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MAGAZINE

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Prepare for Storm Season

AUCKLAND

Consulate General builds enduring
partnerships in modern city



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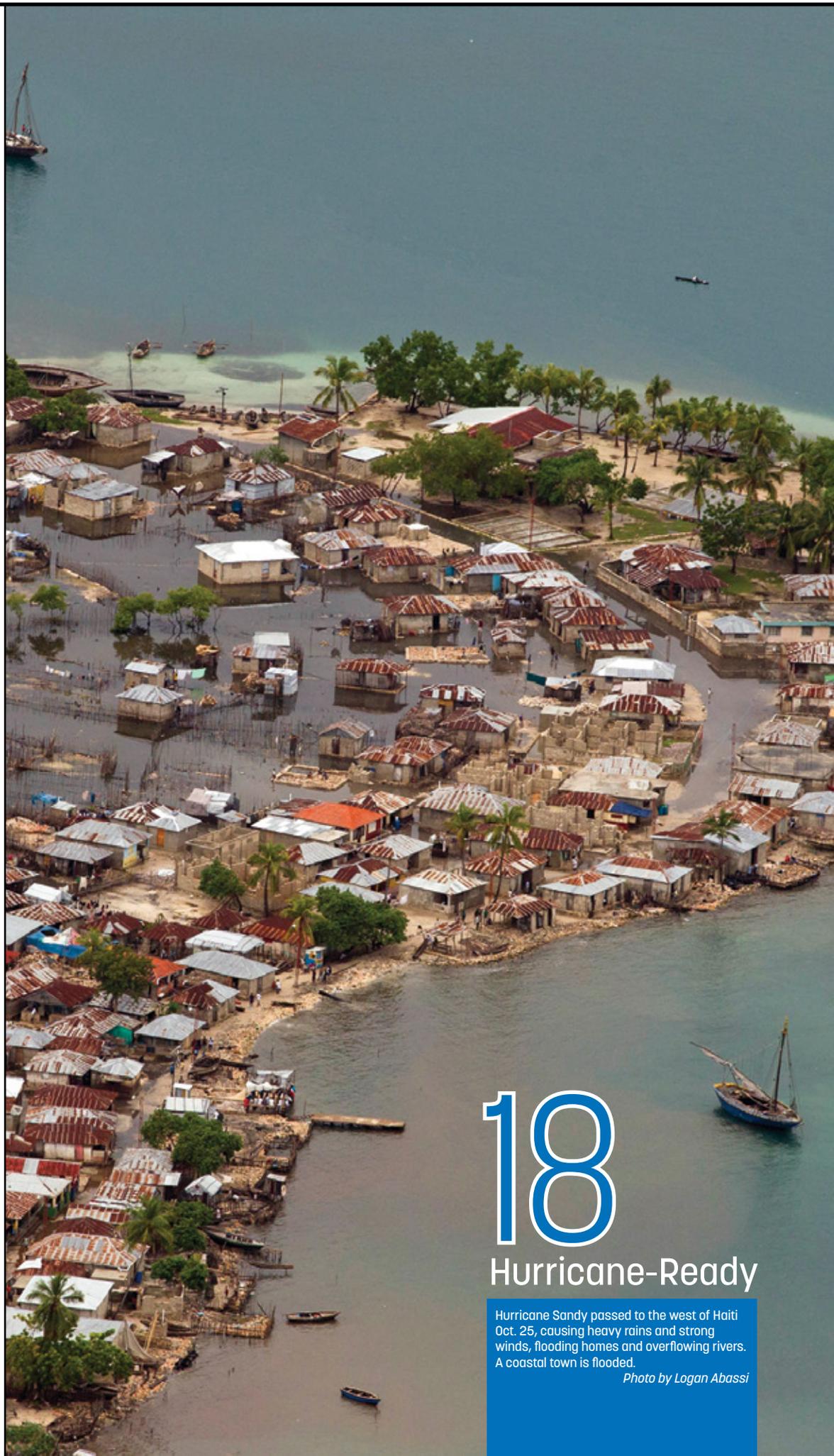
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Hurricane-Ready

Hurricane Sandy passed to the west of Haiti Oct. 25, causing heavy rains and strong winds, flooding homes and overflowing rivers. A coastal town is flooded.

Photo by Logan Abassi

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On The Cover

Auckland's skyline rises up over
Waitemātā Harbour.
Photo by Oliver Rich



In the News

Embassy Hosts T'ai Chi Demonstration

In public squares and open lots, urban Chinese residents practice the graceful, interpretive dance-like postures of t'ai chi. Long a part of Chinese culture, t'ai chi has been hailed by medical professionals, eastern and western alike, as an effective, low-impact form of exercise to reduce stress, maintain energy levels and improve health.

In May, U.S. Embassy Beijing staff and guests were treated to a demonstration of t'ai chi, compliments of Master "Joseph" Chen Zhonghua, a 19th-generation t'ai chi master. About 40 people attended the demonstration, organized by one of Chen's students, ISC Systems Operator Rick Pietila.

Dressed in a loose, white, cloth-buttoned tunic and trousers, Chen highlighted t'ai chi's history and demonstrated the Practical Method, which restores the traditional martial-art element of one-on-one combat techniques and takedowns. He also explained that Practical Method instruction stresses the sharing of t'ai chi knowledge among students. "T'ai chi is a flower in my garden, which I'd like to share with you," he said of his teaching style.

Chen began his t'ai chi practice 35 years ago as a preteen, to recover from ill health. To illustrate those benefits, he introduced Tim Duehring, a 65-year-old student from Wisconsin who had suffered from chronic joint-related ailments and whose doctors "wanted to replace all of his



Master "Joseph" Chen Zhonghua, at front, leads Embassy Beijing staff in a group t'ai chi practice. Photo by Embassy Beijing

joints and turn him into a 'robot,'" quipped Chen. T'ai chi helped Duehring regain a pain-free full range of motion, he said.

In a dramatic demonstration of t'ai chi's roots in martial arts, Chen then squared off with Pietila in a session of "pushing hands"—the pair standing opposite one another, arms extended with hands pressing against each other's upper chest. As he explained the principle of using subtle rotational movements to redirect the opponent's forward energy, Chen sent Pietila sprawling across the mat with a slight realignment of his upper body and hips.

Ending the program, Chen led the audience through a series of simple motions that he suggested could be performed at any workstation as daytime stress-breakers.

"As a diplomat, learning these local customs and traditions really gives you a new perspective," observed Carla Hitchcock, who works in Facilities. "It helps you to relate to locals much more effectively." ■

DRL Launches State of Rights Series

With support from the R Innovation Fund, the Bureau of Democracy, Human Rights, and Labor (DRL) officially launched the State of Rights series in September. The public diplomacy initiative brings together experts and citizens for interactive dialogues on global trends affecting emerging powers and fledgling democracies.

The series began with the panel discussion "Government for the People: Combating Corruption" with Assistant Secretary Tom Malinowski and representatives of the World Bank, Global Financial Integrity, Transparency International and Global Integrity. The panel focused on the link between poor human rights practices and corruption, and reducing corruption in countries where authoritarian leaders use it to build and fund their personal power bases. Panelists said pervasive corruption can also be a driver for political change.

"Corruption is the issue around which people who fight for democracy and human rights can rally the public," Malinowski said. "Opposition to corruption can be a unifying factor amongst the very populations dictators are trying to divide."

Later in September, DRL held a panel discussion on citizen activism and coalition-building moderated by PBS NewsHour anchor Judy Woodruff. Panelists included Special Advisor for International Disability Rights Judy Heumann, former Congressman Barney Frank and the CEO and president of the Leadership Conference for Civil and Human Rights, Wade Henderson. They focused on how coalitions of Americans centered on First Amendment rights have shaped U.S. history and



Gathered with Assistant Secretary Malinowski, second from left, at the launch of the "State of Rights" series, are from left, Nathaniel Heller of the group Global Integrity, Malinowski, Shruti Shah of the group Transparency International, Jean Pense of the World Bank and Heather Lowe of the group Global Financial Integrity. Photo by Matthew Miller

legislation, and can be effective in other countries.

State of Rights seeks to develop a sustainable interactive network for governments, policy leaders and civil society to share ideas and practices across borders, including in countries with restrictive environments. The series encourages online participants to use Twitter to ask questions during each event and to continue a virtual dialogue afterward. American Corners worldwide and more than 45 embassies have advertised the live stream of the series or hosted viewing parties. Videos, transcripts and translations of the State of Rights events are available online along with additional information provided by partner organizations. DRL's Office of Policy Planning and Public Diplomacy is now working to expand the series. ■

DC Panel Discusses Workplace Bullying

Department employees on Sept. 10 attended a panel discussion of experts on Department policy and resources to address workplace bullying. The panel, moderated by Deputy Assistant Secretary for Human Resources Marcia Bernicat, described what can be done when someone reports workplace bullying and the possible interventions, which range from informal conversations to formal investigations and discipline. Panelists included Shireen Dodson, the Department's ombudsman (S/O); Dr. Stan Piotroski, director, Employee Consultation Services (M/MED); Jenniffer DeHeer, senior attorney-adviser, Office of Civil Rights (S/OCR); Paul Houston, director of the Bureau of Diplomatic Security's Office of Special Investigations; and Kimberly Brooks, chief of the Bureau of Human Resources' Conduct, Suitability and Discipline Division.

Dodson highlighted her office's informal, neutral and confidential services for handling a workplace conflict involving bullying. If employees agree to participate, S/O can offer conflict coaching to an individual, mediate a conflict between employees, or survey an office for its conflict climate.

Dr. Piotroski said the Employee Assistance Program (EAP) can provide employees with confidential consultation and counseling to assist them in developing a plan of action. "Our goal is to assist the employee's emotional well-being throughout the resolution process," he said. EAP also provides consultation to managers confronting bullying issues in their workplaces.

S/OCR may be involved when an individual complaining of bullying suspects the bully's motives may involve traits protected by the Equal Employment Opportunity Commission, such as the victim's sex, race,



The anti-bullying panel members were, from left, Marcia Bernicat, deputy assistant secretary for Human Resources; Ombudsman Shireen Dodson; Dr. Stanley Piotroski, director of Employee Consultation Services; Jenniffer DeHeer, senior attorney-adviser, Office of Civil Rights; Kimberly Brooks, director, Conduct, Suitability and Discipline Division; and Paul Houston, director, Office of Special Investigations, Bureau of Diplomatic Security. *State Department photo*

color, religion, national origin, age, disability, genetic information, sexual orientation or as a reprisal for filing an EEO complaint.

The Office of Special Investigations takes action when workplace violence is involved, such as bullying, harassment, intimidation, verbal abuse and threatening behavior. The Conduct and Suitability Division also deals with bullying complaints by consulting with the employee being bullied and the supervisor of that workplace, and may initiate a disciplinary process to hold employees accountable for misconduct.

"Addressing workplace bullying is not just the responsibility of subject matter experts," Bernicat said. "It is the responsibility of everyone—including employees at every level, mid-level supervisors and senior managers—to recognize [workplace bullying] and respond appropriately."

A video of the panel is available on B-Net. ■

Embassy Holds Memorial to Honor Fallen Colleagues

A memorial on the 40th anniversary of the 1974 killing of U.S. Ambassador to Cyprus Rodger Davies and locally hired staff member Antoinette Varnava was held Aug. 19 at the U.S. Embassy in Nicosia, Cyprus.

Davies arrived at post when Greek and Turkish Cypriot tensions were simmering. On Aug. 19, 1974, as demonstrators pelted the chancery with rocks, Davies and other Embassy staff sheltered in a hallway thought to be safe. Davies was killed by a single bullet fired from the midst of the mob. Varnava, a 10-year veteran at post, rushed to the ambassador's aid and was also shot and killed immediately.

Prior to arriving in Cyprus, Ambassador Davies had been Director of the Bureau of Near Eastern Affairs and the Deputy Assistant Secretary of State for Near Eastern and South Asian Affairs. He was posthumously awarded the Secretary's Award for his service.

At the memorial event, Ambassador John Koenig said the greatest tribute that we can make to the victims' memory is to find a permanent solution to the ongoing division of the island. Deputy Chief of Mission Pamela Tremont read letters that Secretary of State John Kerry sent to both victims' families that spoke of the "humanity, courage and wisdom" of Ambassador Davies and called for a solution to the conflict on Cyprus.

The embassy also renamed the chief of mission residence as the "Davies House" and the community liaison staff lounge as the "Varnava Lounge." Two local musicians performed a moving violin/piano duet and the "Ave Maria" was performed by a former Fulbright scholar, who today



Ambassador John Koenig lights a memorial candle at the event, as Varnava's sister stands at left.

Photo by Costas Hadjielias

is involved in bicomunal peacebuilding efforts in Cyprus. Participants remained for a candle-lighting ceremony and to view the commemorative plaques. The plaque for Davies features the praise of former Secretary of State Henry Kissinger, who said in 1974 that Davies "embodied the qualities and spirit which mark an American."

Attendees included members of the Varnava family, Republic of Cyprus Minister of Foreign Affairs Ioannis Kasoulides, U.N. Special Representative of the Secretary General Lisa Buitenhuis, and other prominent political, religious and civic leaders in the Greek Cypriot and Turkish Cypriot communities. ■



Insulated from the frigid waters of Crooked River by a thick down coat under its plumage, a mute swan glides gracefully past the snow-blanketed landscape in Alanson, Mich.

Photo by Isaac D. Pacheco

Check Out OCR's New Website

The Office of Civil Rights (S/OCR) has launched our newly redesigned and improved website, which now contains everything you want to know about S/OCR, including information about who we are, what we do and how we can be a resource to you.

Some office websites intend to deflect routine information-gathering phone calls, reducing them to 10 frequently asked questions, to relieve receptionists and others from fielding repetitive calls. This was not S/OCR's goal in revamping our website. We believe every State Department employee should know about their Equal Employment Opportunity (EEO) rights and responsibilities. Driven by our commitment to provide high-quality service, we have created a more navigable website where employees can easily access a wealth of information.

In exploring our new website, you will learn a bit about the various teams in S/OCR. I'm proud to say that our office has one of the best educated and experienced staff among government EEO offices. Nearly one-third of our staff members are either licensed attorneys or have other advanced degrees. We understand that it's difficult to commit to memory the ins and outs of the EEO process — that's what we're here for. And that's why we've revamped our website to ensure access to the resources you need, when you need them.

Considering that the Department has about 450 trained collateral-duty EEO Counselors serving worldwide, 13 Employee Affinity Groups with members spread across the world, and a complex, globally mobile workforce, we thought it was important for individuals to be able to quickly find answers to questions, such as:

- What rights do I have in the EEO process? How can I file an EEO complaint?
- What is considered harassment, and how can I report it?
- How many and what types of EEO complaints does S/OCR receive?
- As a manager, what should I know about EEO?
- What commemorative month celebration is occurring this month?
- What is an EEO Counselor and how can I become one?
- What are the latest developments about EEO?
- How can I request an EEO briefing for my bureau from S/OCR?
- Where can I find last month's Diversity Notes?
- How do I join an Employee Affinity Group?



With our improved user-friendly website, it is now easier than ever to access answers to the questions above and more. S/OCR is particularly thrilled about the “Hot Off the Press” and “What's New Spotlight” features on the homepage. In these sections, you will find the latest policy guidance and information regarding EEO and diversity. The homepage also has a calendar of upcoming events that will include scheduled training opportunities and commemorative month celebrations. Most excitingly, you can now access all previously published Diversity Notes articles dating back to the first one in 2009. We truly hope that these features will help keep our customers up to date with S/OCR happenings.

When I say the website has improved, I mean immensely improved. A six-person team on the S/OCR staff recently received a Secretary's Meritorious Honor Award for this creation. And I will have a Director's Corner with a new and nicer picture, one of a guy less overweight than the one you see above. So, take some time to visit <http://socr.state.gov> and tell us what you think. We welcome your feedback to help us further enhance the quality of our website. Please send them to SOCR_Direct@state.gov. ■



Office of the Month



Staff of the Office of the Chief Economist include, from left, Paul Stucky, Aaron Forsberg, Mark Stone, Rodney Ludema, Chandler Grigg, Paige Scholes and Kaysha Gurell-Hall.

Chief Economist

Office boosts Department's economic game

Story by Paige Scholes, principal assistant to the chief economist, and Aaron Forsberg, executive assistant, Office of the Chief Economist
Photos by Paige Scholes

Such challenges as determining how new sanctions will affect the economies of Russia and its trading partners, and how to quantify them, are the work of the Department's Office of the Chief Economist (OCE). They call for in-depth economic analysis and interaction with relevant bureau officers, specifically those covering Russian affairs or responsible for sanctions policy.

Established in 2012 at the recommendation of the first Quadrennial Diplomacy and Development Review (QDDR), OCE ranks among the Department's newest offices. In July, the office gained a new chief economist, Dr. Rodney D. Ludema of Georgetown University. Ludema's predecessor, Heidi Crebo-Rediker, positioned OCE as an analytical resource for other bureaus and offices, and Ludema aims "to build OCE into the economic policy research shop that the Department needs to advance American interests in the twenty-first century."

Ludema is a widely respected economist whose extensive publications have focused on international trade. On leave from Georgetown, where he has been a professor of economics in the Edmund A. Walsh School of Foreign Service, Ludema was earlier with the U.S. International Trade Commission and the White House Council of Economic Advisors, where he was senior international economist.

"It's really about assembling a team," Ludema said, regarding plans for building the office's

research capabilities. "With career economic specialists, OCE can perform a unique role within the Department."

Ludema said the office needs staff with policy experience "to connect what we do to the day-to-day work of bureaus with line authority, but we're in good shape on that score." He also lauded OCE's research assistants, who are recent graduates, and its senior economists who bring years of experience to the job. Currently, the office has one research assistant and two Ph.D. economists, and has authority to hire more. "I'm looking to boost that number in the coming months," he added

OCE's mission is to provide analysis, promote capacity building of Department personnel and conduct public outreach and liaison. In terms of analytical and research priorities, OCE has chosen policy issues tied to crucial diplomatic priorities that have an important economic dimension. "The ongoing, and shifting, needs of the Department have driven much of our analytical agenda," said Deputy Chief Economist Mark Stone, who joined OCE in 2012 on leave from the International Monetary Fund.

"We've keyed our economic analysis to the needs of regional and functional bureaus based on the capabilities of the office in an organic manner."

During 2014, the office has concentrated on:

- Modeling economies of Iran and Russia under sanctions
- Conducting liaison with U.S. government agencies doing economic modeling of climate change;
- Building a case for Internet openness;
- Advancing energy initiatives such as phase-out of fossil fuel subsidies;
- Assessing state capitalism;
- Monitoring risks to global economic stability arising from developments in the Eurozone and emerging market economies such as Brazil and India.



OCE hosts a Bloomberg training event with Bloomberg representative Matt Traum, at right of screen.

“Whether it is an economic policy or a national security policy with an economic dimension, we want to bring the best possible economic analysis to bear,” Ludema explained. “Doing so often uncovers hidden implications, and understanding these implications gives State an edge in both policy formation and advocacy.”

Strengthening the economic skills of Department officers is part of capacity building and involves such activities as increasing the availability of economic data and the analytical tools to use the data. Working with the Office of Monetary Affairs and the Office of E-Diplomacy, among others, OCE led the effort to bring the database of global economic data compiled by Haver Analytics to the desk of any Department employee, domestically or abroad. The database provides time-series data for individual countries and regions compiled from more than 200 databases using governmental or nongovernmental sources, including those on gross domestic product, employment and inflation. That data can be exported to Excel to create a chart, all in seconds.

Early adopters of the data now say they couldn't imagine doing their job without it. In fact, the ability to easily generate graphs and charts just might change the look of reports going to the Department's Seventh Floor principals, who increasingly want their briefing materials to be more portable and more visual.

The office's public outreach and liaison work aims to strengthen the Department's interaction with external counterparts in the interagency and wider economic policy arenas. OCE hosts roundtable discussions for officers in regional and functional bureaus. Guests have included European Bank for Reconstruction and Development Chief Economist Erik Bergljof and Standard Chartered Head of Africa Research Razia Khan. OCE also produces webinars; in April, Treasury Assistant Secretary for Economic Policy Karen Dynan spoke on the outlook for the U.S. economy. (A video is available on OCE's SharePoint site.)

The head of OCE also represents the Department abroad, particularly on issues involving macroeconomic policy. In June, then-Acting Chief Economist Mark Stone joined Assistant Secretary Charles Rivkin in visiting Israel for the Joint Economic Development Group dialogue. Ludema said he's very eager to “get out of the building” to make the Department more visible in economic policy circles.

According to Under Secretary for Economic Growth, Energy and the Environment Catherine Novelli, OCE's research and analysis are critical to raising the Department's economic game.



Chief Economist Rodney Ludema lectures to a group of Ph.D. students at Benedictine University.

“Credible data and well-reasoned arguments are absolutely critical to getting policies through the interagency in Washington and building support for them abroad,” she said. “So I'm looking to our new Chief Economist to build OCE into the Department's economic research shop. There's an economic case we can make to advance policy priorities such as preserving an open Internet, and we should be doing just that.”

OCE's story fits into a broader pattern of government institutions drawing increasingly on in-house economists for advice. A major aim of

the 2010 QDDR, for instance, was “elevating economic diplomacy as an essential strand of our foreign policy by expanding State's role on geo-economic issues.” The appointment of a chief economist was part of that effort.

Looking ahead, Ludema said the key measure of OCE's value will be whether it serves all Department staff, from individual officers to principals: “On the issues we're following, I'm committed to working with colleagues in Washington and I'm excited to visit our overseas missions when and where I can be useful.” ■



Acting Chief Economist Mark Stone prepares for a webinar with Assistant Secretary of the Treasury Karen Dynan.

Angel Room

Ceiling fresco decorates CG Leipzig

By Patrick Hoehne,
intern, U.S. Consulate General Leipzig

To those unfamiliar with Leipzig, the U.S. Consulate General's Angel Room may seem like just a nice old room for events, with a ceiling adorned by a fresco depicting a sky filled with angels. The fresco often impresses visitors, but its true significance and the story of its loss and rediscovery is known mainly by local history buffs.

To the consulate's staff and local population, the Angel Room is a symbol for the city and consulate of a brighter tomorrow built on the past.

The fresco's importance and symbolism are intertwined with the history of the consulate building on Wilhelm-Seyfferth-Straße and the history of the U.S. Mission itself.

"The most fascinating thing, for me, about this building is how many roles it's served," said Political/Economic Specialist Dr. Andreas Fuerst. Leipzig's important status as a commercial hub, he noted, has necessitated the presence of a U.S. consul since 1826. The building that would later become the consulate was first the villa of an influential local merchant and then a clinic for tuberculosis patients. When Leipzig became part of East Germany after World War II, the East German government used the building as a guesthouse and listening post for the secret police.

Then, 25 years ago, peaceful demonstrations against the communist German Democratic Republic (GDR) grew, and America took notice.

"Secretary of State James Baker visited Berlin in early December 1989, just after



Angelic Artwork greets visitors to the Angel Room. Photo by Raphaela Tuchscherer

the fall of the Berlin Wall," said Information Specialist Melanie Duong. After obtaining a promise from GDR leaders to hold free elections, "he then asked Richard C. Barkley, the last U.S. ambassador to the GDR, what else he should ask for, and Barkley, without a moment's hesitation, replied that the U.S. Consulate to Leipzig had to be reopened."

On July 4, 1992, after a 50-year hiatus, the consulate officially reopened, this time at Wilhelm-Seyfferth-Straße. Renovation and upkeep efforts have constantly yielded reminders of the site's rich past.

During the extensive 2008–2009 renovation, workers uncovered lavish ornaments, paintings and gildings hidden underneath layers of paint. The ceiling paint was carefully removed, revealing a masterpiece dating to the very first days of the villa. The fresco, since partially restored, spans almost the length of the room's ceiling.

"It was spectacular, simply amazing," recalled Dr. Fuerst. "When they told me they had found it, I didn't believe them. I don't know what amazed me more: the fact that we found it, or the fact that someone had tried to hide it away."

The Angel Room celebrates Leipzig's rich cultural heritage. The fresco once symbolized the economic and cultural clout of pre-war Leipzig, and its rediscovery comes at a time of growth for a city that is again a vital cultural and economic hub for Germany. The fresco also symbolizes the renewed U.S. diplomatic presence in Leipzig, which like the fresco had its origins in Leipzig's tradition of trade. For some Leipzig residents, the fresco also holds deep meaning.

"I was born after the fall of the Wall," said Thuringia native and consulate intern Wiebke Wartenberg. "I see no difference between East and West. For me, the Angel Room, and the consulate in general, remind me not only that we have a rich past together, but also a promising future." ■



The rediscovered fresco in the Angel Room reflects the building's rich history. The room is now used for public events including concerts, speeches and book readings.

Photo by Wiebke Wartenberg



Speaking of Leadership

Employee group's aim: management skills

By Maribel Pulido, IT project manager, Vendor Management Office, Bureau of Information Resource Management

Members of the Empowering Leadership Development group gather at post.
Photo by Miguel Moreno

To help myself and colleagues at post develop leadership skills, I founded a leadership development group, and am now doing the same here in Washington, D.C.

Sure, there are books and classes on the topic, but to be able to take charge of a project or program often means being dropped into the deep end of the management pool where you either sink or swim, and where on-the-job advice and mentoring can provide needed tips. So I asked myself: How can we help managers maneuver through mistakes and successes common among leaders, finding ways non-leaders might help one another one-to-one and become a sounding board of ideas to be better leaders and managers?

Thus was created the Empowering Leadership Development (ELD) group at the U.S. Mission in Panama, where I was an information systems officer. The group became a forum where senior management from across our embassy community could discuss current managerial and leadership issues. The group, which came to include leaders from the Department and 26 interagency section heads and their deputies, promotes awareness and the application of leadership tools. It meets regularly, with discussions held in confidence on such topics as how to handle a difficult personnel situation, face administrative challenges, define work expectations and apply best practices for a manager.

The group also discusses published articles on leadership and has empowered mid-level employees to communicate with senior-level leaders on best practices in terms of dealing with

specific issues. The meetings also build intra-embassy relationships and remind members that being a leader is a work in progress.

In October, I launched a stateside version of the group to coincide with my new posting in Washington. This leadership development group is for GS14- and GS15-level staff and FS-02/01 officers and meets the first Tuesday of every month from 3:00 p.m. to 4:00 p.m. in Room 1408 at Main State. This month's meeting is Nov. 4, and the next is Dec. 2.

I hope the D.C. meetings will generate the same level of enthusiasm as among Mission Panama staff. There, the group won endorsement from members such as post's public affairs officer, Kristin Stewart.

"As a first-time section head," said Stewart, "the Empowering Leadership Development group has been an important tool for developing my leadership abilities." An OIG inspection while she was still new at post had cited her section's lagging morale, but Stewart said, "The ELD group gave me a chance to discuss real-life scenarios, gain feedback and ideas from senior managers and peers, and directly apply them to improving our section's morale and productivity."

Because ELD at post consists mostly of non-Department of State officers, it offers an interagency perspective on leadership that Stewart feels can prepare FSOs for DCM positions or interagency work: "I'd highly recommend forming ELD groups in all our embassies to develop the leadership skills required of Foreign Service mid-level officers."

Another member, Maribel Montoya, a supervisory employee with U.S. Customs and

Border Patrol, said that as a non-State employee she found the group gave her the opportunity to leverage the extensive experience from peers within the Department and allow discussions on a variety of management challenges arising from the transient environment of an embassy.

Drawing from the experiences of different agency employees, the Panama group was able to advise members on how to manage a wide range of challenging situations. For example, learning the ropes of the embassy's HR policies, especially as they pertain to the supervision of Locally Employed Staff, was especially valuable.

A third member of the ELD group, Steve Antoine, an Assistant Regional Security Officer, said the group gave him an opportunity to utilize the resources and experience of another agency colleague (in this case, a Customs and Border Patrol Supervisory Special Agent) to assist him in working through the challenge of managing and motivating an under-performing employee.

The result: That employee re-engaged and is "producing award-worthy work," Antoine said.

Beyond its leadership discussions, the group has generated interest for the creation of a mid-level management group to develop individuals who are no longer entry-level or second-tour employees and want career development insights from upper management.

Those interested in participating in the Washington ELD can contact me by email. More information on the group is on its site on the Department's Corridor page, and on the website of the Smart Leadership community, which has a "tab" on the group. ■

Together We Can

Exercise Tests Multinational Panama Canal Defense

By Bridget Gersten, Foreign Policy Advisor to U.S. Army South, and David E. Henifin, Foreign Policy Advisor to U.S. Air Forces, Southern

Some 3,000 military officers, enlisted and civilian staff, speaking three different languages and coming from 17 countries, spent nine days in Texas, Florida, Arizona and Virginia in August as part of a set of war games in which the Department of State provided a crucial advisory role.

The military forces—including personnel from America's Army, Navy, Air Force, Marines, Special Operations Forces and Cyber Command—were conducting PANAMAX 14,

with support from Foreign Service officers like us on two-year assignments as Foreign Policy Advisors, or POLADs, to major U.S. military commands. Along with POLAD colleagues around the country, the two of us conducted diplomatic and political work during the weeklong multinational exercise. The entire exercise well represented the motto of U.S. Army South, "Juntos Podemos! Together We Can!"



An American soldier works through a scenario with two Colombian soldiers during Fuerzas Aliadas-PANAMAX 2014 at Fort Sam Houston, Texas.

Photo by Miguel Negron

The aim of PANAMAX 14 was to see how land, sea, air and cyberspace forces could protect the Panama Canal in a simulated battle against a fictitious extremist threat. The hubs of the exercise were in San Antonio and Miami, with other exercise locations in Mayport, Fla., Tucson, Ariz. and Suffolk, Va. The Texas hub, on the parched outskirts of Joint Base San Antonio-Fort Sam Houston,



General James H. Doolittle Combined Air and Space Operations Center at Davis-Monthan Air Force Base supported the PANAMAX 14 exercise.

Photo by Air Force Tech. Sgt. Heather Redman

was housed in a fully furnished tent city base camp. Exercise participants used similar temporary facilities at other military bases around the country.

Those involved in the exercise were junior and senior, military and civilian, and contractors. They came from Belize, Brazil, Canada, Chile, Colombia, the Dominican Republic, El Salvador, France, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay and Peru, plus a U.S. contingent from Texas, Florida, Arizona, California and Georgia. Their focus was inter-service, interagency and international communications and relationship building.

Roughly 14,000 ships transit the Panama Canal every year, accounting for \$270 billion, or three percent of world maritime commerce. Thus, any threat of terrorist action or mercantile disruption has political and commercial ramifications for the entire world, not just U.S. partner nations in the Western Hemisphere.

At Fort Sam Houston, U.S. Army South Commanding General Maj. Gen. Joseph P. DiSalvo led a 300-person, multinational team. “The core of the Army South mission is partnership within the U.S. Southern Command Area of Responsibility (AOR), namely Latin America and the Caribbean,” said DiSalvo, commander of the Multinational Forces South. “Exercises like this allow our partner countries to come together with the United States and build relationships within our AOR, where each partner plays an integral part in mission success.”

The exercise combined doctrine, strategy, operations and diplomacy, with messaging focused on shared responsibility, regional security and strengthening relationships. “The Panama Canal was part of our scenario, but it was also a larger scenario where we were working against fake violent extremists in countries on each side of the canal,” said Col. Hans Bush, U.S. Army South spokesman, in a TV interview. “The most important part of this exercise was working together through all of our communications, despite the challenges of using multiple languages.”

Sarah Wolf, acting director of Strategic Communications at SOUTHCOM Headquarters in Miami, said the exercise was “all about getting the message right and making sure our actions and images support this message. Strategic communication is critical to building and maintaining a coalition and, in the case of PANAMAX 14, our topline message was simple: regional solutions for regional problems.”

During the exercise, from early morning to late night, participants collectively worked the developing scenarios, receiving daily “guidance” in mock phone calls from colleagues who role-played senior Department leadership and U.S. ambassadors from the region.

“The most interesting aspect of this exercise for many of us from State was how much military commanders and DOD officials rely on us and U.S. embassies’ input in making battlefield decisions,” said Mike Bosshart, POLAD for U.S. Special Operations Command South. “Military commanders showed they are acutely sensitive to the political background and implications of military operations in the Latin American/Caribbean region. Military-civilian interaction was intensive and continuous from beginning to end in the exercise.”

in support of our overall mission to help our regional partners defend the Panama Canal. We also helped troubleshoot political and diplomatic problems for our bosses, often in a foreign language.

From the first PANAMAX exercise, held in 2003, this multinational endeavor has grown from a three-country engagement with Panama, Chile and the United States to the current 17-country scenario. As the exercise drew to a close, teams in Texas, Florida, Arizona and Virginia had defeated numerous terrorist threat scenarios thanks to their commitment, synergy, interagency coordination and close teamwork.

As participants packed their bags to return home, Rear Adm. David Hardy of the Chilean Naval Infantry summed up the exercise’s significance by saying, “It’s knowing a culture,



Maj. Gen. Joseph P. DiSalvo poses with POLAD Bridget Gersten at the exercise's closing ceremony at Fort Sam Houston in San Antonio.

Photo by Miguel Negrón

We found PANAMAX 14 to be an outstanding opportunity to apply our real-world skills. Just as in our POLAD “day jobs,” we had to gain the trust of our commanders—in some cases senior officers from other countries—and military colleagues, stay in contact with Washington and posts around the region, coordinate closely with each other and regularly provide advice and guidance.

We found there was no fixed script for the exercise. We each had to find the best way to add value to our command by ensuring that our military and civilian strategies were aligned

it’s knowing the people, it’s making friendships and building trust between countries that are so spread out across this region.”

As new friends posed for their own group pictures and said their saludos, PANAMAX 14 wrapped up on the 100th birthday of the Panama Canal. Teddy Roosevelt would have been proud to see this technological wonder, launched in what became known as “The American Century,” provided a greater level of safety. More details about PANAMAX 14 are on the U.S. Army South Facebook page. ■



AUCKLAND

Modern city blends skyscrapers and green landscapes

By Geoff Benelisha, management officer,
Chelsi Hudson, intern, and Ema Woodward, Pickering Fellow

Auckland's iconic Sky Tower, the tallest man-made structure in New Zealand, rises up over St. Patrick's Square.

Photo by Ola Thorsen



Photo by Ola Thorsen

When many Americans think of New Zealand, one of three images usually comes to mind: sheep, rugby or the lush landscapes of Middle Earth. Two other aspects at the core of New Zealand's identity and culture, Maori traditions and a high level of development, reflect a society rooted in the past yet turned to the future. Auckland is a perfect place to witness this dynamic, and serving at the U.S. Consulate General is an excellent opportunity to understand U.S.-New Zealand relations.

The U.S. diplomatic presence in New Zealand dates to the commissioning of the first U.S. consul in 1838. Formal diplomatic relations were established in 1942, following the United Kingdom's recognition of New Zealand's autonomy within the British Empire. The United States and New Zealand share a commitment to democratic principles and have close political, economic and social ties.

Modern metropolis

Auckland sits between two harbors that open into the Pacific Ocean and Tasman Sea. It is New Zealand's largest city, with a population of more than one million, the country's commercial and industrial center and home to New Zealand's primary international air and shipping ports. Downtown Auckland has a modern skyline with numerous skyscrapers, including the Sky Tower casino complex, with its unmistakable Space Needle-like design.

Yet just a short drive from downtown are the picturesque green landscapes that characterize New Zealand. Auckland is ringed by seven volcanoes, as well as harbors and countless rivers. It is also a cultural hub, and is the world's most populous Polynesian city, with a large population from Pacific Island nations. This intersection of modernity and tradition is what makes Auckland unique.

The United States and New Zealand work together in the region and around the world to promote democracy, free trade, climate change mitigation and universal human rights. These efforts come together in the Citi Group building, where the U.S. Consulate General is located. As a major commercial and business center, Auckland offers the consulate general's employees many opportunities to interact with players in New Zealand's economy. A number of U.S.



companies have subsidiaries in New Zealand.

Six American officers and 23 Locally Employed Staff handle a range of portfolios in management, consular affairs, commercial relations, public affairs and political and economic reporting. As a small post, Consulate General Auckland gives employees the opportunity to build close relationships and take on leadership in a wide array of projects. The post has hosted several high-level U.S. government visitors in recent years, including Secretary of Defense Leon Panetta, Attorney General Eric Holder, Navy Admirals Samuel Locklear and Harry Harris, and Army Chief of Staff Raymond Odierno.

Consular services

The consulate general manages all consular services in New Zealand. Since most New Zealanders don't need a visa to visit the United States, the diverse applicant pool is primarily made up of third-country nationals. In any one day, consular staff might interview people from 15 different nations, such as Tonga, China, Samoa and various other East Asian countries. New Zealanders coming for interviews might include a retiree who owns a motorhome in the United States or a young citizen who has secured a job driving a grain harvester in Kansas and is leaving the country for the first time. The consular section promotes work and travel in the United States among New Zealanders and third-country nationals.

The public affairs section explains and advocates U.S. policy, and acts as a focal point for media and cultural relations. It takes a whole-of-society approach, with



Then-Secretary of Defense Leon Panetta performs a hongi, the traditional Maori pressing of noses to demonstrate friendship and community between people. Photo by Ola Thorsen

emphasis on student and future leaders, social and nontraditional media, and diverse constituencies, including Maori; Pasifika; faith-based; and lesbian, gay, bisexual, transgender, intersex and questioning (LGBTIQ) communities.

Public affairs initiatives include the Future Leaders of the Pacific and the "NXT:14" LGBTIQ Youth Leaders conference. An annual Universities Expo, the largest in the Pacific region, brings New Zealand students



together with notable American universities to foster study in the United States.

The section works closely with iwis (tribes). In March five Maori business leaders from around New Zealand went to the United States on the International Visitor Leadership Program to explore best practices in economic development within Native American communities. Recognizing the importance of faith-based communities, the section often coordinates with religious leaders; recently, the mission held its first interfaith event, which included an array of religious communities to celebrate Ramadan. The mission also sponsors visits of U.S. artists to New Zealand and Samoa, such as the Harlem Gospel Choir and Native American group Dancing Earth, and is a leader in sports diplomacy, with initiatives involving American and New Zealand athletes in rugby, track and field, football and baseball.

The political-economic section supports human rights; Auckland-based political matters and environment, science, technology and health issues; and revitalization of U.S.-New Zealand relations following the recent signings of the Wellington and Washington



Students engage with members of parliament during the NXT:14 Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning Youth Leaders Conference at Auckland's PRIDE festival.

Photo by Ola Thorsen

Declarations. The section also supports Auckland trade and business connections in conjunction with the American Chamber of Commerce, and engages with the commercial arm of iwis seeking to invest their recent settlement gains with U.S. companies.

Ocean conference

Much of the section's time this summer was devoted to supporting Secretary of State John Kerry's Our Oceans Conference in Washington, D.C., in June and the related visits of key scientists on issues including ocean acidification, sustainable fisheries and marine pollution. The section also works with the New Zealand government and NGOs to expand efforts to combat and prevent trafficking in persons.

In August, New Zealand's Ministry of Business, Innovation and Employment and the U.S. Embassy in Wellington hosted a



U.S. Consulate General staff meet with faith leaders at the interfaith iftar gathering.

Photo by Jessica Edwardsen



biannual Joint Commission Meeting in Auckland that brought together U.S. and New Zealand scientists and senior officials from a variety of government agencies. They participated in working groups on health and health innovation, marine and ocean research, climate change monitoring in the Pacific, natural hazards and resilient cities, and invasive species. They also discussed collaboration in Antarctica and fostering greater representation of women and minorities in the science community.

Auckland's combination of traditional and modern elements is unparalleled. Standing atop One Tree Hill, a viewer can watch sheep and cattle roaming through the grounds while simultaneously taking in the iconic city skyline and harbor. This kind of diversity is also found in the mission's projects. From engaging with local indigenous and business leaders to preserving the ocean's health, Consulate General Auckland offers boundless opportunities to work on global issues that are inextricably linked to New Zealand's communities and economy, all while strengthening the U.S.-New Zealand partnership. This intersection of innovation and traditional heritage creates a unique dynamic that sets Auckland apart, and offers opportunities to build on the bilateral foundation of shared values and aspirations. ■



New Zealand

At a Glance

- Capital:** Wellington
- Government type:** parliamentary democracy and a Commonwealth realm
- Area:** 267,710 sq. km
- Comparative area:** About the size of Colorado
- Population:** 4,401,916
- Languages:** English, Maori
- Religions:** Catholic, Anglican, Presbyterian and Congregational, Methodist
- GDP per capita:** \$30,400
- Export partners:** Australia, China, U.S., Japan
- Export commodities:** dairy products, meat, wood and wood products, fish, machinery
- Import partners:** France, China, U.S., Belgium, Cameroon
- Import commodities:** machinery and equipment, vehicles, aircraft, petroleum, electronics, textiles, plastics
- Currency:** NZ dollar
- Internet country code:** .nz

Sources: The World Factbook

Photo by Cristiano Corsini



Hurricane-Ready

Bureau's Caribbean posts prepared

By Jessica Allen, office management specialist, Bureau of Western Hemisphere Affairs

The Atlantic hurricane season, which ends Nov. 30, was expected this year to produce one or two major storms with winds of 111 mph or higher. To mitigate the risk, the Bureau of Western Hemisphere Affairs (WHA) began planning well in advance.

Prior to the June 1 start of the annual hurricane season, the bureau worked with its posts to review and update procedures, identify resources and encourage cooperation. According to WHA Executive Director Elizabeth Moore Aubin, “Resources abound to enhance preparedness at post, online and in the Department. There is no reason not to be ready for unexpected events by updating plans, doing tabletop exercises and knowing who to call.”

Posts’ management teams begin hurricane preparations months before the season’s start by updating the Emergency Action Plan (EAP), which includes instructions on “tripwires” — events that put the plan into action — plus preparation and evacuation procedures for a hurricane, whether the employee is at home or at work. Post leadership ensures that all employees have access to the EAP upon arrival at post, and WHA/EX encourages posts to conduct simulations and send staff to courses held by FSI’s Crisis Management Training Division (CMT). Posts also find it useful to hold town hall meetings with employees and the U.S. citizen community.

WHA’s Florida Regional Center (FRC) in Fort Lauderdale, Fla., provides virtual, regional and on-the-ground support to posts, including for hurricanes. FRC held a one-day hurricane drill and training session in July.

The U.S. Embassy in Kingston, Jamaica, said FRC’s assistance was essential in ensuring that its medical unit was well equipped for a hurricane. The post made other preparations, too. In February, it held a crisis management exercise offered by CMT and reviewed and updated its EAP. It also frequently tests its radio system, which can be used to track staff if landline and cellular phones become inoperable.

Another Caribbean post, the U.S. Embassy in Belmopan, Belize, prepares for hurricanes by stocking emergency supplies, such as water and Meals Ready-to-Eat, in accessible areas and regularly tests generators serving employees’ homes and offices. Its former Management and Disaster Relief officer, Phil Wilson, said preparation was especially critical during Hurricane Richard, because several of the post’s U.S. direct hires were new to the post, having arrived just before the storm.

Wilson said it’s crucial to involve Locally Employed Staff (LES) in the hurricane preparation process, due to their many years of experience in dealing with these storms and institutional memory that retains lessons learned. LES in Belmopan, for instance, stocked offices with emergency supplies from the warehouse and ensured all facilities were secure prior to the storm. They work with

officers to prepare for the potential evacuation of direct-hire staff and to coordinate with local landlords and first responders.

The day after the hurricane, LES cleared embassy pathways of fallen trees and debris, even as they provided for their own families’ needs.

According to Aubin, drills and training are critical to emergency preparedness. “Being prepared allows us to reduce the negative impact of an emergency, such as a weather situation,” she said. “If disruptions can be minimized, lasting effects are less overwhelming. Preparedness also instills a sense of confidence and courage to face the event and move forward productively.”

Embassy Kingston also credits detailed planning and preparation for making the post ready for the challenge of Category 1 Hurricane Sandy in October 2012. Management Counselor Les DeGraffenried commended the Bureau of Overseas Buildings Operations for having designed the post’s facilities to withstand a hurricane. The seven-year-old embassy compound weathered the storm well because it was probably one of the most secure buildings on the island, he said.

The housing and embassy compounds were equipped with potable water and emergency resources. DeGraffenried said those inside the buildings could barely feel Hurricane Sandy.

Sandy caused flooding and fallen trees, which made roads impassable, potentially preventing Jamaica’s emergency response crews from providing assistance to U.S. citizens.

Noting this, Regional Security Officer Vincent Cooper gained funding for an Emergency Response Trailer with emergency equipment such as the Jaws of Life and chain saws.

The trailer will help the embassy respond if employees or family members are trapped and inaccessible to local first responders.

“I am much more confident that our first responders will respond successfully to emergencies,” Cooper said.

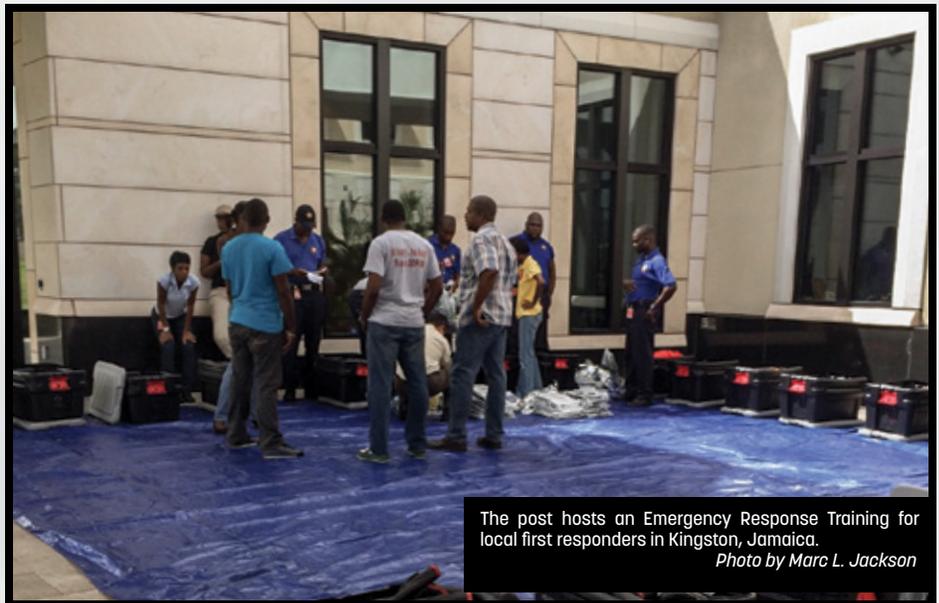
In a recent hurricane simulation, Embassy Kingston learned the importance of the local community. To boost local capacity to respond to disasters, the post held a two-week Chemical Biological Radiological Nuclear Operation training course. Jamaicans, including the local fire brigade and other first responders, learned how to detect a problem, secure an area and determine if evacuation is necessary.

Shortly afterward, a brush fire encroached on diplomatic housing. Post officials were able to assess the damage and danger quickly due to the relationships it had enhanced with local emergency responders during the training.

Participating in drills, having procedures and committees in place, knowing whom to call, cooperating with the local community and communicating with embassy staffs and local Americans are all aspects of how WHA prepares for a hurricane. It’s about more than just surviving. As Aubin sees it, “Preparedness enhances resilience. Resilience is the key, because it is the ability to become strong, healthy or successful again after something bad happens.” ■



Volunteers conduct damage assessments in Hattieville.
Photo by Belize Red Cross National Intervention Team



The post hosts an Emergency Response Training for local first responders in Kingston, Jamaica.
Photo by Marc L. Jackson



Officials conduct a damage assessment in Hattieville where a portion of a house was lifted and pushed into another house nearby.
Photo by Belize Red Cross National Intervention Team



Epic Groundbreaking

U.S. Diplomacy Center Launched

By Anne-Marie Gabor, retired Foreign Service Specialist, Photos by State Department

Fourteen years after then Secretary of State Madeleine K. Albright proposed creating a United States Diplomacy Center to give the public a better understanding of American diplomacy and thereby strengthen their support for it, Secretary John F. Kerry and five former Secretaries of State, including Albright, broke ground for the Center on Sept. 3. Other Secretaries who addressed the groundbreaking gathering were Henry A. Kissinger, James A. Baker III, Colin L. Powell and Hillary Rodham Clinton.



The 300 attendees at the groundbreaking ceremony at the Department's George Marshall Center auditorium were welcomed by Under Secretary for Management Patrick Kennedy. "As a career State Department employee," Kennedy said, "I have the privilege of representing the multitudes of Civil and Foreign Service employees, Americans and host nationals, who have carried out the vitally important work of diplomacy for our country."

Under Secretary Kennedy thanked Ambassador William C. Harrop, chairman of the Diplomacy Center Foundation, and Ambassador Elizabeth Frawley-Bagley, senior advisor in the Office of the Secretary, citing their tireless fundraising. He also recognized the late Ambassador Stephen Lowe and the late Senator Charles "Mac" Mathias who together founded the Foreign Affairs Museum Council to support the creation of the U.S. Diplomacy Center.

In an interview after the event, Kathy A. Johnson, U.S. Diplomacy Center Director, said "the Center will tell the story of American

diplomacy to the public, bring to life the people involved and showcase the work of the Foreign Service. It will show the public what diplomacy is doing for them and it will pay tribute to the work of diplomats."

A 27-year Foreign Service veteran, Johnson was special assistant in the Bureau of Administration when the project started in 2000. Most recently she served for three years as Management Counselor at the U.S. Embassy in Canberra, Australia.

The Center, slated to open in 2016, will balance displays of artifacts with interactive exhibits and hands-on education programs, plus a theater and a global classroom for diplomatic simulations. Secretary of State Madeleine Albright pledged that members of her Georgetown University class will be among the first visitors, and that she's looking forward to escorting them.

Lauren Fischer, the Center's Education Manager explained that artifacts will play a significant role. More than 6,000 artifacts, ranging from the 18th century to the present,

have been contributed by former Secretaries and family members, and by retired and serving Foreign Service and Civil Service staff.

The collection is overseen by Collections Manager Kathryn Speckart and Eric Duyck, Collections Assistant. Included are an original 1778 printing of the Treaties of Amity & Commerce and of Alliance between France and the United States (the first two treaties the U.S. signed), listening devices implanted by foreign intelligence agencies in American embassies and a blindfold worn by diplomat Robert Blucker in 1979 while a hostage in Iran.

Johnson said a major goal for the Center is to become a popular Washington destination. David A. Duckenfield, a Deputy Assistant Secretary in the Bureau of Public Affairs, has met with Washington tourism and convention executives to discuss adding the Center to their tourism packages.

In May, the Department and General Services Administration announced the award of a \$25 million contract to begin the Center's construction, using an award-winning design created by the Washington-based architectural firm Beyer Blinder Belle.

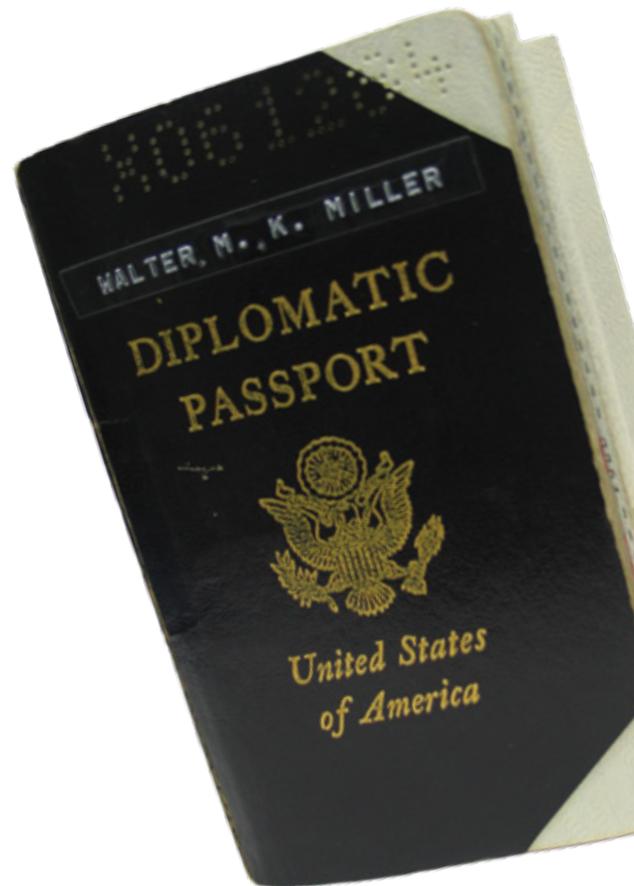
The Center will feature a dramatic three-story steel and glass pavilion that will become the Department's new 21st Street public entrance. Senior Project Manager Douglas

Mossman explained that the design of the Center's pavilion preserves the historical integrity of the Harry S Truman building so that visitors will be able to see the building's former entrance and facade and, looking through the glass roof, the windows of Secretary George C. Marshall's office.

Secretary Kerry told the groundbreaking ceremony audience it was time to share the stories of those who have served on the front lines of American diplomacy, sometimes giving their lives in the performance of their duties.

Those interested in sharing artifacts, stories or photographs from their diplomatic career may contact Katie Speckart at speckartkg@state.gov. ■

Clockwise from left: Breaking ground for the USDC are, from left, Secretaries Hillary Rodham Clinton, Madeleine K. Albright, Henry A. Kissinger, John F. Kerry, James A. Baker III and Colin L. Powell; An artifact at the USDC is one of the passports of Diplomatic Courier Walter M.K. Miller, whose career spanned three decades; U.S. Secretary of State John Kerry participates in a Groundbreaking Ceremony for the U.S. Diplomacy Center with former Secretaries of State Henry A. Kissinger, James A. Baker, III, Madeleine K. Albright, Colin L. Powell, and Hillary Rodham Clinton at the U.S. Department of State in Washington, DC on September 3, 2014; Foreign Service Officer Martha Patterson wore this helmet and vest while serving in Iraq.



To the Summit

Teamwork Key to U.S.-Africa Event

By Melissa Schumi Jones, press officer,
Office of Public Diplomacy and Public
Affairs, Bureau of African Affairs

Credentialing, hotel accommodations, VIP airport greetings, motorcades, White House dinners and round-the-clock attention for a head of state and his or her entourage, these were among the tasks going on backstage for the 53 official delegations and more than 5,600 participants involved in the first U.S.-Africa Leaders' Summit, hosted by the Department in August.

The summit, in which delegations from across Africa came to Washington to meet with senior U.S. government and business leaders, ran smoothly due to the efforts of the bureaus of African Affairs (AF) and Public Affairs (PA), and employees of the Major Events and Conferences Staff in the Office of the Under secretary for Management (M/MECS), Office of the Chief of Protocol (S/CPR) and other Department units.

In the wake of the summit, Assistant Secretary of State for African Affairs Linda Thomas-Greenfield praised her bureau and the State team involved, calling the effort "extraordinary" and adding she'd heard "nothing but positive feedback from the African heads of state who attended."

Teamwork within the Department was critical to making the summit work. The focal point for the policy planning effort was the AF's Summit Policy Liaison Office (AF/SPL). Former U.S. Ambassador to the African Union Michael Battle led the 15-person office, which worked with key Department and interagency partners on all components of the summit.

In the months leading up to the summit, Ambassador Battle and his team met personally with nearly every African ambassador based in the United States. The Department and the National Security Council regularly briefed the diplomatic corps on planning and logistics, ensuring partner



President Barack Obama and African leaders participate in the U.S.-Africa Leaders Summit at the U.S. Department of State in Washington, D.C., Aug. 6, 2014.

Photo by Chuck Kennedy

nations were invested in the summit and its outcome, and that the topics of interest to them would be discussed.

"The President wanted to host a summit that reflected the changing nature of our relationship, our partnership with Africa," Battle explained, and this meant "we had to understand what issues mattered most and where we could make progress—the consultative process was an integral part of that."

"We asked the [African] leaders to take a leap of faith with us," Thomas-Greenfield elaborated. "Instead of planning for long speeches to a plenary session," she said, participants were invited "to participate in a real dialogue with us. It was just phenomenal to sit in a room and listen to all of these African leaders talk frankly with each other and with our President and Secretary."

The leaders later praised the summit and its nontraditional format, she added.

High-level summits mean there's no minor detail in which a head of state is not involved, even more so with nearly 45 heads of state and thousands of officials from 53 delegations visiting at once. Responding to the challenge, M/MECS Director Laura Bowen Wills had 47 event management specialists working on the management logistics of the summit, which was held in three primary venues.

It took three weeks for construction crews to build those sites. Much of the first floor of the Harry S Truman (HST) building was transformed into an elegant, modern space

for the African leaders and their delegations, including the courtyards and Delegates Lounge. Two sessions on the Summit's final day were held in the Loy Henderson auditorium, which had been reconfigured to seat the 53 delegation leaders and President Obama around a table. A working luncheon was held in the Benjamin Franklin Room on the HST's eighth floor.

Wills praised "the tremendous teamwork" of such bureaus as Administration, Information Resource Management and Diplomatic Security, saying her organization was "immeasurably grateful to our colleagues, all of whom rose to the challenge."

With all the planning, there were still some surprises, including last-minute visa processing issues for delegates, an extraordinary health challenge, a gridlocked capital city and mandates to minimize the impact on city and Department facilities.

Newly confirmed Chief of Protocol Ambassador Peter Selfridge and his team were responsible for the movements of all the foreign delegations during the summit. That meant greeting every head of delegation at the airport, orchestrating complicated motorcade movements, even tying the perfect bow on each official gift. He said Protocol was "mindful of each leader's needs, whether security, interpretation or dietary, and used every interaction with them as an opportunity to make them feel welcome, respected and comfortable."

Especially critical to that welcome was how the 101 liaison and deputy liaison officers from the Department assisted the African embassies in Washington with their visiting heads of state and delegations. From a delegation's arrival to departure, liaison officers were by its side to ensure it got to each event and had a point of contact to address problems. Many liaison officers came from AF, and the Bureau of Near East Asian Affairs (NEA), which also had countries represented at the summit.

To get the word out to the American and African publics, AF and PA as well as International Information Programs (IIP) worked hand-in-hand for months to share important messages regarding the summit, including how it mattered to U.S.-Africa relations. They also worked to overcome bandwidth issues and make video footage and language translation available.

During the summit, the Department's Foreign Press Center held a reporting tour with 23 journalists from across the continent, and a press filing center served as base for more than 1,600 accredited journalists and held 15 press briefings by Administration officials and African leaders. The Department also was, for the first time, the main distributor of broadcast footage to U.S. and foreign media. And, in another first, U.S. embassy press sections took the 30 hours of available footage and offered it to local broadcasters who otherwise would not have access to the summit.

On the social media side, the Department and White House ensured that events were covered on Twitter or Facebook. On Facebook, 30 summit-related postings reached more than one million users. On Twitter, nearly 30,000 tweets used the hashtag #USAfrica during the summit. The Department's Flickr page, which housed photos of the summit including the individual photos of African leaders and



Secretary of State John Kerry greets Comoran President Ikilou Dhoinine before the start of the U.S.-Africa Leaders Summit's final day, Aug. 6.

State Department photo

President Obama, received the highest number of views in a single day.

AF and PA also put together a daily “playbook” with public messaging information and tools including press updates that U.S. embassies and consulates could use to inform their host nations’ publics about summit events. The bureaus and IIP worked on a social media toolkit site to share photos, quotes and tweets so that anyone, including partners and collaborators outside the U.S. government, could help share messages from the summit.

“The success of events like these is rooted in what the world sees and how connected people feel to the policy being developed,” said PA Assistant Secretary Doug Frantz. Frantz called the Summit “a monumental public diplomacy achievement in terms of the use of traditional, social and broadcast media” and praised his colleagues’ involvement.

“We’ve done summits before, but this one was extraordinary, and the proof is in the results our embassies will build upon for years to come.”

The summit was designed to allow in-depth conversations on such pressing issues as civil society, health, gender equality, wildlife trafficking, food security and climate change, and also involved a U.S.-Africa Business Forum on U.S. private-sector engagement and increasing trade with and investment in Africa. After the summit, many African leaders expressed their appreciation for the private sector’s extensive participation.

Throughout the summit, the Department team helped ensure that every element went smoothly, that details were handled with professionalism and precision, and that our guests left with a renewed sense of U.S. commitment to partnership with Africa. The summit will now become a recurring event, meaning it was not just a job well done but one that will continue to reinvigorate U.S.-Africa relations. ■

President Obama poses with Laura Wills' team from M/MECS, to celebrate the summit's successful end.

State Department photo





Veteran's Affinity Group Formed

In July, the Department's Diversity Governance Council approved Veterans at State (VETS) as its newest Employee Affinity Group (EAG). VETS founder and Acting President Troy M. Taylor, director of the Office of Emergency Management, said the group will promote community service, internal networking and career development while focusing on retention, recruitment, morale and skill development for veterans at the Department.

"Diversity and inclusion are an important part of our culture across the Department of State," said Taylor, a retired U.S. Air Force chief master sergeant. He said a diverse workforce enriches the Department's work environment and promotes success for employees and the Department.

He said, "Veterans bring diversity to the Department as well as strong esprit de corps, and a strong set of core values that can transcend to all Department of State employees." The group is open to all Department employees. More information about the VETS EAG is on its website.



A Navy ceremonial guard member presents the colors during the national anthem at Nationals Park in Washington, D.C.

Photo by Isaac D. Pachec



Gathered for a session of the San José Consular College are from left Consul General (CG) Ravi Candadai, Mia Soto, Deputy CG Margaret Pride, Chargé D'Affaires Gonzalo Gallegos, Maria Fernanda Mora, Sylvia Cabezas and Jerry Parisi.

Photo by Jose Castro

'Consular College' Opens for Enrollment

In September, the U.S. Mission in Costa Rica launched its San José Consular College, a sustained training and professional development program for the consular section's staff of Foreign Service officers, Locally Employed Staff, Eligible Family Members and Global Services Strategy contractors.

Chargé d'Affaires Gonzalo Gallegos sees training as important and a part of the Mission's vision of providing outstanding service by drawing on cutting-edge technologies and environmentally friendly practices. The college aims to help consular managers ensure that 80 percent of the section's staff completes at least two distance-learning courses by May 2015.

The idea of the college was conceived and implemented by Consul General (CG) Ravi Candadai and Deputy CG Margaret Pride. Modeled after CG Frankfurt's program, the college welcomes

employees from other of the post's sections and agencies to its weekly sessions on a space-available basis. The college seeks to foster a culture of learning, requires no additional funding and involves an entirely paperless process.

CDA Participates in Eritrean Festival

Louis Mazel, Chargé d’Affaires at the U.S. Embassy in Asmara, participated in August in the opening of the Eritrean Festival, which annually showcases Eritrea’s ethnic and cultural heritage. This year’s festival, held Aug. 16–23, was opened by the nation’s president and large delegation of government ministers and foreign diplomats.

The festival featured colorful dancers representing all of the country’s major ethnic groups. Its exhibit halls showcased Eritrea’s regional flora, fauna and agricultural produce, and Eritrean industry, including pharmaceuticals, tanneries, woodworking enterprises and mining. Displays showed traditional housing, and vendors sold regional foods, as dancers and musicians performed on multiple stages.



Chargé d’Affaires Louis Mazel dances at the opening of Eritrea Festival 2014. Photo by Dan Odallo

Retirements

Foreign Service

Bevill, Michael E.
 Brandt Jr., Rodney J.
 Brannaman, Nancy B.
 Brush, Jennifer L.
 Carr, Jerome
 Clark, Michael G.
 Clark, Muntana
 Delahanty, Dorothy A.
 Ellrich, Douglas
 Fehr, Gunther T.
 Gallant, Cynthia A.
 Gemmell, Lawrence H.
 Greene, James M.

Guthrie-Corn, Jeri S.
 Katz, David J.
 Ketchem, Fredrick J.
 Kincaid, Jeanne W.
 King, Robert D.
 Kingsland, Allen R.
 Lindsey, Robert
 Madsen, Samuel
 Peirson, Scot Merideth
 Pelz, Kristine L.
 Ricciardone Jr., Francis J.
 Riche, Christopher R.
 Riesland, Nicholas J.

Rockey, David T.
 Sacks, Richard S.
 Shear, David Bruce
 Sisson, James C.
 Smith, Deborah B.
 Steuart, Darnall C.
 Thomas, Lawrence J.
 Thompson, Peter M.
 Wallace, Irvina L.
 Williamson, John C.

Civil Service

Araiza, Benigno G.
 Barcellos Luporini, Otilia
 Berkovich, Ella
 Caron, Linda A.
 Chi, Hsiaojung Sharon
 Cockerham, Robert S.
 Corsun, Andrew F.
 Cranor, John D.
 Cross, Earl T.
 Dixon, Jerry L.
 Dumanian, Andrew J.
 Fitzhugh, David P.
 Herrmann, Lois Marie

Huff Jr., Curtis E.
 Lee, Cheryl T.
 Nash, Mary Meade
 Penn, Judith C.
 Phillips, Mary A.
 Rinehart, Keith R.
 Siletzky, Elizabeth S.
 Smith, Gale L.
 Stoddard, Anne
 Taylor, Jerry A.
 Vogelsang, Susan S.
 Washington, Jacqueline T.
 Winkel IV, William W.

Ethics Answers

Q: A former intern in my office is applying for a position outside the U.S. government and has asked me for a written recommendation. May I give her one and sign it using my official title?

A: Yes. Generally, Department employees are not allowed to use their official titles to further their own or another’s outside personal interest. However, Department employees can officially sign a letter of recommendation when being asked for an employment recommendation or character reference based on personal knowledge of the ability or character of an individual with whom the employee has dealt in the course of his or her federal employment or whom he or she is recommending for federal employment. In this case, you have personal knowledge of the former intern’s ability through your government service because she worked in your office. You are therefore permitted to sign this letter of recommendation with your official title, provided the contents of the letter are based on this knowledge.

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

Medical Report

Responding to Ebola in West Africa

By Gregory J. Martin, M.D. Chief, Infectious Diseases-Tropical Medicine, Office of Medical Services

I learned of the outbreak in West Africa in March in an email from the embassy health unit in Conakry that spoke of what may have been an outbreak of Lassa Fever. Days later, the international medical community confirmed that Ebola had struck this remote forested region in the highlands of Southwestern Guinea.

Six months later, this small outbreak of Ebolavirus Disease (EVD) has grown into the largest outbreak of EVD ever seen, with thousands of cases and deaths in Guinea, Liberia and Sierra Leone and smaller incursions into Nigeria, Senegal and even in the United States. Although the current EVD epidemic has killed a sobering 60 percent of those infected, fatalities have been as high as 90 percent in previous outbreaks in remote areas of the Democratic Republic of the Congo. These survivors are a powerful demonstration that EVD is not the automatic death sentence portrayed in the media and that early treatment can save lives.

The current epidemic has been caused by Zaire ebolavirus, generally considered the most dangerous of the five ebolaviruses. The West African strain of the virus is very closely related to the virus that caused EVD in the Democratic Republic of the Congo previously (and is causing a separate smaller outbreak there now). Genetic analysis has demonstrated that there is no evidence that



In Monrovia, Liberia, U.S. military personnel review maps of Liberia with an Armed Forces of Liberia (AFL) soldier at the new Emergency Operations Center (EOC) for the Ebola response in Liberia. This response has brought an "unprecedented" number of agencies and organizations together to stop the spread of the virus.

Photo by Morgana Wingard

this Ebola strain has mutated significantly or is more dangerous or transmissible than that seen in previous outbreaks.

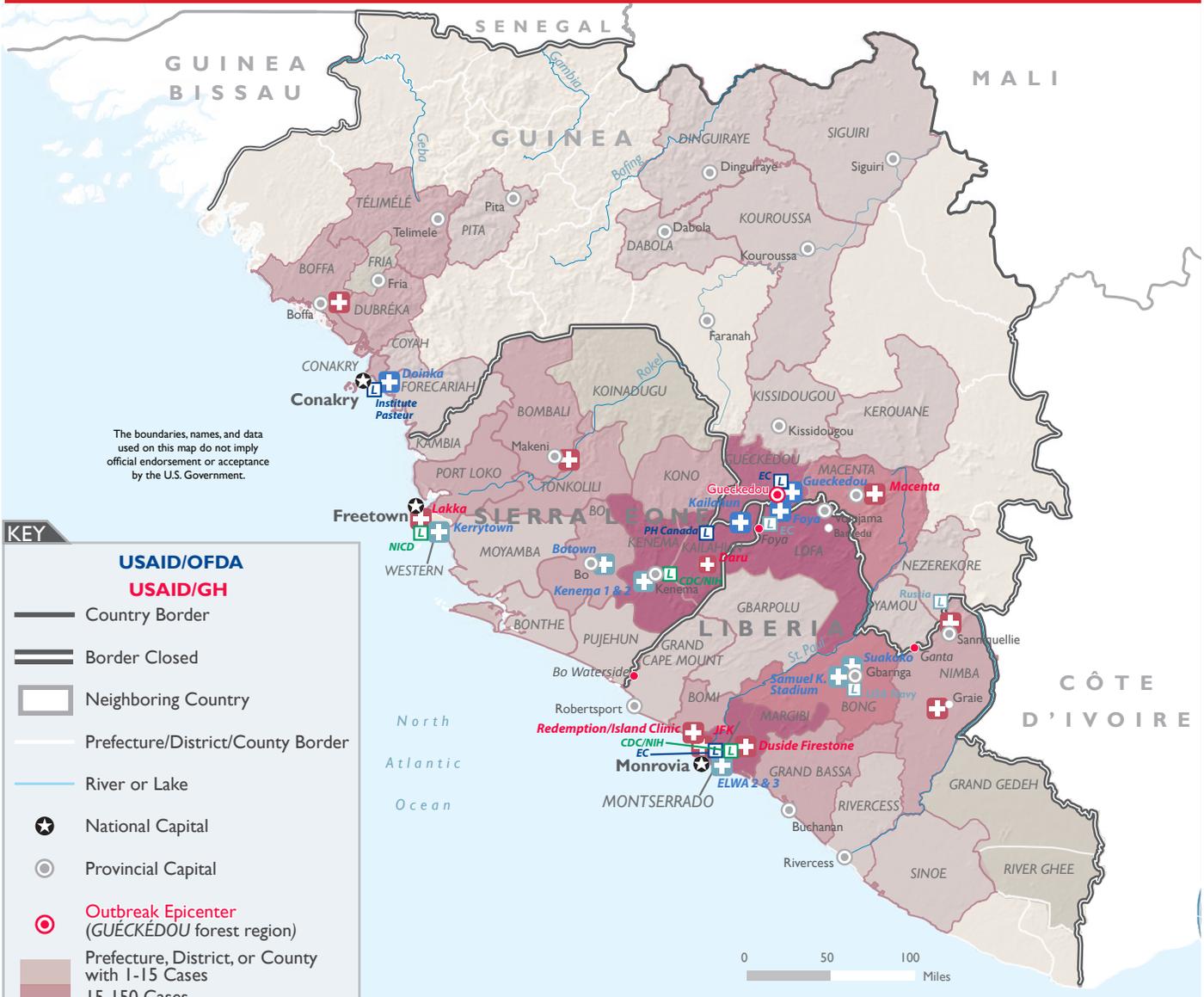
Although Ebola is considered one of the viral hemorrhagic fevers, many patients do not have any overt bleeding. The lack of hemorrhage can mislead healthcare providers from considering EVD, thus making early detection of an outbreak more difficult.

The American embassies in the Ebola-affected countries have been critical in setting the example for how to respond to EVD. Within days of the first diagnoses in Guéckédou, EVD was found in Conakry, and the level of anxiety in the capital skyrocketed. Many airlines stopped flying to Guinea and multinational companies evacuated staff; some other embassies limited operations and considered closing. EVD is not spread via one's breath or sneezing but only through direct contact with a sick patient's bodily fluids, or less commonly, after contact while slaughtering fruit bats or primates. Clearly, embassy staff are not likely to be exposed to EVD during normal functions. U.S. missions in West Africa have continued to provide regular consular and embassy services throughout the Ebola crisis and have been essential in the U.S. response.

The World Health Organization, the Centers for Disease Control and Prevention, Doctors Without Borders and other

organizations have been working closely with local ministries of health to control the EVD epidemic. The Department of State and USAID have also played a vital role in international efforts. For instance, the Office of Medical Services established the first Medevac capability for those with EVD and has been involved in the transport of each of the EVD-infected health workers to the United States and Europe. USAID has been coordinating a massive U.S. response to assist the affected nations. President Obama announced that the United States would commit about 4,000 military personnel to the region to help set up treatment centers. This expands the American response from providing epidemiologic and diagnostic laboratory support to the Department of Defense's delivering the desperately needed treatment facilities and logistics capabilities to the most severely EVD-affected country.

The West African Ebola epidemic is one of the greatest challenges the international health community has had to face. The epidemic is far from over and is likely to require months of sustained effort in both large cities and some of the most remote, disadvantaged areas of Africa to bring this public health crisis to a conclusion. American embassies in the region will continue to provide the support and local expertise critical to the success of this mission. ■



A child in Conakry, Guinea, learns proper handwashing and its importance in the battle against Ebola.

Photo by UNICEF Guinea

FULL ALERT

Language Courses Support Diplomatic Security

By Kelley Grady Dunkelberg,
ALERT program coordinator,
FSI School of Language Studies

The phrases “Show me your hands!” and “How many exits are there?” are not traditionally taught in full-time language courses at FSI. But, as part of the Department’s upgrading of its capacity in critical languages, FSI’s School of Language Studies (SLS) partnered with the Bureau of Diplomatic Security (DS) on an innovative new model for language teaching that is tailored to the job needs of personnel assigned to high-threat posts.

In October 2013, FSI launched this new 12-week Awareness Language and Emergency Response Training (ALERT), marking a different approach from FSI’s traditional classroom model and integrating the latest techniques in task-based instruction. The course is designed for personnel who do not typically receive long-term language training, including assistant regional security officers and temporary duty personnel. For relevance, realism and the accuracy of training scenarios, the course syllabus is drawn from the DS Mission Essential Task List, and students begin using job-related language on the course’s very first day.

FSI designed the curriculum by studying the latest research on task-based instruction and consulting with the U.S. Marine Corps University, Naval Special Warfare Center, Defense Language Institute, Naval Postgraduate School and DS’s training center. Developers also visited an Arabic-speaking post to consult with subject-matter experts and identify DS personnel’s language needs by observing them communicating with local residents. Seven teams of Arabic instructors worked simultaneously under the guidance of SLS training specialists to develop the curriculum and course content in Iraqi, Egyptian, Tunisian, Libyan, Lebanese, Sudanese and Yemeni Arabic. They worked closely with the DS Training Center, developing and reviewing draft materials prior to the course’s launch. Mark Sullo, the former DS high-threat strategy coordinator, spearheaded a needs analysis and survey of the



Students and instructors gather with DS and FSI staff to mark the end of the first Arabic ALERT class in December 2013.
Photo by Michael Morrison

DS workforce, and offered his input to FSI on DS’s most important language needs.

The ALERT courses feature role playing, peer-to-peer instruction, security-based simulations and military-style “sand tables,” on which are placed miniature streets, model cars and action figures. The courses also emphasize listening comprehension and building and maintaining relationships with local residents.

“What I like best about ALERT is that I learn language that will immediately enhance my ability to do my job,” said Arabic ALERT student Todd Healey, RSO-designate for Mission Libya. “I wasn’t sure that I’d be able to learn Arabic, but learning through hands-on activities really works for me and helps me retain the language.”

The course instructors introduce specific vocabulary to students at precisely timed intervals, offer feedback and set up competitions in which students score points for asking and answering questions and recalling and using vocabulary. The course emphasizes communication, promotes situational awareness and cultural competence in an immersion environment, and uses innovative instructional techniques. Students use walkie-talkies and dummy weapons, and undertake activities outside the classroom, such as searching vehicles, giving directions and engaging in physical fitness training—all in the target language.

Through the course, students develop language skills that focus on security duties, such as crowd control; responding to bomb threats, evacuations and emergencies; engaging in vehicle-based and non-mobile security; establishing and maintaining relationships; and developing listening comprehension.

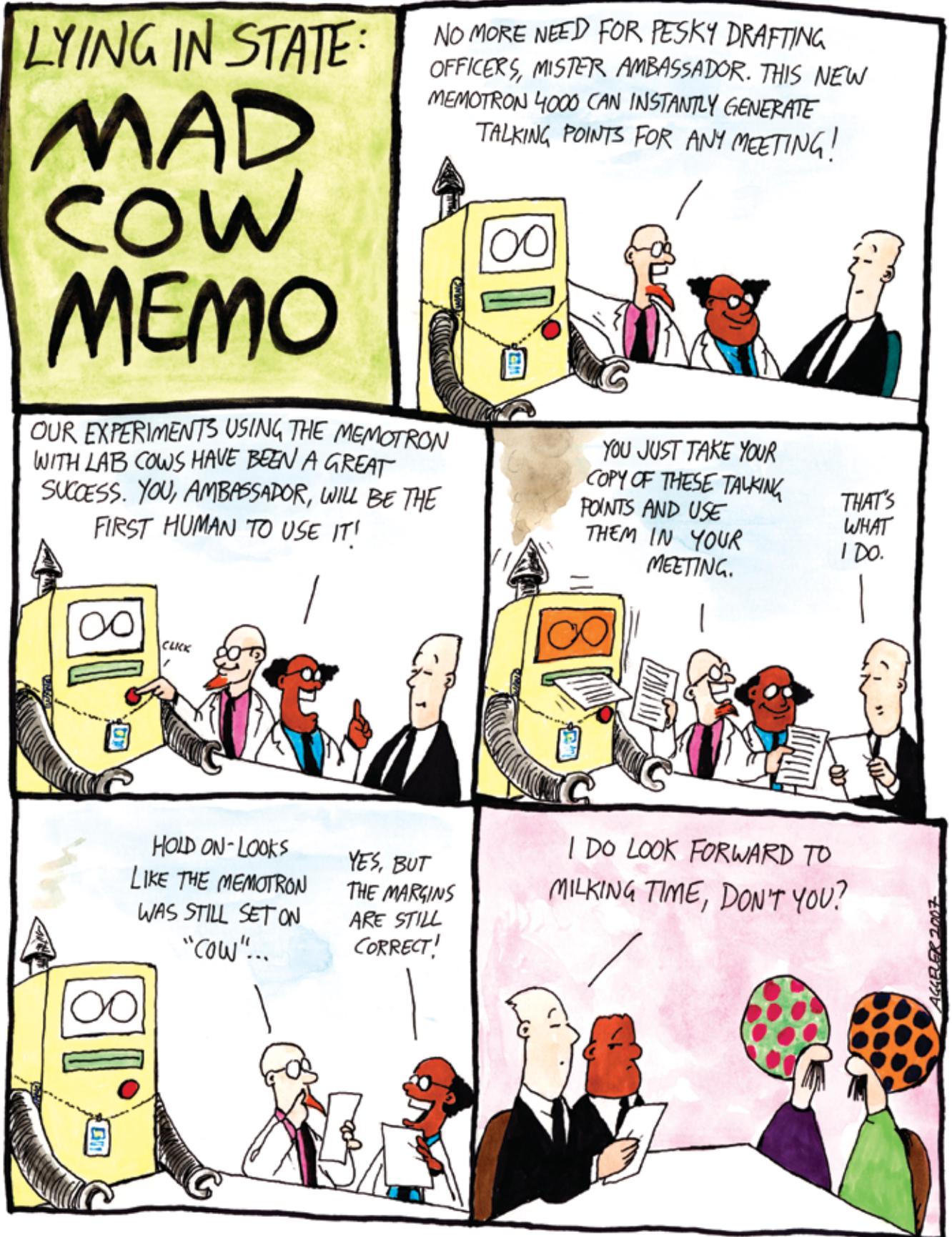
Graduates learn how to speak about such security equipment as weapons and explosives in local dialects and how to use telephones, radios and text messaging. They also learn

the language skills needed to use interpreters, protect people, guard places and things, conduct drills and interviews, and generally understand some of what is said around and to them. Students at a Capstone Exercise, held at and supported by the DS Training Center in Dunn Loring, Va., were able to engage in realistic simulation activities using DS vehicles.

The program’s success is due to the enthusiasm and commitment of DS leaders, and DS collaboration at every stage of development. Demand for ALERT courses has grown since last year’s launch, and a pilot Urdu ALERT course for DS personnel assigned to Pakistan ran from February to May. Ed Guard, RSO-designate for Pakistan, said it was “one of the most valuable training experiences I’ve had in almost 30 years of government service.”

Dr. Anjum Khilji, FSI’s language training supervisor for South Asian Languages, credits her teaching team’s insight and expertise for the course’s success and said she’s particularly proud of their creative use of the military-style sand table as a teaching tool that allows students to integrate many aspects of their jobs in language learning. Due to the high interest of DS students in longer-term language training, several security-based “job modules” have been developed in various Arabic dialects, all based on the ALERT design. These modules are now part of the longer Arabic Basic Course, and complement FSI’s grammar-based Modern Standard Arabic training by strengthening students’ ability to conduct job functions in the host nation’s local dialect.

So far, 11 DS students have completed the ALERT courses and moved on to assignments in Iraq, Libya and Pakistan. A French-language ALERT course started in June for personnel assigned to high-threat posts in Francophone Africa, and FSI is in discussions for expanding ALERT into other languages. ■



Originally published in November 2007.

Appointments

Michael A. Lawson
U.S. Representative to
the International Civil
Aviation Organization



Todd D. Robinson
U.S. Ambassador
to Guatemala



Eric Schultz
U.S. Ambassador
to Zambia



Thomas F. Daughton
U.S. Ambassador to
Namibia



Joan A. Polaschik
U.S. Ambassador
to Algeria



Cynthia H. Akuetteh (SFS) of Washington, D.C. is the new U.S. Ambassador to the Gabonese Republic and the Democratic Republic of São Tomé and Príncipe. Her previous assignments were as deputy assistant secretary in the Bureau of African Affairs, director of the Office of Europe, Middle East and Africa in the Bureau of Energy Resources, and director of the Office of Central African Affairs. Overseas postings include Abidjan, Ouagadougou, Ottawa, Niamey and Dar-es-Salaam. She served in the Peace Corps as a deputy country director in Ghana.

Thomas F. Daughton (SFS) of Arizona is the new U.S. Ambassador to the Republic of Namibia. He most recently served as senior advisor in the Bureau of Political-Military Affairs, responsible for negotiating status of forces and other international security agreements. Prior to this, he was deputy chief of mission in Beirut. He has also served as DCM in Algeria and Gabon. His other overseas assignments include Jamaica, Morocco, Greece and Malaysia.

Matthew T. Harrington (SFS) of Virginia is the new U.S. Ambassador to the Kingdom of Lesotho. He previously served as office director in the Bureau of Intelligence and Research working on African affairs and, before that, as foreign policy advisor to the commander of U.S. Army South in San Antonio, Texas. Other assignments include deputy chief of mission in Namibia and Togo. He was also posted to Lisbon, Harare, Brasília and Accra. He was a Peace Corps volunteer in Mauritania and worked for the American Association of State Colleges and Universities.

John F. Hoover (SFS) of Massachusetts is the new U.S. Ambassador to the Republic of Sierra Leone. He most recently served as director of the Office of Regional and Security Affairs for the Bureau of African Affairs. Before that, he was deputy chief of mission in Uganda. His other postings include Nairobi, Shanghai, Taiwan, Mbabane and Paris.

Stuart E. Jones (SFS) of Pennsylvania is the new U.S. Ambassador to the Republic of Iraq. He previously served as ambassador to the Hashemite Kingdom of Jordan. This will be Ambassador Jones' third tour in Iraq, where he was deputy chief of mission in Baghdad and was stationed in Ramadi under the Coalition Provisional Authority. He also served as director for Iraq at the National Security Council. Other tours include Egypt, Turkey, Colombia and El Salvador.



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



Cynthia H. Akuetteh
U.S. Ambassador
to Gabon



Stuart E. Jones
U.S. Ambassador
to Iraq



 **Alice G. Wells**
U.S. Ambassador
to Jordan



John F. Hoover
U.S. Ambassador
to Sierra Leone



Matthew T. Harrington
U.S. Ambassador
to Lesotho



Michael A. Lawson of California is the new U.S. Ambassador and Permanent U.S. Representative to the International Civil Aviation Organization. Previously, he was the president of the Los Angeles World Airports' Board of Airport Commissioners. Before that, he was a partner at the law firm Skadden, Arps, Slate, Meagher & Flom, LLP, where he worked for 31 years. He was a staff attorney at the federal Pension Benefit Guaranty Corporation and has served as a trustee of a number of educational and not-for-profit organizations, including Morehouse College and Loyola Marymount University.

Joan A. Polaschik (SFS) of Virginia is the new U.S. Ambassador to the People's Democratic Republic of Algeria. She previously served as director of the Office of Egypt and Levant Affairs and as acting director of the Office of Israel and Palestinian Affairs. Before that, she was deputy chief of mission in Tripoli. Her other postings include Baku, Tunis and Tashkent, and an assignment in Amman as regional refugee coordinator.

Todd D. Robinson (SFS) of New Jersey is the new U.S. Ambassador to the Republic of Guatemala. He previously served as deputy assistant secretary in the Bureau of International Narcotics and Law Enforcement Affairs. Prior to this, he served as deputy chief of mission in Guatemala. Other postings include Barcelona, Tirana, Santo Domingo, La Paz, Vatican City, San Salvador and Bogotá. Before joining the Foreign Service, he worked as a journalist.

Eric Schultz (SFS) of Virginia is the new U.S. Ambassador to the Republic of Zambia. He most recently served as deputy chief of mission in Kyiv. Previously, he served as economics counselor in Moscow. Before that, he was DCM in Harare and deputy director in the Office of European Security Policy. His other postings include Ashgabat, Tbilisi, Martinique, Paris and Antananarivo. In Washington, he was also deputy director for Ukrainian, Moldovan and Belarusian Affairs.

Alice G. Wells (SFS) is the new U.S. Ambassador to the Hashemite Kingdom of Jordan. She previously served as a senior adviser in the Bureau of Near Eastern Affairs (NEA). Before that, she was special assistant to the President for Russia and Central Asia, executive assistant to Secretary Clinton, executive assistant to Under Secretary William J. Burns, and director of Maghreb Affairs in NEA. Her overseas postings include Moscow, New Delhi, Islamabad and Riyadh.

Obituaries



Michael Beatty, 63, a retired Civil Service employee, died Aug. 6 in Arlington, Va. He joined the Department in 1983 after serving in the U.S. Army and worked for 30 years in the Bureau of Consular Affairs. At

his retirement last year, he was a systems liaison officer for Overseas Citizen Services, which drew on his extensive experience in helping U.S. citizens abroad. He is remembered for his wit and love of sports, especially mountaineering in his home state of West Virginia.



A. Irwin Rubenstein, 85, a retired Foreign Service officer, died Aug. 14 in Broward County, Fla. He served in the Army during the Korean War, worked for CARE and represented the U.S. labor movement in Ecuador in the early

1960s, where he began his 30-plus-year career with USAID and the Department. He was posted to Lima, Montevideo, Cali, Managua, Tel Aviv, Mexico City and Guadalajara. After retiring in 1993, he fulfilled his dream of seeing more of the world, visiting more than 50 countries.



Janet Elaine Hall, wife of retired Foreign Service officer John E. Hall, died Aug. 7 in their home community of Surprise, Ariz. She had long suffered from Alzheimer's disease. She had lived in the Washington, D.C., area, and

in Bordeaux, Reykjavik, Bern, Wellington and Toronto, accompanying her husband on assignments before his retirement in 1998. A librarian by training, she was active as a hiker, quilter and cyclist, and volunteered as an ESL teacher and in a local hospital and hospice.



Harmon E. Kirby, 80, a retired Foreign Service officer and Ambassador to Togo from 1990–94, died May 21 in Washington, D.C., after a two-year battle with cancer. He served in the Army and entered the Foreign Service

in 1961. His postings included New Delhi, Rabat, Khartoum, Geneva and Brussels. Following retirement in 1996, he worked for the Office of the Historian and on the declassification of materials for the Foreign Relations of the United States series.



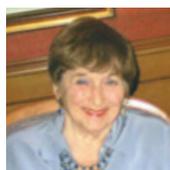
Michael David Sternberg, 76, a retired Foreign Service officer, died July 13 in Tel Aviv of complications of multiple myeloma. For the past 24 years and up to the time of his death he was the Director General's Representative

in Israel of the Multinational Force and Observers (MFO). Following service as a U.S. naval officer, he joined the Foreign Service in 1967 and served in Belfast, Zurich, Athens, Thessaloniki and Vienna. He was an advisor to the Camp David peace talks in Egypt in 1979 and remained committed to the cause of peace in the region throughout his professional life. His daughter, Tamara Sternberg-Greller, is a Foreign Service officer posted in Kyiv.



Thavanh Svengsouk, 79, a retired Foreign Service officer, died Sept. 1 in Honolulu, Hawaii. He worked for the United States Information Agency and his overseas postings included Georgetown, Cebu City, Paris, Bangui and Dakar. Born in Vientiane, Laos, he

graduated from Columbia University and then spent more than 10 years as a broadcaster for the Voice of America. After retirement, he served the Lao and Southeast Asian community in Hawaii and supported many international causes.



Jane W. Teeple, 89, wife of retired Foreign Service officer Howell Teeple, died Aug. 22 at home in Dana Point, Calif. Born in New Jersey, she graduated from the Missouri School of Journalism and pursued a journalism career,

working for the New Haven Register, Time Magazine and the Washington Post before marriage. She accompanied her husband to postings in India, Turkey, Libya, Liberia and the Philippines.



Phyllis (Bernau) Macomber, 90, of Nantucket, Mass., died Sept. 30. A 1945 graduate of Simmons College, she worked for Secretary of State John Foster Dulles as personal assistant in managing his office, and later for Secretary of State

Dean Rusk. She married William B. Macomber, who held State Department appointments under five presidents. They lived in Jordan and Turkey, where he was ambassador. The couple settled in Nantucket where both were deeply involved in various organizations.



Maurice Elmore Trout, 96, a retired Foreign Service officer, died Sept. 15 in Arlington, Va. He served in the Coast Guard during World War II. His postings included Paris, Vienna, London, Vientiane, Munich and Bangkok in management and political-military positions. He retired in 1977 after completing a tour as political advisor to the Armed Forces Staff College in Norfolk, Va. In retirement, his passion for travel took him to all seven continents from the Arctic Circle to Antarctica.



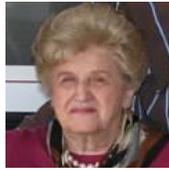
Terence A. Todman, 88, for years the highest-ranking African-American in the Foreign Service, died Aug. 13 on St. Thomas in the U.S. Virgin Islands, where he was born. Secretary of State Kerry offered condolences, remarking on his “distinguished, trailblazing and celebrated career” spanning nearly 50 years. He served as U.S. Ambassador to Argentina, Denmark, Spain, Costa Rica, Guinea and Chad, and as assistant secretary for Western Hemisphere Affairs. Throughout his career, he was outspoken about racial equality and for greater minority advancement within the ranks of the Department.



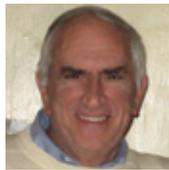
Naim J. Owais, 94, of Silver Spring, Md., a retired Civil Service employee, died Sept. 4. He served as senior Arabic language and culture instructor at the Foreign Service Institute from 1973 to 1988. He was actively involved in teaching, administration and course development. Born in Jordan, he worked previously as an editor in Beirut, Lebanon. He came to the U.S. in 1969 with his wife and children. Along with his continued passion for language, he remained a nature lover and an avid gardener throughout his retirement years.



James J. Sweeney, 84, a retired Foreign Service officer with the Bureau of Diplomatic Security, died Aug. 18 of prostate cancer. He worked for the Federal Bureau of Narcotics in Chicago before joining the Department. He was a Diplomatic Courier in Frankfurt and served as a regional security officer in Rabat. After retiring in 1980, he lived on the river in Westport, Mass., where he enjoyed time on his Boston Whaler fishing and tending lobster pots.



Frances M. Dyrek, 98, retired Foreign Service specialist, died Sept. 9 in Chicago, Ill. She was posted in Paris, Athens, Berlin, Lima, Beirut, Haiti, Antwerp, Karachi and Nicosia. She retired after a long, wonderful career and turned to art. She attended DePaul University for undergraduate work and the Corcoran School of Art after retirement. Art was her true passion. Her paintings have been in many exhibits.



Earl Klitenic, 71, of Bethesda, Md., a retired Foreign Service officer, died Sept. 12 after a heart attack. He served as a director at the Voice of America (VOA) and United States Information Agency, including acting director of VOA Europe in Munich. After retiring in 2001, he remained active in many organizations, including the American Foreign Service Association, DACOR and the Cosmos Club. He used his wonderful sense of humor to lighten every room he entered, sharing his eternal optimism.



Charles Hall, 77, of Perkinston, Miss., a retired Foreign Service officer, died Aug. 23. He served in the Navy for 20 years before joining the Department in 1980, where he worked as a telephone technician. He installed telephone systems in embassies throughout the world, retiring in 1995 and starting up his own telecommunications company in Mississippi's Gulf Coast. Though he lost everything to Hurricane Katrina, he and his wife relocated to the central part of the state, where he spent his last years surrounded by family and friends.

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 Michael Hahn at hahnmg@state.gov or (202) 663-2230.



Cyprus



Turkey

End State

Cyprus Pg. 3

Storm clouds hang ominously over the horizon as seen from a pier leading to the blue waters near Protaras.

Photo by Lefteris Katsouromallis



China Pg. 2

Beijing's Gui Jie, also known as Ghost Street, is lined with dozens of restaurants that hang red lanterns out front.

Photo by Isaac D. Pacheco

Turkey Pg. 30

Raindrops streaming down a tinted window create a somber mood as a pedestrian walks past during a storm in Istanbul.

Photo by Tuncay



Panama Pg. 10

The Panama City skyline iridesces during a long-exposure night shot along its harbor coastline.



Photo by BORIS G



China



Panama



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Federal Benefits Open Season Is Here!

Employees may enroll, change or cancel their health,
vision and/or dental insurance from

Nov. 10 through Dec. 8.

Benefit open season fairs featuring health insurance
representatives will be held at the **Harry S Truman
Building and Foreign Service Institute**. Watch this
month's Department Notices for further details.