



U.S. Department of State Franklin Fellows Program 2008 Bureau Positions

"An investment in knowledge always pays the best interest."
-Benjamin Franklin

Below are challenging positions for which the bureaus and offices of the U.S. Department of State wish to host Franklin Fellows. This list changes and is not necessarily fully inclusive, but it does represent most of the bureau requests. Please note that not every position may still be available at the moment a nominated Fellow and the Department are ready to begin discussion of assignments. For details on the Franklin Fellows Program, please see <http://careers.state.gov/FF>.

- Office of the Secretary
 - Operations Center
 - Office of the Coordinator for Reconstruction and Stabilization
 - Office of the U.S. Global AIDS Coordinator
 - Office of the Coordinator for Counterterrorism
 - Policy Planning Staff
- United States Agency for International Development (USAID)
- Office of the Director of Foreign Assistance
- Under Secretary for Economic, Energy and Agricultural Affairs
- Under Secretary for Public Diplomacy and Public Affairs
- Avian Influenza Action Group
- Bureau of Administration
- Bureau of African Affairs
- Bureau of Consular Affairs
- Bureau of Democracy, Human Rights and Labor
- Bureau of Diplomatic Security
- Bureau of East Asian and Pacific Affairs
- Bureau of European and Eurasian Affairs
- Bureau of Economic, Energy and Business Affairs
- Bureau of Intelligence and Research
- Bureau of International Information Programs
- Bureau of International Organization Affairs
- Bureau of Near Eastern Affairs
- Bureau of Oceans and International Environmental and Scientific Affairs
- Bureau of Political-Military Affairs
- Bureau of Public Affairs
- Bureau of Resource Management
- Bureau of South and Central Asian Affairs
- Bureau of Western Hemisphere Affairs
- Family Liaison Office
- Foreign Service Institute

Office of the Secretary

1. The State Department Operations Center is the central communications and crisis management node for the Secretary and other Department Principals. The Ops Center's Office of Crisis Management Support (S/ES-O CMS) serves as the primary advisory body to the Secretary and the Executive Secretary on managing crisis situations. CMS wishes to host a Franklin Fellow to work as a Crisis Management Support Advisor. The advisor would handle a geographic portfolio, become familiar with crisis planning, training and preparations for that region and advise the Operations Center Deputy Directors and Director on crisis issues as required. The advisor would assume responsibility for a functional portfolio (such as Pandemic Influenza, Domestic Crisis Management or another similar issue) as well. The advisor would help guide State Department task forces and monitoring groups established in the Operations Center to manage specific, breaking crisis situations. Finally, the advisor would pursue specific projects related to crisis management coordination, such as development of a strategic outreach strategy focused on unique and innovative ways of delivering crisis management training content to a far-flung constituency.

Specifically, CMS Franklin Fellow:

- Drafts and edits inputs for the daily "Crisis Hot Spots" report used by Department principals and the U.S. government inter-agency community;
- Monitors and reports on ongoing developments in a particular geographic region, including analysis and the development of benchmarks and tripwires for specific events as warranted;
- Guides Task Forces and Monitoring Groups, as required, to fulfill their mission of managing crisis situations and reporting accurately on events to Department Principals;
- Applies lessons learned from past crises (including those that have prompted the formation of Department task forces and monitoring groups) to guidance and training developed for Department personnel;
- Develops a database of best practices in crisis management from around government and the private sector;
- Responsible for helping construct and implement a broad task force and monitoring group training initiative, including the use of collaboration portals and self-paced online training;
- Helps conceptualize and construct a broad communications strategy for coordinating and de-conflicting various intra- and inter-agency approaches and tasks during a crisis.

2. The Office of the Secretary wishes to host a Fellow in the Office of Reconstruction and Stabilization (S/CRS) to be an Iraq Response Officer. Under overall supervision of the Deputy Coordinator for Reconstruction and Stabilization, the incumbent serves on the Iraq Country Engagement team attached to the Active Response Corps (ARC). Incumbent is generally responsible for coordination of pre-deployment preparation, on-ground assessments, and related program management activities for S/CRS involvement in Iraq.

Continuing Responsibilities:

- Maintain ability to deploy worldwide on 48-72 hour notice; mandatory Class I medical clearance.

- Perform basic field assessments and make recommendations for initiation or improvement of programs and operations.
- Participate in all training related to the position.
- Maintain or develop professional contacts in the Department of State, other US Government agencies, military commands, and the UN.
- Protect, manage and store classified information and material.
- Perform other tasks for a deployed ARC field or headquarters team as may be required.
- While based in Washington, assist the Iraq Country Engagement Team.
- Fill in for a variety of positions related to Iraq, both domestically and abroad.
- Participate in strenuous and realistic military exercises and field deployments to further enhance civilian-military cooperation and refine ARC operational procedures.

3. The Office of the Coordinator for Reconstruction and Stabilization (S/CRS) wishes to host a Fellow to work as a Planning Advisor in the Planning Office. The incumbent serves as a planner and functions as the Office's facilitator for systemic planning strategies, briefings, and training. He/she leads a planning process for integrated United States Government stabilization and reconstruction efforts, involving all U.S. departments and agencies with relevant capabilities to prepare, plan for, support, and conduct stabilization, reconstruction, and conflict transformation activities related to countries at risk of, in or in transition from conflict.

Specifically, the S/CRS Franklin Fellow:

- Drafts and edits inputs for conflict and instability assessments and USG plans;
- Applies stabilization and reconstruction best practices to country and sector-specific initiatives;
- Applies planning and metrics best practices;
- Participates in military planning exercises, experiments, and conferences and helps shape those efforts to support whole-of-government planning and operations;
- Develops concepts for strategic and implementation approaches for stabilization, reconstruction, and conflict transformation;
- Responsible for helping conceptualize and implement a USG planning framework for reconstruction, stabilization, conflict transformation, and integrating it with military and other USG agency planning;
- Collaborates and coordinates with USG, foreign government, and non-governmental officials on the methodologies, strategies, and approaches to be employed in developing planning frameworks and country specific plans; and
- Participates in or chairs interagency working groups to develop strategies, set priorities, lay out assumptions, metrics, and sequence activities in support of USG stabilization, reconstruction, and conflict transformation plan.

4. The Office of the U.S. Global AIDS Coordinator (S/GAC) is charged with implementing President Bush's historic five-year, \$15 billion Emergency Plan for AIDS Relief. The Emergency Plan is the largest initiative ever toward fighting a single disease. S/GAC is responsible for overseeing all U.S. Government international HIV/AIDS assistance programs and coordinating the efforts of the various U.S. Government agencies and departments that deliver it, including the Departments of State, Health and Human Services, Defense, Labor, and Commerce; the U.S. Agency for International Development; and the Peace Corps, among others. In fifteen focus

countries, the Emergency Plan is providing treatment to two million people living with HIV/AIDS; supporting care for ten million people affected by HIV/AIDS, including orphans and children; and helping to prevent seven million new HIV/AIDS infections. The Plan also promotes HIV/AIDS treatment, care and prevention in nearly 100 other countries and commits an additional \$1 billion to the Global Fund to Fight AIDS, Tuberculosis and Malaria.

- Depending on the needs of the office as well as personal background and expertise, Franklin Fellows will assist S/GAC's programming, strategic and policy planning, Congressional and public relations, budget, and/or management units in their activities to implement the Emergency Plan.
- Candidates should have expertise in one of the following areas: public health, development, legislative affairs, demographics, statistical analysis, Federal budgeting, contracting, foreign affairs, diplomacy, international organizations, media affairs, and/or administrative management. Excellent oral skills, both written and verbal, are critical as is an ability to meet deadlines and work independently with a minimum of guidance. Internet research skills are a plus. A Secret clearance is required.
- Ambassador Mark Dybul serves as the U.S. Global AIDS Coordinator. Additional information about S/GAC and the Emergency Plan may be found at www.pepfar.gov.

5. The Office of the Coordinator for Counterterrorism (S/CT) has the Department lead for diplomatic engagement on counterterrorism. Its statutory mandate states: "The principal duty of the Coordinator shall be the overall supervision (including policy oversight of resources) of international counterterrorism activities. The Coordinator shall be the principal adviser to the Secretary of State on international counterterrorism matters." S/CT's program initiatives and responsibilities include:

- Building and implementing a Regional Strategic Initiative program through U.S. ambassador-led regional networks;
- Building and sustaining the will of foreign governments to assist in the Global War on Terrorism;
- Overseeing the delivery of anti-terrorist assistance and counterterrorism finance training;
- Coordinating counterterrorism activities and capacity building with the interagency community;
- Enhancing border security through the Terrorist Interdiction Program;
- Integrating Department of Homeland Security initiatives and activities with foreign policy;
- Co-chairing with DOD the Technical Support Working Group to develop technology to detect, deter and defend against terrorist attacks; and
- Providing the U.S. Government's only interagency immediate reaction team to respond to terrorist incidents overseas, (the Foreign Emergency Support Team).

S/CT would like to host a Franklin Fellow in the Office of Regional Affairs. This Office has the lead role in ensuring that the U.S. Government fully uses its legal authorities, intelligence information and diplomatic resources to identify terrorists

and their supporters and to take effective action to disrupt their operations in the United States and in the international arena. Responsibilities include:

- Formulating and coordinating policy on counterterrorism issues, especially with regard to policy responses to terrorist threats or attacks, counterterrorism policy issues with regional governments and organizations, counterterrorism capacity building programs, counterterrorism finance issues, and military cooperation on counterterrorism.
- Advising on desirable program and policy priorities based on a highly sophisticated and developed knowledge of terrorist activities and the political, military, law enforcement and financial regulatory situation.
- Developing and implementing policy, preparing analytical reports, briefing materials, decision memoranda, and other documents defining policy and program requirements and objectives.
- Mobilizing the resources of the State Department and the interagency community to advance USG policy priorities, and coordinating the efforts of the Department with other agencies, including providing policy guidance on the priorities and implementation of the S/CT-administered Anti-Terrorism Assistance, Counterterrorism Finance and Terrorist Interdiction programs.
- Working with the U.S. missions directly or through the relevant Bureau to develop policies and programs to promote U.S. counterterrorism policy goals.

6. The Office of the Coordinator for Counterterrorism (S/CT) wishes to host a Franklin Fellow in an Associate Position responsible for assisting the Public-Private Partnership group in developing and coordinating a government-wide strategy for use of public, private and military entities in countering terrorism and persuading foreign governments, through the Regional Strategic Initiatives, counterterrorism bilaterals and direct communication, to cooperate with U.S. government efforts and develop their own similar initiatives. This work will address a key element in efforts to eliminate the conditions that terrorists exploit; the most important component of long-term victory in the War on Terror. The incumbent will be responsible for channeling efforts by the Overseas Private Investment Corporation, the U.S. Agency for International Development, the Trade Development Administration (TDA) and the Department of Defense to facilitate private sector contributions (investment, expertise, etc.) in a strategic manner to eliminate economic injustice and lack of economic opportunity, factors which contribute substantially to radicalization and terrorist recruitment.

Candidates should have experience with international relations, international finance and investment practices and foundation and Non-Governmental Organization priorities. In addition, the incumbent must be familiar with: counter insurgency doctrine; U.S. government counterterrorism policy; US Military strategy and U.S. government economic tools.

This position is located in the Office of the Coordinator for Counterterrorism (S/CT), where the incumbent shall serve under the direct supervision of the Senior Advisor for Public Private Partnerships.

7. The Office of Policy Planning Staff (S/P) is located within the Office of the Secretary. It provides the Secretary and other Department Principals substantive analysis, review, and advice, including recommendations for alternative courses of action on major ongoing and prospective policy issues. The Policy Planning Staff identifies gaps in policy, new problem areas, and emerging situations requiring policy attention and proposes policies that respond to related needs.

S/P wishes to host a Franklin Fellow who will serve as an advisor to the Director of Policy Planning, Office of the Secretary. He/She will work in close coordination with the Bureau of Western Hemisphere Affairs (WHA), especially on the countries of Brazil and the Southern Cone to develop and implement programs that promote linkages between government and academic scientific communities in the U.S. and major Western Hemisphere nations.

Focusing particularly on the areas of energy and the environment, and biosciences, the Fellow will be expected to help identify gaps in existing linkages, identify innovative solutions to increase linkages between scientific and technical communities Brazil and Southern Cone countries, promote emerging opportunities for closer coordination that advance common policy goals in energy, environment policy and bio-sciences and formulate relevant policy recommendations. By increasing linkages on the frontier of technology develop alternative energy resources, demonstrate the utility of a sound intellectual property regime for the advancement of science, and the advantages of increased sponsorship of technical education.

A nascent structure exists in bilateral dialogues with countries of the sub-region, but the Fellow would be expected to develop and help institutionalize that structure.

Outside the State Department, he/she will routinely collaborate with senior officials and counterparts at the National Security Council and other USG agencies in the policy formulation process and will represent the State Department as required in specialized meetings and other fora in fulfillment of these duties.

The incumbent should be familiar with the structure of American higher education and have a working knowledge of Spanish and/or Portuguese.

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United States Agency for International Development (USAID)

The United States Agency for International Development (USAID) is the principal U.S. agency extending assistance to countries recovering from disaster, endeavoring to escape poverty and engaging in democratic reforms. USAID works in close partnership with private voluntary organizations, indigenous organizations, universities, American businesses, international agencies, other governments and other U.S. government agencies. USAID has working relationships with more than 3,500 American companies and over 300 U.S.-based private voluntary organizations.

1. The Office of Global Development Alliances (GDA) represents a central component of USAID's Twenty-First Century business model for international development. These public-private alliances are designed to increase USAID's reach and effectiveness in meeting its development objectives. GDA seeks a Senior Alliance

Advisor Franklin Fellow (SAAFF) to provide advice on private sector alliance building and to be an interface with the Agency's regional bureaus and field missions. The Fellow contributes to the development of strategies and work plans relating to private sector alliance building and provides leadership to ensure that such strategies and work plans are implemented effectively. The work requires constant high-level contact both inside and outside of the Agency. Moreover, the incumbent is expected to travel to the assigned region, when required. The SAAFF must demonstrate a significant degree of autonomy and responsibility.

Specific Duties and Responsibilities:

During the course of the SAAFF's one-year Franklin Fellow assignment, he/she will lead on several topical initiatives, including:

- Serving as the Focal Point for agriculture partnerships, working within USAID and with major private sector corporations.
- Furthering alliance development as a Focal Point for cocoa, coffee, tea, vanilla, nuts spices, tropical fruits and vegetables in the Latin America, sub-Saharan Africa and other regions, including evaluating strategies of USAID Missions; troubleshooting ongoing partnerships; identifying potential new partnership opportunities; and engaging in partnership development with private sector partners.
- Serving as GDA Focal Point for the Africa Entrepreneurship Fund, including exploring private sector partnership opportunities for this initiative.
- Serving as GDA Focal Point for the Africa Global Competitive Initiative (AGCI) and Trade for African Development and Enterprise (TRADE).
- Collaborating on sector coverage and development of partnerships related to Clean Water, including with water-oriented private sector actors.

2. The Office of Health Infectious Diseases and Nutrition (HIDN/NUT), which is located within the Bureau of Global Health, wishes to host Franklin Fellow(s) to serve as a science, and introduction advisor(s) to work with GH/HIDN/NUT's health research program team on product development and introduction of products to reduce mortality and severe morbidity of women, children, and newborns.

The Fellow(s) GH/HIDN/NUT seeks should possess a range of expertise related to product development, research, and translation of research findings into policy and programs. Experience in the application of private sector approaches and engagement of new partners in product development, launch, and introduction through public and private sector channels would be especially welcome.

Illustrative activities depending on areas of expertise include:

- Conduct landscape analyses of research and introduction opportunities that advance USAID's priorities for future consideration, beyond current portfolio priorities.
- Advise opportunities and strategies to strengthen collaborative approaches with private sector partners in influencing public health objectives.

- Provide technical review of on-going and proposed maternal, child, newborn, and nutrition development and introduction projects. Participate in site visits and brief USAID technical teams on progress and interim data analysis for potential programmatic and research implications.

GH/HIDN/NUT, which oversees health research and introduction/translation of research into programs, is integral to USAID's ability to achieve its health and development objectives worldwide. Through its research to use strategy, USAID has developed and introduced affordable health products, policies, and practices appropriate for addressing health-related concerns in developing countries. As the U.S. Government's lead foreign assistance agency working in partnership with other public and private sector agencies and nongovernmental organizations (NGOs), USAID applies a cycle of assessment, development, pilot testing, and introduction of products and approaches to tackle the main diseases and health issues of developing countries. This cycle enables USAID to assess needs, solve research and development problems, and improve the effectiveness of health programs that address the main causes of mortality. USAID's research and evaluation role, aligned with its strengths, is to assess local health conditions, develop and adapt appropriate health products and interventions, and support their field testing and introduction, including strengthening local health systems. A five-year plan to accomplish this strategy is described in the May 2006 Health-related research and development activities at USAID—(http://pdf.usaid.gov/pdf_docs/PDACH1111.pdf)

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Office of the Director of Foreign Assistance

In support of the Secretary's transformational diplomacy agenda, the Office of the Director of Foreign Assistance (F) was established to develop and implement a coherent foreign assistance strategy and associated budget, program, and implementation planning processes for the U.S. Government to better align our foreign assistance programs with our foreign policy goals. Its mandate stretches beyond the Department of State to include oversight of USAID funding, and coordination with the interagency, NSC, Non-Government Organizations and Congress.

The Director of Foreign Assistance wishes to host a Fellow to work as a country or program coordinator. The incumbent would serve as a point of contact for either foreign assistance programs in a specific group of countries or a specific foreign assistance program worldwide or within a region. The incumbent is responsible for the development, oversight and evaluation of multi-million dollar foreign assistance programs.

Continuing responsibilities include:

- Develop foreign assistance strategies for assigned countries
- Develop funding requirements for strategies for assigned countries
- Develops plans to accomplish objectives based on foreign policy goals of the Department of State and USAID
- Advises Office, Bureau, and Mission staff on a variety of program/project issues
- Advises senior management on key issues, constraints, or political sensitivities associated with project or program development

- Provides expert advice and guidance on broad projects and programs with national impact
- Identifies “hot issues” including proposed legislation, policies or guidance and performs analysis and develops strategies to respond.

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Under Secretary for Economic, Energy and Agricultural Affairs

The Under Secretary Economic, Energy and Agricultural Affairs, Reuben Jeffery III, serves as the senior economic official at the State Department; advises the Secretary of State on international economic policy; and leads the work of the Department on issues ranging from trade, agriculture, and aviation to bilateral relations with America’s economic partners.

The Office of the Under Secretary for Economic, Energy and Agricultural Affairs (E) seeks a Franklin Fellow with experience in the energy industry -- especially hydrocarbons -- to assist the Under Secretary in designing and implementing policies related to the oil and gas industry in regions around the world, such as the Arctic and the Caspian basin. The Fellow would also focus on the economic and energy aspects of climate change diplomacy, including by providing analysis and advice on the economic and energy security impact of various policy proposals under consideration.

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Under Secretary for Public Diplomacy and Public Affairs

The Under Secretary for Public Diplomacy and Public Affairs serves as the principal adviser to the Secretary and Deputy Secretary on matters of public diplomacy and public affairs and provides policy direction and coordination for the Department in the following areas: international educational, academic and professional exchange policy; international cultural diplomacy; international information policy; public affairs; foreign public opinion; and USG international civilian broadcasting.

The Office of the Under Secretary for Public Diplomacy and Public Affairs (R) wishes to host a Fellow to work as a Special Assistant in the Office of Private Sector Outreach (R/PSO). Under the supervision of the Coordinator/Senior Advisor, the Special Assistant develops private sector outreach initiatives with Fortune 500 companies, non-governmental organizations (NGOs), educational institutions and other interested entities in order to enhance and expand the Department’s public/private partnership efforts. The incumbent works independently on a variety of projects simultaneously, briefs the Under Secretary and other Department principals on current outreach initiatives as requested, meets with senior non-governmental representatives to design and implement outreach initiatives, and otherwise provides direct staff support to the Under Secretary and other members of the R staff on issues relating to public/private partnerships.

Specifically, the R/PSO Franklin Fellow:

- Continuously appraises policies, assesses political viability, and develops innovative approaches to private sector outreach initiatives.

- Participates in or chairs public/private working groups to design and develop private sector initiatives and ensure government consensus on implementing these initiatives.
- Conducts studies, develops options, and prepares position papers for interagency consideration and briefs other agencies on recommendations and initiatives.
- Drafts, clears, and issues program directives, policies, procedures and other materials for use of posts and geographic bureaus in policy and program articulation. Provides follow-up assistance as required.
- Serves as Department's lead officer in monitoring policy and program implementation and briefs status of program implementation when needed.

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Avian Influenza Action Group

- ❖ The Avian Influenza Action Group (G/AIAG) executes the State Department's mission to manage international activities under the U.S. National Strategy for Pandemic Influenza. The Special Representative on Avian and Pandemic Influenza for the State Department leads the U.S. Government's engagement with foreign governments and international organizations to help prepare for and respond to outbreaks of avian influenza and the threat of a pandemic.

G/AIAG wishes to host a Fellow who has extensive experience working with overseas posts, U.S. Government agencies, and international organizations; a background in international public or animal health is helpful. The Fellow would be acting as the "face of diplomacy" for an assigned geographic area, international organization, and/or other functions; implementing the action plans for particular Department tasks in the National Implementation Plan; coordinating with overseas posts, regional/functional bureaus, and international organizations; providing service to high-level visitors; and preparing various reports and documents to fulfill budget, economic, and political requirements.

Duties would include but not be limited to:

- Coordinates on avian and pandemic influenza issues with overseas posts, regional/functional bureaus, and international organizations, as assigned
- Provides support services to high level visitors
- Assists G/AIAG principal officers in the coordination of rapid response to avian and/or pandemic influenza outbreaks as the response relates to particular regions, functions or international organizations
- Attends on behalf of G/AIAG various Department and interagency meetings, reporting results back to the G/AIAG principal officers
- Provides support to regional action officers
- Prepares letters, memos, talking points, and background materials for senior level use
- Executes special projects assigned by the Special Representative on Avian and Pandemic Influenza

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Bureau of Administration

- ❖ The Bureau of Administration is responsible for providing effective global support for the people and programs of America's diplomacy through customer satisfaction, competitive sourcing and emergency preparedness.
 1. The Bureau's Office of Commissary and Recreation (A/OPR/CR) wishes to host a Fellow with experience in the business or accounting fields. The Fellow would serve as a management or financial analyst for a portfolio of employee associations (operating like small businesses) at our embassies and consulates abroad. Our team members conduct analysis on business operations to identify trends and provide solutions and best practices in business and finance. The Fellow may travel on site visits abroad.
 2. The Office of Directives Management (A/ISS/DIR) wishes to host a Fellow with experience in research, writing reports and other materials, as required. The incumbent will act as a point of contact for the division on e-Government activities; represent the division at meetings; do research; and write reports and other materials, as required. Other duties will include assisting with accessibility requirements for forms under Section 508 of the Rehabilitation Act; requirements to provide electronic disclosure of information and the use of electronic signatures; and other regulatory requirements for Department forms and information.
 3. The Office of the Executive Director, Human Resources Division (A/EX/HRD), wishes to host a Fellow with strong writing skills and experience in human resources and policy development. Web design and IT skills are very desirable. The incumbent will standardize human resources and benefits policies; organize such policies into a web-based FAQ site on government benefits; undertake research related to the website; and work on various other policy and research projects.

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Bureau of African Affairs

- ❖ The Bureau of African Affairs (AF) is responsible for 48 countries in Africa south of the Sahara. The official languages (in addition to local languages) in these countries are French, English and Portuguese. Spanish is spoken in one country – Equatorial Guinea.

AF/ Public Diplomacy would like to host a Fellow as noted below:

Public Diplomacy
Website/Electronic Outreach
Young People's Development

1. Public Diplomacy Strategy: This forward-looking PR professional will think through draft strategies for the AF Assistant Secretary's approval on public affairs and public diplomacy for overall outreach to Africa and the U.S. Further, the Fellow will focus on regional and country-specific needs, such as a public diplomacy strategy for HIV/AIDS, Liberia, the Gulf of Guinea and the Horn of Africa.

2. Website/Electronic Outreach: The Fellow will build website capacity and content within the Department and AF's overseas missions and will review DVC and TVRO capability and planning for new technologies. Good technical skills are needed, but the Fellow primarily will be a system developer and builder with expertise in public messaging via electronic means.

3. Program for Young People's Development and Values Education: The Fellow will focus on effective means to reach young people from marginalized areas or in conflict or post-conflict situations. This program covers a broad range of youth from rural Muslim populations to demobilized child soldiers to refugees to HIV/AIDS orphans. In Africa, there are many regions in which traditional family support groups are no longer there for the growing youth population. We need to have cost-effective, longer-term program and outreach strategies to build support for the U.S. and for democratic practices among this successor group.

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Bureau of Consular Affairs

❖ The Bureau of Consular Affairs (CA) is the public face of the Department of State for millions of U.S. citizens and foreign nationals around the world. CA is responsible for the welfare and protection of U.S. citizens abroad, for the issuance of passports and other documentation to citizens and nationals, and for the protection of U.S. border security and the facilitation of legitimate travel to the U.S. CA also has a significant domestic presence, most notably the 17 Passport Agencies that deal directly with the U.S. public. These far-reaching consular activities have broad foreign policy and domestic political implications and involve serious legal, humanitarian and management concerns. Responsibility for these functions is vested within the Department of State in the Assistant Secretary for Consular Affairs and for their implementation abroad in consular officers assigned to Foreign Service posts.

1. The Directorate for Visa Services (CA/VO) seeks a mid-level manager from a business/industry that uses some, but not exclusively, foreign specialist workers. The Fellow will serve primarily in the Directorate's Office of Public and Diplomatic Liaison (CA/VO/P), working with the Office Director, website manager and the Business Visa-Center Chief and staff to identify private sector practices in recruiting, selecting and hiring workers and contracting with foreign partners that would assist CA/VO in focusing its business information efforts. Activities will include consulting with the Business Visa Center; assisting with preparation of outreach materials for business presentations and website postings; broadening business contacts; and planning and managing business/industry outreach events.

2. The Directorate of Passport Services (CA/PPT) wishes to host several Fellows:

- Public Relations Specialist;
- Process Expert to evaluate/overhaul the current passport processing system;

- Program Evaluation Specialist to design and implement a value-added analysis and process reengineering of both the Passport Integrity and Internal Controls program;
 - Call Center Expert;
 - Expert to assess staff/workload ratios;
 - Expert in integrating market/idea/process testing in CA/PPT decision-making;
 - Expert in analyzing/assessing data;
 - Expert in government contracting.
3. The Office of Policy Coordination and Public Affairs (CA/P) wishes to host a Fellow to help develop and execute public relations strategies for media and/or Congressional relations. Elements of this would include:
- Developing contacts with business and non-governmental organizations through which we could convey information on visa, passport, and overseas citizen services policy;
 - Improving methods for collecting and using feedback on consular public outreach;
 - Working with Bureau's Internet Working Group to manage content of our internet site (www.travel.state.gov);
 - Working with information specialists to build a reference library for consular outreach activities; and
 - Establishing a Bureau Public Affairs Working Group to improve cooperation between of directorates within the Bureau.

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Bureau of Democracy, Human Rights and Labor

- ❖ The Bureau of Democracy, Human Rights, and Labor (DRL) leads U.S. efforts to implement President Bush's call to advance freedom around the world. DRL's objective is to work with partners, including NGOs, the private sector, and other governments, to spread democracy and respect for human rights. DRL would like to invite Fellows to apply for positions as described below in five offices. All of the positions include opportunities for overseas travel as needed.

1. The Office of Africa and Europe Affairs (DRL/AE) and the Office of Asia and Western Hemisphere Affairs (DRL/AWH) are looking for Fellows to cover multi-country portfolios. These offices formulate human rights and democracy policy for their region, draft and review policy papers for principals, and work with the programming office to manage human rights and democracy grants. The offices write two major reports on human rights practices and programs and weigh in on claims to asylum in the United States and decisions to train foreign military units or approve weapons sales to foreign countries. The Fellows in these offices would participate in all of these activities. DRL/AE would welcome an individual with experience in either Africa or Europe; DRL/AWH would be most interested in a Fellow with a background in Asia.

**Bureau of Democracy, Human Rights & Labor (DRL)
Africa/Europe Office (AE)**

Background:

This position is located in the Bureau of Democracy, Human Rights and Labor where the incumbent will serve as a Foreign Affairs Officer assigned to the Africa/Europe Office.

The Bureau is tasked with designing, developing, and implementing foreign affairs policies that promote and support democracy, human rights, religious freedom, and workers' rights in all regions of the world.

The DRL/Africa-Europe Office is responsible for reporting and policy formulation on issues of democracy and human rights in Europe and Africa. The Office produces annual reporting on human rights, advises Bureau and Department leaders on policy issues, oversees democracy promotion programs and advises on political asylum cases.

Job Duties and Responsibilities:

Foreign Affairs Officers maintain responsibility for a given set of countries in which they are expected to develop expertise in human rights and democracy issues. In regards to these countries, FAOs will have the following duties and responsibilities:

- Draft briefing documents for Bureau and Department leaders on human rights issues in assigned countries.
- Review press guidance and other internal Department documents concerning human rights and democracy in assigned countries.
- Edit, redraft and conduct research on assigned countries for inclusion in the 2007 Country Reports on Human Rights practices.
- Review and monitor democracy and human rights grants programs in assigned countries.
- Liaise with other bureaus at State, and within interagency and NGO community to develop and coordinate strategy and policy on priority issues.
- Conduct vetting of foreign candidates for international assistance programs to ensure that global human rights standards are upheld.
- Provide background and guidance to the Department of Homeland Security and U.S. Immigration Courts for their use in adjudicating asylum claims.
- Respond to Congressional and other requests for information regarding human rights in assigned countries.

Qualifications:

The DRL/AE office is seeking an individual with experience in policy and human rights matters relating to Russia. First-hand working experience in Russia is preferred. Applicant must possess strong writing and oral communications skills and a background in research and analysis. In addition, the applicant should have solid research and computer skills as well as the ability to work under deadline and take

on increasing levels of responsibilities/tasks in a fast-paced environment.

2. The Office for International Religious Freedom (DRL/IRF) promotes religious freedom as a core objective of U.S. foreign policy. The office monitors religious persecution and discrimination worldwide, recommends and implements policies in respective regions or countries, develops programs to promote religious freedom, and prepares an annual report on religious freedom. DRL/IRF would like to host a Fellow to provide expert analytical and advisory support and oversee policy and project activities related to the promotion of religious freedom, handling a portfolio comprised of countries in one geographic region. The Fellow would draft and review policy papers relating to countries in his/her portfolio and advise DRL principals and others in preparation for meetings, congressional hearings, press events, etc.

3. The Office of the Special Envoy to Monitor and Combat Anti-Semitism (DRL/SEAS) was mandated by Congress to monitor acts of anti-Semitism globally and to develop policies and projects to combat them. Dr. Gregg Rickman, the Special Envoy, serves as the key Departmental strategist and focal point in the design, development, and implementation of such policies and projects. DRL/SEAS would welcome a Fellow to provide effective communication, research analysis, and strategy development for a specific region of the world.

4. The Office of International Labor and Corporate Social Responsibility (DRL/ILCSR) would highly value the expertise of a mid-career professional from the private sector or an NGO to focus on corporate social responsibility (CSR) and internationally recognized worker rights issues. Regional expertise in CSR and/or labor issues is a plus, particularly expertise in East Asia and Pacific affairs.

DRL/ILCSR envisions its Franklin Fellow working on the following issues/projects:

A. CSR and Worker Rights

- Contribute to the office's regional coverage of worker rights and CSR issues, particularly those worker rights relating to trade benefit programs.
- Monitor and report on major CSR and worker rights initiatives and trends taking place both in the U.S. and globally.
- Assist with management of CSR stakeholder dialogue initiatives.
- Coordinate interagency communication with Labor Officers on critical worker rights and CSR issues by both sharing and requesting information on such matters as they arise.
- Review and provide expert comment on the content of Worker Rights sections of the Department's annual country human rights reports.
- Draft cables, memoranda, and talking points on worker rights and CSR issues pertaining to region of coverage.

B. Programming

- Assist in oversight of technical assistance programs focused on CSR and/or worker rights.

- Assist in the development, advocacy for, and oversight of labor trade capacity building programs related to the U.S. trade agenda and other labor rights and CSR priorities.
- Report regularly to ILCSR staff and relevant Labor Officers in the field on the progress of the technical assistance programs.

C. Outreach

- Work within and outside of the State Department to promote increased respect for internationally-recognized worker rights and voluntary CSR initiatives.
- Maintain contacts with the AFL-CIO, the American Center for International Labor Solidarity (ACILS), employers' organizations, and labor-related NGOs.
- Maintain contacts with CSR stakeholders including NGOs, industry representatives, international organizations, and socially responsible investment firms.
- Establish and maintain contacts with NGOs working on Internet freedom of expression, as well as the Internet companies.
- Plan, manage, and deliver worker rights and CSR presentations for conferences, such as the State Department's annual Democracy, Human Rights, and Labor Officers Conference.

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Bureau of Diplomatic Security

❖ The Bureau of Diplomatic Security (DS) is responsible for providing a safe and secure environment for the conduct of U.S. foreign policy. Every diplomatic mission in the world operates under a security program designed and maintained by Diplomatic Security. DS personnel are assigned to over 200 diplomatic facilities worldwide and over 30 different locations in the United States. In the United States, DS investigates passport and visa fraud, conducts personnel security investigations, and protects the Secretary of State and high-ranking foreign dignitaries and officials visiting the United States.

1. The Chief Technology Office (DS/EX/CTO) of the Bureau of Diplomatic Security is seeking an Information Architect to prepare a strategic plan that increases usability and presence of DS' various domestic and overseas web sites. The strategic plan should include the following elements:

- Needs analysis;
- Model of DS information, content, documents, business taxonomies, navigation, and workflow processes;
- How to automate the flow of information so that it meets key organization goals, e.g., increase productivity, increase education and sharing of information / knowledge, reduce support costs, improve communication, and so forth;
- How to make all DS web sites easy to understand, simple to navigate, and conducive to conducting business; and
- Establish a workflow strategy that will enable DS to maintain its various web sites in the most effective and efficient manner.

2. The Chief Technology Office (DS/EX/CTO) is seeking a specialist, preferably with an expert certification in Microsoft Office (MS): Word, Access, Excel, InfoPath and Outlook, to make recommendations to the CTO on low-cost business solutions using the Microsoft Office suite of applications. The Fellow will be indoctrinated in DS' business needs, business practices and mission goals and objectives and expected to write a paper detailing recommendations where MS solutions can be employed by Diplomatic Security at no, or low-cost to the organization.

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Bureau of East Asian and Pacific Affairs

- ❖ The Bureau of East Asian and Pacific Affairs (EAP) plays an essential role in maintaining peace in the region. East Asia, in turn, has an enormous impact on the U.S. As the region consists of 30% of the world's population; the source of 25% of world GDP; and the holder of 65% of world's foreign reserves; East Asia is the destination for 27% of total U.S. exports (and 40% of our agricultural exports); and is a growing competitor for global resources. Asian markets produce about a quarter of global GDP, account for over 27 percent of U.S. exports and 40 percent of U.S. agricultural exports, and directly or indirectly support millions of American jobs. Asia is home to nearly 30 percent of the world's population. It has experienced some of the world's fiercest military conflicts in the past century. Despite strong U.S. military presence and alliances and relative peace in the region, EAP still includes some of the world's most dangerous flashpoints, including the Korean peninsula and Taiwan Strait. The flourishing of democracy in the region, including in Indonesia, the largest Muslim majority country, has given citizens a voice in their own governance and set an example for the rest of the world. Still, political repression and fragile democratic institutions continue to be the hallmark of many EAP countries. Governments in the region have greatly increased their capacity and cooperation against terrorism, but sophisticated terrorist organizations pose a serious threat to the interests of the United States and its allies. Infectious diseases, narcotics trafficking and criminal activity emanating from the region also continue to threaten Americans. America's deep engagement in the region has resulted in significant improvements; however, daunting challenges remain.

The Office of Japanese Affairs in the Bureau of East Asian and Pacific Affairs (EAP/J) seeks a Franklin Fellow to serve as the Macroeconomic and Finance officer, with a focus on foreign direct investment.

The incumbent will serve as the action officer for the Investment Initiative of the U.S.-Japan Economic Partnership for Growth (EPG) to promote favorable conditions for foreign direct investment. Working closely with the bureau's Deputy Assistant Secretary-level Economic Coordinator and Embassy Tokyo, the Fellow will handle substantive and logistical preparations and follow-up for two U.S.-Japan Investment Working Group meetings, as well as U.S. participation in Japan's investment promotion activities. The Fellow will advance U.S. economic policies, in coordination with other USG agencies, related to Japan's macro-economy, financial services, investment, and insurance sectors. The Fellow will be expected to draft memoranda and position

papers for senior Department officials, represent EAP/J in meetings, and may be asked to contribute to handle other issues as required in the absence of economic unit colleagues. The incumbent will report to the Economic Unit Chief.

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Bureau of European and Eurasian Affairs

❖ The Bureau of European and Eurasian Affairs (EUR) is responsible for coordinating interaction with 49 countries of Europe with the aim of advancing U.S. national and global interests through the promotion of democracy and respect for human rights, market-based economies open to foreign investment, and stability and security through military cooperation and transparency. Our goal of a Europe that is whole, free and at peace has been advanced closer to reality through concerted engagement in all regions of Europe with countries and through multilateral organizations.

1. The Office of Central European Affairs (EUR/CE) seeks a Franklin Fellow to coordinate State Department engagement with the countries of the Black Sea region. With the recent approval of a U.S. Black Sea Strategy, advancing the initiatives and goals contained in the strategy has lagged for lack of a single point of contact. The governments of the littoral states of the Black Sea, which include three NATO Allies and other countries of critical concern (Russia, Ukraine and Georgia) have all appealed to the United States to be more active in working with them to address issues of common concern, including energy security, combating terrorism, protecting the environment and strengthening civil society. The USG contribution of 10 million dollars to the Black Sea Trust Fund is a major source of leverage in working with the public and private sectors in Black Sea countries, but it needs someone who can devote undivided attention to using it to promote US interests and help ensure the strategy's successful execution.

Specifically, EUR/CE wishes to host a Fellow who has extensive experience working with overseas posts, U.S. Government agencies, and international organizations; a background in international programs, civilian or military. The Fellow would be one of the key faces of U.S. diplomacy on Black Sea regional matters, to countries bilaterally and multilaterally and before international organizations. He/she would be charged with implementing the U.S. Black Sea Strategy, coordinating with overseas posts, regional/functional bureaus, other departments and international organizations; providing service to high-level visitors; and preparing various reports and documents to fulfill budget, economic, and political requirements.

2. The Office of the Assistance Coordinator for Europe and Eurasia (EUR/ACE) wishes to host a Fellow in the position of Security and Law Enforcement Assistance Coordinator. A Fellow in this position would coordinate and manage security and law enforcement foreign assistance programs in Europe and Eurasia, serving as liaison between EUR/ACE and the Department of Defense. He/she would also provide program

management for the Aviation/Interdiction Program in Kyrgystan and Uzbekistan. Additionally, he/she would support the program planning and budgeting process for security and law enforcement programs, and evaluate the performance of security and law enforcement programs, while drafting portions of annual reports to Congress relating to this assistance.

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Bureau of Economic, Energy and Business Affairs

- ❖ The Bureau of Economic, Energy and Business Affairs (EEB) is the Department's principal bureau for international economic policy. It is responsible for promoting sustainable economic growth and development, trade, and enhancing investment climates abroad; foster modern, well-regulated global financial markets and help key countries avert or recover from financial crises; secure reliable, reasonably-priced energy supplies; increase market access for U.S. goods and services, protect intellectual property and promote global information technology and communications; advocate for U.S. companies to ensure transparency and fair play in international business transactions and to help solve international regulatory problems; cut off financial support to terrorist networks, implement sanctions regimes, and halt trade in conflict diamonds; and deepen international coalitions to protect transportation and communications networks. EEB acts as the Department's principal link with USG economic agencies, including Treasury, Commerce, Energy, Agriculture, U.S. Trade Representative, among others. EEB provides policy direction across the full range of international economic issues, including trade, aviation, intellectual property rights, energy, finance, economic development, and others.

1. The Office of Economic Policy Analysis and Public Diplomacy (EEB/EPPD) wishes to host a Fellow who is knowledgeable about web design and web usability. The Fellow will work to improve the U.S. image with both foreign and domestic audiences and to better purvey our economic policies via the internet to those searching our site for information. A non-governmental perspective would be especially valuable in this position.

2. The Office of International Energy and Commodities (EEB/ESC/IEC) would like to request one Franklin Fellow. At a time of volatile oil prices and growing concern over the impact of U.S. dependence on foreign oil imports and the effect of fossil fuel consumption on the environment, the Secretary has signaled her determination to heighten the profile of energy issues in foreign policy considerations by the January 2007 addition of "Energy" to the Bureau of Economic, Energy, and Business Affairs' (EEB's) name. ESC/IEC provides policy proposals and analysis to senior State officials on issues affecting U.S. energy security. ESC/IEC works closely with other bureaus in the Department, as well as with the Departments of Energy and Commerce, the National Security Council, and other USG agencies, to ensure that U.S. energy security is fully addressed in bilateral and multilateral dialogues with foreign partners.

- The Franklin Fellow assigned to ESC/IEC would advise on energy issues related to our relations with South Asia and Sub-Saharan Africa,

with our growing energy engagement with India a particular focus of attention; act as USG coordinator for U.S. participation in the government-industry-civil society Extractive Industries Transparency Initiative (EITI), including organizing briefings for industry and civil society stakeholders, crafting USG positions with other bureaus and agencies, and possibly accompanying senior State officials to EITI meetings at the Oslo secretariat or other locations; report on and participate in activities of the International Energy Agency (IEA) Standing Group for Global Energy Dialogue (GED), which advises IEA on its relations with non-member countries, including through attending GED meetings in Paris as needed; report on development of the global liquefied natural gas (LNG) market as it affects U.S. interests; coordinate State participation in the National Defense Market Impact Committee, which oversees the Department of Defense gradual disposal of excess strategic mineral stockpiles; coordinate with the Department of Commerce in representing U.S. interests in the International Rubber Study Group and similar commodities bodies of which the U.S. is a member; draft papers to support Congressional testimony and policy initiatives, and respond to questions related to above responsibilities from other State bureaus, other U.S. agencies, Congress, and other sources; and provide back-up support to other ESC/IEC officers as needed.

3. As part of EEB, the International Communication and Information Policy (EEB/CIP) group leads the Executive Branch policy development process for international communications and information issues, and serves as America's advocate around the world for policies that:

- expand access by all people to information and communication technologies (ICTs);
- improve efficiency and security in the worldwide ICT and telecommunications markets, particularly relying on free-market forces; and
- ensure fair opportunities for U.S. companies to participate in this important sector around the globe.

EEB/CIP would like to request one Franklin Fellow to serve in its Office of Bilateral and Regional Affairs (BA). Such a candidate would advise the office on promoting fair, pro-competitive telecommunications regulatory regimes overseas; ensuring minimal regulation of the Internet and e-commerce to promote expansion in these areas and to support freedom of expression (under the Secretary's Global Internet Freedom Taskforce (GIFT)); opening access to foreign telecommunications and e-commerce markets; and implementing bilateral ICT development assistance through CIP's Telecommunications Leadership Program (TLP) and the President's Digital Freedom Initiative (DFI).

4. Within EEB's Trade Policy & Programs Deputate, the Office of Agriculture, Biotechnology and Textile Trade Affairs (EEB/TPP/ABT) leads the Department of State's efforts to formulate and implement policies on issues ranging from food safety and agricultural productivity to trade in agricultural biotechnology and textile products. The office's Biotechnology and Textile Trade Division

manages programs to promote the use and understanding of agricultural biotechnology, seeks to maintain open markets for U.S. products derived from modern biotechnology, and oversees trade in textile and apparel products. The Agricultural Trade Policy Division covers all bilateral, regional and global trade negotiations or disputes relating to agricultural products, food safety issues, programs to enhance food security in developing countries, and U.S. food aid policy.

A Franklin Fellow assigned to EEB/TPP/ABT would:

- Coordinate and protect USG and U.S. industry interests related to the Cartagena Protocol on Biosafety.
- Manage Western Hemisphere Affairs and India biotechnology trade policy issues, promoting USG agbiotech objectives.
- Serve as Department representative to meetings of the North American Biotechnology Initiative (NABI).
- Work to advance acceptance and trade of agbiotech products in the ASEAN and APEC regions.
- Manage leading role of the Department of State in the announcement and awarding of the World Food Prize.
- Manage agricultural trade policy issues for WHA and other regions.
- Cover commodity (e.g., sugar, tobacco) policy issues, including effect of biofuel consumption on grain supply and prices, as well secondary effects on poultry/livestock supply and prices.
- Analyze bioterrorism as it pertains to safeguarding the U.S. food supply.

5. The Office of Intellectual Property Enforcement (EEB/TPP/IPE) leads the Department of State in promoting global policies that encourage adoption of high standards of protection for intellectual property rights (IPR) by our trading partners, and formulating State Department and USG strategies on innovation and IPR. This issue receives significant attention from the U.S. Congress and the private sector, and State is a key player in developing U.S. international policy on IPR and implementing that policy overseas including: representing U.S. views in bilateral and multilateral settings; building international partnerships and coalitions to strengthen IP enforcement; working with U.S. Missions on public outreach efforts to promote the value of IPR to countries of all levels of development; and delivering IP training to our embassy officers and foreign government officials.

A Franklin Fellow assigned to EEB/TPP/IPE would be expected to serve as a Foreign Affairs Officer fully involved in policy and program formulation and perform functions including but not limited to the following:

- Draft briefing papers and coordinate U.S. Government interagency and State Department positions and support senior State Department officials on negotiation of the Intellectual Property chapter of the Declaration of the 2009 G-8 Summit;
- Develop policy papers and points for use by the IPE Office Director in meetings of the Innovation Working Group of the

Heiligendamm Process (G-8 plus Brazil, China, India, Mexico and South Africa).

- Act as lead on State's contribution to the Strategy Targeting Organized Piracy (STOP!) Initiative. Work with other IP policy and enforcement agencies in implementing existing STOP! initiatives and proposing new initiatives.
- Act as liaison with the National IP Law Enforcement Coordination Council (NIPLECC). Prepare the State Department contribution to the annual NIPLECC Report.
- Serve as the IPE member of the Import Safety Working Group.
- Coordinate the State Department position on legislation affecting IP enforcement and policy.
- Back up the officer coordinating the Department of State's (State) role in the annual worldwide Special 301 review of other countries' IP regimes. Includes organizing and coordinating relevant meetings with the private sector to discuss their views; coordinating and developing State positions, including with the Posts, on country designations; coordinating with interagency officials to exchange views and develop positions.
- May be responsible for intellectual property matters for a region to be identified, and serving as the Department's recognized expert on intellectual property considerations involved in U.S. policy for this region, including determining overall priorities and developing corrective measures in light of overall Department and Administration objectives in the region.

6. The Office of Multilateral Trade Affairs (EB/TPP/MTA) is a ten-person Department Office of Multilateral Trade Affairs that focuses on multilateral trade policy, including the World Trade Organization (WTO) Doha Development Round, directly supporting senior-level policymakers.

- Labor and Environment Officer: The Franklin Fellow would serve as the Department lead action officer on environmental and labor issues in multilateral, regional, and bilateral free trade agreements, initiatives, and negotiations. This is a high-profile position, as Congress has declared that all future and pending trade negotiations will ensure the protection of international standards for labor and the environment. The Fellow would participate actively in negotiations and work closely with USTR, Department of Labor, and the Environmental Protection Agency in formulating environmental and labor aspects of trade policy. The position may entail travel to domestic and international negotiating sessions, meetings with Hill staffers, and drafting testimony.

7. The Office of Development Finance (EEB/ODF) in the Bureau of Economic, Energy, and Business Affairs (EEB) would like a Franklin Fellow to serve as its Middle East Desk Officer. ODF leads the State Department's efforts to spur

economic development overseas by promoting growth-oriented economic policies, good governance, entrepreneurship, openness to trade and investment, and effective overseas development assistance. ODF serves as the Department's primary liaison to the multilateral development banks (World Bank, African Development Bank, Asian Development Bank, Inter-American Development Bank, and European Bank for Reconstruction and Development). The office supports international donor efforts for reconstruction in post-crisis areas. ODF also has lead responsibility within the Department on official trade financing and export credit issues. ODF officers work closely with officials from the Treasury, USAID, MCC, the U.S. Export-Import Bank, the U.S. Trade and Development Agency, Commerce, while advancing foreign policy goals in these areas.

- A Franklin Fellow would cover the Middle East portfolio in the office. This would include helping to mobilize and coordinate donor support for Lebanon, as well as helping implement a \$250 million budget support program conditioned on Lebanese economic reforms. The Fellow would also follow West Bank-Gaza development issues, as well as other development issues throughout the region. Some recent areas of focus have been Egypt and Yemen. The Fellow would also be encouraged to develop a strong working relationship with development funds in the region, such as the Islamic Development Bank, Arab Fund for Social and Economic Development, and the Saudi and Kuwaiti Development Funds. The Fellow would also serve as the backup on Iraq assistance issues within the Bureau. Because of the need for flexibility among portfolios in the office to adjust workloads and to accommodate new requirements, the Fellow could be called upon to undertake other office duties as well.

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Bureau of Intelligence and Research

- ❖ The Bureau of Intelligence and Research (INR) is the nexus between intelligence and diplomacy. Its primary mission is to provide raw intelligence and all-source analysis to the Secretary of State in her role as the President's chief foreign policy advisor and to other key policymakers within the Department of State. As a statutory member of the Intelligence Community (IC) and under the leadership of the Director for National Intelligence, INR also plays an expanding role in providing all source intelligence assessments to the President, Vice-President and other Cabinet Members to support policymaking at the highest level.

The Office of Publications (INR/PUB) wishes to host a Fellow to serve as the Foreign Affairs Editor. He/she will be responsible for analyzing and recommending changes to INR's written "product line;" proposing ways to improve its style, voice, and "brand;" and recommending new marketing strategies.

The Foreign Affairs Editor will draw on INR's profound experience and deep expertise, canvas its readers, and recommend changes to INR's product line in the most inclusive way possible. He/she will combine fresh perspective and professional expertise with existing talent to ensure that INR is providing a

line of written products that are of superior quality in terms of content, value, style, and impact on foreign policy and diplomacy.

Once product line and marketing strategy are established, the editor will provide group and individualized instruction, advise INR's production staff on how to guide drafters and enforce Bureau product line standards, and explore software and other ways to aid staff in meeting them.

Experience, Qualifications and Suitability

This editorial work requires the highest-level mastery of written English communications.

Experience as a senior editor at a major commercial news magazine or newspaper is highly desirable.

Critical thinking skills and knowledge of the most up-to-date analytical methods must be at the highest level.

Must be thoroughly familiar with Microsoft Word and able to employ templates and macros to aid production.

In order to achieve the preceding expectations, it is expected that the editor will meet these qualifications:

- a) Demonstrable expertise in writing and editing; and
- b) U.S. citizenship; a current Top Secret security clearance; and be eligible for SCI access or be eligible for Top Secret/SCI access.

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Bureau of International Information Programs

- ❖ The Bureau of International Information Programs (IIP) supports U.S. foreign policy objectives with public diplomacy products and services, providing speaker programs, web chats, library and book activities, Internet and multimedia services, and electronic and print publications. Electronic media products are distributed overseas through embassy Public Affairs and Information Resource Centers and by direct outreach through the Internet in order to influence policy and opinion on issues central to U.S. national interests.

1. The Office of Policy, Planning and Evaluation (IIP/P) coordinates policy and planning within the Bureau, manages content for public diplomacy/strategic communication site INFOCENTRAL, represents the IIP on issue-focused intra- and interagency working groups, coordinates strategic planning and evaluation for the bureau, manages the digital outreach team inserting USG messages on the international blogosphere and conducts audience analysis for the bureau. IIP/P is a part of the IIP Front Office.

The Office of Policy, Planning and Evaluation (IIP/P) seeks to host two fellows:

- An Audience Analyst to develop thorough analysis and elaboration on the characteristics and information gathering behaviors of designated

target audiences for IIP and public diplomacy programs and initiatives and to coordinate with appropriate offices throughout the interagency foreign affairs community for coherent and efficient information sharing on identifying and analyzing international audiences.

- A Policy Materials Development Officer to provide timely guidance/talking points in convenient form for use in the field (and in the Bureau); draft content, including Issue Briefs, for INFOCENTRAL, a web site containing guidance and other information resource databases for public affairs officers worldwide; draft generic op-eds for customization by COMs; and provide timely guidance/talking points in convenient form for use in the field (and in the Bureau).

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Bureau of International Organization Affairs

- ❖ The Bureau of International Organization Affairs (IO), domestically and through its seven missions, develops and implements U.S. policy in the United Nations, its specialized and voluntary agencies, and certain other international organizations. Our mission is to advance U.S. foreign policy strategic goals and U.S. interests through multilateral diplomacy, while ensuring that the international organizations through which we work remain viable and effective. A primary goal of the Bureau is to help shape the multilateral system into a more efficient and effective instrument to meet the challenges of the 21st century. To this end, we are pursuing a program of reform. We aim to preserve and enhance American leadership and influence in the multilateral system, inter alia, through paying our assessments in full and paying our outstanding obligations.

1. The Office of United Nations Education, Scientific and Cultural Organization (IO/UNESCO) coordinates U.S. policy vis-à-vis the United Nations Educational, Cultural, and Scientific Organization and serves as the link between the U.S. Government and U.S. National Commission for UNESCO, an advisory body. IO/UNESCO urgently needs the services of one Franklin Fellow with a background in Social and Human Science to work on policy coordination within State, other USG entities, and the U.S. National Commission for UNESCO.

2. The Office of Management Policy and Resources (IO/MPR) would like to host up to three Franklin Fellows to assist us with a comprehensive assessment of the work of the organizations funded through the CIO account. OMB and Congressional staff are aware of the chronic shortfall in the CIO account and have urged us to take a new approach in how we request and allocate CIO account funding. House Committee Report on the FY 2006 Appropriation for the CIO account (H. Report 109-118) stated "The Committee expects the Department to take immediate action to evaluate and prioritize United States participation in, and funding, for international organizations. In a climate of limited resources the Committee continues to insist that the Department live within appropriated amounts, prioritize as necessary among organizations according to policy goals, take steps to withdraw from low priority organizations, and refrain from entering into new commitments." The Bureau lacks the resources to conduct evaluations needed to conduct in depth analyses of the program of work of the various

international organizations in which the US participates. This information is critical to improving our ability to negotiate budgets that meet USG priorities. A fellow with the right expertise could help us determine best practices and management surveys of international organizations. They could also assist with ongoing efforts related to mandate review. This would help us to lay the groundwork for prioritizing U.S. participation in international organizations funded through the CIO account and, in a worst-case scenario, prepare for the possibility of having to withdraw from one or more organizations.

3. The Office of Technical Specialized Agencies (IO/T) would like to host one Fellow that is an individual from a private sector delivery firm who could work with IO/T on Universal Postal Union (UPU) issues. Five years ago, the Universal Postal Union (UPU) opened itself to the private sector by forming a mainly private sector "Advisory Group". This group was transformed into the more formal entity called the "Consultative Committee" by the 2004 UPU Congress in Bucharest. Private-sector trade associations that have an interest in UPU issues can join the Consultative Committee. So far, 19 such associations, which mainly represent the interests of large mailers and express delivery firms, have joined the Committee. The main association representing the U.S. express delivery companies is called the Express Delivery and Logistics Association (XLA). The UPU issues that are of interest to the express delivery firms are customs clearance (of both postal and private courier items) and trade issues, such as those under discussion with the WTO (whose work tends to overlap with that of the UPU). These firms also have an interest in technical issues such as the security of shipments; technical standards; and regulation of the postal and express delivery sector. Express delivery companies have practically no knowledge about the inner works of the UPU. We would expect that this Franklin Fellows assignment would provide an excellent opportunity for a relatively young manager to acquire practical knowledge about an organization, the UPU, whose decisions are of real importance to express delivery companies. In addition, a Fellow would serve as a useful resource in addressing the international postal workload of IO/T.

4. The Office of Policy, Public and Congressional Affairs (IO/PPC) would like to request two Franklin Fellows for 1) coordination of NGO Outreach (someone from UN Association of the USA or other NGO) and 2) Survey/evaluate the attitudes of oversea audiences (esp. media, think tanks, academics, etc.) towards US involvement in multilateral affairs and International Organizations so that we can fine-tune and focus our Public Diplomacy outreach (someone from Pew, Gallup, Zogby, or foreign media tracking organization).

5. The Office of Peacekeeping, Sanctions and Counter-terrorism (IO/PSC) would like to request one Franklin Fellow with a background in Middle East security issues and multilateral sanctions policies who could develop and coordinate policy recommendations to promote effective UN actions through the Security Council, the Counter Terrorism Committee, and issue/country-specific sanctions committees to promote regional peace and security. In addition to sanctions issues in the Middle East, the Fellow would also coordinate US policy regarding the four UN peacekeeping operations in the region (MINURSO in Western Sahara, UNIFIL in Lebanon, UNDOF in the Golan Heights, and UNTSO in Egypt, Israel, Jordan, Syria and Lebanon).

6. The Office of Press and Public Diplomacy at the U.S. Mission to the United Nations is responsible for all press and public diplomacy outreach for the Mission. This office, located in New York, would like to request two Franklin Fellows. On a daily basis, the press section supports the Front Office and Mission by ensuring that the U.S. message on any given issue before the UN is delivered to the UN press corps (domestic and international) as well as the broader media community in New York, Washington, and local markets around the country. To better increase efficiency, the Section needs to do a comprehensive study on who is receiving our message, how the message is being received, and how to better craft our message. Fellows would do an in-depth evaluation on the public affairs/press activities of the Office, and then work with the Press Officers to develop public affairs and media strategy to better convey U.S. policy, goals and objectives in the UN context. Fellows will evaluate the effectiveness of contacts and relationships with the print and broadcast media and advise on how to cultivate new sources and observe how press officers interact with foreign and domestic press and prepare reports on how to better distribute guidance and background to the media regarding fast-breaking, developing issues. Fellows could also evaluate, arrange, plan, and coordinate public speaking engagements of Mission officers, research the background and motivation of the organizations, goals and objectives, and foreign policy impact; and provide recommendations. Review the follow-up on all details for acceptances.

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Bureau of Near Eastern Affairs

- ❖ The Bureau of Near Eastern Affairs deals with U.S. foreign policy and U.S. diplomatic relations with Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates, and Yemen. NEA handles some of the key issues of our time, including Iraq, Middle East peace, terrorism and weapons of mass destruction, and political and economic reform.
- 1. The Office of Iranian Affairs (NEA/IR), “Team Iran”, consists of the Iran Regional Presence Office in Dubai (IRPO) and NEA’s Iran Watchers at select posts. NEA/IR formulates, coordinates, and implements policy toward Iran and we seek officers eager to tackle one of the most challenging foreign policy issues of our time. Successful members of Team Iran – whether in Washington or overseas – will have a record of proven performance, initiative, impeccable judgment, solid drafting skills, plus a desire to acquire expertise on Iran. We also welcome a healthy sense of humor.

The Secretary established NEA/IR in March 2006, with the aim of bolstering the Department’s ability to understand and respond to the challenges Iran poses and increase the pool of Foreign Service officers expert on Iran and its languages and culture.

- A key part of this plan was the creation of 10 unique “Iran Watcher” positions – five at the new Iran Regional Presence Office (IRPO) in Dubai, and five at key Iranian expatriate centers in Europe and Central Asia. Together, the Secretary’s Iran initiative marks the

highest level of Department staff focused on Iran since the 1979 hostage crisis and the end of diplomatic relations with Iran.

- Officers in NEA/IR and the Iran Watcher positions are characterized by a can-do attitude, agility in responding to policymaker needs, and a deep sense of mission. We focus not only on reporting and public diplomacy, but on using financial and cultural resources to re-shape our relationship with Iran; in short, we embody transformational diplomacy.
- NEA/IR is seeking a Nonproliferation Security Fellow responsible for strategic analysis, policy coordination, and policy implementation related to Iran's pursuit of weapons of mass destruction (WMD) and their means of delivery.
- Other responsibilities include supporting U.S. diplomatic efforts to prevent Iran from acquiring sensitive and dual-use technology.

Information on Iran's nuclear program is sought by policymakers at the highest levels of the Department of State and the US Government. This Washington-based Franklin Fellow position offers the opportunity to brief senior Department officials, participate in the inter-agency policymaking process and to engage with key Congressional offices.

The Franklin Fellow will be an integrated part of the NEA/IR team, supporting IRPO and other Iran Watchers in the field, and cross-training in other policy areas as needed. In the past year, NEA/IR officers have traveled to key NEA and EUR capitals to work with our Embassy teams on a short-term basis, as part of the effort to build a unified, multilateral approach to countering Iran's global threats.

The Fellow will build relationships and forge cooperation with other State Department bureaus, the U.S. Mission to the United Nations in New York, the U.S. Mission to the International Atomic Energy Agency in Vienna, the National Security Council staff, the Office of the Secretary of Defense, as well as the U.S. Intelligence Community. NEA/IR officers are also encouraged to participate in academic, think-tank, and policy forums in Washington, DC in their area of focus.

The position requires advanced intellectual skills, top written and interpersonal communications skills, and flexibility. Familiarity with non-proliferation science policy, and academic background in international security, specifically the security dynamics of the Middle East and Gulf region, are highly desirable.

2. The Office of Iraq Political Affairs (NEA/I/POL) is the lead office for the State Department in addressing all aspects of Iraq's democratic transition. This office helps craft and implements U.S. foreign policy objectives related to the development of Iraqi government institutions and political parties, Iraq's adherence to human rights and its conduct of elections, and Iraq's treatment of refugees and internally displaced persons. The office also promotes Iraq's

constructive engagement with the international community. The office works closely with the Secretary's Adviser for Iraq.

Duties and Responsibilities:

- Serve as one of seven desk officers responsible for the design and implementation of U.S. assistance for Iraq. The officer will be assigned a specific portfolio to match relevant background, for which the officer will become the lead action officer. The officer will monitor events in the portfolio, analyze policy options and recommend actions to make best use of program funds and USG political engagement.
- Develop contacts within the U.S. Government and the broader Washington community related to the specific portfolio. As appropriate, develop contacts with Embassies engaged with Iraq.
- Prepare briefing materials, reports, memos and correspondence as required for senior USG officials on specific portfolio issues. Conduct oral briefings and represent NEA/I/POL in State and interagency meetings.
- Support public affairs outreach programs to explain USG assistance programs in Iraq, including by preparing materials and participating in briefings.

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Bureau of Oceans and International Environmental and Scientific Affairs

- ❖ The Bureau of Oceans and International Environmental and Scientific Affairs (OES) promotes transformational diplomacy through advancing environmental stewardship, encouraging economic growth, and promoting social development around the globe to foster a safer, more secure and hopeful world. Nearly 200 employees further these goals through programs and activities concerning infectious diseases, biodiversity, climate change, access to water and energy, oceans affairs, science and technology cooperation, management of toxic chemicals, environmental components of trade agreements, and the exploration of space. In addition, the Bureau represents the United States at major international negotiations. Together, these activities demonstrate the Bureau's commitment to policies that make concrete improvements in people's lives.

1. The Office of Environmental Policy (OES/ENV) plays a key role in development of U.S. policy on cutting edge issues related to trade and the environment and has the lead within the U.S. government for negotiation and implementation of Environmental Cooperation Agreements (ECAs), and other similar environmental cooperation mechanisms (ECMs), that are normally concluded in conjunction with free trade agreements (FTAs). In this pursuit, the Office manages U.S. foreign policy considerations under a number of multilateral organizations that deal with trade and environment, including the World Trade Organization (WTO) and the Organization for Economic Cooperation and Development (OECD), and in bilateral and regional trade agreements, including, among others, FTAs with Jordan, Chile, Bahrain, Australia, Morocco, and certain Central American countries. The Office also is responsible for coordinating and overseeing all cooperative environmental work that occurs with our trading partners under the framework of an ECM.

The aim of this work is to build capacity, or to work cooperatively, in a variety of environmental areas in the countries with which we have negotiated ECMS. For example, the Office currently is coordinating and overseeing implementation of \$20 million worth of cooperative environmental projects in countries that have signed the Dominican Republic/Central American Free Trade Agreement (CAFTA-DR).

A Franklin Fellow would assist in all aspects of the Office's trade and environment work. For example, general responsibilities may include:

- Obtaining and analyzing information related to U.S. and international environmental policy in the areas of trade and environment, and forecasting developments in the international arena, in order to prepare for participation in negotiations on and implementation of environmental cooperation mechanisms and the associated work plans for countries with which the United States is negotiating Free Trade Agreements;
- Developing and maintaining collaborative working relationships with a broad range of interagency representatives, U.S. missions, the private sector, and non-governmental organizations (NGOs) involved in trade and environment policy and cooperative activities;
- Helping to develop the U.S. negotiation objectives and the strategy and tactics necessary to achieve them;
- Serving as a member of the U.S. delegation in international negotiations;
- Representing the Department or U.S. Government at interagency, regional, or multilateral meetings;
- Drafting work papers including position papers and texts of treaties and memoranda of understanding for international environmental negotiations; and
- Implementing or following implementation of work plans under development or in effect.

Specific responsibilities may include:

- Serving as backup to the principal action officer for the implementation of environmental cooperation under the CAFTA-DR.
- Serving as principal action officer or backup support for negotiating and implementing ECA work plans with Peru and Columbia and for implementing the North American Agreement on Environmental Cooperation (NAAEC) (the environmental side agreement to the North American Free Trade Agreement (NAFTA)).
- Assisting in implementation of cooperative environmental activities with Singapore, Jordan, Morocco, Bahrain, Oman, and other countries with which we have ECAs or other environmental cooperation mechanisms (ECMs).
- Leading and coordinating interagency preparation of briefing materials, policy recommendations, and instructions for delegations to international trade and environment meetings;
- Developing of briefing and other materials for Congressional briefings on implementation of environmental cooperation.

From time to time, the Fellow may also be asked to support other work of the Office. In addition to its trade and environment work, the Office is

responsible for developing, coordinating, and advancing U.S. international policy on a wide variety of issues related to the management and control of toxic chemicals and pesticides, hazardous wastes, and air pollution, and foreign policy considerations under a number of regional and global environmental treaties and organizations.

The Office also is responsible for meeting U.S. foreign policy goals related to agencies and initiatives of the United Nations and other international organizations, including the U.N. Environment Program, the Organization for Economic Cooperation and Development, as well as summit initiatives from the G-8 and other high-level meetings.

2. The Office of Environmental Policy (OES/ENV) also seeks to host a Franklin Fellow with expertise in water/sanitation service provision, water resources management, and/or international development to work in the Office of Environmental Policy on the implementation of the Senator Paul Simon Water for the Poor Act of 2005. President Bush signed the Senator Paul Simon Water for the Poor Act of 2005 on December 1, 2005. The Act requires the Secretary of State, in consultation with the U.S. Agency for International Development and other U.S. Government agencies to develop and implement a strategy “to provide affordable and equitable access to safe water and sanitation in developing countries” within the context of sound water management. OES is the office responsible for leading these activities and producing the annual report to Congress on the implementation of the Act. (The legislation as well as the 2006 and 2007 Reports to Congress can be found at www.state.gov/g/oes/water.) The incumbent would work directly with the Special Coordinator for Water Resources within OES to support the interagency process, conduct research, and assist in the development of the report to Congress.

3. The Office of Global Change in the Bureau of Oceans and International Environmental and Scientific Affairs (OES/ECG) wishes to host a Franklin Fellow. OES/ECG is the lead U.S. government office on most international issues relating to climate change and plays a lead role in many international energy issues. The office leads in preparing and representing U.S. positions in negotiations under the UN Framework Convention on Climate Change (FCCC), and in other international forums in which the issue arises, including the OECD, G-8, and the UN General Assembly. The office leads U.S. government involvement in the Asia-Pacific Partnership on Clean Development and Climate, the Administration’s signature international initiative on Clean Development and Climate issues. The office is also responsible for multiple bilateral and regional partnerships on climate change and clean energy and leads or participates in many interagency processes relating to climate-related science and technology.

The Franklin Fellow’s major duties and responsibilities may include, but will not be limited, to the following:

- Serves as US government’s primary liaison for all activities related to the Global Bioenergy Partnership (GBEP), advising senior officials

orally as well as through policy and briefing materials and developing U.S. proposals as appropriate.

- Ensures that outcomes of GBEP meetings are consistent with U.S. policy by actively working with and coordinating positions among the interagency community.
- Works with other GBEP partners to ensure U.S. goals for partnership are met. Works with appropriate USG officials to educate them on GBEP and identify how GBEP complements other USG biofuels efforts.
- Chairs GBEP work on harmonizing greenhouse gas methodologies and ensures that U.S. views are foundation of any decisions and actions.
- Serves as Department's primary staff liaison for issues relating to the sustainability of biofuels.
- Coordinates and develops a positive international agenda on biofuel sustainability through close coordination with U.S. interagency community and the OES and PDDAS.
- Builds and maintains strong working relationships with those involved in this issue in the bureau, the Department, and other U.S. agencies, NGOs, and the private sector, and other countries.

4. The Office of International Health Affairs in the Bureau of Oceans and International Environmental and Scientific Affairs (OES/IHA) is offering a position for a Franklin Fellow. The Office, under the leadership of the Deputy Assistant Secretary for Health and Science and the Office Director of IHA, coordinates and provides policy guidance regarding U.S. international policies on bioterrorism, environmental health, infectious diseases, and health in post-conflict situations and other prominent issues of global health, and develops strategies to use diplomatic engagement to advance these priorities. The Office maintains working relationships with other bureaus within the Department of State and with executive branch departments, as well as other stakeholders, and consults with them to formulate U.S. positions in negotiations with foreign governments and international organizations on global health issues.

We are looking for a team-oriented professional with some experience in global health, foreign policy, or development, who can provide advice on these issues, and who has strong writing, communication, and interpersonal skills. If you're interested in development, global health, or simply foreign policy formation, this is an exciting and fulfilling position in which to work. A Secret security clearance is required.

Major Duties and Responsibilities:

Under the general guidance of the Director and/or Deputy Director, as well as the Senior International Health Policy and Environmental Health Advisors, the Fellow will serve as a global health advisor on a wide variety of infectious disease, health systems, environment health and sustainable development-related matters. The Fellow will work directly with Office Director-level and higher officials in a wide range of U.S. and foreign government agencies, and will build relationships with key senior officials in private organizations, think tanks and academic institutions, to assess the relationship of infectious disease, health systems, environmental health and sustainable development questions

to foreign policy and international efforts by the Department and other Federal agencies.

Over the term of the Fellowship, the Fellow will be responsible for further developing the Department's infectious disease, health systems and environmental health portfolios by undertaking activities in five broad areas: working within the Department to facilitate the integration of infectious disease, health systems and environmental health considerations into foreign policy and foreign assistance budget planning processes; coordinating and/or participating in interagency deliberations on infectious diseases, health systems, environmental health, and sustainable development issues; working with regional and function bureaus in the Department to promote the inclusion of health considerations into foreign policy planning initiatives with respect to post-conflict/reconstruction contexts; and developing strategies to mobilize resources and galvanizing foreign officials towards more effective action to address public health challenges; and building support for USG efforts on international health affairs through public affairs/diplomacy and outreach.

In this position, the Fellow can expect to write briefing memos and talking points for senior Department officials, conduct studies, develop options, and prepare position papers for interagency consideration, and brief senior officials and other agencies on findings. Interpersonal skills are important; the person selected for this position will often represent the office and the Bureau and chair meetings with other agencies, NGOs, think-tanks, and for-profit organizations involved in international health affairs. The office is fast-paced and very collegial.

"New and re-emerging infectious diseases will pose a rising global health threat and will complicate U.S. and global security over the next 20 years. These diseases will endanger U.S. citizens at home and abroad, threaten U.S. armed forces deployed overseas and exacerbate social and political instability in key countries and regions..."
-- National Intelligence Council report "Global Infectious Disease Threat and Implications for the U.S."

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Bureau of Political-Military Affairs

- ❖ The Bureau of Political-Military Affairs (PM) is the principal link between the Departments of State and Defense. PM provides policy direction in the areas of international security, security assistance, military operations, defense strategy and policy, military use of space and defense trade. PM activities are central to four of the Department's strategic objectives: counterterrorism, regional security, humanitarian assistance and homeland security.
 1. The Front Office of the Bureau of Political-Military Affairs (PM/FO) would like to request three Franklin Fellows. The nearly 300 staff members of PM represent Foreign Service, Civil Service, uniformed military, political appointees, students, contractors, and consultants – each bringing their own unique organization cultures. Coupled with routine personnel rotations and reassignments, sustained team building efforts would be

useful to ensure all members of the Bureau understand and buy into the mission of the Bureau and how PM fits into the Department and the national foreign policy and national security architecture. Each of the three Fellows will have a different focus: One Fellow will be responsible for developing and implementing Bureau-wide team building efforts; the second Fellow will develop and implement a Bureau-wide personnel recruitment and retention plan/strategy; the third Fellow will assist in the development and implementation of a Bureau-wide training regime.

2. The Office of Weapons Removal and Abatement (PM/WRA) would like to request one Franklin Fellow. PM/WRA creates conditions conducive to peace, stability and prosperity by curbing the illicit proliferation of conventional weapons and removing and destroying those that remain and pose hazards after the cessation of armed conflict. PM/WRA's focus is three-fold: curb the illicit trafficking, availability and indiscriminate use of conventional weapons of war; manage post-conflict cleanup of such weapons in areas needed for civilian use; and engage civil society to broaden and enhance U.S. influence. The Franklin Fellow assigned to PM/WRA would: advise and review current procedures for assessing conventional weapons destruction (CWD), as well as small arms/light weapons (SA/LW), ordinance and landmine abatement programs; review and make recommendations on CWD-related issues and policies; advise and make recommendations on improving quality assurance and quality control management procedures for the Humanitarian Mine Action (HMA) and Small Arms and Light Weapons (SA/LW) programs; assemble data to support Congressional testimony and policy initiatives, and respond to questions from the State Department, other U.S. agencies, Congress, and other sources as required; Conduct international site visits to support assessments, determinations, improvements, and other developments as desired by the office; perform quality assurance of WRA programs and operations; draft reports on findings and manage or assist in management of CWD-related programs.
3. The Office of Regional Security and Arms Transfers (PM/RSAT) seeks an individual with strong analytical, research, writing, and speaking/briefing skills to assist in the formulation and execution of foreign policy related to U.S. Government conventional arms transfers and sales. Individuals with backgrounds and academic expertise in political-military affairs, international security issues, arms or export controls, law, international trade, or forecasting are highly desired. PM/RSAT oversees U.S. bilateral political-military relations, including the approval process for \$12-18 billion dollars in government-to-government arms transfers each year, and ensures these transfers are in compliance with domestic law and policy, and advance U.S. interests. The Fellow would engage in (1) a comprehensive review of the existing laws, regulations and policies governing U.S. arms transfers, which were generally established during the Cold War, and (2) develop recommendations for changes in line with the realities of a 21st Century, globalized international environment. This position could include some travel. The Fellow would serve as a subject matter expert and represent the Bureau, the Department, and the USG in a wide variety of U.S. and international settings.

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Bureau of Public Affairs

- ❖ The mission of the Bureau of Public Affairs (PA) is to help demystify and explain the foreign policy of the United States, to make it less “foreign” to citizens of this country as well as people around the globe. This is done by explaining the goals of United States’ foreign policy initiatives to the media and the public. Effective public outreach requires effective planning; the Bureau provides guidance and direction to the various functional and regional bureaus of the State Department on the communication of foreign policy. This includes providing both short and long-range strategic planning to support the Secretary’s effort to bring foreign policy issues to the American people. We develop strategies to advance the Administration’s priority policy issues, shaping effective messages to explain these policies. The Spokesman for the State Department leads these efforts. The offices within Public Affairs also coordinate the communication of foreign policy with the White House, Department of Defense, and other agencies dealing with foreign affairs.

A Franklin Fellow assigned to the Bureau of Public Affairs would serve in an office within the Bureau most suited to his/her area of expertise. Among the possibilities, a Fellow could:

- Identify and analyze foreign affairs policy information that could have a long term or short term impact on the Department’s public communications efforts;
- Track U.S. government foreign policy initiatives;
- Represent the Public Affairs Bureau in policy discussions within the Department, at other agencies and with outside organizations such as think-tanks;
- Provide the Assistant Secretary and Deputy Assistant Secretaries with summaries of outside opinion leaders and of on-going policy dialog within the government;
- Write and edit material for public consumption. Written materials will include but are not limited to op-eds, fact sheets, talking points, and speeches;
- Serve in the Office of Strategic Communications. The Office of Strategic Communications plans and coordinates efforts, within the Department and inter-agency, to get the “message” out. The Office determines the best strategy – speeches, interviews, report roll-outs, etc.;
- Work in either the Press Office or the Foreign Press Center;
- Contribute to the design and maintenance of the Department’s website;
- Catalogue the official documentary records of U.S. Foreign Policy in the Office of the Historian.

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Bureau of Resource Management

- ❖ The Bureau of Resource Management (RM) is responsible for all financial management activities relating to the programs and operations of the Department of State. The hallmark of any top financial operation is its ability not only to provide accurate and timely financial data but also to use that data and

expertise to give high-value financial advice to the key decision-makers. RM has built the foundation of solid budgeting and reporting. Our mission going forward will be to combine this strong financial information base with a high level of financial advisory expertise as a strategic partner to the Secretary and the Bureaus to ensure that the Department obtains maximum results from its funding. By focusing as well as documenting improved execution across the Department, we believe we will be better able to obtain the funding needed to complete State's missions.

The Office of the Assistant Secretary for Resource Management and Chief Financial Officer seeks to host two (2) Fellows with private sector perspectives to contribute substantially to transforming the way the State Department and the private sector work together and imbed relevant private sector perspectives and methods in appropriate areas of Department management. Duties include to:

- Assist in conducting in-depth analyses and independent assessments of State programs and efforts;
- Advise on ways to deliver financial management and advisory services to the Department;
- Provide perspective on best practices in private industry that could be applied to Department financial management;
- Train staff in the CFO's office on how to work with the private sector in expanding and creating partnerships; and
- Perform discrete tasks that relate to improving Department management.

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Bureau of South and Central Asian Affairs

The Bureau of South and Central Asian Affairs is responsible for managing and promoting U.S. interests in thirteen countries including Afghanistan, Pakistan, India, Nepal, Sri Lanka, Bangladesh, and the former Central Asian Republics of the Soviet Union. The region contains a complex mixture of issues such as stabilizing Afghanistan, Islamic extremism, economic development, democratic reform, energy and regional integration. Richard A. Boucher is the Bureau's Assistant Secretary and was sworn in on February 21, 2006. Over the course of his career, Ambassador Boucher served as the Department of State's Spokesman or Deputy Spokesman under six Secretaries of State and has served as Chief of Mission twice overseas.

1. The Office of Central Asian Affairs (SCA/CEN) is the Bureau's office that formulates U.S. policy for the five Central Asian republics of the former Soviet Union. U.S. policy is to support the independence of these states by promoting democratic and economic development and helping them integrate with each other and with Afghanistan and South Asia.

The Office of Central Asian Affairs seeks an analyst to examine regional water management, its interplay with the issues of oil, gas and electricity and how this interplay affects regional relationships in Central Asia. Each Central Asian nation has at its disposal one or more of these resources and uses them as levers in its foreign policy when dealing with its

neighbors. A Franklin Fellow would analyze the five states of Central Asia and the impact this issue has on the environment, as well as economic and political bilateral relationships. The Franklin Fellow's duties will include informing U.S. Government policy-makers by preparing briefing materials, reports, memos and correspondence as required for senior U.S. Government officials on specific portfolio issues; developing contacts within the U.S. Government and the broader Washington community related to the specific portfolio. As appropriate, develop contacts with Embassies in Central Asia; collecting and analyzing press and embassy reporting, synthesizing regional trends; and developing region-wide expertise to advise individual country Desk Officers.

The Office of Central Asian Affairs seeks a public relations professional to devise a regional press and public relations strategy. The U.S. faces a serious challenge in broadcasting its foreign policy goals in Central Asia. Regional news organizations often provide incorrect or biased information that mischaracterizes U.S. policy, thus raising distrust of U.S. intentions. By identifying common themes in such reporting, the Franklin Fellow will create a coherent regional strategy for ensuring the United States' true message reaches the people of Central Asia. The Franklin Fellow's duties will include collecting and analyzing regional media reports; devising a strategy to counter false media coverage, coordinating the response of the five U.S. Embassies in the region; working with the State Department's Coordinator for Assistance, identify funds to support new initiatives and existing programs that counter disinformation; integrating current U.S. Government public affairs exchange and training programs to complement the larger press strategy.

2. The Bureau's Office of Press and Public Diplomacy (SCA/PPD) wishes to host a Fellow with media or public affairs-related experience to serve as Deputy Public Affairs Officer. The ideal candidate will possess excellent written and oral briefing skills, as well as an academic or professional background in international affairs. The Fellow will respond to press inquiries and provide information to domestic and U.S.-based foreign media as appropriate; assist in the preparation and clearance of all press guidance relating to SCA countries; provide advice and recommendations on public affairs issues to SCA's Front Office as well as Public Affairs Officers in the region; liaise with State Department bureau and interagency counterparts on public messaging that relates to SCA countries; and manage the logistics and terms of interviews and other domestic media appearances involving SCA senior staff.

The Bureau's Office of Press and Public Diplomacy (SCA/PPD) wishes to host a Fellow to serve as Public Diplomacy Desk Officer for Pakistan. The ideal candidate will possess excellent written and oral briefing skills, an academic or professional background in international affairs, and preferably experience living or working in Pakistan. Working closely with the Bureau's Office for Pakistan and Bangladesh (SCA/PB), the Fellow will coordinate with Public Affairs Officers based in Islamabad, Lahore, Karachi and Peshawar in the design and implementation of strategic communications and public outreach programs designed to promote mutual understanding and foster support for U.S. policy objectives in Pakistan. The incumbent will have the opportunity to travel to the region

as well as participate in Department-wide and interagency deliberations on the shape and scope of public diplomacy activities in Pakistan

3. The Office of India, Nepal, Sri Lanka and Bhutan Affairs (SCA/INS) seeks a Franklin Fellow to focus on India (Political, Economic and Consular Matters). The ideal candidate will be one that is adaptable, international relations-minded, a good writer, have some economic background (preferable but not a must) and be able to relate well in an interagency environment. Duties would include coordinating U.S. foreign policy with India with other State Department offices and U.S. government agencies; writing memoranda on India issues for the Assistant Secretary, Undersecretaries, and the Secretary; and communicating with the U.S. Embassy and Consulates in India to stay up to speed on the latest developments. The Fellow will be mentored by experienced desk officers.

The Office of India, Nepal, Sri Lanka and Bhutan Affairs (SCA/INS) seeks a Franklin Fellow to focus on Sri Lanka and Nepal issues. The ideal candidate will have some background or experience working with a U.S. government agency, Congress, or an international organization. Academic or work experience in one or more of the following is preferred: human rights, democratization, political science or economics, terrorism, and/or South Asian issues. The Fellow's specific portfolio will be adjusted based on the candidate's area of expertise and/or interests. The Fellow will be in regular contact with U.S. embassies in Sri Lanka and Nepal and will be the face of U.S. diplomacy to domestic constituencies, regional visitors and interagency contacts. The Fellow will be mentored by an experienced desk officer.

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Bureau of Western Hemisphere Affairs

The Bureau of Western Hemisphere Affairs (WHA) is responsible for managing and promoting U.S. interests in the region by supporting democracy, trade, and sustainable economic development, and fostering cooperation on issues such as drug trafficking and crime, poverty reduction, and environmental protection. WHA would like to host four Franklin Fellows and is coordinating with the Secretary's Policy Planning Staff to co-host a joint Fellow.

The Office of Economic Policy and Summit Coordination (WHA/EPSC) seeks two Fellows:

1. Realizing the Benefits of FTAs: A USG policy priority is to ensure that the benefits of free trade are more equitably distributed throughout the societies of our trading partners. One particular area for growth is helping small and medium-sized enterprises take better advantage of export markets and constructing parallel public-private partnerships in the host country. The Fellow will identify opportunities where the private sector can impact the poor and disenfranchised, through targeted employment opportunities, social programs, and local infrastructure development to realize the full benefits from free trade.

2. Public-Private Partnership: Working in conjunction with the Under Secretary for Public Diplomacy and Public Affairs' initiative on Public-Private Partnership, a Fellow with a business background could identify and develop opportunities for the USG to work with the private sector to address the pressing needs in the region, specifically economic inequality, social and environmental needs, to help host countries become full partners. One project could be to identify areas for increased development cooperation and foreign investment that are integral to securing increased levels of long-term investment and job creation.

The Secretary's Policy Planning Staff and WHA- wish to co-host a Franklin Fellow to serve as an advisor to the Director of Policy Planning to develop and implement programs that promote linkages between government and academic scientific communities in the U.S. and Western Hemisphere.

(Please also see the Policy Planning entry under the Office of the Secretary)

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Family Liaison Office

❖ The Family Liaison Office (M/DGHR/FLO) is responsible improving the quality of life for Foreign Service families serving abroad by identifying issues, advocating for solutions, providing client services, and managing the worldwide Community Liaison Office program. Our major areas of interest are Education and Youth, Family Member Employment, and Support Services for those experiencing a personal or post crisis. We deliver services in these areas through individual counseling, training and presentations, publications, and the CLO program.

3. The Family Liaison Office wishes to host a private sector Franklin Fellow with a background in marketing, public relations and outreach to assist FLO in reaching out to its constituent population. This would include outreach efforts to U.S. government employees and family members from a number of agencies overseas and in the U.S. It would also include efforts to "brand" FLO services to make them more recognizable and familiar to all of our constituents. There is a demonstrated need to provide more outreach, based on recent survey results that indicate that less than 50% of FLO's client base is currently familiar with a number of FLO's programs. In some cases, as few as 13% of respondents were familiar with them.

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Foreign Service Institute

❖ The Foreign Service Institute (FSI) develops the men and women our nation requires to fulfill our leadership role in world affairs and to defend U.S. interests. FSI facilitates training – professional, foreign language, technical – of federal government employees and family members at the Institute, at post and via distance learning, to prepare them to successfully interact with the host country audience and to work within the interagency environment.

To assist in this mission, a Franklin Fellow with experience and interest in applied educational technology could provide an outsider's view of FSI's technological options.

1. FSI's Educational Technology and Distance Learning would like to host a Fellow to:

- Perform a survey of existing software and hardware at FSI and at posts that is readily available to instructors and could be used to develop and support distance learning curricula (e.g. Microsoft Office applications, Text Stat, Rapid Rote, audio and video recording applications, SmartBoards, webinar-hosting software, wikis, blogs, etc.) and continuous learning opportunities. Make creative suggestions for better use of available resources in Washington and at posts.
- Perform a high-level survey of commercial and academic products that FSI does not have, but that are readily available, can run in the Department's Microsoft environment, and could be used to develop or support distance learning curricula and products.
- Author a study on the feasibility and process of making the FSI multimedia labs "virtual" so that instructors and students have access to the lab content and functionality from anywhere in the world via the Internet.
- Develop a marketing plan to promote FSI as a leader and "one-stop-shop" in language proficiency development within DoS and to other government agencies.

Required Qualifications:

- Experience in instructor-led (blended) and self-study distance learning
- Experience with educational technologies that engage learners
- Advanced knowledge of at least one foreign language and issues associated with educational technology and foreign languages, e.g., fonts support
- Experience in managing and delivering Human Resources Development training including experience in training for skill development for professional/business-related purposes
- Experience working with people of diverse ethnic and multicultural backgrounds
- Experience in using needs analysis/survey instruments and evaluation of training impact (ROI calculations)
- Experience in marketing to governmental organizations
- Advanced knowledge of Microsoft Office applications
- Practical knowledge of educational technologies including, but not limited to:

- Media distribution practices and services: blogs, podcasts, audio and video downloads and streaming, instant messaging, Skype, VoIP, listserv
- Multimedia software: Dreamweaver, Hot Potatoes, Rapid Rote, Adobe Connect, etc.
- Portable media hardware and software players (Real Players, Windows Media Player, QuickTime, mp3 players, iPods).

Preferred Additional Qualifications:

Practical knowledge of educational technologies, including, but not limited to:

- Media storage (CD, CD-ROM, DVD, Blu-Ray, HD, Region Codes, PAL, NTSC, HD, external hard drives, USB, fire wire, Ethernet, flash/thumb drive)
- Video editing and formats (MPEG-2, MPEG-4, AVI, iMovie, iDVD)
- Audio editing and formats (MP3, wav, audio compression)
- Image editing and formats (PhotoShop, jpg, gif)
- Operating system interoperability among Windows/Mac/UNIX, Linux Course management systems: Moodle, Blackboard, WebCT, Learn.com
- Unicode and non-Unicode fonts, input methods
- Microsoft Access and SQL database programming skills preferred

2. The FSI School of Applied Information Technology (FSI/SAIT) Dean's Office of Curriculum Development is seeking to host a Fellow. Personnel selected for this position will develop and write curricula, course and lecture material for SAIT's Information Resources Management (IRM) Tradecraft courses and Executive Potential Program (EPP). The primary foci of these two programs is IT Management and IT Project Management with an emphasis on pan-Federal IT initiatives and legislative requirements (FISMA, Capital Planning, Sarbanes-Oxley, Federal Enterprise Architecture).

The successful applicant will be required to also deliver lectures on these subjects, make improvements to curricula and finalize all materials for use by SAIT staff instructors. The SAIT Fellow will also help create course material on communications skills (writing proposals, SOW, OMB submissions, etc.). If possible, he/she would contribute ideas on the development of future IT executives.

Again, the individual will be called upon to provide presentations to IRM Tradecraft seminars on the materials he/she has developed. After the drafting and presentation of his/her materials for review by SAIT management, the Fellow will present to seminars, going back to refine the curricula and lectures in order to finalize the IRM Tradecraft curriculum for SAIT.

Desired Qualifications:

- Minimum of ten years experience working with IT Management. This can be either in academia or NGO/NPO. Must have experience in IT Project Management, Federal IT regulatory requirements (FISMA, Sarbanes-Oxley, OMB submissions) and IT Strategic Planning.
- Lecturing/Presentation skills and experience are also required.
- Experience in curriculum development of IT management courses strongly encouraged.
- Experience in developing personnel for executive programs also desirable.
- Excellent writing skills a must and experience with metrics/measures/quantitative methods for evaluation required.
- Familiarity with the CIO Council's wheel of CIO Core Competencies.

Benefits to Successful Applicant:

The individuals selected for this position will have an opportunity to work hand-in-hand with some of the most senior IT Managers in the Department of State. For example, the Executive Potential Program and IRM Tradecraft courses are being developed in coordination with the Chief Information Officer (CIO) and Deputy Chief Information Officers (D/CIOs). The Franklin Fellow with SAIT will engage in round-tables and meetings with these senior IRM managers seeking methodologies and solutions to the challenges of developing IRM managers of the future.

In addition, SAIT's tradecraft and management courses are developed in conjunction with the operational divisions of State, allowing Fellows to gain valuable insights into current and future IT projects here. Again, this individual will have an opportunity to engage in discussions regarding projects such as SMART, WebPASS and GEMS with the IRM leaders who are directly managing these initiatives.

SAIT believes that this will yield developmental benefits and insights for the Franklin Fellow by working shoulder-to-shoulder with State IRM management in a number of key areas normally excluded from outside organizations.

3. The School of Professional and Area Studies (FSI/SPAS) would welcome a Franklin Fellow in its Political Training Division. Political Training (in conjunction with the Economic Training Division) offers a three-week Political/Economic Tradecraft course nine times per year for Foreign Service Officers getting ready for their initial overseas assignment in a Political or combined Political/Economic sections. It also conducts many current issues courses and workshops – from Global Issues to Countering Terrorism to International Conflict – to prepare Foreign Service and Civil Service officers from State and other U.S. Government foreign affairs professionals to update their knowledge on U.S. policies and programs.

The Political Division (POL) has updated many of its courses to highlight the Secretary of State's Transformational Diplomacy Initiative so that our officers will be better equipped to advance U.S. policies and programs that are an integral part of this initiative – promoting democracy and human rights, fostering the rule of law, etc.

POL is looking for a Franklin Fellow from an academic or NGO background who could help us further develop content on Human Rights/Democracy issues for inclusion across the range of our classes. This work could involve the development of new course modules and the development of case studies and role-play exercises.

Duties and Expectations:

- Assist in the design and development of new course content for course segments/modules on the promotion of human rights and democracy – to include interactive presentations, case studies, and role-play simulations.

- Drawing on his/her expertise in this area, recommend potential presenters and content experts from the academic and NGO community.
- Assess what distance-learning tools and courses may be available to our State Department officers from other government agencies, academia and the NGO community.
- Develop reference/resource materials for Political Training courses.

Desired Qualifications:

- Academic or NGO involved in human rights and democracy promotion issues
- Overseas experience or an international perspective
- Teaching experience to support human rights/democracy
- Research Ability (Internet and other)
- Excellent organizational skills
- Effective written and oral communications
- Works well with a broad array of people (government, private sector, NGOs, academics)

4. The School of Professional and Area Studies (FSI/SPAS) wishes to host a Franklin Fellow in its Area Studies Division. The Area Studies Division offers an array of programs to provide members of the foreign affairs community with the essential knowledge of the country or region in which they work in order that they may advance the foreign policy objectives of the United States of America. One of its current focuses is the development of distance learning options.

Duties and Expectations:

- Work with some or all of the Regional Programs in designing and developing Distance Learning modules, courses or curricula.
- Work across the Regional Programs by taking a macro view and assist with finding resources for cross-cutting program elements, including speakers.
- Work with the Regional Programs to make specific contributions to curriculum development for the geographic regions.

Qualifications:

- Deep expertise in one or more geographic region
- Familiarity with Distance Learning
- Research Ability (Internet)
- Excellent Organizational Skills
- Effective written and oral communications
- Works well with a broad array of people (government, private sector, NGOs, academics)

5. The School of Professional and Area Studies (FSI/SPAS) would welcome a Franklin Fellow in its Public Diplomacy Division (PD) to assist Foreign Service Officers expand their PD skills. The PD training mission is to provide new, mid-level and senior PD officers with the knowledge, skills and abilities to implement PD strategies in diverse settings. PD officers are expected to understand, inform, engage and influence foreign audiences while promoting US policy and building mutual understanding. A Franklin Fellow would provide

the section with expertise to assist in the challenge of improving the US image abroad.

Duties and Expectations:

- Develop and teach case studies based on national and international PR experiences for use in course modules;
- Provide the PD community with better understanding of the complexities of PR
- Further distinguish and complement the complex nature of PR and PD work

Qualifications:

- The ideal candidate would have both academic and practical experience in media campaign development and social marketing
- Experience with the Ad Council and/or US agencies is also encouraged.
 - Excellent Organizational and Presentation Skills
 - Self-directed and a team player
 - Effective written and oral communications

6. The School of Professional and Area Studies (FSI/SPAS) would welcome a Franklin Fellow in its Economic and Commercial Studies Division. The Division's major goal is to upgrade the skills and knowledge of Foreign Service Officers, Foreign Service Nationals, and Civil Service personnel in the areas of economics, commercial work, and environment, science, technology, and health (ESTH) affairs.

The Division also serves as liaison to the academic and business communities and to a range of international agencies, keeping abreast of research and training programs of interest to the Department and providing a forum for useful interchanges between State officers and members of the business community.

In addition to their heavy teaching loads, the Division's economists also provide extensive counseling to economic officers throughout their careers as well as occasional technical assistance to overseas economic sections and to various offices in the Bureau of Economic, Energy and Business Affairs.

Please Note:

FSI/SPAS/ECON suggests a possible rotational position with the Fellow working part of the tour at the Foreign Service Institute teaching and doing curriculum design. Hence, we have suggested sharing such a fellow with relevant offices in the Department.

SPAS/ECON has three different suggestions:

- a) Someone with a strong background in energy markets (and preferably also some teaching experience) who could help design and teach new courses and modules on a wide variety of energy topics of interest to DOS. Such a person could do a rotational tour with EEB's energy office.
- b) A current or former economics professor (preferably with an international trade or finance concentration--with an econ PhD) who could teach and design case studies for several ECON/Commercial courses. This candidate might also work in EEB's Office of Monetary Affairs or any of EEB's trade offices or in WHA/EPSC or other regional econ offices.

- c) A scientist from academia or the private sector who could help with the Environment, Science, Technology and Health course. This person could rotate with an office in OES.

7. The Leadership and Management School (FSI/LMS) would welcome a Franklin Fellow in its Senior Policy Seminars (SPS) Division. LMS' mission is to prepare our nation's foreign affairs professionals for their leadership responsibilities in service to the American people.

SPS provides advanced professional development, policy discussions and networking opportunities to senior leaders in the Department of State and other agencies of the foreign affairs/national security community. SPS partners with regional and functional bureaus in the Department to design, plan, coordinate, and conduct seminars, policy roundtables, and simulation exercises in order to enhance policy formulation and implementation.

Duties and Expectations:

- Evaluate relevant foreign policy issues in order to facilitate the process of identifying those of most relevance and concern to Department of State bureaus.
- Assist in the design and organization of policy-focused roundtable discussions and gaming exercises on a wide range of security, political, economic and global issues.
- In close coordination with the SPS Director and the Coordinator of Seminars, Roundtables, and Exercises, work with senior officials of regional and functional bureaus in the Department to develop roundtables and exercises that will enhance diplomatic readiness by assisting policymakers and analysts in the Department and in other agencies to anticipate crucial foreign policy challenges and problems, both short and longer term.

Qualifications:

- Research Ability (Internet)
- Foreign Policy Analysis
- Excellent Organizational Skills
- Effective written and oral communications
- Works well with a broad array of people (government, private sector, NGOs, academics)

8. The Office of Continuing Training and Testing (FSI/SLS) administers language proficiency tests to federal government employees and family members in Washington and at post. To assist in this mission, we are seeking a Franklin Fellow with the following qualifications to address the following duties:

Duties:

- Perform survey of existing Reading test's impact on Foreign Service duties and responsibilities as applicable to a wide range of examinees
- Survey applicability of FSI's Reading test to client agencies

- Report results of survey and propose changes to existing test format (as applicable)
- Develop new test model based on results of survey
- Develop test validation process
- Develop test implementation plan.

Qualifications:

- Formal background in language testing
- Experience in assessing reading testing tools for measuring reading proficiency in alphabetical and character-based languages
- Experience in measuring language proficiency in social rather than computerized setting
- Experience with educational technologies used for testing
- Experience in using needs analysis/survey instruments and evaluation of testing score impact
- Familiarity with Code of Ethics and its applicability to proficiency testing
- Exposure to use of tested scores in governmental organizations
- Experience working with people of diverse ethnic and multicultural backgrounds
- Knowledge of Microsoft Office applications
- Practical knowledge of major testing approaches in:
 - * achievement testing
 - * performance testing
 - * proficiency testing
- Advanced knowledge of at least one foreign language

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