

DIPLOMATIC READINESS

THE HUMAN RESOURCES STRATEGY



United States Department of State



THE SECRETARY OF STATE WASHINGTON

The year 2001 taught the United States many lessons about loss, hope, and the importance of maintaining a diplomatic presence throughout the world. Countries that most Americans had never heard of a few months ago are our vital allies in the War Against Terror, hosting soldiers and aircraft half a world away from U.S. soil. What turned these countries from friends into allies? Shared interests were important, of course, but people really made the difference, people who work for the U.S. Department of State.

Fiscal year 2002 was the first year of the President's three-year Diplomatic Readiness Initiative, designed to revitalize the Department by hiring brilliant, committed, and well-trained Americans, representing the rich diversity that is America. It has been a resounding success! In addition to our regular hiring, we have added 360 new employees who are already out showcasing our values to the world.

Congress has been a tremendous partner for the Department of State and I deeply appreciate every Member's support and understanding of human resource challenges and the importance of having extraordinary people in diplomacy—people from every state and Congressional district in the United States. The \$106.8 million that Congress allocated to the Diplomatic Readiness Initiative in FY 2002 is being used to great effect.

We look forward to FY 2003 and 2004, and we have a realistic and far-reaching plan that will ensure diplomatic readiness for the United States. We are seeking \$100 million in FY 2003 to identify and develop the human capital essential for doing the work of American diplomacy, including winning the diplomatic War Against Terror.

This report is about the people of the U.S. Department of State. It highlights only a fraction of the tremendous work they carry out both here and abroad. I am proud of their dedication and commitment to excellence. It is my responsibility to ensure that we continue to have the right people in the right place at the right time with the right skills to represent America to the world. I'm counting on your support.

Sincerely,

Colin L. Powell
U.S. Secretary of State

This man wants to talk to you about a really important job.

Get ready for the opportunity of a lifetime. Register today for the Foreign Service Written Examination. As a U.S. Foreign Service Officer, you'll experience the challenge of being on the frontline team of all U.S. embassies and consulates. There are five career tracks from which to choose: administrative, consular, economic, political, and public diplomacy. There is no better way to experience a global lifestyle while making a difference in the world. Take the first step towards a career in diplomacy with the U.S. Department of State. Visit our Web site, www.careers.state.gov, immediately to register online for the Foreign Service Written Examination.

Equal Opportunity Employer

Register by August 13 (August 5 for overseas test sites) for the September 21 exam.

U.S. Department of State
Be the Face of America to the World
www.careers.state.gov

DIPLOMATIC READINESS

The Human Resources Strategy

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What We Do

The U.S. Department of State: The Face of America to the World

As the oldest cabinet agency, the U.S. Department of State has changed dramatically over the course of its 213-year history. From the first Secretary of State, Thomas Jefferson, to Secretary of State Colin L. Powell, the Department of State has remained the face of America to the world.

At the dawn of the 21st century, the United States confronts in international terrorism an unprecedented threat to our national security. Counter-terrorism is not our only priority, however. The Department of State is leading this era's international challenges and seizing its opportunities.

Five interlocking strategic priorities guide the Department of State's efforts to serve the interests and values of the American people. They are:

- Protecting the American people, their liberties, and way of life.
- Maintaining unity of purpose among advanced democracies.
- Preventing renewal of great power competition and moderating regional instabilities that threaten international peace.
- Integrating more nations and peoples into the democratic, free market order, while protecting against forces that seek to rend the fabric of international society.
- Building and sustaining the diplomatic capabilities needed to achieve our national objectives, while supporting the other institutions of government as they address the challenges of this global era.

“Since that heart-rending day in September when the terrorists struck in New York, Virginia, and Pennsylvania, **we have seen why the conduct of our foreign policy is so important.** And behind the courageous men and women of our armed forces, behind the stepped-up law enforcement efforts, and behind the increased scrutiny of and action against terrorist financial networks, **has been the quiet, steady course of diplomacy.**”

Secretary of State Powell,
April 24, 2002,
Senate Appropriations
Subcommittee testimony

Following the horrendous attacks on September 11, 2001, the U.S. Department of State united the world against terror. We have:

- Built a global coalition to fight the war against terrorism;
- Obtained overflight clearances and basing rights;
- Built support for funding conference for post-Taliban Afghanistan;
- Opened and staffed U.S. Embassy Kabul;
- Donated \$500 million in humanitarian assistance to Afghan people;
- Authorized a \$25 million reward for information leading to the capture of Osama bin Laden and key al-Qaida leaders under the *Rewards for Justice Program*;
- Worked to freeze the assets of suspected terrorists and terrorist organizations;
- Increased multilateral cooperation on border security;
- Improved communication with Muslims around the world; and
- Stocked worldwide posts with antibiotics and chem-bio equipment.



The Diplomatic Readiness Initiative: Arming America for Diplomacy

The collapse of the Iron Curtain, along with the demise of the Communist threat was a significant victory for U.S. diplomacy. However, with this victory emerged a fragmentation of threats and tremendous challenges including terrorism, financial crises, AIDS, drug trafficking, global environmental hazards and the spread of weapons of mass destruction. These serious challenges require the leadership and expertise of hundreds of Department of State personnel. Further complicating matters, the 1990s was a decade of under-hiring that left the Department of State “near a state of crisis,” as described in 1999 by the Overseas Presence Advisory Panel.

In 2001 Secretary of State Colin L. Powell launched the Diplomatic Readiness Initiative, a three-year effort to ensure global diplomatic readiness by hiring an additional 1,158 Department of State employees. This initiative calls for fortifying the Department of State with the right people in the right place at the right time with the right skills.

Diplomacy is a Global Presence

The U.S. Department of State is a 46,000-person team with embassies in 163 countries, committed to sharing American values with the world. Freedom, democracy, prosperity, and peace have a place in every nation. The Department of State represents these core values and the American people. We do this through our people and a whole host of activities, from international peace treaties and formal trade agreements to cultural exchanges, that capture the American Spirit in action.

What We Do

- Advance U.S. national interests through diplomatic relations with 163 countries via 258 posts worldwide.
- Fight global problems such as terrorism, proliferation of weapons of mass destruction, spread of diseases, human rights violations, pollution, and drug trafficking.
- Work with international organizations such as the UN, World Bank, IMF, and NATO.
- Help American travelers during emergencies abroad and by issuing passports, travel warnings and guidelines.
- Negotiate international treaties and agreements that open new markets and create new jobs for Americans.
- Help defend U.S. borders by evaluating applications by foreigners for U.S. visas.

A moment of levity before President Bush swears in a new class of diplomats



The Foreign Service class of 1923 meets the Foreign Service class of 2002

As A Matter of Fact

- The Department of State runs on about .01% of the U.S. budget.
- The Department of State has 163 embassies, 63 consulates general, 17 consulates, 6 branch offices and 1 interest section worldwide.
- 27 Fulbright Program alumni (a Department of State administered program) from 7 countries are recipients of the Nobel Prize for their contributions to humanity in the fields of chemistry, economics, medicine and physics.
- Six Secretaries of State became President of the United States: Thomas Jefferson, James Madison, James Monroe, John Q. Adams, Martin van Buren, and James Buchanan.
- The Department of State trains its employees in more than 60 different languages in Washington, DC and at four overseas schools for Arabic, Chinese, Korean and Japanese.
- 55 Department of State personnel were killed in the line of duty in the last 10 years.
- About 53 million Americans hold passports.
- Department of State personnel experienced 16 terrorist-related incidents worldwide in 2001.
- Department of State employees and their families have experienced 188 post evacuations since 1988.

What We Do...In the Words of our Employees

"I negotiated for more than a year with fifteen governments to close down the post-war Tripartite Gold Commission, which had been restoring bank gold looted by the Nazis, and convert its remaining holdings into a \$60 million international relief fund for aging Holocaust survivors."

"I helped negotiate a new 'Open Skies' civil aviation treaty with Italy that brought millions of dollars of new business to U.S. airlines every week, lower prices for passengers, and more flights to choose from."

"When a volcano in Armero, Colombia erupted and buried the city, I was sent to be the coordinator of all United States Government relief efforts on the scene. Both from a hotel room and by flying with volcanologists in a U.S. military helicopter, I directed operations that searched for survivors."

"In Africa, I overcame logistical challenges arranging a Presidential visit, managed human resources, developed budgets and served as a contracting officer. I've also flown observer missions over the Sinai; tracked human rights abuses; determined citizenship of children born to U.S. citizens overseas; determined which foreign nationals get visas for the U.S.; and followed political, economic, and humanitarian issues in two African countries."

"As a professional trainer for the Diplomatic Security Service, I've instructed law enforcement officials from all over the world in state-of-the-art antiterrorism measures. I am amazed by the number of countries that have reported the successful aversion or containment of a terrorism incident as a result of the training. I am equally proud of the 'human bridges' we build between foreign police officers and U.S. Embassy officials, ensuring swift and professional responses when any American overseas faces a terrorist threat."

"I was on the team that negotiated tariff reductions separately with each of nearly a hundred other countries in the Uruguay Round. All those late nights paid off as many countries lowered tariffs and we gained zero-tariff treatment for world-class U.S. pharmaceutical exports, helping producers and consumers alike."

4



The flag is raised over the newly opened embassy in Afghanistan.



Deputy Secretary Armitage welcomes Afghan presence in U.S.

Diplomatic Readiness Needs

U.S. Diplomacy – People are Our Number One Asset

The goal of American Diplomacy – and the people responsible for the conduct of it – is to protect and defend Americans and to keep America secure and prosperous.

What do American taxpayers get for their money? For starters, we impart America’s values through people, wage counterterrorism through people, protect American citizens’ rights while traveling and living abroad through people, and promote democracy through people. We affect the lives of our fellow Americans every day in ways not always seen or noticed. In Secretary Powell’s words, we are “the quiet steady voice of diplomacy.”

Managing a Legacy of Mounting Demands and Diminishing Resources

Many experts believed that the end of the cold war would mean less global engagement for the United States. However, it soon became clear that the world was becoming more complicated, rather than less, and the need for U.S. engagement was greater than ever. Unfortunately, at the same time, the Department of State hired significantly below attrition and reduced temporary and Foreign National employment by 20%. Today, that shortfall of human capital endangers the diplomatic readiness of the United States.

What was the practical effect of downsizing worldwide staff and undertaking new initiatives around the globe? Just one example: after the breakup of the Soviet Union in the early 1990s, the Department of State opened 22 new posts in the New Independent States (NIS) and the Balkans. This global expansion required more than 215 positions for which the Department did not seek additional funding. To meet these new demands, the Department reassigned employees from other missions and reduced language and other training. Establishing a near-instantaneous 22-nation diplomatic presence for the United States further exacerbated the Department of State’s staffing problems that we continue to face today.

Our Human Resources Requirements

The requirement to adapt to a fluid international environment requires a comprehensive workforce planning process. The Department’s global responsibilities must expand to adjust to changing international circumstances. We are challenged by unpredictable, and at times, unfathomable events. To succeed, the Department must respond to these changes, anticipate the unforeseen and provide the resources to meet all contingencies.



U.S. Embassies in some of the 22 new posts, from top to bottom:

- Tashkent (top 2)
- Almaty
- Tbilisi
- Baku
- Yerevan
- Minsk
- Chisinau
- Kiev



Workforce planning is central to successful implementation of human capital strategies under the President's Management Agenda.

At its most basic, our planning begins with the mission and strategic direction of the Department. This determines the kind of people and the kind of work we will need to meet our mission. Using planning tools and models, we compare those needs to the current and projected workforce, assess the gap in either people or skills, and design Human Resources strategies to ensure we will attract, retain, train, and deploy the people we need to accomplish our mission.

The Department continues to improve its planning systems to meet ever-changing priorities. We are completing the development of the Domestic Staffing Model (DSM) as a companion to the Department's Overseas Staffing Model (OSM). Both are objective means to assess the functions of our organization and project personnel needs. Together, these models will provide the analytical tools for the Department's leadership to make more informed decisions about the size and structure of the core workforce needed to conduct foreign affairs.

Dip•lo•mat•ic Read•i•ness n (1) the ability to get the right people in the right place at the right time with the right skills to carry out the President's foreign policy priorities and objectives.

The Diplomatic Readiness Initiative: A Blueprint for Momentum

The Diplomatic Readiness Initiative, launched by Secretary of State Colin L. Powell in 2001, calls for a three-year push to hire 1,158 people over and above those being hired to fill gaps created by attrition. These additional people will allow us to:

- Send more employees to training while having the staff to continue to address ongoing requirements;
- Respond to crises without neglecting the task of maintaining diplomatic relations; and,
- Fill understaffed critical overseas and domestic needs.

Numerous outside studies concluded that the workforce shortfalls that began in the mid-1990s critically damaged the diplomatic readiness of the Department of State, leaving it dramatically short-staffed. Today, thanks to Congressional funding of the first year of the Diplomatic Readiness Initiative, the Department is in the process of reversing this trend.

Specifically, Congress provided funding for 360 additional people in FY 2002. To achieve full diplomatic readiness by FY 2005, the Department is requesting funding for 399 additional people for FY-2003.

FY 2002 Downpayment

We have launched the most ambitious hiring program undertaken in more than two decades. We increased hiring to begin the rightsizing of our workforce and to invest seriously in the training and career development of each employee.

From 1994 to 1997, the Department hired enough people to replace only 53% of those employees lost through retirements or resignations, what we refer to as attrition.



Getting settled into Embassy Kabul



American Embassy Kigali



Lessons in Urdu

As part of the annual evaluation of its workforce needs, the Department must shift its available resources as priorities change. In FY 2002, for example, the reopening of our Embassy in Kabul, Afghanistan, required the personnel to staff the Embassy and provide the foreign policy support in Washington. This demonstrates precisely the contingency planning behind our original request for additional people to meet staffing gaps and new requirements. Anticipation of such critical strategic initiatives was a key component of our identified needs.

Taking into account our long-range plans as well as emerging needs, the additional 360 people have been directed to fill our most critical hiring needs, predominantly overseas, and to make a “down payment” on the other major categories:

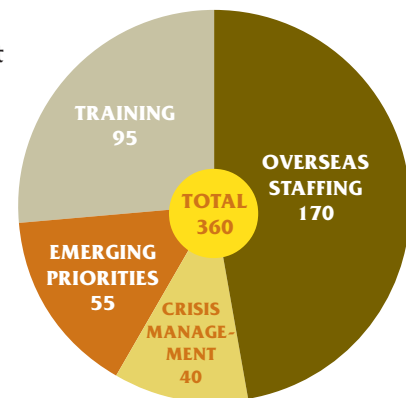
- Crisis management;
- Strategic Initiatives and Global Foreign Policy support; and
- Training and career development.

The 360 additional people hired in our FY 02 plan were allocated as follows:

- 170 were sent overseas to our most pressing priority in the first year of the overall Diplomatic Readiness Initiative. They staffed posts where critical unmet needs had been identified by the Overseas Staffing Model and by subsequent diplomatic readiness assessments.
- 40 filled the overseas and domestic gaps created by the employees who were reassigned to deal with unforeseen foreign policy crises.
- 55 are adding “bench strength” to help avoid staffing gaps while meeting our most critical emerging strategic priorities and mission objectives and providing global foreign policy support required by a larger and growing workforce.
- 95 are helping us meet training and development requirements by providing the staffing coverage needed to allow more employees to take the training they need to do their jobs better.

Diplomacy is carried out through people. Sixty-five percent of the Department’s operating budget goes to salaries and related expenses.

DRI IMPLEMENTATION IN FY 2002



“These [Diplomatic Readiness] dollars will allow us to:

- Continue initiatives to recruit, hire, train, and deploy the right work force. The [FY 03] budget request includes \$100 million for the next step in the hiring process we began last year. With these dollars, we will be able to bring on board 399 more foreign affairs professionals and be well on our way to repairing the large gap created in our personnel structure and, thus, the strain put on our people by almost a decade of too few hires, an inability to train properly, and hundreds of unfilled positions.

...The conduct of the nation’s foreign policy suffered significantly from a lack of resources over the past decade. I have set both my CEO hat and my foreign policy hat to correct that situation. But I cannot do it without your help and the help of your colleagues in the House and across the Capitol in the Senate.... I believe that we have demonstrated conclusively that we are essential to that process of pursuing the nation’s interests. With your able assistance, we will continue to do so in the months ahead.”

(Secretary of State, Opening statement, House Budget Committee March 7, 2002)



Learning Amharic and Portuguese at FSI



Leadership and Management training at FSI

Embassy Kabul



"Motor pool"



"Cafeteria"



Embassy grounds

Recruiting to Meet the Challenge

We expanded our recruiting efforts to attract these new people and to meet our hiring needs by:

- Expanding outreach to attract the diversity of talent we need;
- Targeting needed specialist skills with special hiring programs for IT and support staff;
- Launching an interactive website allowing prospective employees to explore employment options at the Department of State;
- Doubling the size of our incoming Foreign Service Officer classes;
- Expanding our Presidential Management Intern hiring program for future civil service managers to address the coming retirement boom;
- Offering the Foreign Service Written Exam twice in 2002 (April and September);
- Bringing Civil Service employees into entry-level positions with career development programs to grow our own talent to fill those civil service professions where we anticipate increasing shortages;
- Reducing hiring times for key Civil Service positions by consolidating hiring and bringing on groups of employees at once to fill jobs throughout the Department; and,
- Reengineering the Foreign Service hiring process and reducing the time it takes to hire employees from 27 months to less than a year.

Future Requirements: FY 2003

To realize the full benefit of this initial investment in human capital, we must continue building on our success. Thus, the President's FY 2003 budget request for the Department includes funding for 399 additional people above those needed to replace employees lost due to retirements. The human resource planning for those new people will follow a similar blueprint to FY 02 in terms of simultaneously addressing overseas staffing needs, domestic foreign policy support, and creating training and development opportunities for our people.

We intend to direct the 399 additional hires in FY 2003 in support of our Diplomatic Readiness needs:

- at posts overseas to fill long-standing, critical, unmet needs;
- to respond to emerging, newly identified priorities;
- for training in languages, leadership and management, area studies or other skills;
- for details to other agencies so employees and the Department can benefit from "cross-training"; and
- to respond to unforeseen foreign policy crises.



DRI IMPLEMENTATION IN FY 2003

Conclusion

We made excellent progress on the Diplomatic Readiness Initiative in FY 2002, and have begun to recover from the difficult downsizing of the mid-1990s. However, the foreign policy challenges before the United States remain immense and call for a Department of State that is adequately staffed with the best talent America has to offer. To achieve this goal it is vital to maintain our momentum and continue the full three-year Diplomatic Readiness Initiative envisioned by Secretary Powell.



Secretary Powell Makes Training Matter

Secretary Powell has placed a tremendous emphasis on career-integrated training at the Department of State. The Foreign Service Institute (FSI) at the George P. Shultz National Foreign Affairs Training Center is the federal government's primary training institution for the U.S. foreign affairs community, preparing American diplomats and other professionals to advance U.S. foreign affairs interests overseas and in Washington, D.C. FSI provides more than 400 courses, including some 60 foreign languages, to more than 30,000 enrollees a year from the State Department and more than 40 other government agencies and the military service branches.

FSI's programs include training for the professional development of Foreign Service administrative, consular, economic/commercial, political and public diplomacy officers; for specialists in the fields of information management, office management, security, and medical practitioners and nurses; for Foreign Service Nationals who work at U.S. posts around the world; and for Civil Service employees. Ranging in length from one day to two years, courses are designed to promote successful performance in each professional assignment, to ease the adjustment to other countries and cultures, and to enhance the leadership and management capabilities of the U.S. foreign affairs community. Other courses and services help family members prepare for the demands of a mobile lifestyle and living abroad.



George P. Shultz National Foreign Affairs Training Center, Arlington, Virginia

SAMPLING OF LANGUAGES TAUGHT AT FSI

Albanian	Hebrew	Russian
Amharic	Hindi	Serbian
Arabic	Hungarian	Sinhala
Armenian	Japanese	Slovak
Azerbaijani	Kazakh	Slovenian
Bengali	Khmer	Tagalog
Bosnian	Korean	Tajik
Bulgarian	Kyrgyz	Tamil
Burmese	Lao	Thai
Chinese	Latvian	Turkish
Croatian	Lithuanian	Turkmen
Czech	Mongolian	Ukrainian
Dari	Macedonian	Urdu
Estonian	Nepali	Uzbek
Farsi	Pashto	Vietnamese
Georgian	Polish	Visayan
Greek		



Learning Chinese at FSI

Diplomatic Readiness Accomplishments

Increased annual Junior Foreign Service Officer intake from approximately five 50-member classes to six 98-member classes.



Offered for the first time ever, the Foreign Service Written Exam twice a year in 2002 (April and September).

Expanded the Foreign Service Institute's Internet-based distance learning programs to include a foreign language multimedia series and CD-ROM based orientation program for locally employed overseas staff.

Launched an initiative that identifies employment opportunities for eligible family members accompanying State Department employees assigned overseas. This service is now available in 10 countries.



Provided 215 overseas posts with chemical/biological first responder and countermeasures training.

Instituted an extremely successful recruitment campaign that resulted in the highest number of applicants (14,033) to take the Foreign Service Written Exam in April 2002 since the early 1980s. 4,467 of these were minorities, representing 32% of total takers—the highest number in the history of the Foreign Service. 776 minorities passed the April 2002 written exam, representing 17.4% of total passers, also the highest number in the history of the Foreign Service.

Made leadership and management training mandatory for all Civil and Foreign Service employees.



Reestablished diplomatic presence in Kabul, Afghanistan on December 15, 2001.



Recognized by the Office of Personnel Management and the Federal Chief Information Officer Council for our Information Technology recruitment and retention pilot project as a "best practice" for emulation in other U.S. government agencies.

U. S. Representative to the Afghan Opposition in his office at Embassy Kabul

WHO THEY ARE AND WHY THEY JOINED THE DEPARTMENT OF STATE . . .

. . . . IN THEIR OWN WORDS

Name: Celina Realuyo
Hometown: New York, New York
Destination: Washington, D.C.
Title: Policy Advisor, Office of the Coordinator for Counterterrorism




"After 8 years as a Foreign Service Officer, I pursued an MBA and started a new career on Wall Street. Post 9-11 it became clear that our government needed people with an international finance background. I decided to return to the Department of State to build the team responsible for stemming terrorist financing."

Name: Richard "Trey" Lyons
Hometown: Longmont, Colorado
Destination: Jeddah, Saudi Arabia
Title: Consular Officer 1st year; Political/Economic Officer 2nd year




"The Foreign Service is about promoting U.S. interests abroad, but it doesn't forget that its first responsibility is to protect our citizens. It is this responsibility that has called me to serve in Consular Affairs."

Name: Jeffrey Pilgreen
Hometown: Brea, California
Destination: Belgrade, Yugoslavia
Title: Financial Management Officer 1st year; Human Resources Officer 2nd year




"I have always been a person who is curious about the 'big picture', task-oriented, and hands on. I was sold when I learned that the daily work of the administrative officer involved anything and everything at the embassy, including budgets, hiring the local labor force, contracting, leasing of residential and office space. We make sure the embassy is running smoothly--the work of all others is dependent on that."

Name: Valerie Chittenden
Hometown: Baltimore, MD
Destination: Moscow, Russia
Title: Consular Officer






"Whether we are replacing stolen passports, visiting Americans in jail, assisting with international child abduction cases, making repatriation arrangements for a deceased loved one or interviewing applicants for visas, consular officers are making a visible impact in American citizens' lives."

Name: Brinille Ellis
Hometown: Hempstead, New York
Destination: Port-au-Prince, Haiti
Title: Consular Officer 1st year; Political Officer 2nd year

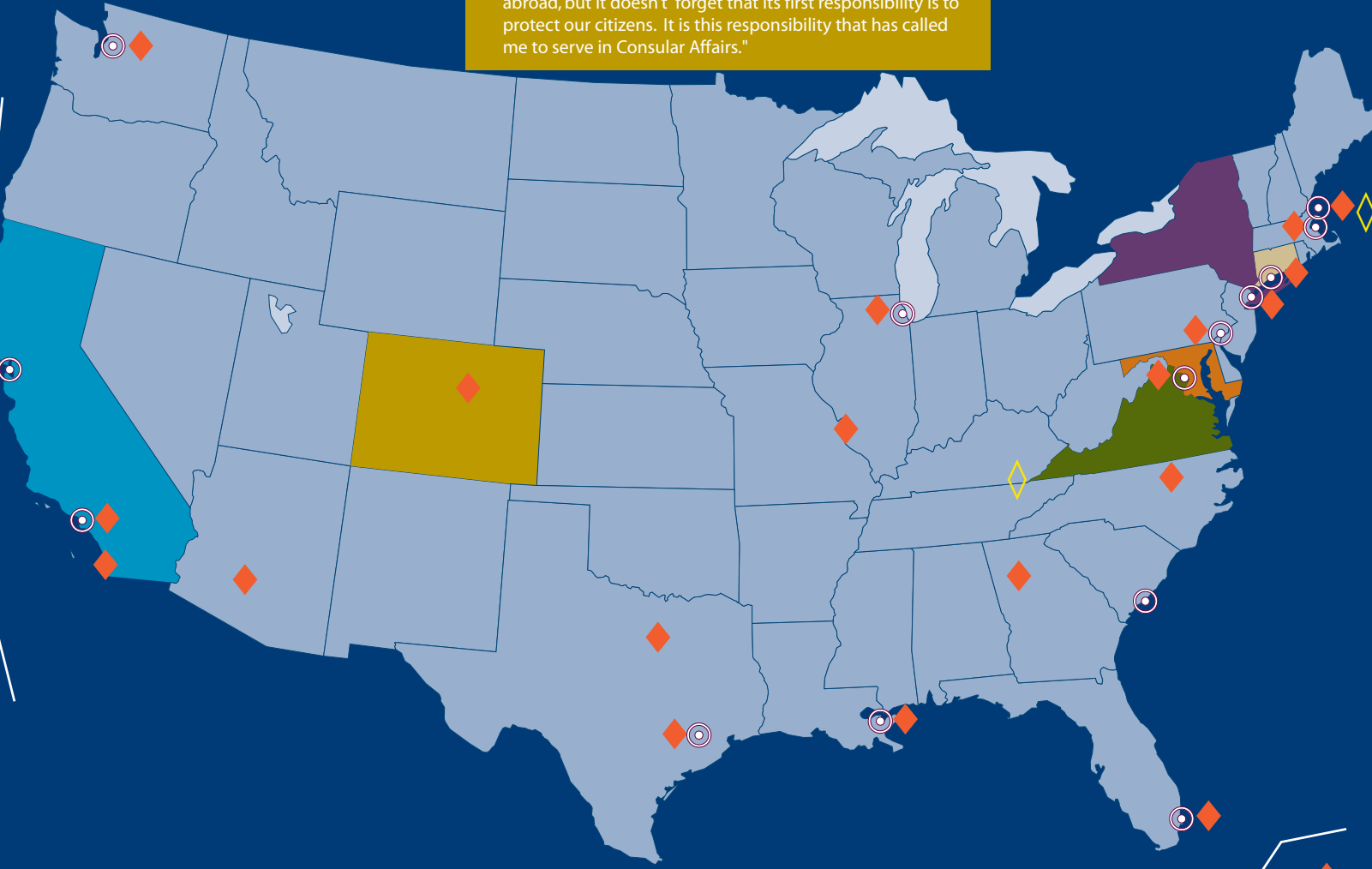



"My day-to-day work will help promote democracy, electoral transparency and respect for human rights while stemming the tide of illegal immigration to the United States."

Name: Baber Sultan
Hometown: Virginia
Destination: Djibouti, Djibouti
Title: Information Management Specialist

"The attacks on September 11, 2001 made my decision to join the Foreign Service final. Being Muslim and originally from Pakistan, people started asking me questions about Islam and the way Islam is portrayed and I realized how little people knew and I wanted to help them understand. By joining the Foreign Service as an Information Management Specialist, I can use my technical skills while I also help represent America to the world. It is important to me to help show that I am Muslim and I am proud to be an American."



- 22 Diplomatic Security Field Offices:**
- Boston
 - Atlanta
 - Portsmouth, NH
 - New Orleans
 - Chicago
 - San Juan
 - St. Louis
 - New York
 - Houston
 - Philadelphia
 - Dallas
 - Stamford, CT
 - Los Angeles
 - San Francisco
 - Phoenix
 - Denver
 - San Diego
 - Seattle
 - Honolulu
 - Washington
 - Miami
 - Greensboro, NC

- 15 Passport Offices:**
- Seattle
 - Boston
 - San Francisco
 - Stamford, CT
 - Los Angeles
 - Philadelphia
 - Honolulu
 - Washington
 - Houston
 - (2 agencies)
 - New Orleans
 - New York
 - Chicago
 - Portsmouth, NH
 - Miami
 - Charleston, SC

- 2 Consular Offices**
- Portsmouth, NH
 - Williamsburg, KY

Name: Matthew J. Ouimet
Hometown: Madison, CT
Destination: Washington, DC
Title: Foreign Affairs Research Analyst




"The analyst attends to the questions of foreign policy with care and precision so that the United States can exert its unique role of global leadership confidently and effectively. As such, it is my job to ensure that the Secretary of State and his staff are the smartest people in the room regardless of where they are in the world or with whom they are speaking. It is a wonderful responsibility!"

Diplomacy is Helping Americans and Defending America's Borders

Every day the U.S. Department of State helps Americans through unforeseen circumstances and complicated situations, ranging from adoptions to evacuations. Americans enjoy the added security and support of a 2,125-person Consular Affairs team with country-specific expertise that reaches over 160 nations and 16 regional passport agencies located throughout the U.S. and its territories.

On a daily basis, Consular Affairs staff:

- Issue passports,
- Answer inquiries about U.S. citizens abroad,
- Monitor Americans imprisoned abroad,
- Provide travel information on every country,
- Adjudicate visa requests by foreign citizens,

and assist:

- Family members of Americans who die abroad,
- Americans pursuing international adoptions,
- American parents involved in international parental child abduction cases.

Consular Officers help Americans overseas by:

- Issuing consular reports of birth,
- Distributing federal benefits payments,
- Issuing passport replacements,
- Helping find medical assistance,
- Helping in a disaster or evacuation,
- Getting funds,
- Helping in an emergency.

With Consular Affairs' popular web site, www.travel.state.gov, U.S. citizens have 24/7 access to up-to-the minute information on travel warnings, country profiles, and specific topics, such as:

- Foreign-based travel fraud targeting Americans,
- Travelers with disabilities,
- Medical information for Americans overseas,
- Crisis management information,
- Women traveling alone.

How the Department of State Helps Americans Every Day: Numbers That Make a Difference: 2001 Consular Activity Highlights

Adoption of Foreign Children

19,240 orphans

Passports Issued to U.S. Citizens Traveling Abroad

7.7 million

Visitors to www.travel.state.gov

117.9 million

Consular officers with newly adopted Russian infants (Moscow)



Consular officers at airline crash site in Ethiopia



Consular officer finalizing adoption

Diplomacy is Defending America's Borders

Consular services and the manner in which they are delivered are crucial to the people involved and to the security of our country. Consular sections at U.S. embassies abroad provide a variety of essential services that ensure the protection of the interests of the United States and its citizens. Consular officers carry out two of the Department's 16 strategic goals: those dealing with the security of Americans traveling or living abroad, and the travel of immigrants and non-immigrants to the United States.

The most visible function of consular sections overseas is the provision of visa services to foreign nationals seeking admission to the United States. A visa is a document that allows a foreign citizen to travel to a U.S. port of entry to apply for admission to the United States. The visa adjudication process is a vital element of the U.S. border security program.

Consular officers adjudicate the visa applications of millions of travelers every year, including those from tourists, business people and students, as well as refugees and others traveling to be permanently reunited with family members already residing in the U.S. While considering a visa application, a consular officer's first responsibility is to determine whether the foreign national is eligible to receive a visa and that the entry of the individual will not present a danger to the security of the U.S. or its citizens.

Before a consular officer may issue any visa, that officer must run the name of the applicant through an automated lookout system containing the names of persons ineligible by law to travel to the U.S., or whose travel is of interest to other U.S. government agencies. The final authority for determining an applicant's qualifications for a visa remains with the American-citizen consular officer who adjudicates and authorizes the issuance of the visa.



Santo Domingo - visa applicant



Santo Domingo - visa window



New Delhi - visa window



Frankfurt - non-immigrant visas



Kathmandu - visa window



Frankfurt - American birth registrations

The visa adjudication process is a vital element of the U.S. border security program.



New Delhi visa line



Seoul - Non-immigrant waiting room

Damascus - American Citizen Services seating area

Diplomacy is Safety and Security

The Department of State's diplomatic security team of 1,700 special agents, security engineers, and support personnel work around the clock and around the world to protect the people implementing American foreign policy, U.S. diplomatic facilities overseas, and classified information.

The Diplomatic Security Service is represented in more countries overseas than any other American law enforcement agency and works to link U.S. investigative efforts with those of law-abiding nations to bring justice to all corners of the globe. With 22 offices nationwide, the Diplomatic Security Service investigates passport and visa fraud, protects the Secretary of State and cabinet-level foreign dignitaries who visit the United States, and conducts background investigations of all Department of State personnel.

Fighting Terrorism: Arming a Global Network with Knowledge and Resources

The Department of State has been working with other countries for decades on anti-terrorism measures. The attacks on September 11, 2001, however, demand unprecedented international cooperation against terrorism. We are actively engaging global and domestic partners through the following anti-terrorism activities:

Providing Safety for Americans in the Middle East

Special agents of the Department of State's Diplomatic Security Service assigned to the U.S. Consulate General in Jerusalem rescued nine American citizens from a hotel in Bethlehem on April 3, 2002. The four-hour operation was a success, with no injuries.

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Anti-Terrorism Program

What It Does

Passport and Visa Fraud Investigations

Conducts criminal investigations of passport and visa fraud violations. These felonies are often committed in connection with other more serious crimes by individuals seeking to change their identities and conceal their activities and movements. This is a critical component in securing U.S. borders and protecting national security against threatening individuals.

Anti-Terrorism Assistance

Trains foreign civilian security personnel from friendly governments in police procedures focused on fighting terrorism. Officials return to their countries better prepared to fight terrorism and protect Americans overseas in times of crisis.

Rewards for Justice Program

Offers rewards up to \$25 million for information that prevents, frustrates, or resolves international terrorism against U.S. persons or property worldwide. Information received through this program has put terrorists behind bars and saved thousands of innocent lives. To date, 22 people have been incarcerated while \$9 million has been awarded.

Overseas Security Advisory Council

Provides security-related information to more than 2,000 U.S. private sector and non-profit organizations with overseas interests.

Diplomatic courier



U.S. Diplomatic Security Agent

Training foreign civilian forces against global terrorism



Diplomacy is Part of Every Transaction: Bringing Trade Home

By enhancing economic integration, the U.S. Department of State boosts prosperity and reduces tension. Significant economic advances have taken place in the last year with the support and guidance of more than 1,000 Department of State employees dedicated to economic issues. For example, in FY 02, the Department of State advocated for dozens of U.S. companies worldwide, resulting in billions in revenue from foreign trade.

Activities

Global Advocacy for American Business

Opening Markets Around the World:

The jobs of one out of every five U.S. manufacturing workers rely on exports. This is crucial since jobs in export industries pay better than many other jobs.

Global trade liberalization under the Uruguay Round has helped our competitiveness as other countries have had to reduce their tariffs much more than we have, since our tariffs were already low.



Advancing Commercial Ties Around the World:

The production of one out of every three acres farmed in this country is exported.

We aim to increase agricultural exports by pushing for far-reaching negotiations in the World Trade Organization agricultural trade talks.

Protecting U.S. Businesses and Investors Abroad:

Multibillion-dollar U.S. crop exports include:

Crop	% of entire U.S. crop production that is exported
Soybeans	60%
Corn	25%
Cotton	20%

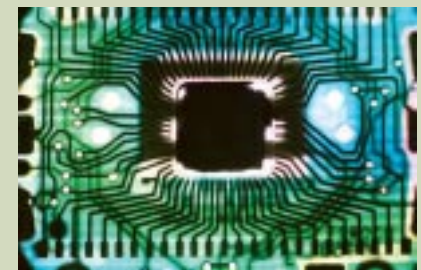
All these crops use biotechnology. Through energetic outreach we achieved repeal or clarification of biotech regulations that threatened to block trade with countries such as Sri Lanka and China.



Devising and Pursuing Programs to Boost Prosperity:

In 2000, sales of high tech goods abroad accounted for 29% of America's merchandise exports.

Free trade in high tech goods has been fostered by the Information Technology Agreement in the WTO, which eliminated tariffs on a broad range of computer and telecommunications products.



Improving International Communications Systems:

U.S. telecommunications service is becoming increasingly global.

Securing fair interconnection rates for U.S. telecommunication providers in Japan alone has been estimated to be worth more than \$2 billion.

Protecting Intellectual Property:

The U.S. leads the world in intellectual property development.

Energetic efforts through the Agreement on Trade-Related Aspects of Intellectual Property Rights and the Special 301 process have helped prevent billions of dollars in theft.

Diplomacy is a Global Conversation

U.S. foreign policy rests upon the strength and integrity of our communication with the world and with the American people. The U.S. Department of State facilitates an ongoing global dialogue that shares our values of tolerance, freedom and opportunity for people from all religions and cultural backgrounds.

.... with Foreign Audiences

The American spirit is echoed across the globe in many ways, using publications with a global reach; electronic journals and pamphlets; and web sites and CD-ROMs. For example, the *Network of Terrorism* magazine, which is available in 36 languages, summarizes what is known about the terrorist attacks of September 11 and their connection to Osama bin Laden and the al-Qaida terrorist network.

.... with Individuals

There is no substitute for person-to-person interaction revolving around shared interests. The U.S. Department of State fosters mutual understanding with other nations through international educational and training programs. It also strengthens understanding by presenting U.S. history, society, art and culture in all of its diversity to overseas audiences. Key educational and cultural exchanges include the Fulbright Program, which provides grants to U.S. and foreign graduate students, scholars, and professionals for study, lecturing, and research; the Citizen Exchanges Program, which exposes participants to American society through professional, cultural, and youth programs with non-profit American institutions; and the International Visitor Program, which brings senior officials and top leaders to the U.S. to confer with professional counterparts and to experience firsthand the U.S. and its institutions.

.... with America

Through an informed media the Department of State contributes to an informed public, both nationally and internationally. Public Affairs creates a global echo for U.S. diplomatic interests by keeping the media informed of breaking foreign policy developments. It also works to keep Americans aware of how diplomacy affects their lives through direct access to foreign policy information and international issues. For example, the Secretary's Hometown Diplomats program sends Department of State employees back to their hometowns to tell the story of American diplomacy in their own communities across the country.

It became apparent after September 11, 2001 that millions of people around the world misunderstand the United States. A recent Gallup poll of almost 10,000 people in nine predominately Muslim countries found an unfavorable margin of 2 to 1 in the respondents' opinion of the U.S. This furor of anti-American sentiment has made public diplomacy one of the most important battles in the war against terror. The men and women at the U.S. Department of State dedicated to public diplomacy are tirelessly explaining, celebrating and promoting our shared values with the world.

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State Department Spokesperson
Richard Boucher at the podium



An MTV Global Discussion, February 2002

“Our response to terrorism is not just military and not just law enforcement. It must also be reflected in a renewed determination as a society to support tolerance, openness and the free exchange of ideas.”

President George W. Bush

State Department Casualties:
Foreign Service, Civil Service, Foreign
Service National Employees and
Their Families

Beirut	1983	16
Beirut	1984	8
Pan Am 103	1988	3
Pakistan	1995	2
Bosnia	1995	1
Comoros	1996	1
Nairobi	1998	33
Dar es Salaam	1998	2
Pakistan	2002	2



Permanent memorial to Africa bombing victims at Arlington Cemetery

Diplomacy is Sacrifice

During his confirmation hearing, Secretary Powell said, “The armed forces are...just one part of our national security team.... One of the most vital added elements...is the State Department and its talented and dedicated professionals who are in the forefront of our engagement in the world.” He added, “If we don’t want to see our youngsters have to solve some of these problems on the battlefield, then we need to fight them out beforehand in diplomatic channels.”

Diplomats continue to work side by side with their military colleagues, as they have in Afghanistan, Somalia, Rwanda, Bosnia, and Kosovo, sharing success and danger. Both are committed to public service, and both believe in promoting and protecting the interests of the United States.

And both have this in common: sacrifice.

The main entrance of the State Department contains plaques in the memory of those who have given their lives in the service of their country. There are almost 300 names on those plaques.

In the last half century, more ambassadors than generals have died in the line of duty.

As President Bush said on February 15, 2001, standing in front of those plaques at his first visit to the Department, “The markers that surround us speak even more directly of your devotion to duty. They memorialize your colleagues who gave their lives to our country.”

And as recent tragedies in Pakistan demonstrated, it is not only our diplomats on the front lines, but our family members too. The church bombing in Pakistan took the lives of one of our employees and her daughter. Deputy Secretary Armitage said at a ceremony in their honor: “Just as surely as our men and women in uniform do, the men and women of our State Department and their families serve on the frontlines of freedom. American families....are willing, again and again, to serve in difficult and often dangerous places because they know that their service advances our nation’s most cherished values and enduring interests. Because they know their contribution helps our country do a world of good.”



Memorializing the Dar es Salaam embassy bombings



State Department Political Advisor with General Clark in Bosnia

Ordered departure of U.S. government employees from Antananarivo, Madagascar April, 2002



Diplomacy is Public Service: Be the Face of America to the World

An Invitation to Serve

If you're interested in working for the security and prosperity of the United States, if you are willing to travel anywhere in the world, learn new languages, and would like to interpret the United States to other governments and peoples, then consider a career in the State Department – in the Foreign Service or the Civil Service.

That's what a diplomatic career is all about – defending and representing this wonderful country overseas. I've been doing it for 32 years now, and there is nothing I would rather have done with my life than be a U.S. diplomat. I entered the Foreign Service as a lowly vice-consul, and worked my way up; in the spring of 2002, I was promoted to the Foreign Service's highest rank, that of Career Ambassador.

My career has taken me to Africa, Europe, and Asia. I've been a Consular Officer in Zaire and Kenya, worked at the Embassy in Japan, served as Consul-General in Barcelona, Spain, and as U.S. Ambassador to Benin.

During my domestic assignments, I have been the Director of the Foreign Service Institute (where we do language and professional training for all our diplomats), served as Principal Deputy Assistant Secretary for Consular Affairs, and have been a Senior Watch Officer in the State Department Operations Center – the nerve center where we monitor crises and stay in 24-hour-a-day communication with all our missions overseas.

Both the Foreign Service and the Civil Service are hard to enter. They are very competitive. It takes time to move up through the ranks. But you never have reason to doubt that your work is important and that it matters. You see the U.S. flag flying over the place where you work. Service in the State Department offers more than a ringside seat to history – you're on the team that's making it. So consider serving your country – and consider joining the Department of State.

Ambassador Ruth A. Davis
Director General of the Foreign Service and
Director of Human Resources



“There is nothing I would rather have done with my life than be a U.S. diplomat.”

“I believe that there is no higher calling than to work for the security and well-being of all the people of this great country. These jobs require real people. Real public servants, women and men of intelligence and skill who represent the rich diversity of America.”

Ambassador Ruth A. Davis



Ambassador Thomas J. Pickering with 2002 Pickering Fellows

Employment Opportunities

Foreign Service Officers (FSO) help to formulate and implement the foreign policy of the United States. They serve in Washington, D.C., and at posts around the world. FSO candidates begin the hiring process by taking the annual Foreign Service Written Examination given at hundreds of locations across the U.S. and around the world.

Foreign Service Specialists (FSS) provide important technical, support, or administrative services in support of foreign policy in Washington, D.C., and at posts around the world. FSS candidates begin the hiring process by applying for vacancies posted periodically on our web site.

Civil Service (CS) employees help to formulate and implement the foreign policy of the United States by working in professional, administrative, and technical occupations in Washington, D.C., and at other locations across the United States. CS candidates begin the hiring process by applying for vacancies posted periodically on our web site.

Student Programs and Internships

The Department of State manages a range of student employment programs with over 1,400 participants annually. Some work in Washington, D.C., and others work at embassies overseas. See our web site, www.careers.state.gov, for more information and application forms.

- **Internship Program** – DOS offers a variety of unpaid internships for college juniors, seniors and graduate students. Candidates must be U.S. citizens and continuing students. Deadlines are November 1 for summer; March 1 for fall; and July 1 for spring.
- **Cooperative Education Program (co-op)** – Co-op offers students in high school through graduate school the opportunity to combine academic studies with career experience in a para-professional capacity.
- **Summer Clerical Program** – High school and college students are employed during the summer months in office support positions.
- **Fascell Fellowship** – Fellowships are available for individuals enrolled in or graduated from a graduate-level program focused on Eastern European, Slavic or Mandarin languages or area studies.
- **Presidential Management Internship (PMI) Program** – The PMI program selects outstanding post-graduate students to serve two-year paid internships in Federal agencies.
- **Pickering Foreign Affairs Fellowship/Graduate Foreign Affairs Fellowship Program** - While in school, fellows receive two paid internships with DOS; one domestic and one overseas. After earning their master’s degree, the Fellows enter the Foreign Service.
- **Stay In School (SIS) Program** – SIS is designed to give high school, vocational/technical school or undergraduate students with future hiring potential and need an income to continue their education.



Fall 2001 interns - one on one with the Secretary

Howard University Diplomat-in-Residence June Carter Perry (from left) at the Ralph J. Bunche International Affairs Center with Department intern Fonta Gilliam (Ottawa), new Pickering Graduate Foreign Affairs Fellow Saide Tucker and Ambassador Horace Dawson, Center Director, celebrate the students’ recent appointments.



Contact one of our **Diplomats-in-Residence** at the following campuses through our web site: www.careers.state.gov: 15 Diplomats-in-Residence at the following Universities:

University of Arizona, Tucson, AR
University of California, Davis, CA
University of California, Santa Barbara, CA
Howard University, Washington, DC
Florida International University, Miami, FL
Florida A&M University, Tallahassee, FL
Morehouse College, Atlanta, GA
University of Illinois, Chicago, IL

Tulane University, New Orleans, LA
University of Oklahoma, Norman, OK
Jackson State, Jackson, MS
University of New Mexico, Albuquerque, NM
City College of New York, New York, NY
University of North Carolina, Chapel Hill, NC
University of Texas, Austin, TX

For additional information on Foreign Service career opportunities and Student Programs, please visit www.careers.state.gov or contact:

U. S. Department of State
Recruitment, Examination and Employment
2401 E St, NW, H518
Washington, D.C. 20522
Tel: (202) 261-8888 Fax: (202) 261-8841 (9:00 a.m. to 5:00 p.m. EST)
e-mail: careers@state.gov

For additional information on Civil Service career opportunities, please visit www.careers.state.gov, or contact:

Office of Civil Service Personnel Management
Tel: (202) 663-2176 (8:30 a.m. to 4:30 p.m. EST)
e-mail: cspapps@state.gov

The U.S. Department of State is an Equal Opportunity Employer.

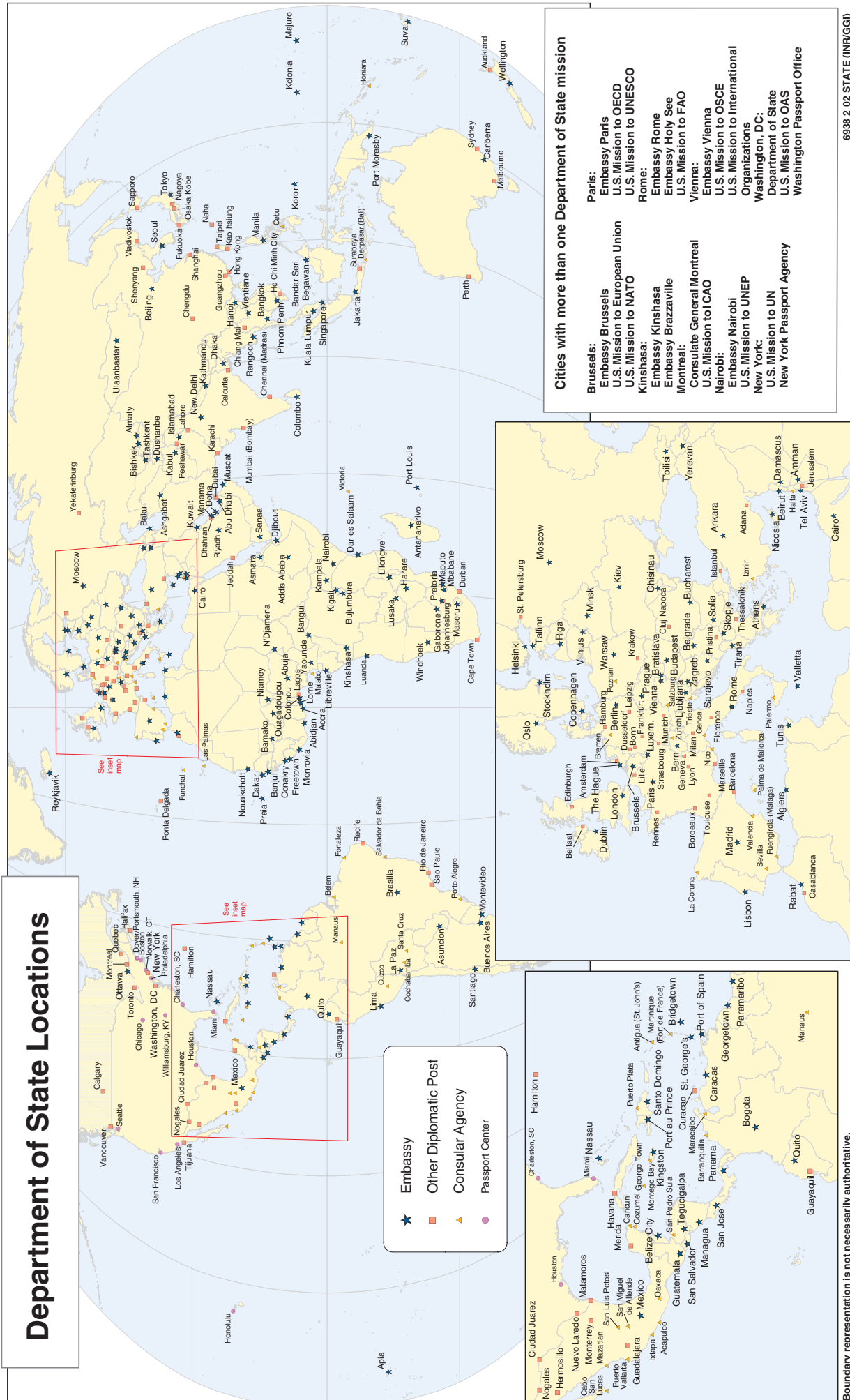


www.careers.state.gov

An intern class photo with the Secretary and Director General



Department of State Locations



★ Embassy
■ Other Diplomatic Post
▲ Consular Agency
● Passport Center

- Cities with more than one Department of State mission**
- Paris:**
 - Embassy Paris
 - U.S. Mission to OECD
 - U.S. Mission to UNESCO
 - Rome:**
 - Embassy Rome
 - Embassy Holy See
 - U.S. Mission to FAO
 - Vienna:**
 - Embassy Vienna
 - U.S. Mission to OSCE
 - U.S. Mission to International Organizations
 - Washington, DC:**
 - Department of State
 - U.S. Mission to OAS
 - Washington Passport Office
 - Brussels:**
 - Embassy Brussels
 - U.S. Mission to European Union
 - U.S. Mission to NATO
 - Kinshasa:**
 - Embassy Kinshasa
 - Embassy Brazzaville
 - Montreal:**
 - Consulate General Montreal
 - Nairobi:**
 - U.S. Mission to ICAO
 - Embassy Nairobi
 - U.S. Mission to UNEP
 - New York:**
 - U.S. Mission to UN
 - U.S. Mission to OAS
 - Washington Passport Office

Boundary representation is not necessarily authoritative.

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Design and layout:

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Secretary Powell leading ...



Training at FSI



Receiving a warm welcome from Nepal's youngest ambassadors



Advising new diplomats



Honoring our Foreign Service National employees in Kabul



President Bush addressing Department of State employees



Recognizing the contributions of staff and their families at Embassy Kabul



Improving employee facilities

...“the right people in the right place at the right time with the right skills.”



“These are people who take risks, they take casualties, they are often killed regrettably in the line of duty. They are as brave and courageous as any group of men and women serving in uniform. Their families are put at risk.... We cannot be served by a more dedicated group of professionals than we are by the men and women of our Foreign Service, our Civil Service, and our Foreign Service Nationals.”

Secretary of State, Colin L. Powell
Senate Appropriations Committee, April 30, 2002

www.careers.state.gov