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May 2016

MAGAZINE

Discovering a Legacy

**Civil Service employee
honors father's heroism**

Tight-Knit Community

**Dhaka's staff bolsters
morale amid adversity**

CUBA

Embassy

ENGAGEMENT

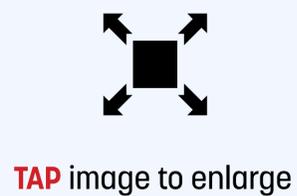
Havana team's extraordinary effort supports POTUS visit

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President Obama waves to the crowd at Havana's Gran Teatro. *Photo by Pete Souza*

On the cover

Pastel colors brighten a streetside shop in Cuba.

Photo by Balint Földesi

STATE MAGAZINE



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Embassy Ulaanbaatar staff members explain the post's air quality monitoring equipment during an embassy tour.

Photo by Badamsambu Dondog

Embassy Monitors Air Pollution in Ulaanbaatar

Responding to poor local air quality during Mongolia's extended winter, the U.S. Embassy in Ulaanbaatar in December 2015 established an airquality monitoring station and began public outreach to highlight the city's air pollution problem.

In January, the public affairs section (PAS) and the embassy's economic and medical officers created a weeklong #UBAirFacts campaign on the embassy's Facebook and Twitter accounts to improve public understanding of the pollution's health consequences and identify mitigation measures, such as wearing fitted airfilter masks.

On Jan. 19, PAS invited broadcast and print journalists to tour the airquality monitoring station. Ambassador Jennifer Zimdahl Galt spoke, underscoring the embassy's desire to work with local counterparts to better understand the effects of air pollution and emphasizing the potential value of the station's data to the health and scientific communities. During the tour, embassy staff encouraged the journalists to film and photograph the equipment. There was also a question-and-answer session moderated by embassy staff.

The social media campaign and press tour stimulated public awareness and understanding of Mongolia's air pollution and its negative effects, and how to mitigate them. The embassy also conducted a televised interview, published a newspaper op-ed piece, held a town hall gathering and sponsored an air quality "hackathon" and small grants competition. ■





Attendees at the U.S. Embassy in Guyana's roundtable discussion in February on indigenous groups pose for a photo.

Photo by Ryan Sampson

Event Promotes Services for Indigenous People

Guyana's indigenous population has long been isolated and marginalized, but it is gaining an increasingly influential role in the country's political and social affairs. Recognizing this, Ambassador Perry Holloway hosted an indigenous groups roundtable discussion Feb. 5, to better understand the priorities of the government's Ministry of Indigenous Peoples' Affairs and find synergies between those priorities and U.S. development programs.

Attendees included the nation's vice president, the minister of Indigenous Peoples' Affairs and other ministry officials, and representatives from the Departments of State and Defense, USAID, Peace Corps and the regional USAID mission in Bridgetown, Barbados.

Host-nation officials presented their aims for public health, economic development, education and legal reforms related to land titling. In the ensuing discussion, significant overlap arose between the ministry's priorities and U.S. government programs in health and economic development. For example, to respond to indigenous peoples' need for medical and mental health services in the remote, interior regions of Guyana, the DOD's U.S. Embassy Humanitarian Assistance Program is providing these services, such as cleft lip and palate surgery to isolated communities.

The Peace Corps also noted its health work, including health education in remote indigenous communities. Two Peace Corps volunteers have assisted with Guyana's new Suicide Prevention Hotline and are facilitating development of a suicide prevention texting program.

On economic development, a Ministry of Indigenous People's Affairs official noted that many prior economic development projects done by outside organizations didn't survive the ravages of time and circumstance. However, a USAID representative pointed to the sustainability of a new partnership involving his agency and the ministry's trainers, who will implement education tools on work, life and entrepreneurial skills for at-risk indigenous youth. ■





Principal Deputy Assistant Secretary Carol Perez speaks to attendees at the Career Opportunities for International Relations symposium.

Photo by Robert M. Stewart

HR Holds Women's Recruitment Event

On March 23, more than 80 women, from high school seniors to young professionals, participated in the second annual Career Opportunities for International Relations (COIR) symposium. The event was co-hosted by the Department and the American Women for International Understanding (AWIU), a nonprofit that encourages women-to-women information sharing.

Speakers included Ambassador Kristie Kenney and former member of Congress Ambassador Diane Watson. Both spoke of how to become leaders in international affairs and how they overcame mistakes and gained the confidence to enter a male-dominated field.

During a panel on public- and private-sector careers, Be Bold Media CEO Sabrina Hersi Issa said she uses technology to provide humanitarian relief to communities in need, and public-sector career panelists told of the challenges and rewards of their government careers. Deputy Secretary of State for Management and Resources Heather Higginbottom closed the event by sharing how a leader handles public service challenges and about life as a political appointee, including the uncertainty of not knowing what she will do next. She endorsed a career with the Department.

The event's co-chairs, Acquania Escarne, representing the Department of State, and AWIU's Diane Henry, were pleased with the outcome. Participants agreed. This event demonstrated the Department's commitment to expanding partnerships with community-based organizations across the country. ■





Greeting exchange program alumni and members of the Ambassador's Youth Council, who volunteered for the event, are, third from right, Embassy Islamabad Cultural Affairs Officer Daniel Mattern and, fourth from right, Assistant Cultural Affairs Officer Bettina Gorczynski.

Photo by Shahid Waseem

Talk Gives Voice to Pakistani Women

On March 19, more than 300 people from across Pakistan attended a TEDx event in Islamabad entitled “Breaking Barriers” that highlighted women’s empowerment. Sponsored by the U.S. Embassy and the Pakistan-U.S. Alumni Network, the event was designed to help communities, organizations and individuals spark conversation and connections on this important topic.

“When a woman or a girl is held back from achieving her full potential, her family, community and country are also held back,” said Chargé d’Affaires Jonathan Pratt.

The event included talks by Hadiqa Bashir, the 14-year-old recipient of the Muhammad Ali International Humanitarian Award for her work fighting against child marriage, and by Samar Khan and Guliafshan Tariq, Pakistani women who biked more than 620 miles at heights greater than 15,000 feet above sea level from Islamabad to the Chinese border. There was also a performance by Pakistan’s first young female band.

Ahsan Mukhtar, one of the organizers and an International Visitor Leadership Program alumnus, said that, in choosing attendees out of more than 3,000 applicants, “We tried to make sure to get the most diverse audience, which is why we have attendees [from] all major cities of Pakistan, including Islamabad, Lahore, Karachi, Peshawar, Quetta, Swat and even beyond.”

This TEDx provided an important forum for a broad-ranging look at women’s empowerment, with both female and male speakers highlighting the need for change. The audience, predominantly under age 30, included entrepreneurs, scientists, students, writers, musicians and politicians.

TEDxIslamabad was established in 2010 and has organized more than 15 events featuring 50 speakers from all over the country. The event was widely publicized through dedicated hashtags during the event, including #TEDxIslamabad and #BreakingBarriers. ■





Embassy Libreville staff display their newfound health.

Photo by Gavin Davidson

Embassy Promotes Staff Weight Loss

To help staff get into shape, Gunnery Sergeant William Pollard and Medical Provider Christine Stapleton, both of the U.S. Embassy in Libreville, Gabon, offered a “boot camp” and a healthy body/healthy mind class. The program focuses on sustainable exercise, realistic weight loss goals and understanding the mind-body health connection.

The effort involved U.S. and local employees, family members and Marine security guards. Some joined to get in shape, lose weight or address medical problems, such as hypertension. Over eight weeks, many individuals lost up to 5 kg and removed 2 inches from their waistlines. Afterward, some staff discontinued their blood pressure medication due to new dietary habits and losing weight. LE staff recorded impressive weight loss by decreasing the salt, fat and sugar in their diets, reducing meal portions and increasing their consumption of fresh fruits and vegetables.

The exercise routines of the twice-weekly boot camp helped participants identify useful high-intensity workouts. Traffic in the embassy gym picked up on noncamp days, with some employees starting exercise programs for the first time ever.

Pollard and Stapleton stressed the importance of sustainability, whether starting with a 10-minute daily workout and progressing to 30 minutes or weaning oneself from a croissant-a-day habit. A critical component, Stapleton added, is “forgiving yourself for mistakes and getting back on track as soon as possible.”

Participants were encouraged to weigh in weekly and invited to share any secrets to their success. Participants now want monthly health classes and for Pollard to continue the boot camp. ■





Faust makes a point during his presentation at the Ralph Bunche Library.
Photo by Luis A. Jimenez, Jr.

INR Staffer Offers Iraq Insights

Speaking at the Ralph Bunche Library in February, Aaron Faust, program officer for Near East and South Asian Affairs in the Bureau of Intelligence and Research, said his book, “The Ba’thification of Iraq,” written as part of his Ph.D. thesis at Boston University, is largely based on Ba’th Party documents covering the period 1979–2003.

During that period, Iraq’s leader, Saddam Hussein, consolidated his power by manipulating Iraqis’ tribal, familial, religious and ethnic sensibilities, and mixing them with totalitarian tools like those employed by Joseph Stalin and Adolph Hitler. Faust emphasized the role played by ideological propaganda, the Ba’th’s takeover of state and social institutions, the use of violence and a rewards-and-benefits system to elicit Iraqis’ loyalties. Despite his design for total control, Saddam’s grip on power was never absolute, often inefficient, and frequently subject to opposition attacks, Faust argued.

After the war, according to Faust, de-Ba’thification was disorienting for Iraqis, who saw their daily lives suddenly undercut and an entire value system, inculcated over the course of 35 years, uprooted. Asked about possible connections between Ba’th ideology and ISIS, Faust said any link was tenuous, but acknowledged that some disaffected party members may have joined ISIS as the former regime crumbled. ■



Direct from the D.G.

ARNOLD CHACON
DIRECTOR GENERAL OF THE FOREIGN SERVICE



Future of Diplomacy is Bright with Promise

Last month the Secretary of State addressed the 2016 graduating class of the Miami Dade College Honors College. I joined him for the moving ceremony, held at Miami's Freedom Tower, "the Ellis Island of the South," as the Secretary rightly described it. Many of the students there were first generation Americans and the first to go to college in their families. Without financial aid, they might not have been able to do it. And yet, despite incredible odds, they were graduating at the top of their class and transferring to four-year colleges across the country to complete their undergraduate studies. As the Secretary noted, they were living the American dream—the universal aspiration to do better than the generation that came before, to seize the opportunities their parents and grandparents had not been afforded. The Secretary encouraged them to consider public service, specifically careers in the Department. Inspiring young people to consider the "call to service" is what we must all do to recruit the next generation of diplomats and public servants.

Engaging students like these and their families is not just critical to recruitment, telling our story is also vital to raising awareness about the work of the Department and its value to the American people. Communicating with Americans—of all backgrounds and walks of life—is a growing imperative. It's a cliché, but no less true, too few people outside the Acela corridor know what we do and why it's important. It's incumbent upon us to tell that story. That's why the Secretary has encouraged senior Department officials to incorporate this broader message, and the "call to service" at domestic events across the country. It's why he talked to Miami Dade College students about "what serving in the State Department means." It means, he said, "... having the chance to see the world close up and help transform it at the same time ... being the face of America, even in distant countries where Americans are rarely seen ... sitting down with foreign officials to plan how our nations can help one another ... being the voice on the other end of a phone when Americans who are traveling get in trouble."

The centrality to the American experience of diversity and inclusion was another critical theme running through the Secretary's remarks. It's a point I echo whenever I talk to students—the most diverse generation of Americans we've ever seen. Just as our country is enriched by diversity and inclusion—economically, socially and politically—so too is the Department. It makes us more creative, more effective and more representative of the country we serve. That's why we need men and women like those the Secretary addressed at Miami Dade College.

Diversity inclusion and service are both, at once, inherent and instrumental values. Inherent because diversity and inclusion are who we are as a nation of nations, and because service is how we get beyond our narrow selves and become part of something greater. Instrumental because diversity and inclusion make us stronger, more prosperous and more innovative, and because service, in a free society, makes living in harmony easier. Service reminds us that citizenship is about more than rights; it's also about our responsibilities to one another.

Looking at the faces in that graduating class, representing 99 countries, fluent in 88 languages—all striving to get ahead I too was inspired. I have no doubt the next generation of American diplomats will also be a great one. ■

Arnold A. Chacon



Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS



Your Disability Counts

Some of us may have habits or traits that we don't necessarily want to reveal at work. These habits or traits could be trivial or they can be intrinsic to our deeply held conceptions of identity. Many of us might believe that if we share such information, colleagues may treat us differently or make judgments or assumptions about who we are and what we are capable of. But sometimes we do not have a choice whether to share information about who we are. For example, individuals who use wheelchairs are instantly identifiable as persons with disabilities.

As the Department continues to promote diversity and inclusion, we hope that more individuals feel comfortable bringing their whole selves to work and pride themselves on how their individual differences contribute to the strength of the Department. In fact, it is a governmentwide goal to increase the presence of individuals with disabilities in our workforce. In 2010, President Obama issued Executive Order 13548 to establish the federal government as a model employer of individuals with disabilities. Today, there are more individuals with disabilities in federal service than at any time in the past 35 years. The federal government hired 109,000 individuals with disabilities in the last five years, exceeding its target of 100,000. The Department continues to take steps to ensure that individuals with disabilities have equal access to employment, career development opportunities and other related employment benefits. The Department also makes available accommodations to individuals with disabilities. The accommodations may be generally applicable, such as access to Department information via electronic and information technology or restrooms equipped with automated door opening systems, or they may be particular to individual employees or applicants for employment.

Recently, the Department created the Office of Accessibility and Accommodations within the Bureau of Human Resources, which will serve as a "one-stop shop" for those seeking disability accommodations and making accessibility requests. But to maintain this momentum and to inform diversity and inclusion initiatives, we need accurate and up-to-date statistics about the workforce. When employees are hired, they have the opportunity to self-identify through the Self Identification of Disability Form (SF-256); however, many disabilities and impairments develop over time. To more accurately reflect the workforce, we encourage all direct-hire employees to update their disability information through the Global Employee Management System (GEMS). Participation is entirely voluntary, and the data is held in strictest confidence, with access limited to GEMS administrators and the Office of Personnel Management for statistical purposes only. To update your information, go to the HR Portal, click on "GEMS Self Service", choose the "Employee Self Services" tab and click on "Update my Disability Information."

The Department last year began offering the option to self-identify through GEMS, thanks in part to the efforts of the Disability Action Group (DAG), one of the Department's 13 employee affinity groups, which advocated for a more streamlined process. DAG continues to advocate for the inclusion of individuals with disabilities, focusing much of its efforts on the recruitment, employment and retention of individuals with disabilities through education and outreach. DAG's efforts demonstrate how we can all play a part in helping to shape a more inclusive work environment. If you are interested in joining DAG or one of the Department's affinity groups, contact the Office of Civil Rights, which can provide contact information for the affinity groups.

As we continue to build a diverse and inclusive workforce, it is our hope that employees will feel comfortable bringing all aspects of themselves to work each day. In valuing our collective differences, we strengthen our workforce with unique perspectives, experiences and backgrounds, which ultimately enable us to fulfill our larger mission. ■

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



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Director General Arnold Chacon and Ambassador Kristie Kenney



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Deputy Secretary Heather Higginbottom and Executive Secretary Joseph E. Macmanus



U.S. Ambassador to Nicaragua Laura Dogu and U.S. Ambassador to the United Kingdom Matthew Barzun discuss leadership.

Photo by Stefano Rivolta



Island

ENGAGEMENT

Embassy's all-out support to visit

By Craig Simons, consular officer, U.S. Embassy in Havana

Speaking in Havana last month, President Obama, the first U.S. president to visit Cuba's capital since 1928, noted the island nation is "only 90 miles from Florida, but to get here we had to travel a great distance—over barriers of history and ideology; barriers of pain and separation."

The president's visit "brought our governments and people closer," said Ambassador Jeffrey DeLaurentis, Embassy Havana's chargé d'affaires. "It helped set the foundation for a stronger bilateral relationship."

For the staff at the U.S. Embassy in Havana, the president's reference to the difficulty of getting to Havana was also a reminder of the gargantuan task they embarked upon when the White House announced he would visit Cuba. For five weeks, the embassy team prepared for the largest overseas delegation of President Obama's tenure. Together with the president and the first family, the delegation included four cabinet members, 39 members of Congress, dozens of top advisors and prominent guests, including a group of CEOs invited to engage on business policy, and hundreds of support staff.

Managing the trip required a similarly outsized effort. Among other things, Embassy Havana, which reopened in July 2015 after being closed since 1961, had to book more than 1,100 hotel rooms and rent 250 cars. It also coordinated 50 temporary-duty (TDY) officers and managed the arrival of 37 aircraft carrying more than 700,000 pounds of cargo. More than 100 journalists traveled to Cuba as part of the official delegation and several thousand more arrived independently.



President Barack Obama and his family tour Old Havana, March 20. Obama is the first American president to visit Cuba in nine decades.

White House video



On the ground, the embassy and White House staffers managed a schedule for the president that included his official speech, a meeting with leaders of Cuba's civil society, a walking tour of Old Havana's timeworn streets, and—in coordination with the Cuban government, Major League Baseball and ESPN—a baseball game between the Cuban national team and the Tampa Bay Rays.

For the embassy, the task was complicated by issues unique to Cuba, ranging from a lack of experience with large visits to reciprocity issues and underdeveloped infrastructure.

Most importantly, the embassy's staff has not grown since its days as an Interests Section, from 1977 to 2015. The post employs 43 direct-hire American officers plus a Marine security guard detachment, but post management hopes to increase the staff during the coming years to a level commensurate with that of an embassy—one with a surging workload.

Cuba's economy also posed challenges for a presidential visit. Because Cuba often suffers shortages of basic necessities, the embassy and White House brought almost everything needed to staff the trip, including umbrellas, printers, cell phones and office supplies. As the visit loomed, a procurement team scoured Cuban shops only to find that bottled water had become scarce. That prompted post management to ask the White House to load boxes of water onto transport planes.



President Barack Obama and first lady Michelle Obama walk to the motorcade after touring Old Havana, Cuba, Sunday, March 20.

Photo by Pete Souza





Because of unique Cuban commerce and trade laws, almost every request required formal Cuban government approval. Management Officer Jennifer Johnson said the embassy sent 120 diplomatic notes to the Cuban government in support of the trip. Among other issues, the embassy requested permission to use a gas station, to pass a present from the White House to Cuban President Raul Castro and to import magnolia trees, which were planted by first lady Michelle Obama as a symbol of friendship. “From a management perspective, this was an incredibly complicated visit, but it was successful because everyone gave 110 percent,” Johnson said. “We are all proud of the extraordinary team effort.”



President Barack Obama and Ben Rhodes talk with Cardinal Jamie Ortega while touring La Catedral de la Virgen Maria de la Concepcion Inmaculada with Cardinal Jamie Ortega in Old Havana, Cuba, Sunday, March 20. *Photo by Pete Souza*

White House and Department staffers agreed. Franco Malnati, the Presidential Travel Support (PTS) transportation lead, said that of more than 50 presidential visits he had worked on, “this was the toughest.” Tom Parrillo, the PTS overall lead and an on-the-ground director for the visit, said the unusual staffing limitations at Embassy Havana and the need to coordinate with Cuban counterparts for many tasks made the trip uniquely challenging. That the trip was “very successful and one of the most impactful visits I’ve worked,” is a testament to the embassy’s efforts, he added.

Success came in part through the very process the visit sought to advance. Since the 2014 announcement of re-established relations, U.S. diplomats and their Cuban counterparts have forged valuable relationships. After the embassy sought Cuban government help to improve its Internet connections, a state-run telecommunications firm met all of the White House’s requests,



despite a relative lack of infrastructure on the island, said Joe Dalrymple, the embassy's information management officer. Management Officer Johnson noted that, while some people were concerned that Cuba's state-run car rental agency would be unable to meet the U.S. side's needs, "They came through at the last minute with exactly what we asked for."

The Cuban government also invested to improve the sites visited by the presidential delegation. Miles of roads were paved—to the delight of many locals. The government painted Estadio Latinoamericano, the site of the visit's baseball game and where Jackie Robinson played before becoming a professional baseball player. And the Cuban government broadcast President Obama's speech and other events live across the nation, allowing a U.S. president to speak directly to the Cuban people for the first time.

Ambassador DeLaurentis called the pre-trip cooperation an encouraging sign of diplomatic re-engagement between the nations. "The success of the visit is a testament to the importance of rebuilding ties," he said. "We still have differences of opinion, but the visit was a step forward."

Speaking to the Cuban people from the theater where President Coolidge—the last U.S. president to visit before Obama—spoke 88 years earlier, President Obama voiced a similar idea. "The history of the United States and Cuba encompasses revolution and conflict; struggle and sacrifice; retribution and, now, reconciliation," he said. "It is time, now, for us to leave the past behind." ■



President Obama and President of Cuba Raúl Castro at their joint press conference in Havana, Cuba, March 21.

Photo by Chuck Kennedy

DISCOVERING A LEGACY



Daughter honors father's WWII heroism

By Judy Ikels, chief, Work-Life Division,
Bureau of Human Resources



Opening spread:
William "Bill" Wallace,
Jr. smiles for his military
service portrait in 1943.

To paraphrase the sixth century B.C. Chinese philosopher Lao Tzu, my journey of 8,000 miles began with a single step, an email, but one that almost got deleted.

On Sept. 20, 2015, my husband Larry was cleaning our joint email account when he spotted a LinkedIn message from a Patrick Lucas. The name was unfamiliar to me and Larry was about to delete it, but then called me: "You have to read this."

From that moment unfolded an exciting experience that took me to China and reunited me with the story of my father, who died in China more than 70 years ago, months before I was born in Texas.

Lucas, an academic who has lived and worked in China for more than 20 years, was interested in World War II history, especially the Flying Tigers, the American Volunteer Groups and the U.S. Army Air Corps in the China-Burma-India Theater. He had captured the stories of survivors of the war and felt a particular compassion for those who had perished, especially for those who may have had no one to remember them or their stories.

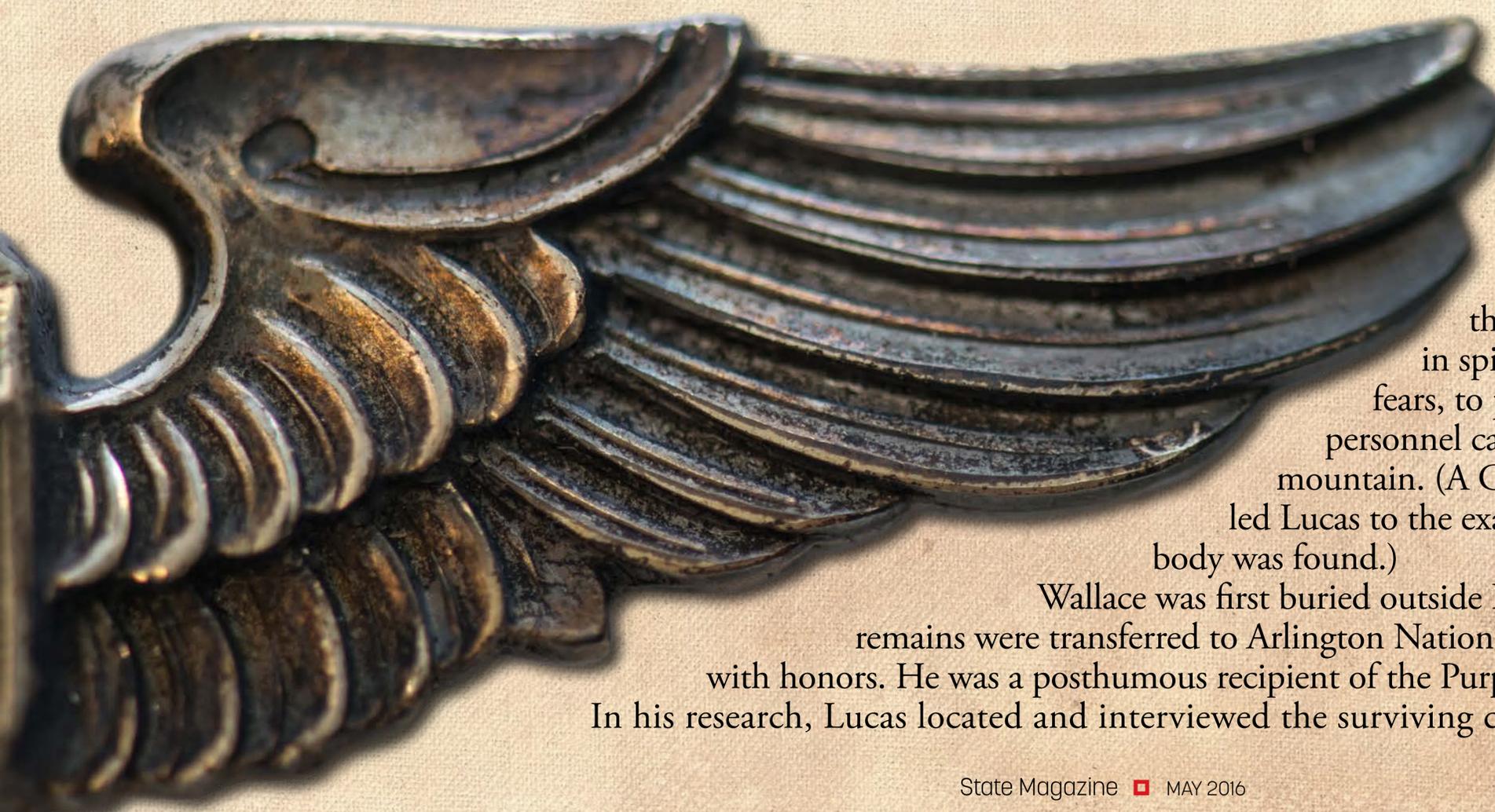
Lucas developed a strong interest in the story of bravery and the fate of the crew of 2nd Lt. William (Bill) Hubert Wallace, Jr., the pilot of a B-24 Liberator bomber named "Snooper." Wallace and crew were flying missions in support of China's fight against its Japanese invaders. He was completing his 11th mission in June 1944 when, due to inhospitable conditions at his landing base, running low on fuel and finding nowhere to land in the mountainous terrain, he ordered his crew of seven to bail out. All of them survived, but by the time Wallace was finally able to jump, the plane had lost too much altitude and his

chute did not have enough time to open.

Wallace's body was found by two Chinese villagers who saw the fateful fall and raced to recover him. The villagers stayed with the body for two nights, in spite of superstitions and fears, to protect it until military personnel came to carry it off the mountain. (A Chinese eyewitness later led Lucas to the exact spot where Wallace's body was found.)

Wallace was first buried outside Kunming but in 1947 his remains were transferred to Arlington National Cemetery and buried with honors. He was a posthumous recipient of the Purple Heart.

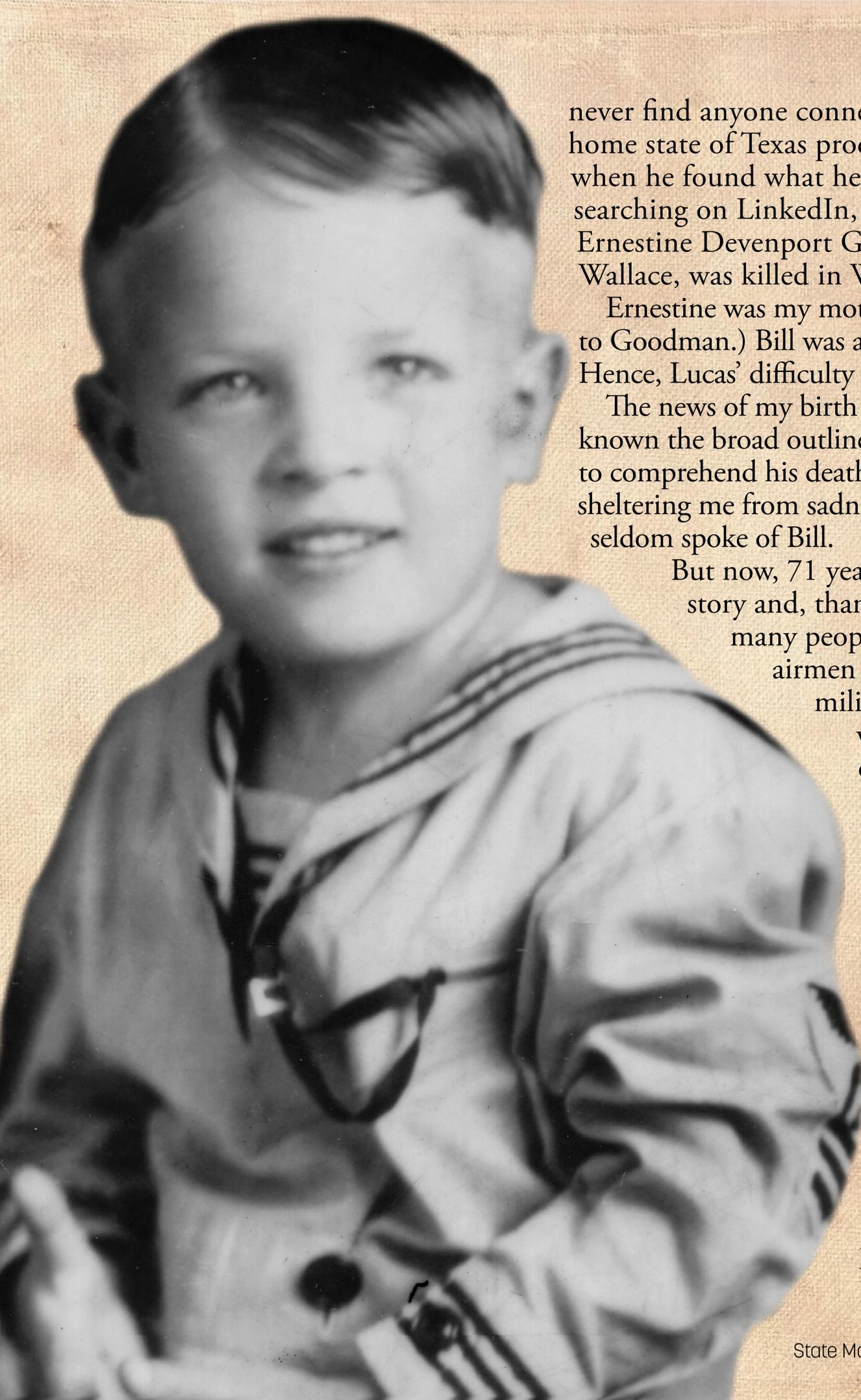
In his research, Lucas located and interviewed the surviving crew members but could





Judy Ikels and her husband Larry (not pictured), as well as their children and grandchildren visited Arlington National Cemetery to pay tribute to Wallace, and remember his life and service, Nov. 28, 2015.





never find anyone connected to the pilot. Scores of letters to Wallaces in his home state of Texas produced no trace. Lucas knew Wallace was married, and when he found what he thought could be his widow's 1998 obituary, he started searching on LinkedIn, stating he was "trying to get in touch with relatives of Ernestine Devenport Goodman, whose first husband, 2nd Lt. William Hubert Wallace, was killed in WWII."

Ernestine was my mother. (She later remarried, which changed our family name to Goodman.) Bill was an only child, and I am Ernestine and Bill's only child. Hence, Lucas' difficulty in locating next of kin—he'd searched for 10 years.

The news of my birth father opened a whole new chapter of my life. I had always known the broad outlines of his wartime story, but by the time I was old enough to comprehend his death, life had moved on for everyone. Perhaps they were sheltering me from sadness, but my family, including my Wallace grandparents, seldom spoke of Bill.

But now, 71 years after his death, I was going to learn more about his story and, thanks to Lucas, celebrate his heroism. Lucas told me how many people in China still remember the service of the American airmen during World War II. He had also located, through military reports and interviewing eyewitness Chinese villagers, the exact place where Bill had parachuted and died, near Qingshuitang village in Yunnan Province near Kunming. In fact, Lucas' cohort of Chinese friends and some of his students from the University of Oregon had in 2006 collected money and erected a monument to honor Bill and Chinese-American friendship, situating it atop the very spot where his body had been found. (A local farm family, concerned that there were no survivors and not wanting Bill's memory to be forgotten had adopted him into their ancestry and had agreed to visit the memorial on the annual grave-sweeping day, to honor him.)

On learning all of this, I knew I had to go to China and thank the villagers, and pay my respects at this most precious memorial. So we started preparing for the trip, although nothing could have prepared me for what happened and how beautifully we were received.

First, Larry and I flew to Beijing and, on Feb. 20, arrived

Wallace as a young boy in Dallas, Texas.





Judy Ikels places flowers on monument for her father, which was erected by Patrick Lucas outside of Kunming, China.



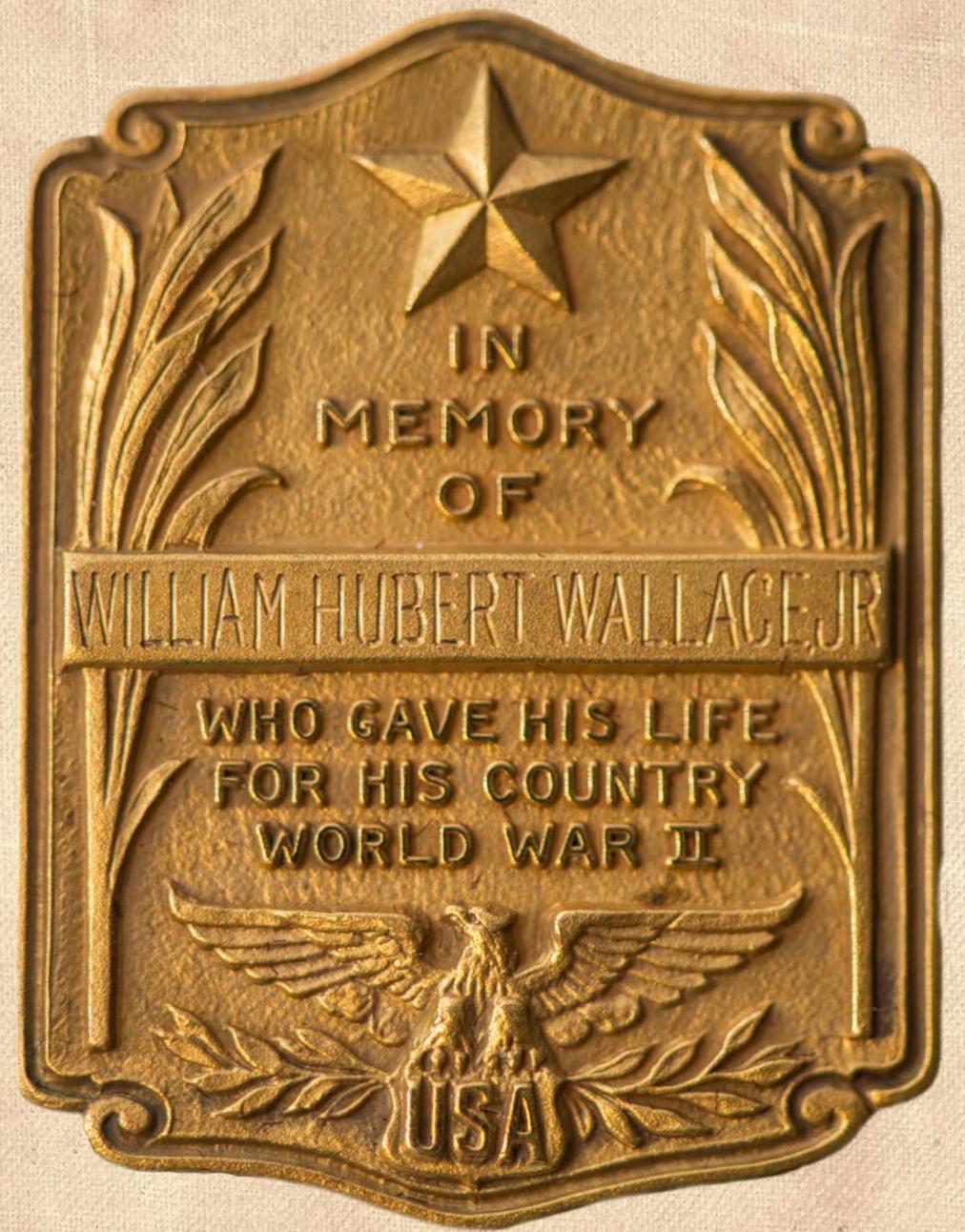
in Kunming. There, we were guests of honor at a banquet honoring my father with some 70 people. The banner at the event, hosted by the Flying Tigers Research Association of Kunming, read in Chinese and English: “Welcome Judy Ikels: To be the daughter of a hero is the highest honor.” There were toasts, gifts, speeches, flowers. With Lucas interpreting for me, I thanked the group for the overwhelming hospitality.

The next day, we boarded a bus provided by the trip’s supporters and drove three hours to the rural farming village of Qingshuitang, where, at its small central plaza, some 50 people were waiting to welcome us with an outdoor lunch—in 40-degree weather. In speeches and toasts, residents of this isolated community made clear how they still hold in high regard the American airmen who defended China and sacrificed their lives in the 1940s. It was an emotional experience.

As the lunch ended, our hosts, the patriarch of the Li family that had adopted Bill into its lineage, joined with his wife, her grandson on her hip, to take our arms and walk us to their home, not far from the center of the village. We rested at their simple home, which housed several head of cattle, sheep and chickens in addition to the family.

We then undertook the pilgrimage that brought me to China: walking to the memorial, accompanied by about 25 people including Lucas, his daughter Alaia, the Li family, villagers and several journalists. It was a sunny afternoon and the mountain path revealed beautiful vistas over cultivated fields and orchards. After about 30 minutes, we turned onto a narrower footpath and then descended a hill, at the bottom of which, surrounded by trees and a walled terrace, was the granite monument dedicated by Lucas and his students, inscribed on four sides, two in English and two in Chinese. Its inscription says Bill was

Wallace dons aviation gear for a portrait taken before his deployment.



Sun Oil Company, Wallace’s former employer, memorialized him on a medal honoring his sacrifice.





“A Young Hero Who Knowingly Exchanged His Life, Redeeming Seven Others” on June 10, 1944. The monument, dedicated on Feb. 17, 2006, also says, “May Americans and Chinese Forever Remember The Shared Sacrifices of Our Two Great Peoples In Hope of Friendship and Peace.”

We held a simple memorial service with three minutes of silence, followed by brief remarks and plenty of tears. I also felt a sense of relief. I was standing exactly where my father died 8,000 miles from home. I was standing for my mother, grandparents, children and grandchildren and for everyone who has ever lost a loved one to war. We laid flowers and then, in a lovely Chinese tradition, set off fireworks.

The following day, Larry and I presented each family in the village with a gift to show our gratitude. We also gave Bill’s adoptive family photos of him as a child and in his uniform. In a sweet gesture, the family had given Bill the Chinese name Li Shuhua, and they settled on addressing me with the honorific, “big sister.” And that is how an only child from Texas got adopted into a Chinese family. ■

REMEMBERING BILL

WHAT REMAINS OF YOU, DEAR BILL
IS SO MUCH MORE THAN
MEMENTOS IN A BOX,
PHOTOS FADED WITH TIME,
A SOLDIER’S HAT, AN AIRMAN’S WINGS,
A PURPLE HEART, YOUR LETTERS HOME,
A STONE MEMORIAL WHERE NIGHT AND DAY
THE OLD GUARD STANDS WATCH AND
YOUR FAMILY COMES, RESPECT TO PAY,
WITH WONDER THAT YOU LIVED AND DIED
SO YOUNG, SO BRAVE, SO FAR AWAY.
WE ARE THE LEGACY YOU NEVER KNEW,
BUT WE WILL FOREVER REMEMBER YOU,
YOUR DAUGHTER, CHILDREN, GRAND AND GREAT,
SONS-IN-LAW WHO LEARNED YOUR FATE.
FAR INTO THE FUTURE YOUR NAME
WILL BE REMEMBERED STILL,
DEAREST BILL.

—JUDY GOODMAN IKELS



See the USA Tour lays groundwork for visa cooperation

By Ian A. Turner, country consular coordinator, U.S. Embassy in Almaty

Three Mission Kazakhstan entities—the consular section, the Bureau of International Narcotics and Law Enforcement Affairs and the Drug Enforcement Agency’s offices in Almaty—organized a U.S. visit for a group of senior Kazakhstani immigration officials to learn about immigration regulations. During its November trip, the group, which included the foreign minister’s migration advisor and the deputy commander of the Border Guard Service, saw how these regulations are formulated and implemented, all in the hope that Kazakhstan liberalizes travel for U.S. citizens coming there.

Kazakhstanis visiting the United States are routinely permitted stays up to six months, but foreign visitors to Kazakhstan are generally limited to stays between 30 and 90 days. That means Americans assisting in developing Kazakhstan’s economic and educational sectors (such as Fulbright fellows), whose assignments typically last longer than three months, must leave and return at their own expense partway through their program. Such a trip can cost more than \$1,000 and significantly disrupt the work.

Kazakhstan’s current visa waiver program allows U.S. citizens to travel visa-free for up to 15 days, and many U.S. citizens are traveling there, including tourists, businessmen and investors eager to assist in developing Kazakhstan’s oil and gas industry, and experts helping to improve Kazakhstan’s educational infrastructure. The anticipated implementation of a reciprocal 10-year visa arrangement has generated further excitement for expanded travel opportunities between the two countries.

After consulting with its counterparts in the Department, U.S. Customs and Border Protection (CBP), Immigration and Customs Enforcement, the NYPD and United States Citizenship and Immigration Service, Mission Kazakhstan organized the 11-day, cross-country U.S. tour to demonstrate how

U.S. interagency partners develop, apply and enforce immigration regulations and border protection. The delegation visited the El Paso Intelligence Center (EPIC), the San Diego International Airport the San Ysidro border crossing, New York’s JFK International Airport, and the National Targeting Center (NTC) in Reston, Va., with a focus on the high level of interagency coordination and cooperation. After witnessing CBP officials intercept a car attempting to smuggle drugs into the United States and how EPIC and NTC use technology for real-time protection of U.S. borders, the delegation was inspired to better improve Kazakhstan’s own interagency cooperation.

In Washington, the delegation met with Overseas Citizens Services Deputy Assistant Secretary Karen Christensen and Visa Office Deputy Assistant Secretary Edward Ramotowski to discuss U.S. visa regulations and how the Department works with Central Asian posts to coordinate contingency planning and emergency assistance. The delegation also visited FSI to see how U.S. consular officers are trained and met with senior USCIS and ICE officials, who briefed them on U.S. interagency cooperation on travel and security.

Kazakhstan is now working with the Department to finalize plans to extend the period of stay for U.S. citizens to six months, which would represent significant progress and a favorable outcome of the working tour. In fact, the Foreign Ministry said the delegation “was deeply impressed by the work of the Department’s consular service and South and Central Asia bureau, and the U.S. Immigration Service” and praised mission staff “for organizing and conducting the visit at such a high level.” ■

Deputy Assistant Secretary for Overseas Citizens Services Karen Christensen, left center, meets with the touring Kazakhstanis. To her left are Visa Office Deputy Assistant Secretary Edward Ramotowski, Ministry of Foreign Affairs Migration Advisor Kerim Kozhamberdiyev and the author.

Photo by Mike Karpenkopf



 **Post of the Month**



Karachi

Where Pakistan comes to do business



Opening Spread: At Karachi's boating harbor in Kemari, fishing boats can be rented to sail inside and outside of the harbor up to Manora Island.

Photo by Faisal Saeed

By Brian Asmus, information officer, U.S. Consulate General in Karachi

Few today would believe that for most of its millennia-long history, Karachi was little more than unremarkable scrubland next to a mangrove swamp. During the 1800s, guidebooks referred to it as “a fishing village with a ditch.” What changed everything was the opening of the Suez Canal in 1869, which spurred the British to identify a seaport on the way to all-important Bombay, the gateway to India. Karachi, situated near the mouth of the Indus River and with an excellent harbor, was a natural choice. When Pakistan was partitioned in 1947, the city had grown in population to 300,000 and became the new country's first capital, a privilege it would hold until the 1960s when the seat of government moved to Islamabad.

The U.S. Consulate General in Karachi's 64 American and 215 Pakistani employees represent American interests in two of Pakistan's four provinces: Sindh and Balochistan. The consular district accounts for more than half of Pakistan's landmass and is home to more than a fourth of its 200 million people. Present at post are a range of U.S. government agencies, including the Departments of Defense and Commerce.

With a population estimated at 23.5 million, Karachi is Pakistan's largest, most cosmopolitan city. It is the country's commercial, media, financial and shipping hub. The pull of vibrant economic activity has drawn millions from all over Pakistan, as well as Afghanistan. In fact, today, Karachi has the greatest number of Pashto speakers of any city in the world. Mohajirs (descendants of Muslim immigrants from India), Sindhis, Balochs, Punjabis and even a few remaining Parsis reside here.

While Karachi may not be resplendent on the surface, visitors are easily caught by the city's inner charms. Chaotic traffic, pollution, serious crime and terrorism mar the urban landscape, but residents take pride—like New Yorkers to whom they are often compared—in the energy, resilience, drive, humor and chutzpah of their hurly-burly world.

“Karachi is diverse and has a lot going on,” said Office Management Specialist Christine Marks. “Our officers are out every day for meetings and events involving businesspeople, politicians, government officials, university and school administrators, faculty and students, cultural figures, and women and youth leaders,” Marks continued.





U.S. Consulate General Karachi's new chancellery was inaugurated in January 2011. The site is also home to staff residences, a Marine House as well as a small commissary, exercise and fitness center, swimming pool and restaurant. It is the staff's "home away from home" in Karachi.

Photo by Inam Islam



Getting Down to Business

According to PricewaterhouseCoopers, in 2009, Karachi had a total gross domestic product of \$78 billion, which it expects to rise to \$193 billion by 2025. This has important implications for American businesses, given that the United States is Pakistan's largest bilateral trading partner, and exports and imports total more than \$5 billion annually.

"Karachi is the key to understanding Pakistan," said Pol-Econ Chief Chad Peterson. "The city is absolutely vital to Pakistan's economic growth and stability."

With the move to a new consulate compound, Consulate General Karachi resumed offering visa services in 2012 after a hiatus of more than 10 years. According to Mary Pellegrini, deputy consular chief, the consulate issued nearly 22,000 visitor and business visas and 1,350 student and exchange visas in 2015. In addition, some 7,000 Americans reside in the consular district.

Most visa applicants wish to visit family members living throughout the United States, primarily in major metropolitan areas such as Houston, Chicago and New York. "Our [district's] students study at a wide range of schools, with many at top-tier universities in the fields of business, engineering and medicine," said Pellegrini. Last year, the consulate also issued 170 visas to temporary workers, who will fill jobs mostly in technology, scientific and medical fields, and 80 trade and investor visas—a 50 percent increase over 2014. "We are seeing growing interest among Pakistani citizens in investing in and strengthening the U.S. economy."

FSO David Pemberton and his wife Chrissa take part in a Pakistani wedding ceremony reenactment to the delight of local staff and friends, who shared the event via social media.

Photo by Karim Islam





Cricket is a bat-and-ball game played between two teams of 11 players each on a field at the center of which is a rectangular 22-yard-long pitch. Cricket is the world's second most popular sport after soccer, with more than 120 million players around the world, including in Pakistan.





Clifton Beach is a popular destination for family outings that often include dodh patti (local tea) and grilled corn on the cob. Here, consulate staff and friends enjoy themselves.

Photo by Inam Haq

Consulate General Karachi is also working to strengthen security in Pakistan. The Bureau of International Narcotics and Law Enforcement Affairs (INL) has a long history of providing assistance to Pakistan’s fight against illegal drugs and crime. In 2015, Karachi added a full-time officer to reinforce INL’s work with the Sindh police, port officials and civil society, work intended to bolster Pakistan’s ability to deliver an efficient, effective criminal justice system that upholds international human rights standards. “INL’s goal is to assist Pakistan to improve its entire criminal justice system, including police, prosecutors, judges and corrections,” said INL Attaché Chad Wilton. “By helping Pakistan, particularly Karachi, deliver stronger adherence to the rule of law, we increase Pakistan’s security, which simultaneously increases America’s security.”

Security remains a very serious issue in Karachi and throughout Pakistan. “The threat of terrorism and violence is real,” said Assistant Regional Security Officers Dan Art and “Eli” Robert Whitney. Despite this, the team works very hard to ensure that officers can conduct diplomacy. “We want people to be able to do their jobs and we also try hard to help the team achieve a work-life balance in this challenging environment.”

Outreach Strategy:
Use innovative social media



[Click here](#)



Outreach Strategy:

Communicating with innovative social media

By Brian Asmus, information officer,
U.S. Consulate General in Karachi



A consulate-sponsored social media training course brings partners up to speed on best practices in messaging.
Photo by Inam Haq

Images from a black-and-white newsreel video from the 1960s might not seem to be the most appealing to post on Facebook. But, on Consulate General Karachi's social media platform, the 1961 clip of then U.S. Vice President Lyndon Johnson's visit to Karachi has been hugely successful. Young audiences are fascinated by the historical footage, especially images of Johnson greeting and chatting with a local camel driver.

The post says the key to such success is posting stories within a very localized context. Its most popular Facebook videos (millions in reach and hundreds of thousands in views) portray American officers being introduced to Pakistani culture, food and fashion. Pakistanis are curious about how others view them, particularly Americans. The post's Facebook page likes have increased from 260,000 in mid-2014 to 550,000 today, and its Twitter likes are up from 10,000 to 24,700 over the same period. If all politics is local, then certainly interest in social media stories is doubly so.

When the post conducted a drive to localize its social media content in July 2014, it added Urdu- and Sindhi-language offerings to its Facebook and Twitter posts. By early 2015, it was also posting in Balochi and Pashto. In September 2015, it launched Pakistan's first Urdu- and Sindh-language websites.

Another lesson the post learned is to help its partner organizations produce better social media content by inviting them to workshops at American centers. Exchanging best social media practices with contacts allows all partners to project (and share) their messaging more effectively. The post has collaborated with Embassy Islamabad and Consulate General Lahore as well as USAID, the Pakistan American Culture Center, Center for Excellence in Journalism (CEJ), International Education and Research Network (iEARN), Access English-language Microscholarship Program, Pakistan-U.S. Alumni Network (PUAN), Society for International Education (SIE) and U.S. Educational Foundation Pakistan (USEFP). It has also reached out to Consulate General Mumbai to engage in cross-border messaging to help promote people-to-people ties between India and Pakistan—a key mission goal.

Like youth the world over, Pakistanis are eager to share posts and tweets, and learn about America and Americans, via social media platforms. ■



Post of the Month

Karachi's Empress Market is famous for the variety of foods and goods available for purchase. Named after Queen Victoria, Empress of India, it is built on the grounds where a number of local troops were executed after the Indian Mutiny of 1857.

Photo by Sarah Alam

Due to security considerations, all American officers and official visitors reside on compound and must follow stringent security protocols. A recent expansion in the number of agencies housed at the consulate has put a strain on housing. "Housing is our biggest administrative issue," said Management Officer Catherine McSherry. "Our Marine detachment went from six to 12, plus a commander, while the number of official visitors has also increased." Overseas Building Operations is currently constructing new facilities for both Marine and staff housing, but the shortage of space in the interim means that some permanent staff members live in hotel room-like TDY quarters, while visitors may have to double up. "Despite this, the sense of community remains strong," said McSherry.

An Engaged Country Team

Pakistan is one of the largest recipients of U.S. assistance. "Our goal is to promote a stable, secure and tolerant Pakistan with a vibrant economy," said Karachi-based USAID Deputy Regional Director Randy Hatfield. The primary focus is on energy, education, health, economic growth and agriculture.

Highlights of USAID's efforts in Sindh and Balochistan include funding to repair and rehabilitate the Jamshoro and Guddu thermal power stations, which have added nearly 800 megawatts to the national grid. "This is enough power to supply more than 700,000 families or 5 million people with electricity," said Hatfield.

Through the Sindh Basic Education Program, USAID is building 106 new schools in flood-affected and other areas throughout northern Sindh, and its programs are improving the reading skills of 358,000 children and enrolling 10,000 new girl students.



Enjoying an Iftar dinner with members of Karachi's religious community, hosted by Consul General Brian Heath (center), are Political Officer Eugene Novikov (far right) and Cultural Attaché Griffin Rozell (second from left).

Photo by Inam Haq



Post of the Month



From left, USAID Deputy Regional Director Randy Hatfield and Program Coordinator Skip Waskin participate in a tree-planting ceremony in Sindh province. USAID is providing \$160 million to help rebuild and rehabilitate flood-damaged schools there.

Photo by Inam Haq

On the health front, USAID's support of the Maternal Child Health Program has reduced maternal and newborn deaths by 23 percent in target districts across Pakistan, while USAID'S expanding of access to family planning methods helped Pakistan achieve an 8.5 percent reduction in 15 districts in Sindh. Another success is the 60-bed fistula and obstetric/gynecological ward at Jinnah Post Graduate Medical Center in Karachi, which is providing improved care to 140,000 women annually, according to Hatfield. Meanwhile, a separate 133-bed facility in Jacobabad will provide health care for more than a million people in Jacobabad and neighboring districts in Balochistan. "These are some of the most underserved areas in Pakistan, and these facilities will literally have a life-and-death impact," he said.

Karachi's public affairs section promotes the mission's many successes. "The media in Karachi and Pakistan is highly skilled, highly motivated and highly competitive," said Public Affairs Officer Mark Kendrick. "We have built up a strong relationship that ensures that our stories are reported fairly and accurately and receive wide coverage."

The consulate's busy cultural affairs team has also devised innovative ways to expand outreach. "We recognize that the security environment impacts our ability to travel," said Cultural Affairs Officer Li Ping Lo. "That is why we host Skype discussions with our partners—universities, high schools and American Corners—throughout Sindh and Balochistan." The team also engages U.S. exchange program alumni to carry out community service projects and share their experiences with other Pakistanis. From conducting educational road shows to bringing American performers to Pakistan to screening films, these programs would not be possible without the section's dedicated Locally Employed staff. "We have an amazing group of talented Pakistani employees," said Lo. "We would never have been able to achieve what we have without them!"

The consulate's intensive pace may sometimes seem overwhelming, but its American and Pakistani staff is a closely knit and supportive group. Making time to unwind and pursue team-building activities is an important part of its routine, and the range of activities includes movie nights, pool volleyball and the occasional cricket match (a must-learn sport for any American serious about immersion in Pakistan's culture). ■



Camel rides along the Arabian Sea shoreline are a popular activity for Karachiites. Seen here is Clifton Beach at sunset.

Photo by Inam Haq



Post of the Month

At a Glance

Pakistan

Capital:
Islamabad

Government Type:
Federal republic

Area:
796,095 sq km

Population:
199,085,847

Ethnic groups:
Punjabi 44.68%, Pashtun (Pathan) 15.42%, Sindhi 14.10%, Sariaki 8.38%, Muhajirs 7.57%, Balochi 3.57%, other 6.28%

Languages:
Punjabi 48%, Sindhi 12%, Saraiki (a Punjabi variant) 10%, Pashto (alternate name, Pashtu) 8%, Urdu (official) 8%, Balochi 3%, Hindko 2%, Brahui 1%, English (official; lingua franca of Pakistani elite and most government ministries), Burushaski, and other 8%

Religions:
Muslim (official) 96.4% (Sunni 85-90%, Shia 10-15%), other (includes Christian and Hindu) 3.6%

Exports (commodities):
textiles (garments, bed linen, cotton cloth, yarn), rice, leather goods, sporting goods, chemicals, manufactures, carpets and rugs

Imports:
petroleum, petroleum products, machinery, plastics, transportation equipment, edible oils, paper and paperboard, iron and steel, tea

Currency:
Pakistani Rupee

Internet country code:
.pk

* The CIA World Factbook



Data Driven

HR releases 2015 FS promotion statistics

By Victor Villones, management analyst, Bureau of Human Resources

To meet the needs of the Foreign Service, the Foreign Service Act of 1980 calls for “a regular, predictable flow of talent upward through the ranks and into the Senior Foreign Service.” With a steady progression of Foreign Service employees through the rank-in-person system, promotion rates will vary, based on yearly fluctuations in the number of promotion-eligible employees (largely due to previous hiring surges).

For Foreign Service promotion planning, the Bureau of Human Resources (HR) applies a computer representation of the workforce that analyzes current and projected needs, intake, career progression and attrition. The model simulates the movement of employees through the Foreign Service career system and averages promotion opportunities over multiple years to create a smoothing effect in closing projected staffing gaps. If the Department were to promote to fill only current year gaps, promotion opportunities would vary drastically from year to year, especially for many Foreign Service specialist skill groups. The Director General directs the workforce planning process and authorizes the final Foreign Service officer (FSO) generalist and Foreign Service (FS) specialist promotion opportunities.

Due to the Diplomatic Readiness Initiative (DRI) and Diplomacy 3.0 hiring efforts, Foreign Service hiring surged for most of the first decade of the 2000s. These employee cohort groups are currently moving into mid-ranked positions and beyond, intensifying the competition among employees for promotions. Although the total number of promotions increased to record levels in 2015, the overall promotion rate remained steady from 2014 as the total number of promotion-eligible employees also increased to record levels. The overall 2015 promotion rate for all eligible Foreign Service employees was 21 percent, the same rate as in 2014 but slightly less than the five-year average of 23 percent.

These FSO generalist and FS specialist promotion trends are reflected in the 2015 Selection Board results. HR has provided the data in tables that show the number competed, the number promoted, promotion rates, average time in class and average time in service for each competition group. In addition, HR has made available online the 2015 promotion results by gender and ethnicity/race along with detailed breakouts by grade level for each FSO generalist cone and FS specialist skill group. In the DG’s effort to promote transparency, the results are available for the first time on a public (Internet) website at <http://www.state.gov/m/dghr/workforce/index.htm>.

Foreign Service Officer Generalists

Overall, the FSO generalist promotion rate decreased from 26.3 percent in 2014 to 25.2 percent in 2015. For promotions into and within the Senior Foreign Service (SFS), the promotion rate was 22.5 percent, nearly identical to the 2014 rate of 22.6 percent and higher than the five-year average of 19.3 percent.

Since the number of promotion-eligible FSO generalists at the mid-ranks has increased more rapidly than in previous years due to the DRI and Diplomacy 3.0 hiring surges, the FSO generalist promotion rates are trending back toward long-term historical norms. As a result of higher numbers of promotion-eligible employees, the 2015 promotion rate from FS-02 to FS-01 was 12.9 percent with 164 promotions, lower than the 2014 promotion rate of 14 percent with 169 promotions and the five-year average of 16.7 percent reflecting 173 promotions.

The 2015 promotion rate from FS-03 to FS-02 was 30.9 percent with 257 promotions, higher than the 2014 rate of 30.2 percent with 226 promotions. The 2015 results were lower than the five-year average of 38.6 percent with 276 promotions.

Though higher than the five-year average of 347 per year, the number of FS-04 to FS-03 generalists promoted in 2015 decreased to 388 from 400 in 2014. Since the number of FS-04 generalists eligible for promotion increased to record levels (from 957 in 2014 to 1,027 in 2015), the promotion rate decreased to 37.8 percent, lower than both the 2014 rate of 41.8 percent and the five-year average of 54.3 percent.

Foreign Service Specialists

Nearly 17 percent of all eligible Foreign Service specialists were promoted in 2015 which is higher than the 2014 rate and the five year average, which were both 16 percent. The total number of specialist promotions in 2015 was also higher than the 2014 total and the five-year average. These overall results do not reflect the variations in promotion rates and promotion numbers occurring in specific specialist categories due to their respective grade structures and workforce sizes.

In 2015, both promotion levels and the number of promotion-eligibles increased for certain FS specialist skill groups. For example, the total number of construction engineer promotions and promotion-eligibles increased from 12 promotions with 40 eligibles in 2014 to 16 promotions with 47 eligibles in 2015. The resulting 2015 promotion rate was 34 percent, up from 30 percent in 2014 but lower than the five-year average of 40 percent.

In the case of diplomatic couriers, six were promoted overall in 2015, three more than in 2014 and two more than the five-year average. The total number of promotion-eligible courier employees also increased from 60 in 2014 to 62 in 2015. The overall 2015 promotion rate for couriers was 9.7 percent, higher than the 2014 promotion rate of 5 percent and the five-year average of 7 percent. ■



Percent Competed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

CLASSWIDE MANAGEMENT	30	0	0	6.7	0	30.7	0
CLASSWIDE CONSULAR	21	1	4.8	6.7	5.5	33	34.8
CLASSWIDE ECONOMIC	24	0	0	6	0	31	0
CLASSWIDE POLITICAL	35	3	8.6	6.2	5.8	31.5	30.2
CLASSWIDE PUBLIC DIPLOMACY	20	0	0	6.1	0	29.6	0
CLASSWIDE FINANCE	1	0	0	7.5	0	30.1	0
CLASSWIDE INFO TECH MNGR	3	0	0	6.8	0	30.9	0
CLASSWIDE CONSTRUCTION ENGINEER	1	0	0	6.7	0	30.2	0
CLASSWIDE PSYCHIATRIST	2	0	0	10.6	0	20.6	0
CLASSWIDE MEDICAL OFFICERS	7	0	0	7.4	0	21.2	0
CLASSWIDE SECURITY OFFICERS	2	0	0	7	0	27.6	0
CLASSWIDE TOTAL	146	4	2.7	6.4	5.7	30.5	31.3

STATE OF TEXAS

↑ Return



Percent Competed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

GENERALIST

CLASSWIDE MANAGEMENT	50	2	4	3.6	3.5	25.6	23.9
CLASSWIDE CONSULAR	32	0	0	4	0	25.3	0
CLASSWIDE ECONOMIC	46	5	10.9	3.8	4.3	26.8	26
CLASSWIDE POLITICAL	65	11	16.9	3.6	3	26.6	22.5
CLASSWIDE PUBLIC DIPLOMACY	45	0	0	3.6	0	24.5	0
CLASSWIDE TOTAL	238	18	7.6	3.7	3.4	25.9	23.7
MANAGEMENT	48	10	20.8	3.6	3.9	25.7	25.2
CONSULAR	32	6	18.8	4	3.5	25.3	25.6
ECONOMIC	41	6	14.6	3.7	3.5	26.8	27
POLITICAL	54	13	24.1	3.8	3.4	27.4	26.9
PUBLIC DIPLOMACY	45	12	26.7	3.6	3.8	24.5	23.3
FUNCTIONAL TOTALS	220	47	21.4	3.8	3.6	26	25.5
COMBINED TOTALS	238	65	27.3	3.7	3.6	25.9	25

↑ Return



Percent Completed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

CLASSWIDE MANAGEMENT	40	1	2.5	5.1	7.7	20.2	17.8
CLASSWIDE CONSULAR	48	0	0	5.8	0	22.5	0
CLASSWIDE ECONOMIC	109	12	11	6.3	6	23.2	21.2
CLASSWIDE POLITICAL	114	15	13.2	5.8	7.3	22.3	22.6
CLASSWIDE PUBLIC DIPLOMACY	55	0	0	6.6	0	21.6	0
CLASSWIDE TOTAL	366	28	7.7	6	6.7	22.2	21.8
MANAGEMENT	39	7	17.9	5	5	20.2	17.6
CONSULAR	48	11	22.9	5.8	5.2	22.5	22.1
ECONOMIC	97	18	18.6	6.4	5.4	23.4	21.1
POLITICAL	99	17	17.2	5.6	5.9	22.2	21.6
PUBLIC DIPLOMACY	55	19	34.5	6.6	5.3	21.6	20
FUNCTIONAL TOTALS	338	72	21.3	5.9	5.4	22.3	20.8
COMBINED TOTALS	366	100	27.3	6	5.8	22.2	21.1

GENERALIST

↑ Return



Percent Competed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

GENERALIST

CLASSWIDE MANAGEMENT	180	2	1.1	4.4	5.2	13.2	11.8
CLASSWIDE CONSULAR	231	9	3.9	5.6	6.9	14.8	15.2
CLASSWIDE ECONOMIC	288	17	5.9	5.5	6.9	14.7	15.5
CLASSWIDE POLITICAL	355	19	5.4	5.4	6.9	14.1	15.4
CLASSWIDE PUBLIC DIPLOMACY	221	2	0.9	4.1	4.7	12.6	12.1
CLASSWIDE TOTAL	1275	49	3.8	5.1	6.8	14	15.1
MANAGEMENT	178	30	16.9	4.4	5.1	13.2	13.4
CONSULAR	222	16	7.2	5.5	6.6	14.8	15.2
ECONOMIC	271	15	5.5	5.4	6.2	14.7	14.2
POLITICAL	336	20	6	5.3	6.9	14	15.6
PUBLIC DIPLOMACY	219	34	15.5	4.1	4.5	12.6	13
FUNCTIONAL TOTALS	1226	115	9.4	4.9	5.6	13.9	14
COMBINED TOTALS	1275	164	12.9	5.1	5.9	14	14.3

↑ Return



Percent Completed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

CLASSWIDE MANAGEMENT	110	8	7.3	3.8	4.1	9.1	8.9
CLASSWIDE CONSULAR	231	14	6.1	4.1	4.5	9.4	9.8
CLASSWIDE ECONOMIC	185	11	5.9	4.1	4.9	9.2	10.1
CLASSWIDE POLITICAL	144	10	6.9	3.9	4.3	9	8.9
CLASSWIDE PUBLIC DIPLOMACY	161	11	6.8	3.9	4.1	9.3	9.6
CLASSWIDE TOTAL	831	54	6.5	4	4.4	9.2	9.5
MANAGEMENT	102	38	37.3	3.8	3.5	9.2	8.7
CONSULAR	217	36	16.6	4.1	4.4	9.4	9.7
ECONOMIC	174	31	17.8	4	4.1	9.2	9.1
POLITICAL	134	50	37.3	3.9	4.4	9	9.4
PUBLIC DIPLOMACY	150	48	32	3.9	4.4	9.3	9.7
FUNCTIONAL TOTALS	777	203	26.1	3.9	4.2	9.2	9.3
COMBINED TOTALS	831	257	30.9	4	4.2	9.2	9.4

GENERALIST

↑ Return



Percent Competed Promoted

Avg Time-in-Class of Competed

Number Promoted

Avg Time-in-Class of Promotees

Number Competed

Avg Length of Service Competed

Avg Length of Service Promotees

CLASSWIDE MANAGEMENT	183	75	41	4.1	4.4	5.4	5.8
CLASSWIDE CONSULAR	227	93	41	4	4.1	5.5	5.6
CLASSWIDE ECONOMIC	182	59	32.4	3.8	3.9	5.2	5.4
CLASSWIDE POLITICAL	211	77	36.5	3.6	3.8	5.1	5.3
CLASSWIDE PUBLIC DIPLOMACY	224	84	37.5	3.7	3.9	5.4	5.8
CLASSWIDE TOTAL	1027	388	37.8	3.9	4	5.3	5.6

GENERALIST

↑ Return



Percent Completed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

FINANCE	17	2	11.8	8.6	7.2	19	15.5
HUMAN RESOURCES	9	1	11.1	6.5	2.7	25	31
GENERAL SERVICES	8	0	0	6.1	0	23.5	0
INFO TECH MNGR	28	3	10.7	6	5.4	25.2	22.8
DIPLOMATIC COURIER	3	1	33.3	3.7	4.7	20.9	16.2
PSYCHIATRIST	4	3	75	5.7	5.6	6	6
SECURITY OFFICER	57	10	17.5	5.1	4.5	22	18.8
SECURITY ENGINEER	12	1	8.3	7.5	3.7	24	14
CONSTRUCTION ENGINEER	10	2	20	5.6	4.7	15.1	14.2
FACILITIES MAINT	5	0	0	4.9	0	18.7	0
INFO RESOURCES	4	0	0	6.7	0	15.8	0
MEDICAL OFFICERS	14	5	35.7	5.8	6.5	6.1	6.9
HEALTH PRACTITIONER	6	1	16.7	5.7	10.7	19.9	24.6
FUNCTIONAL TOTALS	177	29	16.4	6	5.4	20.3	15.6

SECRETARIES TO THE GOVERNOR

↑ Return



Percent Competed Promoted

Avg Time-in-Class of Competed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Competed

Avg Length of Service Promotees

FINANCE	52	4	7.7	5.8	9.5	11.1	13.8
HUMAN RESOURCES	22	5	22.7	4.9	5.7	13.6	13.8
GENERAL SERVICES	30	3	10	4.7	6	14.8	15.7
INFO TECH MNGR	148	6	4.1	7	7.5	19.5	18.5
DIPLOMATIC COURIER	5	1	20	5.7	3.7	17.9	16.2
SECURITY OFFICER	257	20	7.8	6	7.4	16.5	17.2
SECURITY ENGINEER	70	3	4.3	6.3	6.7	14.2	14
CONSTRUCTION ENGINEER	13	4	30.8	3.6	4	10.8	11.1
FACILITIES MAINT	16	6	37.5	4.6	4.9	16	15.6
ENGLISH LANG PGMS	12	2	16.7	5.7	8.7	9.9	12.8
INFO RESOURCES	9	1	11.1	5.5	6.7	10.1	9.7
MEDICAL TECH	1	0	0	16.8	0	35.6	0
HEALTH PRACTITIONER	28	3	10.7	6	4.7	12.7	11.2
FUNCTIONAL TOTALS	663	58	8.7	6.1	6.6	15.9	15.3

2015 PROMOTION STATISTICS

↑ Return



Percent Completed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

FINANCE	25	13	52	3.4	3.3	4.3	3.6
HUMAN RESOURCES	19	12	63.2	4	4	11.3	11.6
GENERAL SERVICES	64	10	15.6	5.4	5.1	11.1	10.7
INFORMATION MGMT	272	24	8.8	6.4	9.5	13.8	15.4
INFO MGMT TECH	56	5	8.9	6.3	8.1	12.2	14.4
DIPLOMATIC COURIER	8	1	12.5	6.2	2.7	13.6	16.2
SECURITY OFFICER	517	45	8.7	5.7	7.3	11.3	12.7
SECURITY ENGINEER	16	11	68.8	3.6	3.4	7.2	7.2
SECURITY TECHNICIAN	39	0	0	6.8	0	13.7	0
CONSTRUCTION ENGINEER	6	4	66.7	2.9	3	6.2	6
FACILITIES MAINT	59	13	22	4.3	4.8	9.6	10
ENGLISH LANG PGMS	7	4	57.1	3.6	3.5	3.8	3.7
INFO RESOURCES	3	2	66.7	5.2	5.2	5.5	5.5
MEDICAL TECH	4	0	0	12.2	0	16.7	0
HEALTH PRACTITIONER	40	11	27.5	5.4	5.6	5.4	5.9
OFFICE MGMT SPEC	34	0	0	5.8	0	24.6	0
FUNCTIONAL TOTALS	1169	155	13.3	5.7	6.1	11.8	10.6

2015 PROMOTION STATISTICS

↑ Return



Percent Completed Promoted

Avg Time-in-Class of Completed

Number Promoted

Avg Time-in-Class of Promotees

Number Completed

Avg Length of Service Completed

Avg Length of Service Promotees

FINANCE	1	1	100	2.3	2.3	12	12
HUMAN RESOURCES	27	12	44.4	2.9	3.1	4.9	5.5
GENERAL SERVICES	51	15	29.4	4.3	4	5.3	5.5
INFORMATION MGMT	228	41	18	4.4	4.7	6.5	6.6
INFO MGMT TECH	31	9	29	2.8	2.6	4.7	4.5
DIPLOMATIC COURIER	44	3	6.8	5.8	5.1	9.4	7.9
SECURITY OFFICER	410	135	32.9	2.9	3.3	5.8	6.1
SECURITY ENGINEER	24	14	58.3	2.3	2.3	4.3	4.4
SECURITY TECHNICIAN	63	9	14.3	4.8	4.9	7.9	8.7
CONSTRUCTION ENGINEER	11	5	45.5	2.6	3.4	2.9	3.7
FACILITIES MAINT	50	23	46	2.4	3	2.7	3.3
MEDICAL TECH	1	1	100	1.6	1.6	3.5	3.5
OFFICE MGMT SPEC	114	10	8.8	4.4	4.4	16.8	15.6
FUNCTIONAL TOTALS	1055	278	26.4	3.7	3.5	7.1	6.2

SECRETARIES TO THE GOVERNOR

↑ Return



Percent Competed Promoted

Avg Time-in-Class of Competed

Number Promoted

Avg Time-in-Class of Promotees

Number Competed

Avg Length of Service Competed

Avg Length of Service Promotees

OFFICE MGMT SPEC	216	27	12.5	4.2	5	11.5	13.2
FUNCTIONAL TOTALS	216	27	12.5	4.2	5	11.5	13.2

POST OFFICIALS TO POST OFFICIALS

↑ Return



Waves of Success

Surfing with Ecuadorian Youth

By Shayna Cram, public affairs officer, U.S. Consulate General Guayaquil



Opening Spread: A College Horizons student surfs for the first time.

Photo by Matheo Jiménez



Regional Security Officer Robert Gousie reviews surfing techniques with program participants.

Photo by Shayna Cram

On a warm Sunday morning this spring, Bobby Gousie, regional security officer at U.S. Consulate General Guayaquil, paddled his surfboard out to where waves were breaking at Engabao Beach, near a small fishing town outside Guayaquil. Awaiting a wave, he answered a young female surfer's question: Yes, he said, he was "the American guy who teaches poor kids lessons."

Instantly, Gousie got respect from the other local surfers. The girl said the local surfing community knew of his good work at the U.S. Consulate General Guayaquil's Surf Program, which aids disadvantaged youth and enhances the U.S. relationship with the people of Ecuador.

The surfing clinics are a cultural outreach component of the College Horizons program, an English-language scholarship program offering students from disadvantaged backgrounds opportunities to broaden their educational horizons and gain the confidence and skills to become model citizens and leaders. The quarterly clinics, organized by the public affairs section and led by Gousie, also further the mission's effort to connect with Ecuadorian youth audiences.

During the program, Gousie offers on-land and in-water surf instruction on surfing history and fundamentals, types of waves and finding surf spots, equipment, stance, paddling techniques, safety and etiquette. Students then



From left at front, RSO Gousie, Information Programs Officer Maurizio Visani and members of the College Horizons program pose for a photo with their boards on the beach.

Photo by Shayna Cram



receive in-water, one-on-one surf instruction. Gousie knows that safety is paramount, and his staff is on hand to ensure that all necessary precautions and safety measures are followed.

A former competitive, corporate-sponsored surfer, Gousie has much to share regarding this popular sport, which is developing a following in Ecuador. “Surfing is more than just another sport—it truly is a way of life that transcends language, cultural and racial barriers,” he said. “In the water it doesn’t matter if you’re a kid from a low-income neighborhood or a U.S. diplomat—what matters is whether you have the courage to face the ocean, try something new and get up on the board.”

The surf clinic offers participants like Abraham Cevallos, a low-income, visually impaired student, opportunities and experiences they would have never otherwise had. According to Abraham’s mother, Beatriz Cevallos, Abraham “feels empowered to face new challenges, like learning how to surf, and that doors are open to him. We are a family of limited resources, and this scholarship means so much to us.”

At one of the two clinics held so far, Abraham was one of few novices able to stand erect on the board, despite it being his first attempt at surfing. “Thanks to the College Horizons program,” he said, “I now realize that when I have a problem, I can overcome it.”

College Horizons students are typically of Afro-Ecuadorian or indigenous descent, and between 13 and 18 years of age. They must excel in school and demonstrate leadership potential. The program offers two years of intensive English language instruction and lets students participate in community and cultural events, like the surf clinics, and in community service projects, while also receiving mentoring from working professionals.

Gousie said he understood the surf clinic’s impact only after seeing his teenage daughter’s reaction. Teens don’t normally post about their fathers on social media, but his daughter used Instagram to say: “Surfing has a new meaning for me after today. My dad taught a visually impaired kid how to surf and got him to stand up on a surfboard his first try. It was one of the happiest things I have ever seen.”

Education and youth empowerment are top mission priorities, and by providing greater opportunities for disadvantaged youth, the mission promotes social and economic inclusion, a key issue of mutual interest for both Ecuador and the United States. ■





Training readies posts for crises

By Jacquelyn Henderson, program officer, Crisis Management Training, FSI Leadership and Management School

Throughout their careers, Foreign Service staff can expect to deal with at least one crisis that affects their post, their colleagues and families, and/or the host government; whether it's an earthquake, as suffered by Nepal, or a terrorist attack as occurred in March in Brussels, the U.S. Embassy in the affected country will be involved and diplomatic personnel must be prepared.

While a post relies in crises on its Emergency Action Plan (EAP), staff members overseas also count on the FSI Crisis Management Training Division (CMT), which provides crisis management training of all personnel under chief of mission authority at each overseas post every 24–30 months. (One-year tour posts, such as Kabul, Baghdad, Juba or Islamabad, are trained annually.) CMT works with post's Emergency Action Committee (EAC), ensuring that personnel know their roles and responsibilities and can identify available resources and skills and gaps in supplies, communication plans or other areas that would prevent an effective crisis response. Once a post's training dates are set, CMT encourages mission staff to invite relevant partners to observe and take part, including members of the international NGO community, international schools, foreign embassies, host government officials, local and regional security authorities and first responders.





Chargé d’Affaires William H. Duncan leads Mission Mexico’s Emergency Action Committee through a CME via a video conference, allowing the embassy and nine consulates to conduct the exercise simultaneously.

Photo by Laura Williams

CMT’s trainers spend an average of two days at a post. They provide an overview on how to prepare for, respond to and recover from a crisis, and run a tabletop “crisis management exercise” (CME) using scenarios that test a mission’s readiness for threats, from terrorism and civil unrest to natural disasters. For those posts wanting more, trainers can add functional exercises, including such tasks as accountability drills, “Go-Bag” checks, satellite phone instructions and destruction of classified information. For instance, at Mission Mexico, the CMT team developed a hurricane scenario that let the embassy and all nine consulates simultaneously review and test its coordination, communication and response capabilities across the entire country.

During a CME, the EAC’s chairperson takes the team through the crisis simulation with a trainer guiding the discussions to ensure all needed options and resources are discussed. An effective CME involves a wide-ranging discussion and examination of issues and decisions that the EAC would confront in a real crisis. As a scenario develops, EAC members must inventory the post’s resources, consider their response options and discuss when a drawdown or evacuation becomes necessary.





Embassy Mexico City staff engage in a duck-and-cover exercise while an earthquake occurred during the training. The city has a warning alarm that sounds for at least 60 seconds prior to an earthquake.

Photo by Margaret (Nini) Hawthorne

The trainers help EAC members recall information that would assist them in formulating a response, such as the Operations Center's role, the requirements of the host government under the Vienna Convention, the requirement to keep the emergency action plan updated and the embassy's obligations to U.S. citizens.

CMT trainers also help posts understand new policies and best practices. Over the past two years, CMT has incorporated the Department's new risk management policy into its training, briefed on the new EAP formats (including the Decision Framework and Decision Points that replace Tripwires) and expanded its training on resilience to help personnel recover from crises.

CMT's effectiveness has been proven by actual events that mirrored the CME's scenarios. These events included:

- In September 2015, the CMT team in Mexico conducted an exercise imagining a Category 4 hurricane hitting eastern Mexico. Eerily, Hurricane Patricia, a Category 4 storm, made landfall in southwestern Mexico on Oct. 31, three weeks after the team visited.
- In November, CMT training in Laos with host-country airport officials featured a plane crash scenario at the international airport. The next day, a plane slid off the tarmac at that airport.
- A magnitude 6.4 earthquake shook southern Taiwan in February 2016, killing 116 and leaving hundreds injured or missing—four months after CMT ran an earthquake scenario in Taipei.





Consul General Phil Linderman, right, and Nonimmigrant Visa Chief Steve Jacob review Consulate General Nuevo Laredo's fly away kit during the Mission Mexico CME in September 2015. *Photo by Gerry Kaufman*

Crises abound in the modern world, each one requiring the U.S. embassy in the affected nation to be ready. Within the past 12 months, a massive landslide occurred in Guangdong Province in China, killing over 100, according to CNN and injuring thousands; an airplane was downed by a terrorist bomb in Egypt in October and Islamic militants stormed a hotel housing temporary duty personnel in Bamako, Mali, resulting in over 20 deaths.

Critical to a CME is having participants think about the unthinkable and combat the all-too-human presumption that “it won't happen to me.” Employees should imagine themselves in a given situation and what their roles and responsibilities will be when confronted with a difficult scenario. Experts say that in a crisis 10 percent of people will panic, 70 percent will freeze up and only 20 percent will be calm, which is why training, preparation and practice help move more employees into the calm group when a crisis occurs. That's why CMT trainers concentrate on building participants' “muscle memory” of how to respond, so that it'll be automatic when disaster strikes.

In addition to the CMEs and crisis-readiness modules in FSI courses, CMT offers a Crisis Leadership course (PT303) at FSI, briefings to the ambassadorial and DCM seminars (with the Operations Center's Office of Crisis Management Support) and an online course for EAC members and anyone who may be called upon to carry out EAC duties. CMT's website, <http://fsi.state.sbu/LMS/cmt/>, has a wealth of information and sample exercises to help posts and overseas personnel prepare for crisis. ■

▲ Pull to read ▲

Ten Crisis Preparedness Best Practices



▲ Pull to read ▲

Ten Crisis Preparedness Best Practices

- 1. Set the tone.** Emergency preparedness depends on active chief of mission and DCM support and strong EAC stewardship. Prioritize emergency planning, make time for it and your staff will follow.
- 2. Manage risk continually.** The safety and security of mission personnel and operations is critically important. However, it is impossible to eliminate or avoid all risk, so be risk aware, not risk averse.
- 3. Know the EAP.** The EAP is your post-specific guide for handling a crisis. Read it, revise it, and understand your roles and responsibilities, and those of your colleagues, in a crisis.
- 4. Be inclusive.** Involve key contacts within and outside the mission in your crisis planning and maintain these relationships as assets. Include all key contacts in the EAP master contact list, and be aware that Locally Employed staff members are a crucial resource for local knowledge, institutional memory and working-level contacts.
- 5. Foster resilience now.** Build resilience during times of calm so your mission community will be able to adapt successfully to risk and bounce back from a crisis. (Resources are listed on the Fostering Resilience blog on Communities@State.)
- 6. Be ready to account for your personnel.** When a crisis occurs, Washington's first questions will concern accounting for mission personnel. Develop a reliable system for tracking and contacting mission staff, family members and temporary duty personnel.
- 7. Communicate.** Employ multiple communication systems, such as email, landlines, cellular phones, text messaging, radios, satellite phones and REACH kits. Conduct periodic drills. During a crisis, share information early with the Office of Crisis Management Support. Use the new EAC Decision Framework to guide EAC discussions and reporting cables. Be mindful of "No Double Standard" policy considerations and coordinate messaging with Washington and all agencies represented at post. Hold town halls and open EAC meetings, and post SMS alerts, embassy website messages and social media updates, as appropriate, to keep your staff and the local American community informed, reduce stress and control rumors and misinformation.
- 8. Always have backups.** Provide opportunities to cross-train staff and develop a skills bank; maintain multiple safe havens, safe areas, alternate command centers (ACCs) and other key locations off compound; and pre-position emergency supplies and equipment. Maintain up-to-date hard copy and electronic versions of post's essential documents, such as the EAP, and make them remotely accessible.
- 9. Regularly drill.** Do frequent drills (e.g., radio, fire, duck-and-cover, safe haven, earthquake and active shooter) to build muscle memory. Participate in CMEs and other Department-led training. Identify areas for improvement, necessary repairs and additional training.
- 10. Preparedness is everyone's responsibility.** Be prepared to lead or assist in a crisis even if it is outside your usual responsibilities. Ensure that you are personally and professionally prepared; use a personal preparedness guide and make sure that you and your family know your plans and those for your pets.

More information is available by contacting CMT (CMT@state.gov).



Dhaka keeps up spirit amid adversity

By Gaïna Y. Dávila, vice consul, U.S. Embassy in Dhaka, Bangladesh

Welcome remarks by Ambassador Marcia Bernicat at the community's holiday potluck.
Photo by Leni Hester

Veterans of tours at Embassy Dhaka often have stories to tell of violent political unrest, earthquakes, severe air pollution and brushes with dengue fever or cyclones. Despite the hardships, however, Dhaka has become known over the years for resolutely high staff morale.

Post personnel have faced a new challenge since late September 2015 when the Islamic State of Iraq and the Levant (ISIL) killed an Italian aid worker in the diplomatic enclave near the embassy. Since then, ISIL has been associated with 11 attacks on foreigners and minority religious communities throughout the country. Official Americans are barred from walking the streets and now face numerous additional restrictions.

Yet, the Embassy Dhaka community rises above these adversities. Staff and families have years of experience with challenges, and the post recently got training from a crisis management team. As a result, Emergency Action Committee meetings now not only analyze threats and mitigation measures, but also look at community morale factors and American citizens' concerns. Thus, the committee has become a collaborative space that encourages honest and tough discussions.

Keeping morale high is essential in such times, and DCM David Meale said that, while the embassy "is not just full of happy talk ... there are definitely some happy stories." In the morale-boosting effort, every member of the community has stepped up to ensure that no one is left unheard or alone. With ace management section support and community liaison office (CLO) advocacy, the post's front office and regional security and management offices have jointly conducted numerous town hall meetings, engaged staff and families, and taken community questions through an anonymous email feed.



Embassy staff members enjoy a memorable night at the Marine Corps Ball. *Photo by Derek Hester*

Input from the town halls has enabled CLO to crowdsource activities and build on the community's strength. In addition, Ambassador Marcia Bernicat has regularly emailed embassy personnel and adult family members, offering insights on the current security posture.

Staff members now say the cross-talk among sections, agencies and eligible family members is creating an atmosphere of trust and inclusion, and that CLO staff engagement is a key factor in holding everyone together.

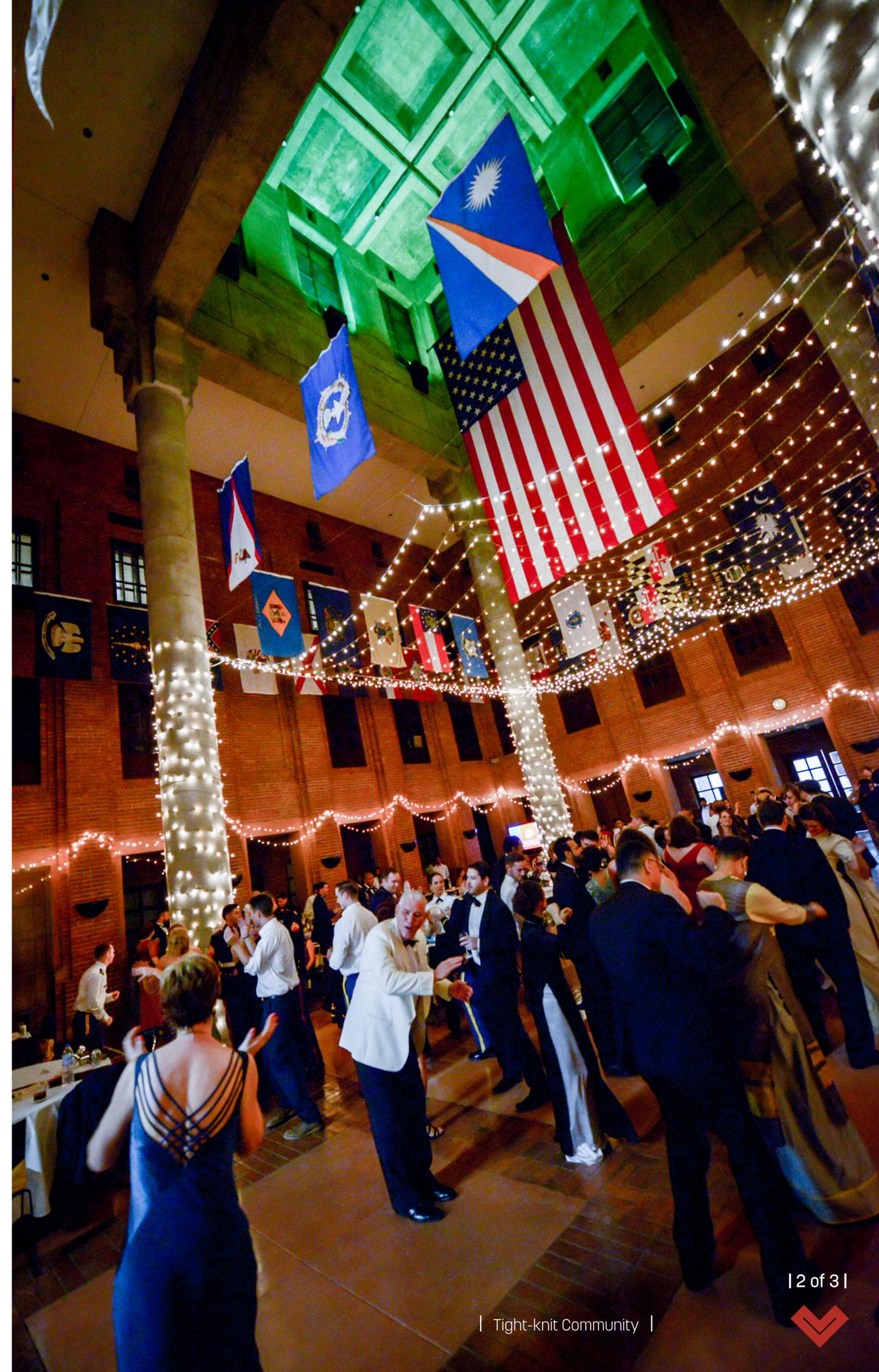
Since October, CLO has coordinated 70 events to soften the blow of movement restrictions, which limit official Americans to being no more than 2 square miles from post. CLO Coordinator Berna Keen and team members Sabina Stilwell, Lana Schenkel and Sharmin Hassan have taken staff suggestions and worked with the regional security office to ensure that events such as shopping trips, quiz nights and teen movie nights occur safely. The CLO team, Keen said, wants "to ensure that each voice is heard and that all suggestions, when feasible, are implemented."

Members of the embassy community like Pamela Russell and Gail Clegg say they are thrilled that the team's work has made life in Dhaka more livable.

CLO-sponsored events have included:

- outdoor yoga sessions;
- sari and pearl parties in private homes;
- an art exhibit with a wine and cheese reception inside the chancery;
- transformation of the chancery garden into a grand bazaar for the winter holidays, enabling families to send unique gifts to loved ones;
- a weekly farmers market in the embassy building, allowing for the convenient purchase of crisp and colorful vegetables during lunch or coffee breaks; and
- an embassywide Halloween trick-or-treat party within the chancery for more than 400 American and local staff and their families.

To help parents with children deal with restricted mobility in an unpredictable security landscape, CLO offers activities such as "Kids Story and Craft Time" on the American Club playground, providing space for families to bond. CLO also organizes playdates—including those for dogs.



“These activities were critical to maintaining a sense of normalcy,” said one family member.

To promote morale, flexibility has become a hallmark of Embassy Dhaka life. For example, the Marine Ball, which, until the first attack, had been planned at an international hotel, was moved to the chancery for safety’s sake. Nevertheless, the Marines transformed the site into a brightly lit space where attendees could sport gowns, saris, punjabis and tuxedos, and dance the night away.

Other teams at post have also stepped forward to help with mental health and self-care matters. A health and wellness committee encourages using video conferences or appointments to meet with the regional psychiatrist, and also holds brown bag discussions on physical and mental health, stress management and food safety. The committee also has walking groups and other wellness activities.

Since September, Embassy Dhaka has benefited from proactively cultivating community resilience and creating channels for honest feedback and buy-in for all. While many serving here experience bouts of frustration, there is also postwide camaraderie, plus the satisfaction of helping Bangladesh face down extremism. ■



The CLO team, from left, Lana Schenkel, Sabina Stilwell, Berna Keen and Sharmin Hassan, poses for a group photo at the Embassy’s Easter Egg Hunt.

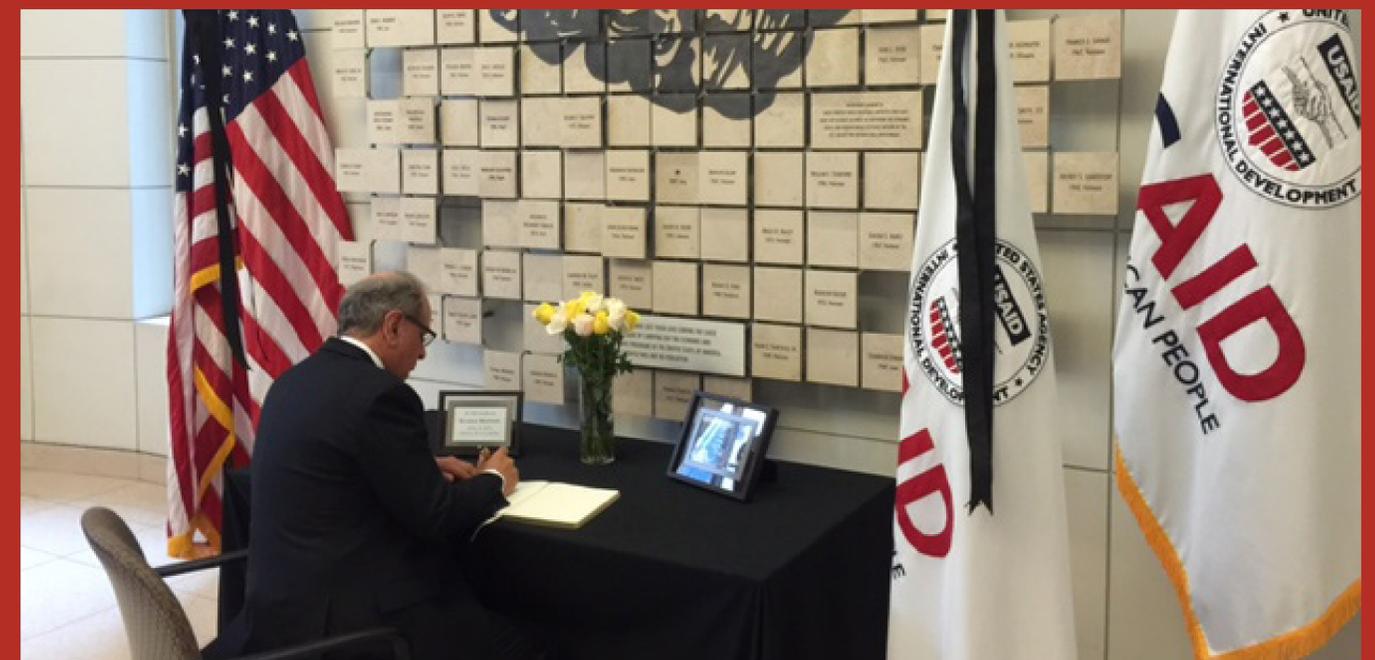
Photo by Leni Hester

STATEMENT BY SECRETARY KERRY: ON THE MURDER OF A LOCALLY-HIRED EMPLOYEE OF THE U.S. MISSION IN BANGLADESH

WASHINGTON, April 25, 2016—The men and women of the U.S. State Department join me today in condemning the barbaric murder of Mr. Xulhaz Mannan, a locally-hired employee of our embassy in Dhaka, Bangladesh, and another of his activist friends. We are profoundly saddened by the loss of one of our own in such a senseless act of violence, and we extend our deepest condolences to Xulhaz’s family and loved ones.

Xulhaz, who worked for the United States Agency for International Development, was a trusted colleague, a beloved friend, and advocate for human rights and dignity in Bangladesh. In many ways, he embodied the spirit of the people of Bangladesh and the pride with which they guard their traditions of tolerance, peace, and diversity.

We offer our full support to the government of Bangladesh as they investigate these murders and bring the perpetrators to justice. We remain committed to the principles that were so important to Xulhaz, and we promise to support all those who work on behalf of tolerance and human rights in Bangladesh and around the world.



DGHR Arnold Chacon signs a condolence book expressing his shock and sorrow over the brutal murder of USAID colleague Xulhaz Mannan in Dhaka.

Photo by Dave Kidney



Protecting Young Workers

By Claire Huson, certified industrial hygienist (CIH),
Office of Safety, Health and Environmental Management

College graduation season is upon us, and young people around the globe may be seeking gainful employment. But have these potential employees been educated on potential workplace perils and how to protect themselves? Based on workplace injury statistics, this is an issue that demands attention, especially by parents and by Department of State hiring officials.

The data show that workers under age 25 are injured at more than double the rate of other workers. In addition, an unknown number of young workers are exposed to harmful substances (e.g., carcinogens) and physical conditions (e.g., excessive noise) that can cause such illnesses as cancers and hearing loss that may not be obvious until years later. According to the National Institute for Occupational Safety and Health (NIOSH), in 2012, 375 U.S. workers under age 24 died from work-related injuries, including 29 teenage workers. On average, a teenage worker is injured every 10 minutes in the United States.

The increased risk to young workers exists worldwide, and consequences are more severe in developing nations, where emergency response abilities, social safety nets and accommodations for those with disabilities are greatly lacking. Tremendous financial and social costs can result from workplace injuries, but they pale in comparison with the years of suffering, for young workers and their families alike, and the potential loss of future earnings.

In North America, almost 80 percent of high school students work part-time for pay before they graduate from high school (Barling & Kelloway, 1999), and by 12th grade, 70 percent of students are employed more than 20 hours a week during the summer (Runyan & Zakocs, 2000). This growth in supply has been paralleled by a growth in demand for young workers because of the increased opportunities in the service sector of the economy and the need for more disposable income to support the higher cost of typical teenage purchases (Barling & Kelloway, 1999).

A number of factors help explain the increased risk to young workers. For one, young workers are inexperienced and unfamiliar with work tasks, while employers may not be fully prepared to train and supervise them. An employee's job-start date or temporary employment assignment may not coincide with the employer's periodic training. Enthusiastic young workers may seek to take on tasks they cannot do safely due to lack of experience, skill and/or physical and psychological maturity. They may be more reluctant than older workers to ask questions or speak up when unsure of safety procedures or when they perceive an unsafe situation. Also, a newer worker with a greater need to ask questions is more likely to be resented or teased. Social challenges are the norm for younger workers; putting themselves in harm's way may be their reaction to this pressure.

The types of jobs most available to younger people may also contribute to the problem since many are in industries with higher overall injury rates. Young workers are overrepresented in dangerous jobs such as construction, transportation, agriculture and mining.

Work-related risks to young workers need to be taken seriously. The Occupational Safety and Health Administration has targeted guidance for employers, who are responsible for providing a safe workplace. In addition, everyone can help by showing interest in workplace safety and modelling good practices, such as being attentive to safety training, following safety rules and procedures and taking action when a hazardous situation arises.

One solution for employers is to focus on young workers in your workplace. Caring adults can constructively point out hazards to the young employee and stress self-care, including that they get adequate sleep, good nutrition and physical conditioning, and make wise lifestyle choices (e.g., not smoking, limiting alcohol use).

Most importantly, young people need education on workplace safety, so that they can spot and understand how to control workplace hazards, respond in an emergency, understand their employment rights and responsibilities, and can speak up when problems arise. Young people need to know that they can and should refuse to do dangerous work. To meet this educational challenge, NIOSH and its partners developed an occupational safety and health curriculum called Youth@Work: Talking Safety (see <http://www.cdc.gov/niosh/talkingsafety/>). The curriculum is customized for each U.S. state and includes local child labor laws covering those under 18. The Center for Young Worker Safety and Health at the Georgia Tech Research Institute also has free online training for young workers and their parents, career and technical teachers, and employers. (see <http://www.youngworker.gatech.edu/training-page>).

Occupational safety training can save young workers from injury or death, and provide needed job and life skills. With proper care and guidance, young people can work safely for many years and spread the "can-do safely" attitude. ■



Common Sources of Injuries to Young Workers

Food Service/Fast Food

- Sharp objects
- Hot cooking equipment
- Slippery floors
- Electricity
- Heavy lifting
- Violent crime

Outdoor Work

- Sun exposure
- Heat stress/stroke
- Landscaping
- Insect bites and diseases (e.g., Lyme)
- Pesticides and chemicals
- Machinery and vehicles
- Electricity
- Heavy lifting • Noise

Janitorial/Cleanup/ Maintenance

- Hazardous chemicals
- Slippery floors
- Heavy lifting
- Blood on discarded needles
- Electricity
- Vehicle operation

Office/Clerical

- Repetitive hand motion (computer work)
- Back and neck strain
- Stress
- Slips, trips and falls

Construction

- Falls
- Machines and tools
- Hazardous materials
- Confined space
- Electricity
- Struck by objects
- Vehicle back-over
- Noise

Retail/Grocery Stores/ Convenience Stores

- Equipment and machinery
- Heavy lifting
- Violent crime
- Repetitive hand motion
- Slippery floors



Paralympians Hosted at Bunche Library

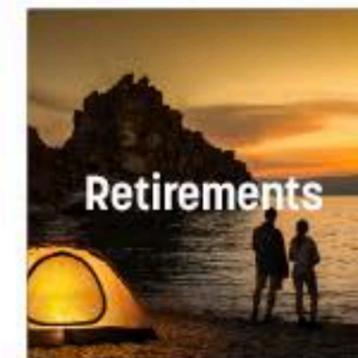


At a panel discussion with athletes from the Paralympics at the Ralph J. Bunche Library are, from left, Ann Cody, a SportsUnited official and former U.S. Paralympics gold medalist; Cortney Jordan, U.S. Paralympics gold medalist and Rio Paralympics hopeful; Dr. Cheri Blauwet, U.S. Paralympics gold medalist; and John Register, U.S. Paralympian and a member of the U.S. Olympic Committee. The event was hosted by the Disability Action Group, SportsUnited, the Office of the Special Advisor on International Disability Rights and the Office of Civil Rights. ■

Photo by Amanda J. Richard



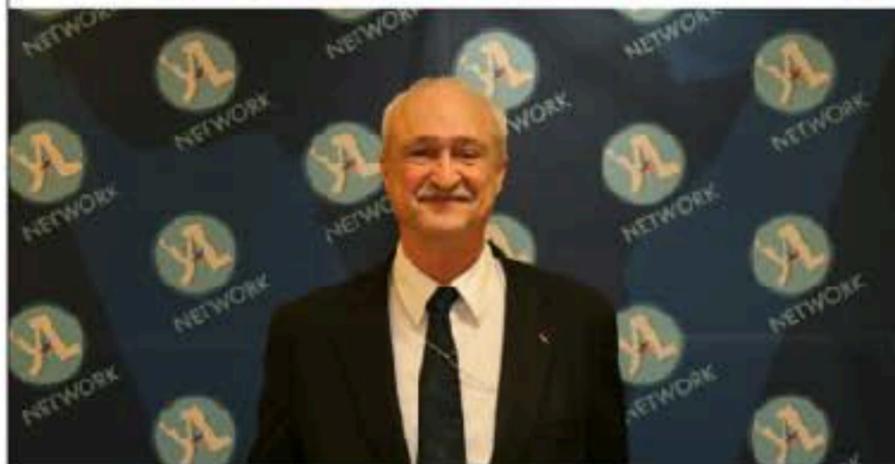
DS Flag Flies High at Main State



Beginning in early March, employees and visitors entering the Harry S Truman Building's lobby have been greeted by a 16-foot-high banner commemorating the centennial of the Diplomatic Security Service (DSS) and its predecessors. 2016 marks a century since the Department of State appointed its first special agents, part of World War I-era security measures. DSS now protects more than 100 domestic facilities in 31 U.S. cities and 275 U.S. diplomatic missions in more than 160 foreign countries. ■ *Photo by Department of State*



Ambassadors Honor Women's Campaign



Four U.S. Ambassadors to Africa pose for their #Africa4Her pledge photos at the Bureau of African Affairs' chiefs of mission conference. From top left, clockwise, are Ambassador Dawn Liberi (Burundi), Ambassador Tulinabo Mushingi (Burkina Faso), Ambassador Stephanie Sullivan (Republic of the Congo) and Ambassador James Knight (Chad). In March, the Young African Leaders Initiative (YALI) network launched the "#Africa4Her" campaign to spur members to invest in the advancement and education of women and girls across Africa. ■ *Photo by Tim Brown*

 TAP Image to Read Story



Post Celebrates Black History Month



Dancers perform at an event sponsored by the U.S. Embassy in Kinshasa's English-language program and the Congo American Language Institute (CALI). The event, "African Rhythms, Changing America," celebrated Black History Month with an evening of dance, music and dramatic narratives. A youthful crowd of about 1,500 attended. ■

Photo by Felix Masi



Ralph J. Bunche



Retirements



Ethics Answers



Retirements

Civil Service

Barnes, Celestine
Barrows, Mathias E.
Barton, Paul W.
Barton, Priscilla S.
Bradley, Stewart B.
Burkhead, Rick A.
De Launay-Fogg, Paulette S.
Gorsky, Jeffrey H.
Hartman II, Richard W.
Hernandez, Andrew
Lamb, Douglas James
Mock Jr., Arthur
Parkman, Timothy Bishop
Propp, Kenneth R.
Taharally, Sheila

Foreign Service

Abbt, William F.
Biasi, Dennis A.
Blaha, Charles Oden
Casella, Anne-Marie
Hamm, Thomas W.
Mahood, Alan L.
McBride, Diane E.
Noonan, Harriet M.
Oshinaike, Marcia R.
Schwartz, Judith C.



 **TAP** Image
to Read Story



Ethics Answers

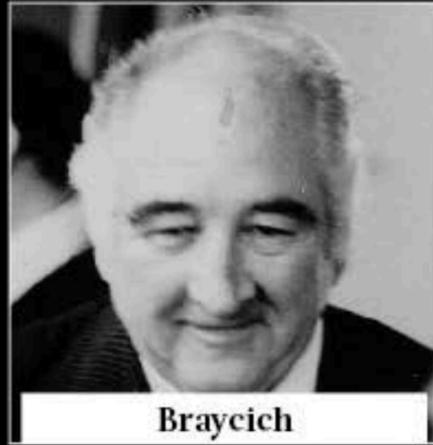
Q: Our post makes extensive use of social media, particularly on our Facebook page. The ambassador would like to acknowledge our Fourth of July donors on our Facebook page. Is that OK?

A: If your post believes social media is the best way to acknowledge donors, then it may do so, as long as all donors are recognized in the same way (regardless of the amount of their contribution) and the recognition is done in a modest and tasteful way. No special recognition may be given to any one donor, regardless of the amount of donation. One way to do this might be to list the donors in alphabetical order. Other donor recognition issues to keep in mind are that donors should not be identified on invitations, and any promotional giveaways should be limited to items of nominal value (e.g., balloons, individual beverage containers). Additional guidance about July fourth events can be found at 2 FAM 962.8.

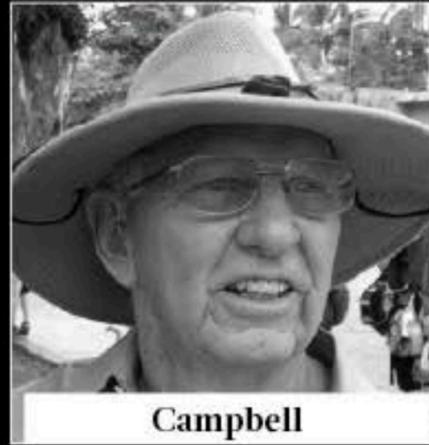
Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email ethicsattorneymailbox@state.gov



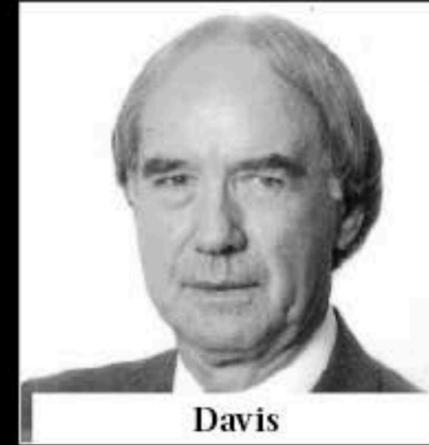
In Memoriam



Braycich



Campbell



Davis



Hughes



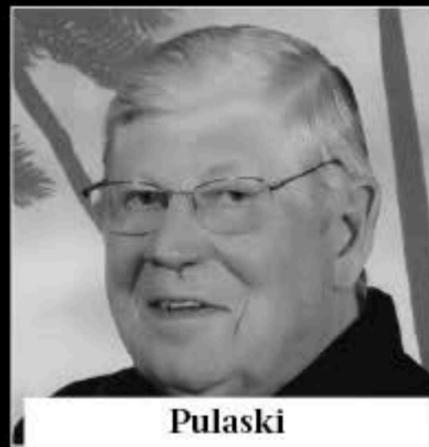
Keener



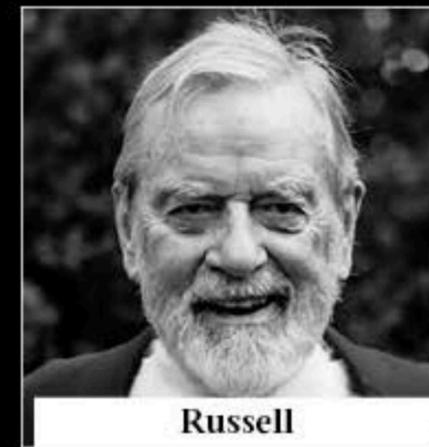
Koenig



Luna



Pulaski



Russell

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.



In Memoriam

Joseph N. Braycich



Joseph N. Braycich, 93, a retired FSO, died Jan. 11 in Brussels, Belgium, following a short illness. He joined USIA in 1962 after serving with the Marine Corps during World War II and working in education and the private sector. His 25 years of service, specializing in media, publications and exhibits, included postings in Yugoslavia, Washington, D.C., Germany and Austria. He retired in 1987 and lived in Brussels, where he taught in the University of Maryland system. His wife, Helen, died last year, also in Brussels.



In Memoriam

William Campbell

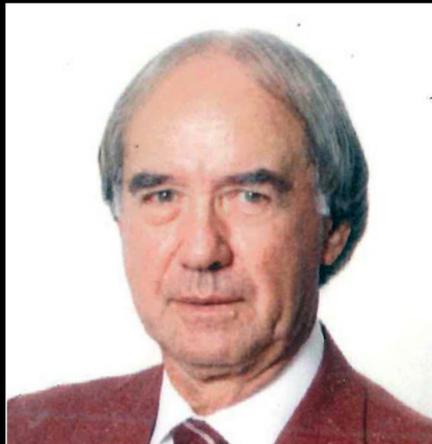


William Campbell, 77, a retired FSO, died Jan. 13 in Sunriver, Ore. He joined the Department in 1967 and served as a diplomat in many countries around the world. He officially retired in 1996 but continued filling temporary assignments for the Bureau of African Affairs until 2004. He never lost his wandering spirit and sense of adventure, and is survived by a gaggle of grandchildren who adored their grandpa's great humor and kindness.



In Memoriam

Harold G. “Hal” Davis



Harold G. “Hal” Davis, 91, a retired FSO, died Dec. 24 in Palm Harbor, Fla. He served three years in the Navy during World War II and then joined USIA in 1959. As chief of the Automated Data Processing division, he was responsible for ushering in the computer age to the agency and held temporary assignments at many posts to oversee equipment installation and training. After retirement in 1980, he resided in South Carolina and then in Florida, where he enjoyed golf and tennis and was a USTA tennis official. He officiated in many tournaments in the Southeast and at the U.S. Open in New York.



In Memoriam

Morris “Rusty” Nelson Hughes Jr.



Morris “Rusty” Nelson Hughes Jr., 70, a retired FSO and former U.S. ambassador, died Jan. 9 at his home in Naples, Fla., from lymphoma. He was a naval officer during the Vietnam War and joined the Department in 1970. He served at posts in Mexico, the Soviet Union, Belgium, France, Cameroon, Burundi and Russia. Upon retirement in 2005 he worked part-time for the Office of the Inspector General. In 2010, he became captain of his own trawler and, with his wife Betty, cruised for four years the coastal and inland waterways of the United States and Canada.



In Memoriam

Geraldine “Gerry” F. Keener



Geraldine “Gerry” F. Keener, 67, a retired FSO, died Feb. 18 in Arlington, Va., after a long illness. She worked in television and film production in Hollywood before joining USIA in 1994, and retired in 2009. Her posts included Addis Ababa, Pretoria, Mexico City, Brussels (USNATO), Jeddah, Harare and Kigali. She treasured the friends she made in each of her assignments and loved to travel, entertain and share good meals and stories with them.



In Memoriam

Anne M. Koenig



Anne M. Koenig, 75, a retired FSO, died Nov. 20 in Round Rock, Texas, due to lung cancer. She joined the Department as a secretary in 1968 and was posted to Bogota, Canberra, Caracas, St. Petersburg and Ottawa before becoming a consular officer. In this capacity, she served in Mexico City, Ciudad Juarez, Dublin, Monterrey and Washington, D.C., where she was an instructor at FSI and a member of the Board of Examiners. She retired in 1991, moved to Texas, taught English as a second language in El Paso and volunteered at her local hospital in Round Rock.



In Memoriam

Anne Elizabeth Luna



Anne Elizabeth Luna, 76, a retired FSO and Civil Service employee, died March 1 from brain cancer at her home in Spotsylvania County, Va. With her surviving husband, retired FSO Ed Luna, and daughter Bethany, she traveled the globe and worked in part-time positions at various embassies before joining the Foreign Service in 1987. She was posted to San Salvador, Tegucigalpa, Rangoon, London and Mexico City before retiring in 2004.



In Memoriam

Stephen J. Pulaski

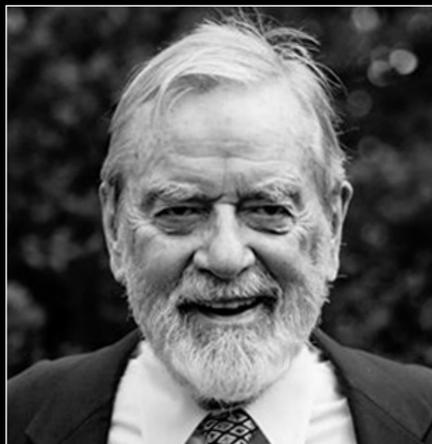


Stephen J. Pulaski, 75, a retired FSO, died unexpectedly Dec. 10 from a fall at his home in Alexandria, Va. His 34-year public service career began with the Peace Corps in 1962. He then joined USAID and served in Vietnam, Guatemala, El Salvador and Panama, and with U.N. missions in Italy and Nepal. After retiring, he enjoyed traveling with his wife and family as well as working as a substitute teacher for ESL students.



In Memoriam

McKinney Russell



McKinney Russell, 86, a retired FSO, died Feb. 17 after a long and illustrious career with Voice of America and USIA. He served in the Army, worked for Radio Liberty in Munich and then joined USIA in 1962. His postings included Leopoldville (Kinshasa), Moscow, Bonn, Brasilia, Madrid and Beijing. In Washington, D.C., at VOA he was in charge of broadcasts to the Soviet Union. He then served as counselor of USIA, the most senior Foreign Service position in the agency. Just before retirement in 1994, he was a diplomat in residence at the Fletcher School at Tufts University.



End State



A woman walks along a waterfront walkway in Bridgetown, Barbados.

Photo By Loozrboy