentucky, a self-employed business executive, is the new U.S. Ambassador to the Republic of Austria. He joined Brown-Forman, a consumer products company based in Louisville, in 1960, served as European manager in Paris from 1962 to 1965, held various senior management positions with the firm, rose to chairman and chief executive officer from 1983 to 1993 and to board chairman from 1993 to 1995. Appointed by Presidents Reagan, Bush and Clinton to the President's Advisory Committee for Trade Policy and Negotiations, Mr. Brown served on the committee from 1988 to 1996. He served in the U.S. Army on active and reserve duty from 1958 to 1966. He and his wife Alice have three children.



U.S. Ambassador to the Socialist Republic of Vietnam. Raymond F. Burghardt of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Socialist Republic of Vietnam. He directed the American Institute in Taiwan from 1999 to 2001 and was consul general in the U.S.

Consulate General in Shanghai from 1997 to 1999. Mr. Burghardt was deputy chief of mission in the U.S. Embassy in Manila and in Seoul. In a Foreign Service

career that began in 1969, he has also served in Beijing, Tegucigalpa, Hong Kong, Saigon and Gia Dinh, Vietnam. He was a Peace Corps volunteer in Colombia. He and his wife Susan have two daughters.

Head of the U.S. Delegation to the Inter-American Council for Integral Development. The President has accorded the rank of ambassador to Peter C. DeShazo of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, as head of the U.S. Delegation to the Inter-American Council for Integral Development. He is deputy U.S. Permanent Representative to the Organization of American States. He directed the Office of Public Diplomacy and Public Affairs in the Bureau of Western Hemisphere Affairs from 1999 to 2001. Mr. DeShazo joined the U.S. Information Agency in 1977 and served in LaPaz, Medellín, Santiago, Panama City, Caracas and Tel Aviv. He has two children.

Coordinator for Asia Pacific Economic Cooperation. The President accorded the rank of ambassador to Charles L. Greenwood Jr. of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, during his tenure as coordinator for Asia and Pacific Economic Cooperation. He has held the position since 2000. Before that, Mr. Greenwood was minister-counselor for economic affairs at the U.S. Embassy in Tokyo from 1996 to 2000. He has also served in Singapore, Yokohama, Dakar and Manila. Mr. Greenwood and his wife Barbara have two sons.



U.S. Representative to the 56th Session of the U.N. General Assembly. The President has appointed William J. Hybl of Colorado, chairman and chief executive officer of the El Pomar Foundation, as a U.S. Representative to the 56th session of the U.N. General Assembly. The foundation provides grants for programs in

education, health care, the environment, amateur sports, human services and the arts. Mr. Hybl is also vice chairman of the board of directors of the Broadmoor Hotel Inc. He is a member of the International Olympic Committee and the board of directors of the U.S. Olympic Committee and the U.S. Olympic Foundation. He served in the Colorado House of Representatives from 1972 to 1973 and was appointed by the President to the U.S. Advisory Commission on Public Diplomacy from 1992 to 1997. Mr. Hybl served as an officer in the U.S. Army from 1967 to 1969. He and his wife Kathleen have two sons.



U.S. Ambassador to the Kingdom of Thailand. Darryl N. Johnson of Washington state, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Kingdom of Thailand. He was deputy assistant secretary in the Bureau of East Asian and Pacific Affairs from 2000 to 2001 and political adviser to the chief of

Naval Operations from 1999 to 2000. Mr. Johnson directed the American Institute in Taiwan from 1996 to 1999 and served as deputy coordinator for assistance to the countries of the former Soviet Union from 1994 to 1996. He was U.S. Ambassador to Lithuania from 1991 to 1994 and deputy chief of mission at the U.S. Embassy in Warsaw from 1988 to 1991. Since joining the Foreign Service in 1965, Mr. Johnson has also served in Bombay, Hong Kong, Moscow and Beijing. He was a Peace Corps volunteer in Thailand from 1962 to 1965. He has three children and is married to Kathleen Desa Forance Johnson.



Alternate U.S. Representative to the 56th session of the U.N. General Assembly. The President has appointed Nancy Cain Marcus of Texas, an activist in civic affairs, as an alternate U.S. Representative to the 56th session of the U.N. General Assembly. A proponent of the study of the humanities in higher education, Mrs. Marcus served

on the Texas Special Commission on 21st Century Colleges and Universities. She is a trustee of the Dallas Institute of Humanities and Culture and of the Executive Committee of the University of Dallas. She is a member of the board of visitors of both Columbia College at Columbia University and Trinity College at Duke University. She also serves as a director of the Dallas Center of the Performing Arts Foundation. She and her husband Jeffrey co-chaired the Republican Presidential Gala in Washington, D.C., in May 2001. They have two children.



Alternate U.S. Representative to the 56th session of the U.N. General Assembly. The President has appointed Ernest L. Johnson of Louisiana, an attorney and adjunct professor of law, as an alternate U.S. Representative to the 56th session of the U.N. General Assembly. Since 1984, Mr. Johnson has been an adjunct professor of law at the

Southern University Law Center, Baton Rouge, La. An ordained minister, he has practiced law since 1976. From 1990 to 1993 he was president and chief executive officer of Life Savings Bank in Baton Rouge. He was legal counsel for the Louisiana secretary of state from 1980 to 1981. Mr. Johnson and his wife Pamela have two sons.

Special Envoy for Negotiations with the Democratic People's Republic of Korea and U.S. Representative to the Korean Peninsula Energy Development Organization. The President has accorded the rank of ambassador to Charles L. (Jack) Pritchard of Virginia, during his tenure as special envoy for negotiations with the Democratic People's Republic of Korea and U.S. Representative to the Korean Peninsula Energy Development Organization. He has held the position of special envoy since April 2001. Previously, he was special assistant to the President for National Security Affairs and senior director for Asian Affairs at the National Security Council. He directed Asian Affairs at the NSC from 1996 to 2000. He was an officer in the U.S. Army from 1972 until his retirement in 2000, serving several tours of duty in Japan. Mr. Pritchard and his wife Jean have two sons.

PERSONNEL ACTIONS

Foreign Service Retirements

Abeyta, Victor A.	Cyr, Ann I.	Hebron, Theresa Ann
Aubin, Estelle R.	Davenport, Francis M. III	Kettering, William N.
Baquet, Charles R. III	Fleming, Walter L.	Kwiatkowski, Richard C.
Baron, Jeffrey J.	Folta, Anne A.	Magnone, Gerald H.
Becker, Jane E.	Foreman, Ronald D.	Magnone, Patricia A.
Bettis, David R.	Fuchs, Wolfgang G.	Maris, Glenda G.
Buchholz, Frank D.	Gase, Roberta E.	McGaffey, Elizabeth B.
Burchyns, Stephen P.	Gerber, Max W.	McMillian, Harold D.
Byron, Frederick A.	Green, D'Ellis Jr.	McPherson, William R.
Cecil, Charles O.	Griffith, William H.	Melrose, Joseph H. Jr.
Christy, John S. Jr.	Gunning, Kathryn M.	O'Neil, Kevin P.

Civil Service Retirements

Citron, Robert W.	McCullen, Larry W. Sr.
Ford, Audrey A.	Pawliak, Ruth E.
Gregg, Fumiko N.	Yates, Margaret Ann
Patchell, Anne W.	
Pichocki, Henry E.	
Schmitt, Leonard G.	
Smith, Susan P.	
Surprise, Robert J.	
Sweek, Sonja G.	
Traweek, James L.	
Van Haften, Susan M.	
Walsh, James J.	
Warren, William	
Wood, R. Susan	
Yates, John M.	

O B I T U A R I E S

Robert Royce Blackburn Jr., 68, a retired Foreign Service officer, died suddenly Nov. 15 in Albuquerque, N.M. Mr. Blackburn joined the Foreign Service in 1958 and served in Medan, Jakarta and Kuala Lumpur, Beijing, Phnom Penh and Rome. A native of California and a Navy veteran, he retired in 1987 and pursued his love of gardening, earning a degree in ornamental horticulture.

George Paterson Havens, 78, a retired Foreign Service officer, died Sept. 21 of cancer at his home in Dameron, Md. Mr. Havens joined the U.S. Information Agency in 1957 and served in the Philippines, Vietnam, Laos, Liberia, Tanzania and Pakistan. Following his evacuation from Peshawar, he returned to Washington, D.C., and served as spokesman for the families of the hostages taken in Tehran in 1979. He retired in 1982.



Gregory Paul Hulka, 44, consul general in Kiev, and his daughter, *Abigail Pi'ikea Hulka*, 10, were killed in a car accident on Nov. 9 in Ukraine. Mr. Hulka joined the Foreign Service in 1985 and served in Guatemala City, Shanghai, St. Petersburg, Guangzhou, Tegucigalpa,

Moscow and Kiev. His daughter Abby, who was born in Fairfax, Va., had learned to use chopsticks before she could use a spoon, having lived in China, Honduras, Russia and Ukraine.



Ronald B. (Ron) Johnston, 57, a retired Foreign Service specialist, died Sept. 11 at his home in Springfield, Va., of a severe bacterial infection. Mr. Johnston spent 34 years with the State Department, serving in Accra, Bonn, Nairobi and Washington, D.C. Before retiring in August 2000, he was a branch chief in the Diplomatic-Telecommunications Service Program Office.

Pamela R. Marx, 56, a retired Foreign Service information management officer, died of cancer Oct. 21 in London. Ms. Marx joined the State Department in 1993 and was posted to Cairo, Rome, Havana and London.



Audrey A. Schenck, 69, a retired Foreign Service secretary, died Sept. 22 of leukemia in Geneva, Switzerland, where she had lived since her retirement in 1997. During her career, she served in Washington, D.C., Belgium, Poland, Germany, Egypt, France, Greece, the Netherlands, Brazil, Venezuela, Jordan and Switzerland.

Embassy Memorials Honor Colleagues



A courtyard at the U.S. Embassy in Jakarta has been dedicated to the memory of Carolyn Christian, a Foreign Service officer who served several tours in Jakarta and who died tragically in December 1999. At the ceremony, her husband, Gary Christian, left, and Ambassador Robert S. Gelbard cut the ribbon dedicating the courtyard.



The auditorium at the U.S. Embassy in Buenos Aires has been dedicated to the memory of the late Robert L. Gingles, a Foreign Service officer and expert in the area of administration. Mr. Gingles joined the Foreign Service in 1966 and served in Washington, D.C., Yaounde, Sofia, Islamabad, Paris, Buenos Aires, Rome, Tehran and Mexico City. Officiating at the ceremony were longtime friends

Patrick F. Kennedy, far right, then assistant secretary of State for Administration, and James D. Walsh, center, U.S. Ambassador to Argentina. Also attending the dedication, April 25, 2001, were Mr. Gingles' widow, Maria Luisa Gingles, his son Lucas and the ambassador's wife, Marian.

Photo by Rodriguez Pena/Foto Video Italo

THE STATE OF DIPLOMACY IN OUTER SPACE

IN GALAXIES FAR, FAR AWAY, CREATURES MUCH MORE ADVANCED THAN HUMANS CARRY ON THE ART OF DIPLOMACY

SURE, YOU CAN PROBE THE TIME-SPACE VORTEX IN THE GARBANZO QUADRANT. JUST AS SOON AS YOU FILL OUT THESE TRAVEL AUTHORIZATION FORMS IN TRIPPLICATE, GET CLEARANCE FROM ROMULAN AFFAIRS...



A POSITIVE ATTITUDE IS ESPECIALLY HELPFUL AT SMALL, ISOLATED POSTS.

GREAT VIEW, NICE METHANE GAS ATMOSPHERE GOSH, I DON'T EVEN KNOW WHY WE GET A DIFFERENTIAL HERE!



REGULATIONS REMAIN IMPORTANT...

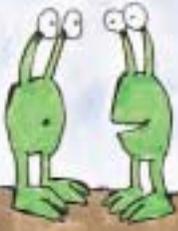


BOYD, I AM YOUR FATHER!

AND THE GOOD NEWS IS WE GOT A NEPOTISM WAIVER!

DIPLOMATIC SKILLS ARE ALSO USEFUL IN THE OFFICE...

LET'S JUST HOPE THE NEW AMBASSADOR ISN'T SOME FAT, PINK SLUG WITH THREE EYES AND A PREHENSILE TONGUE!



TRANSFERS CAN STILL BE DIFFICULT...

BUT HOW ARE YOU GOING TO GET MY HOUSE HOLD EFFECTS TO RIGEL SEVEN BY SEA FREIGHT?

NOT TO WORRY- IT WILL BE THERE IN EIGHT TO TEN TRILLION YEARS...



ANGELER 2001