

STATE

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January 2014

MAGAZINE

Business Booster

Website Provides Timely
Sales Opportunities

Celebrating Excellence

Department Leaders Honor
Stellar Employees, FSNs



Living in Luxembourg

Country's Geography Belies
Important Regional Role

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Celebrating Excellence

Department honors top achievers





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On the Cover

A spinning ride entertains attendees at the Schueberfouer, Luxembourg City's annual fair, which has been held in Limpertsberg since 1340.

Photo by Gwenaël Piaser

Post One

BY ISAAC D. PACHECO

In Retrospect

As we herald a new year, we take a look back at some of the stories that stood out in 2013, and a look forward at a number of initiatives that Department employees are tackling in 2014. Last year, a distinguished statesman joined the ranks of State Department leadership when John Kerry became the 68th Secretary of State in February. The Department gained not only a foreign affairs expert, but a leader whose intimate understanding of diplomacy has guided his public service career, and which continues to inform his daily engagement with world leaders.

While gains in leadership and successes in diplomacy buoyed spirits in the Department, which was once again recognized as one of the best places to work in America, our poignant losses left scars on our hearts and minds. We mourned the deaths of fallen friends and coworkers, taken too soon while striving to make the world a better place in some of its most perilous regions. The names chiseled into stone and unveiled last May in the Department's hallowed passageways—Stevens, Smith, Doherty, Woods, Smedinghoff, Abdelfattah, Fandino and Savage—were stark reminders of the sometimes dangerous work Foreign Service professionals tackle on a daily basis.

Those names and the lives they represented have also inspired Civil Service and Foreign Service employees, who forge ahead despite social, political, cultural or geographic challenges. The good work our overseas posts engage in daily cannot be overstated, nor appropriately summarized in this short column. Suffice it to say, State Department employees' accomplishments ensured that State Magazine's pages never lacked for content in 2013.



In this issue, we highlight a select group of individuals who have routinely gone above and beyond the call to advance and support Department priorities. Recognized for their contributions by Secretary Kerry during the annual Department Awards ceremony at HST, these men and women embody founding father and first Secretary of State Thomas Jefferson's credo: "Peace and friendship with all mankind is our wisest policy ..." Read the full citations and more about these fascinating individuals in our awards section beginning on page 10.

Whether striving to follow in the footsteps of the aforementioned awardees, or simply working to achieve new personal goals, Department employees have the tools to succeed. The Career Development Resource Center's article on Individual Development Plans (pg. 7), takes an inside look at how this self-evaluation and planning tool can help employees not only reach their career objectives, but also make a lasting impression.

In 2014, I look forward to sharing our contributors' new adventures and success stories. ■

Happy New Year!

A handwritten signature in black ink that reads "Isaac D. Pacheco".



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In the News

Secretary Speaks at Work/Life Event

On Oct. 30, Secretary of State John Kerry announced a pilot program to offer backup dependent care for Department employees, streamlined procedures and centralized funding for job shares, and the launch of a new childcare facility.

He spoke at a National Work and Family Life Month event co-hosted by the employee organization called Balancing Act and the Work/Life Division of the Bureau of Human Resources. The Secretary spoke about his personal experience with work-life issues, and said his Senate office was “always ahead of the curve” in offering flexibility to employees.

He said Department leaders must integrate work-life considerations into office practices. Speaking to assistant secretaries and senior leaders, he said: “Make it happen. We all have a stake in creating more flexible work arrangements. They can work for us. Every survey shows how important this is in order to keep talent and attract the next generation of talent, so I want to make this workplace a model in the United States government for success.”

Guest speaker Wharton Professor Stewart Friedman, founding director of the Wharton Project on Work-Life Integration, said leaders at all levels must consider the impact of their decisions on themselves and their families, communities and workplace. By seeking “four-way wins” among these different domains, leaders can enhance productivity and achieve more authentic leadership and better results.

At the event, Balancing Act presented its first annual Award for Excellence in Work-Life Leadership to Laura Dogu, deputy chief of mission at the U.S. Embassy in Mexico City. The award recognizes Department



Secretary of State John Kerry stands at center alongside Professor Stewart Friedman and Deputy Assistant Secretary for Human Resources (HR) Marcia Bernicat. Photo by Michael Gross

leaders who have employed flexibility to enhance morale, productivity and retention. Balancing Act will soon host a digital videoconference with Dogu, who will share her approach to these issues.

Founded in 2011, Balancing Act helps the Department enhance productivity and attract, retain and motivate its workforce by suggesting and supporting policies that allow for better work-life balance. More information is available online: <http://lmlist.state.gov> (click on the Balancing Act list).

Embassy Dakar Staff, Family Members Swim to Island



Mission staff members who swam in the event gather with their children and friends at the starting beach. Staff members are, at rear from left, Andrea Capellan, Sariah Toze, Kristin Kane, Jill Randall and Mary de Boer.

Photo by Lamine Kane

Senegal's 12 months of sunshine and 10 months of moderate temperatures make the sport of swimming popular with residents and employees of the U.S. Embassy in Dakar. Annually, the big swimming event is the “Traversée,” or crossing, to Gorée Island, three miles off Dakar's coast and Senegal's most visited site due to its role in the slave trade.

The 26-year-old swim event, held by Senegal's national swimming federation, draws hundreds of swimmers for its professional and amateur open-water swim courses. In the often strong current,

swimmers sometimes tire and give up, seeking a ride on the accompanying supply boats.

Several swimmers from the embassy started meeting on Friday afternoons to practice for the event at a nearby beach, from which they swam to a small island a half-kilometer away. Starting with just one round-trip swim, the group built endurance and resistance to the salty Atlantic water and were soon able to swim a few kilometers. During the week, they did laps in pools at their homes or at the embassy.

In the Sept. 29 Traversée, five embassy employees, plus three children of employees, participated in the event with other Americans, including a Fulbright scholar, schoolteacher and visiting Iowa professor.

Consular Assistant Sariah Toze, a marathoner but not a competitive swimmer, called it “a once-in-a-lifetime experience. I appreciated the boats and guidance. While there were times that I wondered if I was going in the right direction, I never once felt that I was left out to sea.”

All five embassy swimmers reached the island. For Toze and two other swimmers, it was their final go, as they soon will depart post. However, the other embassy swimmers plan to swim next year, and recruit new athletes.

Embassy Accra Brightens Orphans' Day

Members of the U.S. Embassy community in Accra, Ghana, recently donated school supplies to Ghanaian orphans and street children, who were the embassy's guests for a day of fun. Office Management Specialist Victoria Toussaint and other mission members coordinated the event, which hosted more than 112 Ghanaian children to play games such as a tug-of-peace and potato-sack race, have their faces painted, eat snacks and enjoy the company of each other and mission staff.

The day's highlight came when each child was presented with a backpack filled with school supplies, such as notebooks, crayons, erasers, markers, pens, rulers and pencils. Toussaint said the children were joyful, even though some of the little ones almost toppled from the weight of the stuffed backpacks. She added that the embassy community was given the gift of knowing that its efforts provided encouragement, support and essential items to further the children's education.

"We are grateful for the opportunity to really make a difference in children's lives, and want to thank everyone involved, especially the mission staff and families for their donations," said Beth Irvan of the Office of the Legal Attaché.



Ghanaian orphans and street children gather with embassy staff during the event.

Photo by Traci Mell

Congressional Staffers View Consular Services

Twenty U.S. congressional staffers who work on immigration issues participated in the second annual Congressional Immigration Staffer Event in Toronto in October. The U.S. Consulate General in Toronto coordinated the two-day program on U.S. visa and citizenship processes and border-crossing issues. Most of the staffers had never previously visited a U.S. embassy or consulate.



Congressional staffers and consular officers tour CBP facilities at the Peace Bridge at the Buffalo Port of Entry.

Photo by Tricia Fietz

The Consular Section in Toronto worked with the Bureau of Consular Affairs' Office of Policy and Public Outreach (CA/P) to offer the congressional staffers the chance to see what their constituents experience at U.S. missions, borders, domestic passport agencies and the offices of U.S. Citizenship and Immigration Services (USCIS). Participants from six Senate and nine House offices in nine states were joined by CA/P and Bureau of Legislative Affairs (H) staff.

They observed nonimmigrant visa, passport and Consular Report of Birth Abroad interviews, and attended briefings on Treaty Trader/Treaty Investor visas, outreach to diaspora communities in Canada and other U.S. priorities in Canada. U.S. Customs and Border Protection (CBP) officers briefed the staffers on CBP preclearance operations, and Russel Brown, the mission's minister counselor for Consular Affairs, spoke with the group. At an evening reception, attendees met with immigration staffers for Canadian members of Parliament and provincial members of Parliament.

On the next day, participants toured CBP facilities at the Peace Bridge at Buffalo, N.Y., where they were briefed on fraud detection and saw detention cells they'd heard of in letters from constituents. At the Buffalo Passport Agency, they learned of the passport agencies' role, saw U.S. passports and passport cards printed and received a USCIS presentation.

The program was so well received that Consular Team Canada will work with CA/P and other stakeholders to hold similar events in Vancouver and Montreal. Meanwhile, the Toronto team plans another such event for April 2014.

Two State Employees Win Boren Awards

The National Security Education Program (NSEP) announced its seventh annual Boren Alumni Award winners in October. They are Matthew Wagner, who won the 2013 Howard Baker, Jr. Award, named for the former senator and ambassador to Japan, and Joseph “Jay” Truesdale, who won the Sol Linowitz Award.

Wagner, a special agent with the Diplomatic Security Service, was a 2009 Boren Scholar in Jordan, where he studied Arabic. He now is assistant regional security officer at the U.S. Embassy in Algiers, Algeria, where he uses French and Arabic language skills daily. He previously served at the Bureau of Diplomatic Security Field Office in New York City.

The Sol Linowitz Award, named for Ambassador Sol Linowitz and awarded annually to a former Boren Fellow, went to Truesdale, a Foreign Service officer who had a Boren Fellowship in 1999 to study Serbo-Croatian in Bosnia and Herzegovina. He is the chief of staff at the U.S. Embassy in Islamabad, Pakistan. He has also served in Russia, Ukraine and Hungary, and is a Naval Reserve officer and former Fulbright Scholar.

The awardees were evaluated by a three-person committee comprised of a federal hiring official, a presidentially appointed member of the NSEP and a member of the Boren Forum.

NSEP, a federal initiative to increase the pool of U.S. citizens with foreign language and international skills, has awarded more than 5,000 scholarships and fellowships to students to study languages and cultures critical to U.S. interests that are underrepresented in study abroad.

NSEP pays tribute to the contributions made by one Boren Scholar and one Boren Fellow each year with these awards.



NSEP's Dr. Laura Junor presents Matt Wagner with his award.

Photo by Cable Risdon

'Sesame Square' Provides Lessons for Nigerian Youths



School children of Local Education Authority Ushafa meet with Elmo of Sesame Street.

Photo by Idika Onyukwu

Although the Nigerian village of Ushafa, some 40 kilometers from the capital of Abuja, lacks clean water and is on a bumpy, dusty road, Ushafa's children and those in 3,000 other homes, schools and viewing centers across the country get to watch the “Sesame Street” Muppets, thanks in part to a USAID grant.

The Nigerian co-production of the “Sesame Street”-like show called “Sesame Square” offers lessons on the ABCs, girls’ empowerment and health and hygiene—all crucial in a country where early childhood education is scarce, and diseases such as malaria and HIV/AIDS are common.

At Sesame Square’s third-season launch at LEA Primary School in Ushafa, a life-sized Elmo gave children hugs and posed with them for photos, while U.S. Embassy Chargé d’Affaires Maria Brewer spoke about U.S. support of the program and what Sesame Street meant to her growing up.

“For more than a decade,” Brewer said, “the U.S. government has partnered with the government of Nigeria to help strengthen Nigeria’s education system. As partners, we work together to ensure that all of Nigeria’s children receive quality, basic education. This work creates a long-lasting impact by setting the foundation needed to support Nigeria’s continued development.”

Like “Sesame Street,” “Sesame Square” was developed in collaboration with education advisers, including the Nigerian ministries of Education and Health. The 28 half-hour episodes are designed to promote fundamental literacy, numeracy, the importance of recycling, health and good hygiene habits. The series also emphasizes prevention of malaria and HIV/AIDS, as well as the importance of immunization against childhood diseases.

“Sesame Square” is supported by Sesame Workshop, an American non-profit that provides it with ancillary materials on basic literacy.

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Mediation: 'Giving Peace a Chance'

In the business of diplomacy, we at the State Department are all too familiar with the ways in which unresolved conflict may lead to unsatisfactory results. Our colleagues around the world are constantly working with other government leaders to establish meaningful relationships and maintain open lines of communication in an attempt to find creative and sustainable solutions to conflict. Unfortunately, some of us are also familiar with the fact that unresolved conflict within our own workplace can lead to potentially negative results, such as diminished productivity, low morale and—worst of all—disgruntled employees who express their dissatisfaction by putting forth the bare-minimum effort.

For us in the Office of Civil Rights (S/OCR), one of the most powerful tools of conflict resolution is mediation—our method of choice for alternative dispute resolution. Done well, mediation can repair working relationships by empowering parties to craft a solution that best suits their joint interests. We provide a trained and experienced mediator who encourages the parties in conflict to “give peace a chance.”

Moreover, mediation fosters mutual respect through improved communication. The mediator employs enhanced communication techniques so that parties may better understand one another's concerns and address them in a collaborative manner. For some, this process provides the first time the parties stop being defensive and accusatory and actually hear each other clearly. This process can mend and preserve frayed working relationships, even when the parties are extremely angry and polarized. Active listening is required of both parties, which calls for the parties to refrain from making over-generalized assumptions or searching for the other side's hidden agenda. The mediator encourages parties to tap into their own emotional intelligence and make a genuine effort “to walk in the other's shoes.”

One of the most significant benefits of mediation is that parties themselves get the opportunity to determine the best resolution to the conflict. When both sides play a part in crafting a solution, they are more vested in its success. By contrast, an administrative law judge's imposed remedy may not directly address the fundamental underlying interests of the parties.



In addition to the complainant and employee who allegedly committed the discriminatory act, the Department's Equal Employment Opportunity (EEO) Alternative Dispute Resolution program also requires that a resolving official (a senior executive authorized to make decisions on behalf of the Department) participate in the mediation. The presence of a respected senior-level official helps the parties, with the assistance of the trained mediator, determine what some of the amenable solutions may be.

If an employee believes he/she is facing discrimination, he/she can contact an EEO counselor in his or her bureau or the S/OCR to initiate an informal complaint. Mediation can occur at any stage of an EEO complaint, including the informal stage, the formal stage and even after a request for hearing. The Office of the Ombudsman and the Workplace Conflict Prevention and Resolution Center also offer mediation for resolving non-EEO-related conflicts.

We encourage employees to give serious consideration to mediation because we know from experience that it works. Of the EEO cases that go through mediation, about 70 percent reach resolution. It results in peace and productivity in the workplace and saves everyone more time and energy than administrative litigation. So, the next time you find yourself in the middle of a workplace conflict, opt for mediation. Give peace a chance. ■

A handwritten signature in black ink that reads "John M. Robinson". The signature is fluid and cursive.

Eye on IDPs

Development planning yields big results

By Paul J. Fitzgerald, senior career consultant,
Career Development Resource Center

In January, many employees reflect on what they'd like to accomplish in the new year. That makes it an ideal time to consider creating an Individual Development Plan (IDP), which can turn vague New Year's career resolutions into concrete actions for success. IDPs are integral to the Department's strategy for growth. When produced with a supervisor's help, the IDP allows for collaborative identification of the developmental assignments and training needs that an employee needs to achieve his or her goals.

At the Career Development Resource Center (CDRC) in the Civil Service Human Resource office, we like to think of an IDP as a Global Positioning System, like that in your car. It's a system for mapping a route for growth and tracking progress. IDPs can also be:

- Tools to chart, navigate and track an individual's developmental activities;
- Roadmaps defining goals, with actions and timelines that build on strengths and overcome gaps; and
- Agreements between an employee and supervisor to promote career growth and meet organizational objectives.

Tin Cao, associate dean of the School of Applied Information Technology at FSI, created his first IDP when he began his Department career in 1999, and has continued developing one every January. "I can't overestimate the importance of IDPs for career progression," he said. "By keeping a roadmap in front of me, I have continued to improve my skills strategically and positioned myself for new opportunities." He encourages his staff of 64 to develop them too, and so far 70 percent have done so or plan to, he added.

Misconceptions about IDPs include that they're just for individuals or only associated with formal training. While it's true that an IDP is focused on the growth of the individual, the improved skills arising from an IDP can help an entire office better achieve its goals.

One example of an IDP's broad payoff comes from a management Analyst who asked not to be named. She approached her supervisor with a draft IDP after finding a gap between the way her office prepares case reviews for clearance in another office and what's needed to expedite processing. Her IDP identified obstacles and training needed on federal regulations, plus on-the-job training (OJT) she needed with staff from the other office. Both offices will end up saving time and money, while she'll gain knowledge and experience in a new area.

IDPs are not just focused on formal training, although many employees presume that they must begin with a training course. While classroom or distance learning is important, experiential learning is essential to acquiring knowledge, skills and capabilities. The IDP form (DS-1922) underscores this by first asking those completing it to define specific OJT activities, and then determine the formal training necessary. This approach encourages non-course activities for acquiring a skill, such as shadowing, being mentored or taking a detail assignment with skilled colleagues. Another reason OJT is important is that supervisors often have limited training budgets.

The benefit of OJT is borne out by the comments of those who've done IDPs. According to Office of Personnel Management data, IDPs are commonly written with a 70-percent emphasis on formal training, 20-percent emphasis on learning from others and 10 percent emphasis on job experience. In practice, though, IDP users say 70 percent of their learning and development comes from job experience, 20 percent from learning from others and 10 percent from formal training—the reverse of what they put on the form. They learn by doing and find that formal



training is most valuable as a supplement to experience, with the supervisor being directly involved before and after the training. (More information is on the 2013 webcast, "How to Advance in Your Federal Career.")

Before beginning an IDP, determine what you want and how you'll get it. A strong IDP is a realistic self-assessment that develops short- and long-term career goals, explores options for learning and defines action steps. You also need to consider how you'll be able to demonstrate the new skills you develop.

Consider Tanya Huckaby Epps, a program specialist who has been using IDPs for the past seven years. She said she gained insight into the process through attending a CDRC workshop on IDPs and receiving guidance from the associate dean of her school. In her IDP, she combined OJT to learn technical procedures with formal training on software techniques. "As a result, I developed skills to create the first comprehensive brochure for an IT program that was presented at an annual information management officers conference," she said. "It is now distributed regularly to new employees and other groups."

Another key IDP tactic is to define what skills you wish to develop and how you will develop them. This requires a clear idea of the level of skill you have and where you need to grow. Look at the key competencies you'll need in your current position or one you're hoping for, then decide what you need at the levels of apprentice, practitioner or expert. An excellent resource for those in human resources, for instance, is at www.HRU.gov. It displays required competencies in various HR positions, and assists in developing a planning matrix. Another helpful resource is FSI's Leadership and Management Training Toolkit (<http://fsi.state.gov/fsi/lms/default.asp?contentID=116>).

The IDP is done on eForm DS-1922. While many completing the form try to fit their initial thoughts into that framework, it's better to draft your ideas into a Microsoft Word document beforehand. After you and your supervisor have discussed your plan, incorporate this information into the final form.

Another good resource is the CDRC, which has extensive experience in assisting with the development of IDPs and helps employees look at their careers strategically and develop specific objectives to reach goals and incorporate OJT. The center also provides guidance on talking to a supervisor about how new skills can address specific office needs.

While many supervisors see the IDP concept as an excellent path for an employee's professional growth, not all do. Thus, it's good to get their input early in the process. The Department is increasingly emphasizing the supervisor's involvement in the IDP process. In December it held an IDP workshop strictly for supervisors.

No matter where you are in your career, it's important to grow. Olympic athletes have development plans, as do musicians, chefs and high school students. If you take advantage of this power tool for professional growth, it'll put your career into overdrive. ■



The BIDS team included from left Lonnie Kelley and Todd Schwartz, both of EB John Silson of E, Leroy Bryant of IRM; Chuka Asike of EB; and Dwight Nystrom and Brody Dittmore of IRM.

Photo by Michael Trotta

Business Booster

Website passes leads to U.S. companies

By John Silson, special assistant, Office of the under secretary for Economic Growth, Energy, and the Environment

When American companies reported in late 2012 that they needed better, more timely leads on international procurement opportunities, the bureaus of Economic and Business Affairs (EB) and Information Resource Management (IRM) realized they could use web technology to help U.S. businesses get what they need to be competitive.

The interdepartmental and interagency process that followed may have resulted in much more: a technology that gives all Department offices a template to visualize and share their data internally, with other agencies and with the public.

At the Global Business Summit in February 2012 and the Global Infrastructure Summit in October 2012, business leaders noted several obstacles to expanding U.S.

exports, including one where the Department could help. While many other countries have ways of channeling trade tips and leads from the field to firms back home, U.S. tools on this front were weak, ad-hoc and out of date. U.S. businesses were finding out about opportunities too late or not at all and losing out to other countries. When U.S. businesses were the second or third companies to make their pitch for a contract, the projects had frequently already been designed without them.

In 2012, the president directed U.S. agencies to obtain and distribute information about foreign procurement opportunities to better support the National Export Initiative and enhance U.S. government work with the private sector. When EB studied the main U.S. government sources of leads on

business opportunities—leads reported to the Department of Commerce by personnel in the field—it found reported leads had fallen by 85 percent between 2006 and 2011 and moved slowly from the field to the private sector.

U.S. companies needed to get information about export opportunities sooner so they could connect with project sponsors and planners earlier in a project's development. The Business Information Database System (BIDS) offered a solution. BIDS began as a newsletter, developed by EB's Office of Development Finance, to inform posts about multilateral development bank projects. The concept was to help posts connect U.S. companies to opportunities without having to take the time to search tediously through individual development bank websites.

The next big improvement came when the newsletter team sat down with IRM's Office of eDiplomacy, which was planning to mate mapping and Internet technology using Bureau of Intelligence and Research software. The EB/IRM team envisioned a website where anyone in the Department could post a trade lead from his or her desktop, and anyone outside the Department could see the latest leads as soon as they were cleared.

Over a couple of weekends, the team made a prototype website to demonstrate the idea, and then secured an IRM Innovation Fund grant to support project development, which would be led jointly by EB and eDiplomacy—another example of inter-office collaboration within the Department.

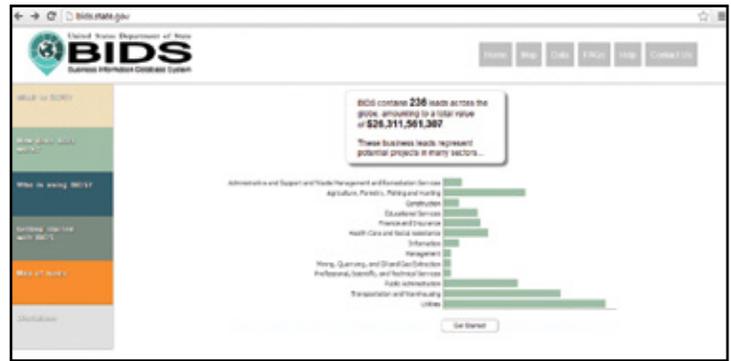
The development team designed BIDS so that it would be functional and easy to use. It also had to:

- Be intuitive and make reporting a trade lead simpler and faster than current systems;
- Facilitate the clearance of leads within days or hours, not weeks;
- Have tracking metrics and technology that could be used for other applications; and
- Be scalable and support an open and accessible public website.

The team began with outreach to potential users, since the site would be worthless if it was too hard to use and didn't give companies needed information. We asked companies what they would want in a trade-lead reporting tool and queried selected posts for suggestions for features and refinements. We needed broad buy-in, so the team met with representatives from other U.S. agencies, including the U.S. executive director's office at the World Bank, U.S. Treasury, Export-Import Bank, Millennium Challenge Corporation, USAID and the departments of Commerce, Agriculture and Energy. We told potential collaborators about the idea and invited them on board, building support for the project and data sharing.

The BIDS site will be officially launched shortly, but is already running. It offers a searchable map of projects from around the world, including multilateral development bank projects. Its chief use is to show and manage trade opportunities entered by U.S. government officers around the world. BIDS makes it easy for officers and local staff to edit or expand on existing leads, simplifies lead clearance and automatically routes cleared leads to the private sector.

The public site, <http://BIDS.state.gov>, also has a data feed that



Above: BIDS home page shows the total value of contracts available.

Below: The BIDS map shows the extent of contract values in each nation where sales opportunities exist.

developers are using to make apps and as a data source in their websites. Stored data on the site could eventually be used to analyze procurement and development trends. Michael Masserman, the Commerce Department's executive director for Export Policy, Promotion and Strategy, called BIDS "a boost to our efforts to help U.S. companies win projects overseas and a major step forward in data sharing between U.S. government agencies."

BIDS' underlying mapping technology can be used in other ways to support U.S. policy objectives. For instance, in the energy field, by combining BIDS data with population and GDP data, it could be used to estimate future energy needs by analyzing when and where foreign countries have developed new energy-generating capacity. In development, it could be used to target future assistance by cataloging all U.S. assistance projects. In the environmental area, it could be used to examine data on water scarcity, crops and deforestation to help U.S. officials identify emerging problems early.

Discussions on improving data sharing with U.S. agencies have led eDiplomacy to begin working on ways to use BIDS' technology to analyze data from other sources to facilitate U.S. economic and policy engagement. This information sharing and collaboration could be BIDS' greatest impact.

More information on BIDS' technology is available from the BIDS team at bids-mailbox@state.gov. ■





Celebrating Excellence

Department awards highlight top achievers

By Ed Warner, deputy editor, *State Magazine*



Secretary of State John Kerry officiated Nov. 14 at what he termed the Department's "celebration of excellence," its annual awards event, saying he wished to issue a "profound thank-you" to all Department employees for their "extraordinary work." He told the gathering in a packed Benjamin Franklin Room at Main State that his 29 years

in the Senate and his nine months as Secretary have given him perspective on "the risks, dangers, burdens and challenges" faced by employees as they serve the Department.

He then presented each award, as Deputy Assistant Secretary for Human Resources Marcia Bernicat read the winner's citation.



Secretary Kerry recognizes outstanding employees and Foreign Service Nationals during the Department Awards ceremony in the Ben Franklin Room at HST, Nov. 14.

Photo by Isaac D. Pacheco



The James A. Baker, III – C. Howard Wilkins, "Jr". Award for Outstanding Deputy Chief of Mission

Laura Farnsworth Dogu
For achievements that include “leadership in forging a dynamic new relationship” between Mexican officials and the mission, “robust public diplomacy outreach” and her commitment to the professional development of her staff at post.



The Charles E. Cobb Award for Initiative and Success in Trade Development

Scott H. DeLisi
For “outstanding success in advancing U.S. commercial and trade interests in Uganda and East Africa, and for creative and courageous leadership in supporting overall U.S. economic policy in Africa.”



The Robert C. Bannerman Award
Andrew K. Wroblewski

For achievements that include leadership during and after the Feb. 1, 2013, terrorist attack on the U.S. Embassy in Ankara, and advancing U.S. diplomacy in Turkey and Syria.



The Sue M. Cobb Award for Exemplary Diplomatic Service

Jeffrey L. Bleich
For “extraordinary energy, intelligence, vision and leadership” on the U.S.-Australia bilateral relationship.



The U.S. recipient of the Chief Financial Officer’s Award for Distinction in Public Finance
Sherry M. Hannah

The overseas recipient was James O. Inder of Mission Brazil. For “outstanding innovation and effectiveness in managing the Department’s fiscal resources.” The overseas recipient, James O. Inder, was cited for “assuring the financial well-being of rapidly growing Mission Brazil.”



The Ryan C. Crocker Award for Outstanding Leadership in Expeditionary Diplomacy

William V. Roebuck
For “leadership in improving Embassy Tripoli’s operational effectiveness and employee morale, and his contributions to crafting and implementing U.S. policy during a crucial period in the U.S.-Libyan relationship.”



The Warren Christopher Award for Outstanding Achievement in Global Affairs

James B. Story
For “initiative and creativity in advancing U.S. policy on the control of illicit drugs in Colombia.”



The Director General’s Award for Originality and Impact in Reporting

Christopher J. Harris
For his reporting on U.S. engagement with Pakistan during a challenging period for U.S. initiatives toward a peaceful transition in Afghanistan.



The Civil Service Secretary of the Year Award

Passy T. Pomeroy
For “exemplary performance” in support of humanitarian protection and assistance to African refugees and conflict victims.



The James Clement Dunn Award for Excellence

Jonathan Pratt
For his contributions in Pakistan, including “outstanding strategic vision, excellent policy analysis and strong leadership in managing and mentoring the Mission community” while acting deputy chief of mission of the U.S. Embassy in Islamabad for an extended period.



**The Foreign Service National Financial Management Award
Raafat Moharib**

For “providing excellent financial management services to Embassies Khartoum and Juba” while de facto financial management officer during a tumultuous year.



**The Swanee Hunt Award for Advancing Women’s Role in Policy Formation
Mara Tekach**

For leadership on gender issues in the U.S.-Mexico bilateral agenda and advancing programs to assist Mexico’s fight against sexual violence and for empowering women economically.



**The 2013 Robert C. Frasure Memorial Award
Philip T. Reeker**

For his “entire Foreign Service career working with four different U.S. Presidential Administrations on peace and reconciliation in the Balkans.”



**The Swanee Hunt Award for Advancing Women’s Role in Policy Formation
Yang Wanmei**

For achievements that include “originality and perseverance in promoting women as participants in the political and economic processes in South China.”



**The Cordell Hull Award for Economic Achievement by Senior Officers
John F. Sammis**

For his work to establish a new strategic agenda for the U.S. economic relationship with Mexico.



**The Thomas Morrison Information Management Award
David Haydter**

For his management of the Department’s crisis communications programs, “ensuring the Department can maintain communications anywhere, anytime.”



**The Leamon R. Hunt Award for Management Excellence
Charles H. Morrill**

For “creative, effective solutions that have dramatically improved morale and administrative operations at U.S. Mission Uganda.”



**The Edward R. Murrow Award
Aaron D. Snipe**

For “innovation and creativity in promoting U.S. policy goals across the Middle East and North Africa” during four consecutive public diplomacy assignments in the Bureau of Near Eastern Affairs.



**The Frank E. Loy Award
Caron De Mars**

For advancing the Department’s environmental objectives by “increasing public awareness of climate issues, strengthening water cooperation in the Middle East and empowering the region’s female environmental scientists.”



**The Office Management Specialist of the Year Award
Sandra L. McInturff**

For her work at the U.S. Mission in Libya “during an extremely turbulent period that included a marked escalation in threats, two evacuations and the relocation of Mission operations.”



The Arnold L. Raphel Memorial Award

Donald E. Jacobson

For “outstanding leadership and direction” of the Mission Brazil consular team.



The Rockwell Anthony Schnabel Award for Advancing U.S.-EU Relations

Kathleen Doherty

For achievements that include “leading a transformation in U.S.-EU policy coordination.”



The Luther I. Replogle Award for Management Improvement

Jayne A. Howell

For “exceptional vision in executing a collaborative management program” for consular section staff and “implementing a set of common values, vocabulary, tools and metrics to facilitate more effective consular operations worldwide.”



The Secretary’s Award for Excellence in International Security Affairs

William Malzahn

For achievements that include “tireless work in crafting a strong U.S. position on the UN Arms Trade Treaty.”



The L. Nicholas Ruwe Eligible Family Member of the Year Award

Joel A. Hinz

For “courage in protecting Consulate General Karachi colleagues during violent anti-American protests in September 2012,” and offering exceptional customer service as a consular associate.



The Sean Smith Innovation in the Use of Technology Innovation Award

John H. Silson

For “vision, innovation and tenacious leadership in conceiving and establishing the web-based Business Information Database System” for facilitating overseas sales of U.S. companies. (See story, page 8.)



The Mary A. Ryan Award for Outstanding Public Service

Emily J. Makely

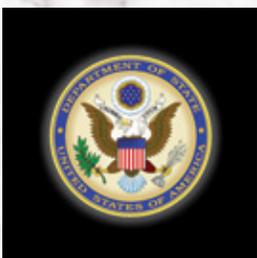
For her “professionalism and personal commitment to the security and well-being of U.S. citizens in Rwanda, as well as U.S. citizens being evacuated from the Democratic Republic of Congo” while the sole consular officer at the U.S. Embassy in Kigali.



The Barbara M. Watson Award for Consular Excellence

Stephanie A. Bunce

For “inspired leadership” at the U.S. Embassy in Sana’a’s consular section during Yemen’s violent unrest of 2011 and the section’s resumption of full services in 2012-2013.



The Herbert Salzman Award for Excellence in International Economic Performance

Machut Shishak

For achievements that include “insightful economic analysis that shaped U.S. economic policy toward Burma.”



Embodying Excellence

★ ★ ★ FSN award winners have people skills ★ ★ ★

By Ed Warner, deputy editor, *State Magazine*



If there's a factor that unites the six winners of Foreign Service National (FSN) of the Year award for 2013, beyond their excellent performance, it's that they're "people persons": workers who, in addition to having technical training, can motivate colleagues and gain cooperation from sometimes recalcitrant host governments.

AF ★ ★ ★

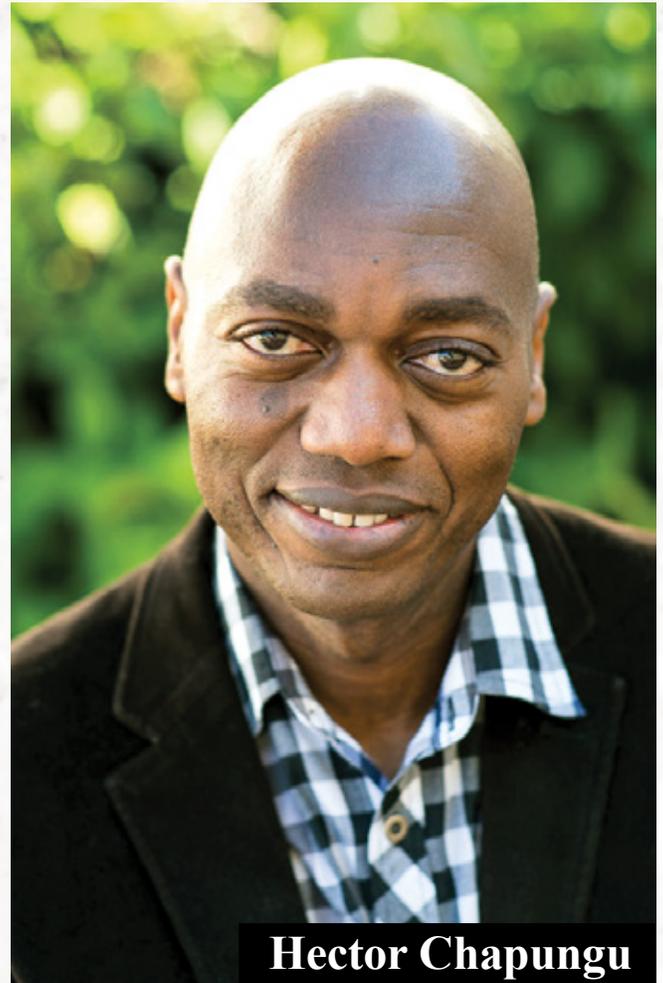
And if there's a top people person of them all, it's Hector Chapungu, this year's State Department-wide FSN of the Year. Chapungu, American Citizens Services assistant at the U.S. Embassy in Harare, Zimbabwe, won the award for the Bureau of African Affairs. (Each geographic bureau chooses a winner.) A six-year veteran of the post, he was cited for "outstanding work assisting, informing and protecting American citizens in Zimbabwe during a politically volatile period."

In an interview, Chapungu noted the tense U.S. relationship with his homeland's government, but pointed to the customer service experience he gained earlier with DHL worldwide courier service as a help in handling potentially touchy matters, such as getting packages cleared through Zimbabwean Customs.

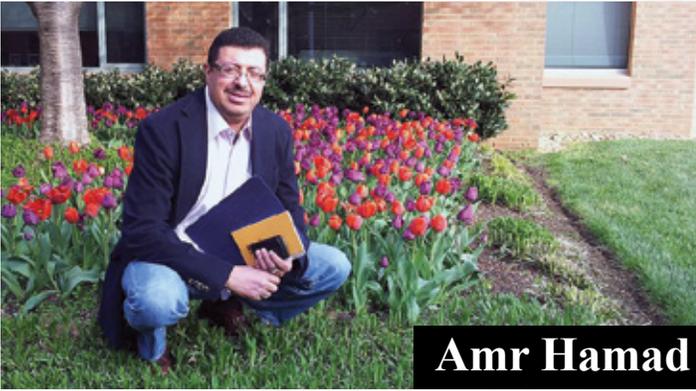
Chapungu, who is married and has two children, said his work involves building networks of host nation contacts, while helping American visitors be aware of the nation's restrictions; they cannot take photos anywhere they want, for instance. His contacts in law enforcement help him gain permission to visit incarcerated Americans; his contacts in tourism and emergency services help if a tourist is injured while on safari; and his private sector contacts allow the embassy to communicate via the firms' radios if the national phone network is down, he explained.

"You must have people on the ground who can be your eyes," he observed, adding that a big challenge is regularly having to cultivate new contacts, due to continual turnover among Zimbabwean officials.

Being a people person, he said, "comes to me naturally. People management skills are very important." He's also well educated, with a bachelor's degree in politics and administration and a certificate in, of course, customer service.



Hector Chapungu



Amr Hamad

NEA ★ ★ ★

Another FSN of the Year who works in a challenging environment is Amr Hamad. Hamad, the Bureau of Near Eastern Affairs' winner, is an economic specialist working for the U.S. Consulate General in Jerusalem but based in the Gaza Strip. Gaza faces numerous economic and humanitarian challenges, including chronic electricity shortages, high unemployment and restrictions on trade.

He said a big challenge is "changing the picture of the U.S. government in the eyes of Palestinians in Gaza."

Hamad was cited for his work in Gaza, particularly for providing "timely and thoughtful input on the economic and humanitarian conditions." A three-year mission veteran, Hamad was formerly general director of the Palestinian Federation of Industries. He is married and has a 9-year-old daughter.

Hamad's colleagues characterize him as "fearless." Although outside of the area when the fighting started, Hamad voluntarily re-entered Gaza during Israel's 2012 Operation Pillar of Defense while the conflict was ongoing.

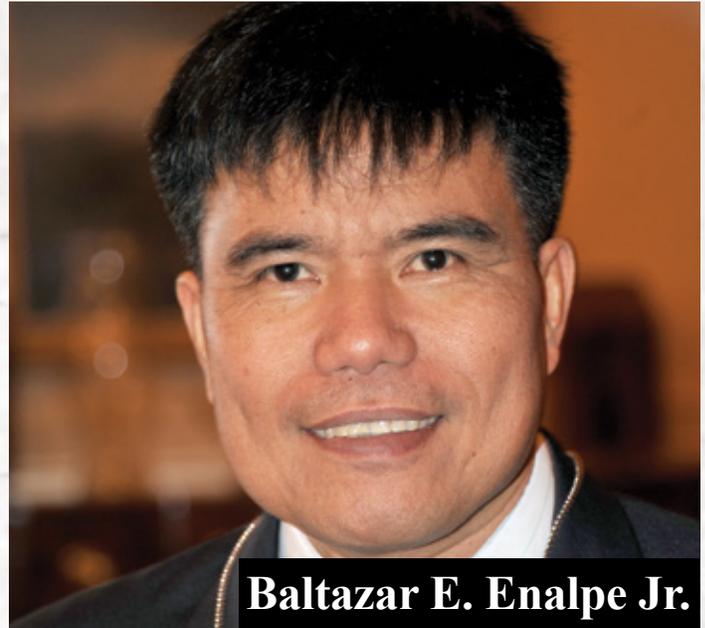
EAP ★ ★ ★

Another factor the 2013 FSNs of the Year have in common is their high levels of education. Hamad is an electrical engineer, as is Baltazar E. Enalpe Jr., FSN of the Year for the Bureau of East Asian and Pacific Affairs. Enalpe, who also has a degree in mechanical engineering, joined the U.S. Embassy in Manila in 1989 as a maintenance dispatcher. He's now the chief engineer and senior Locally Employed Staff member in the facilities management office. There, he supervises 94 direct-hire employees and more than 100 contractors who do everything from cleaning and grounds maintenance to keeping the air conditioning and power running. He was cited for leadership on "long-term planning initiatives and systems improvements that substantially contributed to key mission goals in the Philippines."

While engineers are sometimes faulted as being more comfortable with things than with people, Enalpe is a genuine people person and a successful negotiator. In one case, he helped convince the Philippine government to build a new pedestrian bridge, the Philippine-American Friendship Bridge, at a cost of 15 million Philippine pesos, so that the visa applicants could safely cross a busy street to reach the embassy. In another instance, he got traffic lights installed at a point where embassy employees needed to make U-turns on a busy street to enter a newly constructed parking lot at the embassy.

He also got the government of Pasay City to convert a vacant lot adjacent to the embassy annex and U.S. Veterans Affairs clinic into dedicated embassy parking. In that case, he said, success came partly because of contacts—the city engineer is a neighbor—and partly because he couched the matter as a veterans' issue in a nation that still recalls how the United States liberated it from the Japanese in World War II. "You have to have some charismatic way of convincing people to help your office," he observed.

Ever the learner, Enalpe is now pursuing an MBA.



Baltazar E. Enalpe Jr.



Fereena Qiyam

SCA ★ ★ ★

Another 2013 FSN of the Year who is both a people person and a believer in education is Fereena Qiyam, winner for the Bureau of South and Central Asian Affairs. Afghanistan can be a challenging place for a young, single woman to pursue education, but Qiyam studied at Kabul University and graduated in 2010. A protocol assistant at the U.S. Embassy in Kabul since 2008, Qiyam recently received a Special Immigrant Visa that she'll use to study for a master's degree in the United States. Ultimately, she wants to serve the Department in a higher capacity, but still specializing in Afghanistan and the region.

Qiyam's people skills are especially useful when working with the Afghan government on such protocol matters as ensuring the protection of U.S. officials. Although four Americans at post hold the title of ambassador, the government of Afghanistan at one time allowed only the actual chief of mission to drive onto its presidential compound. The others had to make a potentially dangerous walk.

When the acting chargé d'affaires, a woman, sought the same protection, Qiyam interceded with initially resistant Afghan presidential security officials, one of whom "told me to go wash dishes," seeing that as appropriate woman's work, she recalled. Qiyam persevered, obtaining vehicular access for the chargé and the other ambassador-ranked officials—no small feat in a country which is so conscious of security and protocol. Her award says it was given "for outstanding work ethic, excellent judgment, and tireless dedication to protocol on behalf of Embassy Kabul and the U.S. government."



Zoran Djordjevic

EUR ★ ★ ★

The winner for the Bureau of European and Eurasian Affairs, Zoran Djordjevic of the U.S. Embassy in Belgrade, makes a striking impression with his fluent, American-accented English, the result of a childhood spent in New York City. (He remains a Jets fan.)

And like the other winners, Djordjevic has superb people skills, a necessity for a procurement supervisor who must negotiate with local and U.S.-based suppliers on prices and delivery times. He buys whatever the post needs, from computers to \$120,000 worth of all-terrain vehicles for use by Serbia's border police.

Djordjevic started in the embassy mailroom in 1987 and worked his way up to procurement supervisor through what he termed "dogged pursuit of goals" and constant study of such contracting rules as the Federal Acquisition Regulations. "Before you go into a [purchase] process, you have to research and learn as much as you can about what you're buying, to ensure you're getting the best deal for the government," explained Djordjevic, who is married and has a daughter, now in medical school.

His award citation notes that he saved the U.S. government more than \$2 million through "contracting expertise, hard work and innovation in procurement."

WHA ★ ★ ★

Beating Djordjevic's 26-year tenure at post—by one year—is Alfredo Pennycook, FSN of the Year for the Bureau of Western Hemisphere Affairs. Nearly all of Pennycook's 27-year career at the U.S. Embassy in La Paz, Bolivia, was with USAID, in such roles as general services officer. In March 2013, he joined the State Department as a property supervisor, which requires him to keep track of such government-owned materials as computers and desks.

Here, too, people skills come to the fore. Pennycook notes how he negotiated with Bolivian Customs in that nation's "very tough" political climate. Once, he said, Customs was intentionally delaying release of the personal effects of staff members from several embassies. In response, he was selected to lead a group of staff members from several embassies in developing strategies to approach Customs representatives and solve paperwork problems. Pennycook communicated the group's concerns to Bolivia's Ministry of Foreign Affairs and Customs officials, and brought Customs officials' attention to problems such as the years-long blockage on the importation of vehicles and project goods. That restriction had held up the work of USAID, the Bureau of International Narcotics and Law Enforcement Affairs and the embassy. His efforts contributed to a legal ruling in the embassy's favor that saved the U.S. government \$1 million in penalties.

His award citation notes his "exceptional initiative and outstanding collaboration with Bolivian officials and diplomatic community colleagues towards achieving Mission goals in Customs matters." ■



Alfredo Pennycook

Unchanging Mission

Chennai consular work similar to 100 years ago

By Nicholas Manning, chief of Consular Services, U.S. Consulate General in Chennai, India

The United States has had a consular presence in Chennai, formerly called Madras, since the late 1700s. Although much has changed since the early 1900s, many aspects of work at the U.S. Consulate General have not, according to consulate records for the 1900-1930 period at the National Archives. Commercial diplomacy, care of U.S. citizens, human resource issues and official visitors seem to have played just as much a role then as now.

Reflecting how—like today—earlier American consuls kept an eye on potential markets for U.S. goods, in 1911 Consul José de Olivares sent a report that estimated 850 automobiles were then in South India, but the potential market was 10,000. He called it “one of the most promising fields in the world for the sale of such commodities,” and said the cars most preferred were four-seat with four to six cylinders, developing from 12 to 20 horse-power.

In 1912, he again reported on the attractiveness of the automobile market as well as that for metal bedsteads. Recently, as the U.S. Commercial Service staff prepared for its November U.S. Automotive Trade Mission to South India, the consul’s forecast of a century ago still rang true.

Consulate records are replete with references to births and deaths of U.S. citizens, as well as U.S. citizen registrations. In 1910, the consul sent the Department 12 copies of certificates “of American citizens who have re-registered at the Consulate since July 21st, 1910. ...Each contains the local address and the name and address of the nearest living relative in America.”

That was clearly an early version of the Bureau of Consular Affairs’ Smart Traveler Enrollment Program, underscoring the continuing need to be able to reach U.S. citizens in an emergency.

In 1909, consulate ledgers registered American Citizens, American Citizens Before Marriage, American Citizens by Marriage and Children of American Parents, among other categories. Births and deaths recorded then generally pertained to missionaries; today, they’re driven by the U.S. links to the information technology boom in cities such as Bangalore. Notarial services were also part of the daily work, just as now. Accepting applications for passports began circa 1910. An early applicant, dentist Arthur A. Mix of New York, paid the \$1 fee and another dollar for the oath of allegiance.

Sailors played a large role in American Citizens Services in the early part of the 20th century; one consulate ledger notes cases of “American Seamen Relieved.” In 1909, Consul Olivares noted that he had bought a railway ticket to Bombay and paid for a rickshaw so that G. A. Salisbury, a stranded American, would not be “a public charge and a disgrace to his country in Madras.” A June 1927 entry reports that the medical care of Patrick Ives of the ship S.S. Homestead was paid for, due to his “alleged assault on board by chief engineer.”

Unlike today, where an average of 1,000 nonimmigrant visa applicants line up daily, visas were not on the agenda here a century ago. Therefore, staffing needs were more modest. In 1912, the local staff consisted of at least one clerk, a man to pull the rope for the overhead swinging fan, and two others. But when Consul Olivares requested another clerk, the Department refused, citing insufficient funds. “”

A continuing concern was disease. In October 1910, Consul Nathaniel B. Stewart requested U.S. home leave in 1911 for 60 days because of “the unusually hot and trying weather” and an earlier attack of typhoid fever. In 1912, Deputy Consul E. R. Rich wrote the Department that Consul Olivares was confined to his bed because his dengue fever (which remains a threat today) was “especially severe and

prolonged, due to his attempting to resume his duties as the first stage of his attack was moderating, which resulted in a relapse.”

Even in those days of slower international transportation, official visitors were a part of consular work in South India, as now. In 1908, Consul Stewart noted a visit of the collector of internal revenue of the Philippine Islands, who “is here on business and leaves tonight for Colombo.” In 1909, Charles P. Perry, vice and deputy consul general at Calcutta, visited Madras, as did former U.S. Vice President Charles W. Fairbanks and his wife. “They arrived at 7:30 A.M., breakfasted at Madras Club, were driven about the city, calling at Government House, lunched at the Club, during the afternoon met the Americans of Madras/and left at 6 P.M. for Calcutta,” Consul Stewart reported.

The post’s Fourth of July reception was just as important then as it is now. On July 4, 1914, Consul Olivares wrote of an afternoon reception held at the consular residence featuring “the unveiling of a splendid picture representing the ringing of the Liberty Bell.” The celebration ended with fireworks.

Political reporting was limited back then, and its small role is reflected in Consul Stewart’s Aug. 18, 1910 note on the Indian independence movement: “Being purely political, the agitation carried on is, of course, something with which I have nothing to do except to watch it as a spectator.” He added that he thought “the situation is growing more serious instead of improving, as is often claimed.”

A few months later, he said of the nearby small French possessions in the Madras consular district that “petty riots sometimes occur with other consequent lawlessness and in some instances destruction of property.”

Early consular officers were, as now, subject to inspections. A.L.M. Gottschalk, American consul general at large, inspected the consulate in September 1909, making 13 suggestions that included obtaining a bulletin board to post U.S. quarantine regulations, destroying invoices more than five years old and keeping well-informed of local prices of exportable commodities, which Gottschalk said “is one of the chief responsibilities of a good consular officer.”

Although the Chennai consulate offices no longer have sea views, and lines of visa applicants have replaced U.S. seamen needing assistance, the post’s work 100 years ago in some ways is very similar to that done today. ■



The consulate, now at a newer site, moved into the above bank building in 1924.

Photos by Nicholas Manning

Office of the Month



The Office of Global Health Diplomacy team includes, clockwise from top left, Sheila Weir, Hal Howard, Steve Murphy, Jason Bowman, Elizabeth Jordan, Elana Clarke, Mark Giambrone, Seifa Hauptmann, Ambassador Leslie Rowe, Warren 'Buck' Buckingham and Scott Edelman. Not shown is Claudette Rhone.

Photo by Cathy Marsicek

A HEALTHIER WORLD

Office strengthens global health diplomacy

By Sheila Weir, public diplomacy officer, and Warren "Buck" Buckingham, senior communications advisor, Office of Global Health Diplomacy; and John Jason Bowman, senior science and policy advisor

The United States leads the world in technical and financial assistance for global health. In January 2013, to accelerate progress toward U.S. global health objectives, including creating an AIDS-free generation and ending preventable child and maternal deaths, the Department established the Office of Global Health Diplomacy experts (S/GHD). Within the office, a team of diplomats and health led by Ambassador Leslie Rowe responds to the Quadrennial Diplomacy and Development Review's call for U.S. diplomats to "move the conversation beyond the health ministry to the finance ministry, the parliament, and up to presidents and prime ministers."

Ambassador Rowe reports that, "In this first year we are promoting examples of breakthrough leadership by ambassadors [who are] standing with our development and technical assistance colleagues to remove obstacles and create opportunities for better health outcomes. They open doors to heads of state and ministers of finance to expand resources and harmonize policies. They raise sensitive—but vital—human rights issues in public health, including the unique and disproportionate burdens borne by women and girls, and the special

vulnerabilities of key populations including migrant workers, sex workers, men who have sex with men, and injecting drug users."

S/GHD's mission is to promote maximum results from U.S. foreign assistance for health (FY13 budget appropriations alone totaled more than \$8.7 billion) and to have those resources well-leveraged with contributions from others. It supports not only the Department's work, but programs of other federal agencies like USAID, the Centers for Disease Control and Prevention, the Peace Corps and the Department of Defense. Key departmental counterparts include the Office of the Global AIDS Coordinator (S/GAC), which leads the U.S. response to the HIV pandemic through the President's Emergency Plan for AIDS Relief, and the bureaus of International Organization Affairs (IO) and Oceans and International Environmental and Scientific Affairs (OES).

Ambassador Rowe and the S/GHD team know from experience that U.S. diplomats abroad are able to persuade partner governments with which the U.S. has foreign assistance investments to commit more of their own resources to the health of their people, and to promote

increased bilateral and multilateral health support from countries with stronger economies.

While leading the U.S. Mission in Mozambique, Ambassador Rowe recalled, “We signed a trilateral agreement committing Mozambique, the United States and Brazil to cooperate on health and food security—a strong example of participation by an emerging economy. Having served in Brazil when it was an aid recipient, it’s gratifying to see this evolution, where they first exerted leadership in protecting the health of their own citizens and now are able to extend assistance to Lusophone nations in Africa.”

S/GHD’s team of 12 includes Foreign Service and Civil Service generalists and specialists, contractors, interns and detailees. Team members have expertise in global health and diplomacy, while Ambassador Rowe has experience in both fields. As deputy chief of mission in Kenya and ambassador in Papua New Guinea and Mozambique, she led country health teams and represented the United States at the highest diplomatic levels. Senior Communications Advisor Warren “Buck” Buckingham has worked for Department of Health and Human Services (HHS), USAID, State and the Peace Corps during the past 23 years; Senior Science and Policy Advisor Dr. Jason Bowman joined the Department two years ago from the National Institutes of Health to join the president’s Global Health Initiative team and HHS detailee Dr. Elana Clarke brings an academic and interagency perspective.



The office’s senior advisor for Strategy and Communications, Warren “Buck” Buckingham, speaks to the 2011 Caribbean Regional AIDS Conference in The Bahamas. *State Department photo*

U.S. Responds to World Health Crisis

Worldwide, nearly 2,000 children die daily from diarrheal diseases associated with lack of hygiene, sanitation and safe water. In those same 24 hours, approximately 800 women will die from preventable causes related to pregnancy and childbirth. A full 3.3 billion people—half of the world’s population—are at risk of malaria. And despite great progress in expanding access to care, prevention and treatment, more than 2.5 million new HIV infections occurred in 2011.

In direct response, the Obama administration with strong bipartisan support from Congress is working toward the goals of creating an AIDS-free generation and ending preventable child and maternal deaths. Both goals include a strong focus on women and girls, as affirmed in the principles of the Global Health Initiative.

Secretary of State John Kerry has made the State Department’s commitment clear. Speaking at the University of Virginia in February 2013, he said: “We seek to reduce maternal mortality, eradicate polio, and protect people from malaria, tuberculosis and pandemic influenza because we know these diseases don’t discriminate by nationality, and we believe that relieving preventable suffering doesn’t need a justification. And I think that’s part of our values.”

Career diplomats on the team include Deputy Director Liz Jordan, Public Diplomacy Officer Sheila Weir and Foreign Service Officers Howell “Hal” Howard, Scott Edelman and Steve Murphy. The team is rounded-out by Special Assistant Seifa Hauptmann, Communications Specialist Mark Giambrone and intern Claudette Rhone. Steve Murphy, a political officer with a previous career in public health, said he “found the right match in the Office of Global Health Diplomacy. I was looking for a mission-driven office with a spirit of innovation, and GHD has a bold vision of how we can use U.S. diplomacy to dramatically improve the world.”

The office is organized into two teams. S/GHD’s Sustainability and Shared Responsibility team works primarily on external engagement. Earlier this year, it collaborated with the World Bank Group to host the Africa Health Forum, which brought together ministers of health and finance from more than 20 sub-Saharan nations to meet with all major donors in the sector. The group discussed increased and more effective investment in health, and now our embassies are working with these countries to drive results.

More recently, the team worked with IO to convene interagency meetings on maximizing technical and programmatic returns on the more than \$2 billion the United States invests annually in multilateral institutions such as World Health Organization, the World Bank, Global Alliance for Vaccine Initiatives (GAVI) and the Global Fund. The team also has worked closely with S/GAC to promote contributions to the Global Fund, and will provide diplomatic support to the 2014 funding replenishment for GAVI.

The Office’s Institutionalizing Health Diplomacy team focuses more internally, organizing interagency briefings on U.S. health priorities for ambassadors, deputy chiefs of mission and other Department leaders. In just six months, S/GHD hosted nearly 40 briefings with Department principals who were embarking for countries with significant U.S. health interests. In this busy first year, the team initiated a speakers series and has worked with the Foreign Service Institute to incorporate health diplomacy throughout its curriculum and co-sponsor the Global Health Diplomacy (PE 152) course with the Office of International Health and Biodefense (OES/IHB).

More information on the office is at <http://www.state.gov/s/ghd/> and on Diplopedia. ■



Post of the Month

Luxembourg



Big Role in Region Small Country Plays

By Carolyn Turpin, public affairs officer, U.S. Embassy in Luxembourg

The Grand Duchy of Luxembourg, a wedge of land in the heart of Western Europe, is a surprising gem, full of sights, tastes and experiences that make it a wonderful place to work and a tourist destination not to be missed. It is a study in contrasts and extremes: one of the smallest countries in the world, with fewer than 1,000 square miles, yet one of the richest.

Old-world charm, medieval castles, Roman ruins and historic center contrast dramatically with the ultra-modern Kirchberg section of Luxembourg, home to several European Union institutions, including the European Court of Justice, European General Court, European Court of Auditors, parts of the European Commission, Secretariat of the European Parliament and European Investment Bank and Investment Fund. In addition, several high-profile architectural projects were completed for the last European Year of Culture in 2007, notably the Christian de Pontzarparc-designed Philharmonic Symphony Hall and I.M. Pei-designed museum of modern art, the MUDAM.

For foodies, the cuisine is a big attraction; Luxembourg's restaurants have been awarded more Michelin stars per capita than any other country.

"It is basically French food with German portions," said Ambassador Robert Mandell. This, added to the wine (producers are strategically positioned along the Moselle River) makes it a lucky thing that there are miles and miles of bike and hiking trails throughout the city and countryside for exercise.

"Living in Luxembourg City is like living in an idealized dream of a European city," said Political/Economic Section Chief Heidi Jovanovic. "The city is beautiful, clean and walkable, with real royalty, a palace, Abbey, fortress ramparts, piazzas, countless cafes and restaurants with outdoor seating and a cathedral. It is also extremely kid-friendly.

"Luxembourg celebrates summertime with one outdoor festival after another: music and theatre festivals, street performances, children's festivals," she added. "Luxembourg marks the end of summer with the massive, three-week-long Schueberfouer, an enormous carnival complete with rides, market stands and food vendors galore; more than two million people attend each year."

Luxembourg's history began tens of thousands of years ago, evidenced by artifacts on display at the splendid Museum of History and Art in the city's historical center, but the written history of Luxembourg as a state begins about 1,000 years ago.

Left: A man walks down Rue des Treves in Luxembourg.

Photo by Gwenael Piaser

Top: This bird's-eye view encompasses the historic center of Luxembourg City.

Photo courtesy of Embassy Luxembourg

Right: Embassy staffers enjoy a moment with former Supreme Court Justice Sandra Day O'Connor, fourth from left.

Photo by Carolyn Turpin



Starting with the acquisition of Luxembourg Castle by Siegfried, Count of Ardennes, in 963, Luxembourg City grew to be a fort town of great strategic value due to its topography and location. Over the centuries, it passed from the Holy Roman emperors to the Bourbons to the Hapsburgs to the French before it was established as a Grand Duchy following the defeat of Napoleon in 1815.

The country is probably best known for its roles in World War I and World War II. Germany invaded and occupied Luxembourg in both wars, and both times American troops liberated the nation. The chief of mission residence served as the German embassy prior to the Nazi invasion and the residence for several Nazi governors during WWII. The dramatic Battle of the Bulge played out over northern Luxembourg, and Gen. Patton is buried alongside more than 5,000 of his troops in the impressive American Military Cemetery at Hamm. The blood and sacrifice of those soldiers cemented an enduring connection between the two nations.





Since then, Luxembourg has transformed itself from a sleepy agrarian and steel-producing nation into a financial powerhouse and one of the wealthiest nations in the world. The U.S. Embassy in Luxembourg has continued to strengthen the bilateral relationship through strong economic advocacy in such areas as aircraft sales for Boeing and wine sales for California and Oregon.

According to Economic and Commercial Specialist Carla Rosen-Vacher, "Luxembourg has succeeded in diversifying its economy into logistics, biotechnology, e-commerce and information and telecommunications technology, as well as green energy. The embassy has been a strong collaborator in supporting the expanding base of U.S. companies entering the market in these new sectors."

Luxembourg is the European headquarters for more than 100 American companies such as Goodyear, DuPont, Guardian Glass, Amazon, Delphi, Netflix, Skype and State Street Bank. A recently completed bilateral work agreement gives eligible family members many opportunities for meaningful employment.

"Though a small nation, Luxembourg is a strategic ally to the U.S. and a powerful player in the EU," said Ambassador Mandell. "Luxembourg is a founding member of the European Union, the United Nations and NATO, and plays an active and vocal role in these institutions. A recent example is our work with them on the Syria Resolution in the U.N. ensuring that Syria's at-risk communities receive humanitarian aid."

Luxembourg frequently deploys troops in multilateral engagements, including through the U.N., EU and NATO in Iraq, Afghanistan, the Balkans and Africa. The nation recently made a significant financial contribution to the work of the Organization for the Prohibition of Chemical Weapons in eradicating chemical weapons in Syria. In 2012, Luxembourg began a two-year term as an elected member of the U.N. Security Council, increasing its visibility on an international level.

Luxembourg is home to the EU's highest court, the European Court of Justice (ECJ). The embassy has helped organize the Luxembourg Forum, a two-day summit that will bring together ECJ justices and a majority of U.S. Supreme Court justices in February 2014 for judicial consultations.



Children from the Kannerland Orphanage gather at the opening of the art exhibit showcasing paintings they created with Ambassador Mandell, left center, and Prime Minister Xavier Better, right center. Better was Luxembourg City mayor at the time. *State Department Photo*

Outreach to youth is a post priority. This school year, Ambassador Mandell will visit all 45 Luxembourgish high schools with the German ambassador to talk about history, reconciliation and how former enemies have become close allies working together on global issues.

Ambassador Mandell has also taken a local orphanage under his wing, teaching the children to paint, taking them on field trips and serving as a mentor.

A posting in Luxembourg is an opportunity to work on many issues and enjoy a multicultural work environment like few other places. Eighty percent of the Locally Employed Staff are not from Luxembourg; some travel daily from France, Germany or Belgium to work alongside



Florida Senator Bill Nelson addresses Fourth of July visitors to the embassy. *State Department Photo*

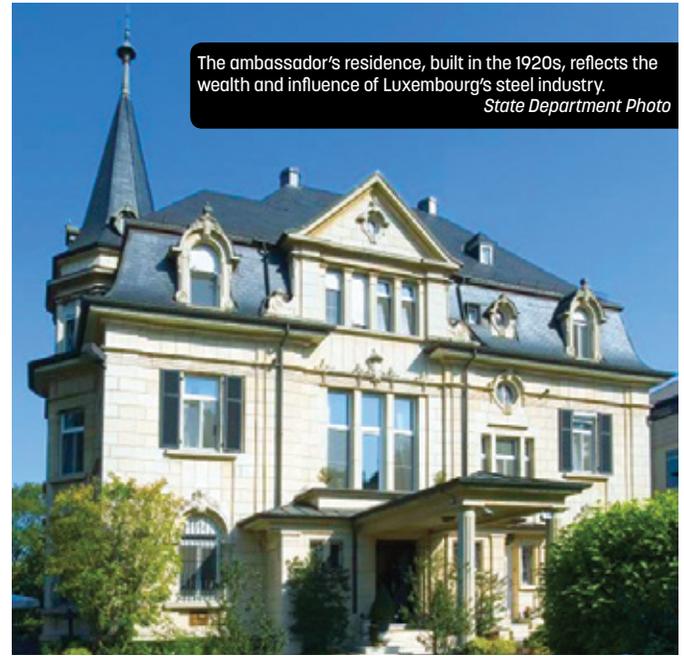
several transplants from other European countries and the United States.

“The embassy staff reflects the larger population: Luxembourgers make up only 55 percent of the population of the country, the rest being immigrants and other foreigners,” said Public Affairs Assistant Stephanie Shaheen. “Each day more than 150,000 people commute to Luxembourg from surrounding countries, and it is common to hear German, French, Dutch, Portuguese, Italian, English and other languages—even ‘Luxembourgish’—on the streets.”

With only 12 American officers posted to the embassy, everyone has the opportunity to wear different professional hats, learn new skills and become familiar with how other sections work. Portfolios are broad and varied. For example, the one officer in Public Affairs handles all the press, cultural, supervisory and administrative tasks. Each officer has daily contact with the Front Office and a real opportunity to help shape and develop policy. Working in such a small country also means having better access to government officials and high-level contacts.

“Luxembourg is an extremely family-friendly post and a wonderful and safe place to raise children,” said Deputy Chief of Mission Jane Messenger. “This forward-thinking country provides generous social benefits that include child-care subsidies for everyone, even diplomats.”

The Grand Duchy of Luxembourg—the only Grand Duchy in the world—has something for everyone: art, history, museums, fine dining, wine, outdoor activities, travel and rewarding work. A three-year posting may not be long enough to experience it all! ■



The ambassador's residence, built in the 1920s, reflects the wealth and influence of Luxembourg's steel industry.
State Department Photo



Post of the Month



At a Glance Luxembourg

Capital: Luxembourg

Government type: Constitutional monarchy

Area: 2,586 sq. km.

Comparative area: Slightly smaller than Rhode Island

Population: 514,862

Languages: Luxembourgish (national language), German and French

Religions: Roman Catholic, Protestant, Jewish and Muslim

GDP per capita: \$81,100

Export partners: Germany, France, Belgium, U.K., Italy and Switzerland

Export commodities: Machinery and equipment, steel products, chemicals, rubber products and glass

Import commodities: Minerals, metals, foodstuffs, and quality consumer goods

Import partners: Belgium, Germany, France, U.S., China and Netherlands

Currency: Euro (EUR)

Internet country code: .lu

Source: The World Factbook

Full Circle

Brothers mark end of careers together

By Robert B. Nolan, retired U.S. Ambassador to Lesotho

In October, after more than 37 years in the Foreign Service, a joint Chief of Mission flag ceremony presided over by Acting Director General Linda Tagliatela celebrated my retirement and that of my brother, Steve. We'd requested a joint ceremony since we felt it would be appropriate to leave the Foreign Service the way we came in—together. He and I were featured in the July 1976 edition of *State Magazine's* precursor, the Department Newsletter, as the first brothers to enter the Foreign Service in the same A-100 class.

Thirty-two years later, we served overlapping tours as U.S. ambassadors in the same geographic region. I was chief of mission in Lesotho from 2007 to 2010. Steve was chief of mission in Botswana

from 2008 to 2011.

Separated in age by only 13 months, we come from a Department of State family, so it is not surprising we dedicated our working lives to the Foreign Service. We were following in the footsteps of our father, Bernard Nolan, who became a Foreign Service officer after a career in the U.S. Marine Corps and Army. Our mother, Mary Nolan, was a Civil Service employee for 13 years at the Philadelphia Passport Office after our dad's death in Yemen in 1973. All together, the Nolan family has proudly served the Department of State for 95 years.

Steve and I were first introduced to overseas life in 1966, when our dad was assigned to the U.S. Embassy in Nairobi, Kenya. We explored



With the flags given them at the brothers' Oct. 30 joint Chief of Mission Flag Ceremony are from left Judy Nolan, her husband Steve Nolan, Rob Nolan and his wife Nancy.

Photos by Robert Mark

Nairobi, which then was a city of only a few hundred thousand people, reconnoitering the Indian shops and bargaining in the African markets. We loved everything about Kenya, from learning to drive in the Nairobi National Park to adventurous family road trips in a Volkswagen Beetle to Mombasa and across the muddy Aberdare Mountains.

Steve could not know at that time what a central part Nairobi would play in his adult life. Later postings with our family included Sierra Leone, Cyprus and Yemen. Between exotic cultures and occasional coups, excitement and adventure seemed woven into the life of every post, cementing the desire of Steve and me for Foreign Service careers of our own.

I graduated from Villanova University in 1974 and Steve followed a year later. At that point, we had both passed the written and oral examinations and were fairly optimistic about our chances for getting into the Foreign Service. We had considered a range of career options but were certain that nothing could match the Foreign Service. We were enrolled in master's programs at different graduate schools when the invitations came to join the June 1976 A-100 class, giving us only a few weeks' notice.

We both wanted our first assignments to be in Africa because of our fond memories of our parents' tours of duty in Nairobi and Freetown. (We'd spent four years in Freetown and it was our parents' favorite assignment.) Steve was assigned to Dakar, Senegal, as a general services officer (GSO) in early 1977, and I went to nearby Conakry, Guinea, also as a GSO. (I got assigned to Conakry because my wife, Nancy, was a nurse, and Embassy Conakry needed to bolster its medical capacity.) After Steve married his wife, Judy, in Dakar, their first honeymoon stop was to visit us in Conakry before going on safari in Kenya.

Steve served in a wide variety of overseas and domestic management assignments during the first third of his career, but the Bureau of African Affairs (AF) became his home. In addition to Dakar, he served in Nairobi, Harare, Cape Town and Gaborone. In Washington, he served several tours in AF, including as AF's executive director and, most recently, as office director for Southern Africa.

Steve's ties to Embassy Nairobi are particularly strong. He was one of the first students to attend what became the International School of Kenya, where his wife taught during their assignments to Nairobi. As management counselor on his second assignment in Nairobi, he received the Department's Heroism Award for his actions during and after the 1998 embassy bombing.

The Nairobi bombing linked us because I was asked to coordinate the arrival ceremony at Andrews Air Force Base for the Americans who were killed. Steve always made a special effort to support the survivors and honor the victims of the Nairobi bombing. He was sent to Nairobi a final time as chargé d'affaires for a month in 2012 to help ensure a smooth transition between ambassadors.

Meanwhile, I spent a significant portion of my career in the Bureau of Human Resources (HR). I served as office director of four HR offices, most recently Resource Management and Organization Analysis, and my first domestic assignment was as HR's budget officer. My overseas posts included management officer in Antananarivo, Havana and Helsinki; principal officer in Monterrey; and ambassador to Lesotho.

It is often said that the Foreign Service is like an extended family. The Nolans can vouch for this. During her lifetime, our mother visited her sons at most of their posts, telling stories of her own Foreign Service adventures. Along the way, Steve and I met numerous colleagues who shared many good memories of serving with our parents overseas. One was Ted Strickler, who with his wife, Val, assisted our family when our father died of a heart attack in Sana'a in 1973. We will always remember their kindness. Val later worked for me as an information management officer in the Bureau of Western Hemisphere Affairs (WHA) when I was its executive director.

When posted in Conakry, Nancy and I often went to Freetown, where we were befriended by Management Officer Sam Case and his wife, Betty. The Cases had served with our parents in Sana'a. When the Cases were evacuated from Freetown, Nancy and I happily agreed to adopt Codel, their large bull mastiff. Thirty-two years later, when Betty

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 Department of State
NEWSLETTER



A FOREIGN SERVICE FIRST—Stephen J. Nolan, left, and Robert B. Nolan, sons of the late FSO Bernard Nolan, are the first brothers to enter the Service in the same class.

Two brothers start careers as FSO's

The 125th Foreign Service Officer Class, which was sworn in on June 7, boasts a "first"—two brothers who are starting their careers as Foreign Service officers with the Department.

They are Robert B. Nolan, 24, and Stephen J. Nolan, 23, sons of the late FSO Bernard Nolan, who served as General Services Officer at the U.S. Embassy in Sana'a, Yemen Arab Republic. Mr. Nolan died in Sana'a on October 25, 1973.

Mr. Nolan joined the Foreign Service Staff Corps in February 1966. Prior to his assignment in Sana'a he had served in Kampala, Nairobi, Freetown and Nicosia. Mr. Nolan transferred to the Foreign Service Officer Corps in April 1973.

Mrs. Nolan, who had accompanied her husband to his overseas post, witnessed the swearing-in ceremony of their sons.

Robert and Stephen were born in Pennsylvania and received Bachelor of Science degrees from Villanova University, where they majored in accounting, economics, statistics and business administration.

Both lived with their parents in Sana'a. Robert served as a Summer Intern with the U.S. Embassy there and Stephen worked one summer with AID.

The brothers, who have been assigned to the Administrative cone, are looking forward to their careers in the Service.

The brothers are shown ready to start their careers in this photo from the July 1976 edition of the *Department of State Newsletter*.

was cleaning out her house to move into a retirement home, she returned a photo Nancy and I had sent her of our daughter Meghan with Codel in our yard in Antananarivo. Betty said she kept that photo in her china cabinet and looked at it daily.

Steve had close Foreign Service ties too. When posted in West Berlin, he worked for Mike O'Brien, who had replaced our father in Nicosia. Years later, Mike's wife, Linda, was my office manager in WHA.

Today, Steve and I both live in Reston, Va. We both now work as re-employed annuitants, I with HR and Steve with AF. Outside of work, I'm looking forward to spending time with Nancy and our three adult children and grandchildren. Steve plans to become more involved in wildlife conservation, and has left his Land Rover in Botswana in anticipation of many more safaris to come.

In all, Steve and I simply cannot imagine any career that would have been as exciting and fulfilling as serving in the Department of State. ■



Department Named Great Place to Work

Washingtonian magazine in December named the Department of State one of 50 Great Places to Work for 2013. Federal agencies were chosen based on a combination of Partnership for Public Service rankings and hiring potential. The Department, one of only five federal agencies earning this distinction, was selected because its employees know their work matters and they receive such popular benefits as the student-loan repayment program, mentoring and training programs, a transit subsidy and access to daycare.

Information on State Department jobs and the Foreign Service Officer Test is at <http://careers.state.gov>.



Van Horn Again Wins 'Ruck March'

For the second time in a row, Bureau of Diplomatic Security (DS) Special Agent Aaron Van Horn came in first in the Multinational Force & Observer's (MFO's) quarterly ruck march, a 30-kilometer ordeal in which participants slog through the Sinai desert's heat wearing a fully loaded 25-pound pack. Van Horn, who is seconded to the MFO's Civilian Observer Unit (COU), had a finishing time of 3:01:11. His closest competitor was seven minutes behind, and the third-place finisher came in a half hour later.

Van Horn also finished first in his first attempt at the ruck march, in June 2013.

The MFO monitors the 1979 Egypt-Israel Peace Treaty, hosting approximately 1,700 soldiers from 13 nations at observation posts throughout the Sinai Peninsula. The 18-member COU plays a key role in the treaty as the only unit permitted to inspect military sites throughout the Sinai.

Aaron Van Horn, left, receives a congratulations from Colonel Olav Njos for being the top male finisher in the Ruck March.

Photo by Major Brian Gillespie

State/USAID Tennis Team Wins Fifth Title

The Department of State/USAID tennis team beat its archrival team from the Department of Commerce in late August to win first place in the interagency Department Tennis League (DTL) competition in Washington, D.C. A well-placed backhand volley by a Department Franklin Fellow, Brian Campbell, clinched the victory, securing the team's fifth consecutive DTL championship.

Composed of staff from U.S. government agencies, the DTL began in 1932. It took the State Department until 1951 to win its first title, but its 2013 championship was its 10th overall. Only Army (25) and Navy/Coast Guard (15) teams have won more banners, according to team captain John Wilson of USAID.

Wilson said the team's roster changes annually with the arrival and departure of staff, "but we've usually got a great mix of former college players and serious recreational players working at State and USAID. These are competitive people who want to win for their organization."

Passport Center Celebrates Hispanic Heritage Month

The Western Passport Center, a passport adjudication site in Tucson, kicked off its first Hispanic Heritage Month in September with guest speaker Alex Cooper of the Tucson Hispanic Chamber of Commerce, who spoke of the contributions of Hispanics in the United States.

The month-long celebration featured displays of Hispanic art including a handmade Mexican woven rug, a replica Mayan statue, art posters and books on Hispanic cooking, history, poetry and literature that staff could check out. The center also held a competition to identify flags from Hispanic countries in the Caribbean, Central America, North America and South America.

The celebration ended Oct. 15 with a Hispanic-themed lunch that included a competition for the best recipes and foods from Cuba, Mexico, Puerto Rico, Spain and other Hispanic countries.



Winners of the Hispanic-country flag game are all smiles during a Hispanic Heritage event hosted by the Western Passport Center in Tucson.

Photo by Rachel Brack

Copenhagen Mural Honors Famed Author

A gray wall that for months surrounded a building site attached to the U.S. Embassy in Copenhagen was transformed in November by New York-based mural artist Steve Powers, who used paint rollers and spray cans to create a mint-green celebration of famed Danish storyteller Hans Christian Andersen featuring dancing feet and wordplay.

“On arrival, I realized the wall would be an ambassador to the city, so I called up a great ambassador for Denmark for some words,” said Powers, who also goes by the name “ESPO.” He said he picked Andersen’s fairy tale “The Red Shoes,” about a young woman infatuated with dancing, for inspiration. “Her heavy skirt and tights are right in season here, and she’s dancing with verbs across a 40-meter dance floor.”



Celebrated artist Stephen Powers, also known as "ESPO", works on the embassy mural.

Photo by Phillip Holten

Ethics Answers

Q: I was recently assigned to a new post. My new supervisor frequently has me do personal things for her, like typing her son’s college application or picking up her dry-cleaning. I feel I shouldn’t be asked to do these things. Am I right?

A: Yes. Ethics regulations prohibit a supervisor (or any Executive Branch employee) from encouraging, directing, coercing or requesting a subordinate to perform these types of personal services during work hours or personal time. By asking you to perform these tasks, your boss has taken advantage of her official position to gain personal services she would otherwise need to perform herself or pay someone else to do. Under ethics rules, this is a “misuse of position”—using official time, authority, title, information or resources for private gain, either one’s own or another’s. Other examples of misuse of position include using one’s official position to obtain a travel upgrade, asking the visa office to give priority to a friend’s visa application or using your official title to fundraise for your child’s school.

Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethical questions, email ethicsattorneymailbox@state.gov.

Appointments

Nisha Desai Biswal
Assistant Secretary for
South Asian Affairs



Julia Frifield
Assistant Secretary for
Legislative Affairs



Gregory B. Starr
Assistant Secretary for
Diplomatic Security



Catherine M. Russell
Ambassador-at-Large
for Global Women's
Issues



Caroline Kennedy
U.S. Ambassador to
Japan



Check out our online
magazine to watch a
video message from
featured ambassadors.

Nisha Desai Biswal of the District of Columbia is the new Assistant Secretary for South Asian Affairs. Previously, she was assistant administrator for Asia at USAID, and before that held several other USAID positions. She served as majority clerk for the House of Representatives Appropriations Committee's Foreign Operations Subcommittee and as member of the professional staff on the House Foreign Affairs Committee, responsible for South Asia.

Julia Frifield of New Jersey is the new Assistant Secretary for Legislative Affairs. Previously, she served on Capitol Hill for 24 years. She was chief of staff to Sen. Barbara Mikulski from 2003 until October 2013. Before that, she served as Sen. Mikulski's legislative director and legislative assistant, focusing on foreign policy. She also worked for Sen. Harris Wofford and Sen. Bill Bradley.

Caroline Kennedy of New York is the new U.S. Ambassador to Japan. Previously, she worked as a lawyer and authored, co-authored or edited more than a dozen books. She was vice chair of the board of directors of the Fund for Public Schools and chief executive of the Office of Strategic Partnerships of the New York City Education Department. She has served on the board of numerous nonprofit organizations, and was president and director of the John F. Kennedy Library Foundation.

Catherine M. Russell of the District of Columbia is the new U.S. Ambassador-at-Large for Global Women's Issues. Previously, she was deputy assistant to the President and chief of staff to Second Lady Jill Biden, focusing on military families and higher education. She coordinated the Administration's strategy to prevent and respond to gender-based violence globally. She also served as senior advisor to the Senate Foreign Relations Committee on international women's issues.

Gregory B. Starr (SFS, retired) of Virginia is the new Assistant Secretary for Diplomatic Security. Previously, he was principal deputy assistant secretary of DS and director of the Diplomatic Security Service. Before that, he was U.N. under secretary general for Safety and Security. His Foreign Service postings included Tel Aviv, Tunis, Dakar, Kinshasa and deputy assistant secretary for Countermeasures.

Retirements

Foreign Service

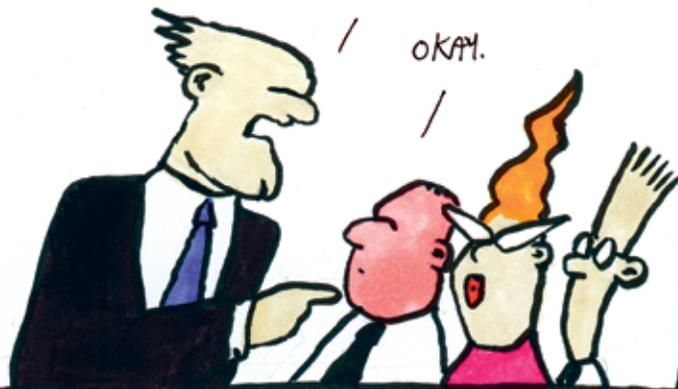
Amlin, Martha P.
Borys, Cynthia Anne
Brekke, Jeanny
Bremen, Ronald D.
Brisson, Dianne H.
Brooks, Judith A.
Dacus, Jacqueline D.
Dell, Christopher William
Hill, Kenneth L.
Hunt, Steven
LeBlanc, Cecilia F.
Marietti, John P.
Martyn, Thomas G.
Pruett, Judie A.
Walker, Lawrence Arthur
Yun, Thomas W.

Civil Service

Bounds, Amelia D.
Caporaso McBride, Susan Claire
Carmona, Digna M.
Cotlier, Dina Silvia
Daugherty, Maria M.
Dean, Judith A.
Hawkins, Kenneth L.
Hoffman-Stowe, Priscilla B.
Jacobs, Sandra K.
Kennedy, Frederick Joseph
Lacava, Grace M.
Miller, Johnee L.
Shirreffs, Donna Fran
Snyder, Charles R.
Souza, Dorothy M.
Starnes, Franchetta
Steinberg, Sandra L.
Wilson, Kaija Annikki
Zaiback, Esther

LYING IN STATE: TASKERS, TASKERS, TASKERS

OKAY, I'VE GOT A MEETING AT THE FOREIGN MINISTRY - BIGGLES, YOU DRAFT MY TALKING POINTS!



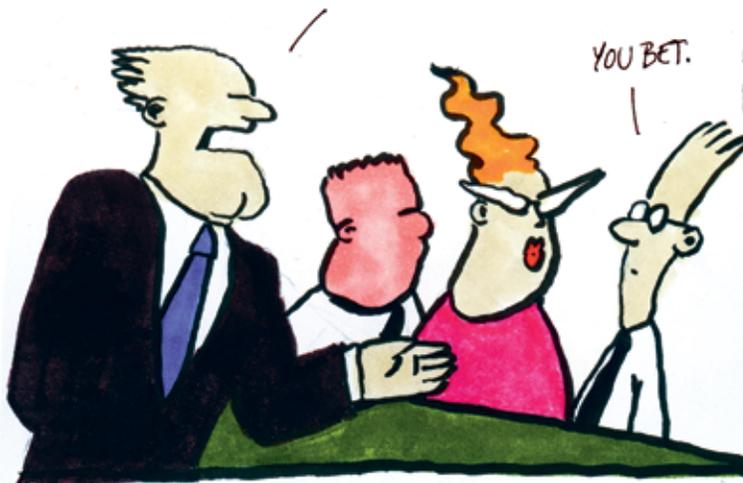
OKAY.

CHERYL, YOU DRAFT A MEMO TO THE AMBASSADOR, TELLING HER I'M GOING TO HAVE THIS MEETING - USE THE TALKING POINTS FROM BIGGLES.



ALL RIGHTY.

BOYD, YOU TAKE NOTES IN THE MEETING AND DRAFT THE REPORTING CABLE EMPHASIZING MY PERSONAL INITIATIVE. USE WHAT BIGGLES AND CHERYL WRITE.



YOU BET.

AND BIGGLES, YOU DRAFT MY NOMINATION FOR AN AWARD FOR SUPERLATIVE SERVICE - USE WHAT YOU, CHERYL, AND BOYD WROTE.



OKAY.

HOO-EE! OOO-AH! GO, ME, GO ME, GOOOO ME!



HE GOES TO DANCE HIS JOY...

BOYD! COME DANCE FOR ME!



ALAN BOK 2003

Go Green and Help Reduce Waste

By Certified Industrial Hygienist Kevin Hyde, Office of Safety, Health and Environmental Management

Waste reduction minimizes environmental impact, conserves natural resources and, often, saves money. We can reduce the environmental impact of manufacturing and distributing products if we practice the 3Rs: Reduce, Reuse and Recycle.

Reducing waste is the most effective of the three practices because it means not producing unnecessary waste in the first place. The Environmental Protection Agency (EPA) defines source reduction as activities designed to reduce the volume or toxicity of waste generated, including the design and

Recycling is the reprocessing of materials into new products. Though an industrial process, it results in far less pollution than manufacturing items from raw materials. Recycling reduces the need for new or “virgin” resources such as trees, petroleum or metal ore. One of the most efficient forms of recycling is that for aluminum, which can be recycled repeatedly and requires very little processing for reuse. Manufacturers simply melt crushed aluminum stock and add it to freshly extracted aluminum without any degradation of quality in the finished product. According to the EPA,

The Department is actively engaged in waste reduction. The Domestic Environmental and Safety Division publishes an electronic newsletter titled “Waste and Wealth” that provides information on environmentally sustainable practices. The newsletter is available online at <http://a.m.state.sbu/sites/opr/fms/desd/Pages/WasteandWealth.aspx>.

Green Teams have formed at Department facilities worldwide, and they encourage mission personnel and family members to take small steps daily for a positive and lasting impact on the environment. Green Teams also organize Earth Day events, promote sustainability and encourage waste reduction initiatives within the post and local communities.

The Department’s 20 new Leadership in Energy & Environmental Design (LEED®)-certified embassies and consulates achieved an average of 75 percent construction waste diversion from landfills. Eighty-nine percent of posts responding to a Greening Activities Inventory reported having a recycling policy and program.

Resource conservation practices implemented by the Bureau of Overseas Buildings Operations and posts include the use of:

- Solar electricity generation, water heating and exterior lighting
- Light-emitting diode (LED) high-efficiency lighting
- Waste heat to drive chillers
- Compact fluorescent lighting
- Motion sensor light switches
- Programmable thermostats
- Gray water recycling

Many posts’ reuse efforts include the repair and reuse of furniture, appliances and air, conditioning equipment. Their recycling efforts may focus on mixed paper, batteries, fluorescent bulbs, plastics, aluminum cans and ink toner cartridges.

Opportunities for waste reduction are plentiful at home and work. Most people practice the 3Rs because they are genuinely committed to the environment, while others do so for the economic incentives. Whatever your reason, join the crowd and go green. ■

manufacture of products with a minimum of toxic content, a minimum volume of material and/or a longer useful life. In an office, that means using electronic copies instead of paper. At the consumer level, buy only what you need and choose items with the least amount of packaging, a major source of waste.

Reuse is the next-best method of waste reduction because it extends the life of a product and reduces the need to make new items. Examples include reusing containers, repairing what is broken, donating old clothes or other items to a shelter or charity, and bringing a reusable bag to the grocery store.

Finally, recycle as much as possible and buy products made with recycled content.

recycling an aluminum can requires less than 5 percent of the energy needed to make a new can out of raw minerals.

Executive Order 13101, “Greening the Government through Waste Prevention, Recycling and Federal Acquisition,” requires federal agencies to promote cost-effective waste reduction in their facilities, lists products targeted for recycling and reuse and requires the purchase of products with recycled content—like paper. Additionally, President Obama’s 2009 Executive Order 13514 on Federal Leadership in Environmental, Energy and Economic Performance calls for government buildings to conserve energy and water, as well as reduce and recycle waste.



Photo by epsos.de

Obituaries



John F. Cavallaro, 84, a retired Foreign Service officer, died Oct. 16 in Rochester, N.Y. He served with the Army in Korea during the Korean War. He joined the Department in 1958 and served in administrative and consular positions in Thailand, Austria, Sudan, Russia, France, Trinidad and Tobago, Finland, Hungary and Italy during his 30-year career. He enjoyed staying in touch with his friends and colleagues around the world.



William A. Colwell, 86, a retired Foreign Service officer, died Sept. 24 of heart failure. He served in the Navy during World War II. During his 30-year career, he served in Kuwait, the United Arab Emirates, Cuba, Mexico, New Zealand, Guyana, Colombia, Spain, Venezuela, Iran, Saudi Arabia and Kenya. After retiring in 1991, he served the Department for 20 years as a rehired annuitant and contractor before returning to his birthplace in Mannsville, N.Y. He played jazz standards on his piano every day, and enjoyed golf, tennis, bridge, reading and foreign affairs discussions.



David Dean, 88, a retired Foreign Service officer, died Oct. 27 of non-Hodgkin's lymphoma at his home in Springfield, Va. He served as a Navy pilot during World War II and joined the Department in 1951. His postings included Warsaw, Beijing, Hong Kong and Taipei. After retiring, he was chairman, director and trustee of the American Institute in Taiwan from 1979 to 1995. He was a director of the American Association for Chinese Studies. He loved nature and had a passion for gardening and his family.



James Peter Dodd, 78, a retired Foreign Service officer, died May 22 of natural causes at his home in Manila. He served in the Army in Germany, worked at the National Archives and joined the Department in 1966. His postings included Bonn, Dakar, Oslo, Jakarta, Manila and Tokyo. After retiring as a labor officer, he took up residence in Manila.



Yvonne W. Freeman, a retired Civil Service passport adjudicator for the Bureau of Consular Affairs, died Oct. 17 at her home in Temple Hills, Md. She joined the Washington Passport Agency in 1968. After retiring in 2001, she moved to Nevada before returning to Maryland in 2013. She enjoyed family, friends, traveling, dancing and listening to oldies-but-goodies music.



William D. Parker, 74, a retired Foreign Service officer, died April 27 after a long battle with Alzheimer's disease. He lived in Ocala, Fla. He served in the Air Force before joining the Department. His postings included Montevideo, Moscow, Munich, Pretoria, Mogadishu, Santo Domingo, Asunción, Lilongwe, New Delhi, San José and Ankara. He moved to Ocala in 1994, became a liaison between amateur radio clubs and the sheriff's office, and helped set up the local emergency radio communications team for use during hurricanes.



Leonard Joseph Scioli, 91, a retired Foreign Service officer, died Sept. 15 in Reading, Pa. He served in the Coast Guard during World War II and joined the Department in 1947. His postings included Bulgaria, Iraq, Japan, South Africa, Turkey, Sudan, Cameroon, the Soviet Union, Italy and Canada. After retiring in 1977, he became a Foreign Service reserve officer, taking short assignments to embassies in Latin America. He enjoyed his family and reading.



Helen Sirkin, 89, widow of retired Foreign Service officer Abraham Sirkin, died Sept. 1 in San Francisco. She met her husband in London, where they were both working for the Marshall Plan, and accompanied him on postings to London, Madras and Athens. She worked for the China desk at the U.N., as a teacher and as a docent at the Freer Sackler Gallery of Asian Art. She was an avid skier, swimmer, gardener and world traveler.



Eugene "Rocky" Staples, 91, a retired Foreign Service officer, died Oct. 4 of natural causes at his home in Point Judith, R.I. He was a Marine fighter pilot during World War II. His postings included Montevideo, Santiago and Moscow, where he helped organize the American exhibit that was the scene of the Nixon-Khrushchev "Kitchen Debate." He left the Department in 1964 to join the Ford Foundation. In 1981, he joined USAID as deputy assistant administrator for Asia, and later served as mission director in Islamabad. In 1992, he helped create the Eurasia Foundation.



Nicholas M. Thuroczy, 93, a retired Foreign Service officer, died July 28 at his home in Sarasota, Fla., after a long illness. He immigrated to the United States from Hungary after World War II and worked in the Department of Agriculture before joining the Foreign Service. He was posted to Geneva (USUN), Austria, Czechoslovakia and Hungary. He was an avid hunter and collector of oriental rugs, which he meticulously repaired.

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary, please contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114. ■

End State



Senegal

Boats moored along the shore of Lac Rose northeast of Dakar help workers transport salt from the highly saline lake to market.

Photo by Jeff Attaway



Ghana

Sunlight spilling through a bedroom window provides a fitting backdrop for a pair of smiling children in Accra.

Photo by Nana B. Agyei

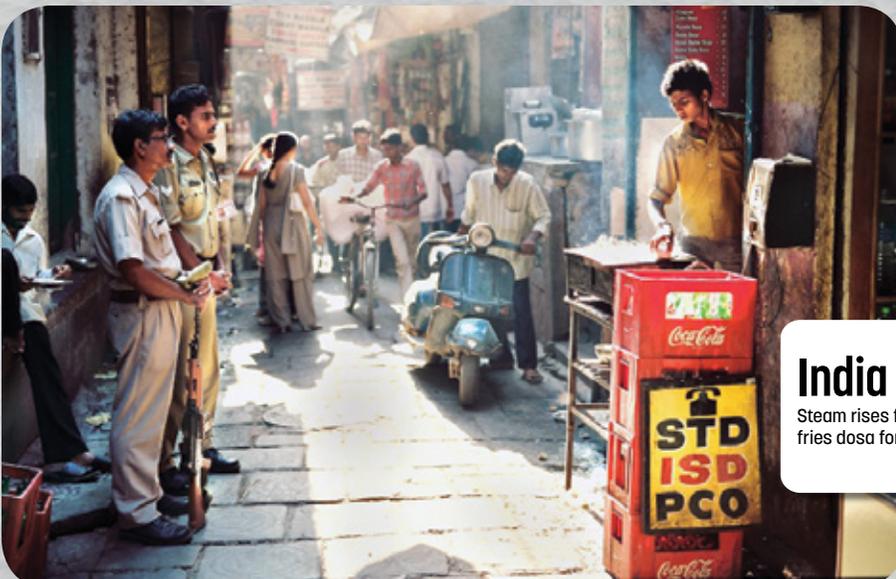




Denmark

The spiral walkway inside Rundetårn, a 17th-century tower in Copenhagen, leads visitors to an observation point with scenic views of the city.

Photo by Tiberio Francari 



India

Steam rises from a young street vendor's stall as he fries dosa for two soldiers in Uttar Pradesh.

Photo by Lyle Vincent 



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