

U.S. DEPARTMENT OF STATE

JULY/AUGUST 2005

# State

MAGAZINE



# FOREIGN AFFAIRS DAY



During a visit to Santiago, Secretary of State Condoleezza Rice, an avid sports fan, received a baseball autographed by players from the first Little League in Chile. Ambassador Craig Kelly and wife Kimberley were instrumental in organizing the six-team league and in obtaining an official Little League International charter.



## IN OUR NEXT ISSUE: Baseball Diplomacy in Chile

### State MAGAZINE

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*A leopard gazes intently from a tree in Kruger Park, a South African game and wildlife reserve about the size of Rhode Island.*

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Nicholas Burns, undersecretary for political affairs, officiates at the wreath ceremony commemorating America’s fallen diplomats. *Photo by Paul Koscak.*



## DIRECT FROM THE D.G.

AMBASSADOR W. ROBERT PEARSON



# Promising Careers Take Planning and Development

My colleagues and I in the Bureau of Human Resources are working to prepare our employees to meet the needs of our country and the new demands of transformational diplomacy. This column offers some career development considerations for our Foreign Service employees. I'll devote an upcoming column to career development for our Civil Service employees.

Last January, we announced the new career development program for Foreign Service generalists. As details were released, comments and questions from the field prompted us to improve the way employee concerns are met, so we created a career development program Intranet page and a help desk. The desk works in cooperation with our career development officers to provide guidance on a full range of issues.

In June, we also established an electronic manual that captures and distills the elements and requirements of the career program. Sometimes called the "playbook," it's accessible to Foreign Service employees through a link on the Intranet page and is designed as a tool to develop assignment strategies that meet the program's requirements. Employees will discover a variety of ways to accomplish this. We hope the manual will serve as a useful starting point for reviewing your career now and for future assignment planning.

Career development officers will find it contains useful background on how specific elements were developed and a source of frequently asked questions that address common themes raised by clients. All of this means better customer service and satisfaction.

This first edition of the manual applies to generalists. Subsequent editions will address career issues for specialists. For both Foreign Service categories, however, the program's goals are the same: to develop and maintain a cadre of Foreign Service employees with enhanced language, management and leadership skills and a demonstrated ability to serve in challenging environments. Generalists bidding this summer and in the

future should consider the program requirements and consult with their program officers when developing their bid lists.

While there's no best way to meet the career program's requirements, bidders should consider the following:

- Is this the time to consider an additional tour or two in either your major or minor?
- Can a particular assignment help fulfill more than one requirement?
- Will the assignment help you develop a second language, obtain a 4/4 in a language or, if approaching the threshold, help you test at a 3/3 within 7 years of the expected opening of your window?
- Do you need an out-of-cone or cross-functional position to broaden your experience?
- If you haven't served in a 15 percent or greater hardship/danger pay post, you may want (or need, if you are subject to fair share) to take a close look at the offerings.
- Should you look for "critical needs" positions in the bid book? This is a new term. Most positions will be overseas, but some will be in Washington.
- Should you consider a professional development opportunity, such as a detail to another agency; a Pearson or Una Chapman Cox fellowship or the Command and Staff Colleges, particularly at the FS-02 level?

In addition, please make sure that you take the required leadership and management training for your grade as soon as practical.

With guidance from our Foreign Service specialists, we're also introducing career development programs for each of our specialties, which should be available by January 2006. I would encourage specialists who are bidding this year to consider the career development requirements as you make your decisions. Please remember that the programs are still in draft form, and actual requirements may change. As I have more details I'll certainly let you know.

For information on the career development program, visit <http://hrweb.hr.state.gov/cda/FSCDP>. For questions and answers, visit the help desk at [careerdevhelpdesk@state.gov](mailto:careerdevhelpdesk@state.gov). ■

**Online Foreign Affairs Journal**

I enjoyed and appreciated Director General Pearson's article in the April issue, in which he recognized the importance of the retired community to the Department. Our North Carolina retiree organization, the Carolina Friends of the Foreign Service, was honored to have Ambassador Pearson speak to us in February. In his article, Ambassador Pearson noted that the CFFS was contributing to American diplomacy through a free publication.

Just to clarify that point, *American Diplomacy*, a refereed online journal covering a wide range of foreign affairs and Foreign Service-related articles and book reviews, has been produced since 1996 by a nonprofit organization (distinct from the CFFS) composed of retired FSOs, retired military officers and academics in the Raleigh-Durham/Chapel Hill area. We are proud of the quality of our publication, and invite readers of *State Magazine* to take a look at, and contribute to, it. It can be found at [www.americandiplomacy.org](http://www.americandiplomacy.org).

**Amb. (ret.) Michael W. Cotter**  
*Pittsboro, N.C.*

**Thanks for Recognizing Contractors**

I was pleased to see Director General Amb. Robert Pearson in his May

column recognize the important role of contractors in the State Department family. After my retirement from the Foreign Service, I worked for 16 years for the Office of Language Services as a Spanish-language escort-interpreter. I often escorted USIA's International Visitors—cabinet ministers, members of national congresses, a Supreme Court justice, economists, environmentalists, historians, a forensic chemist, etc.

As the 90s progressed, I escorted groups of police coming to take courses in the Bureau of Diplomatic Security's Anti-Terrorism Program. They were trained by other contractors in such things as hostage negotiation, crime scene investigation, urban patrol, crisis response and management.

I met many contractor colleagues and admired their competence. Collectively, we made many friends for the U.S. and for ourselves. I have great memories of my years as a contractor and am happy that Director General Pearson devoted his column to us.

**J. Edgar Williams**  
*Retired FSO*

**Outreach Work Enriching, Effective**

I read with great interest the article in the May issue about Tallinn's outreach efforts to the Estonian "grass roots" and

was struck once again by how little we remember of our own past experience.

When I served in Paris from 1969 to 1972, we had a very similar program—the brainchild of our creative and energetic ambassador, Sargent Shriver. Embassy officers were assigned several *départements* within the Paris consular area (roughly the northern half of France), which they were expected to visit once a quarter. I headed north every three months to call on mayors, journalists and businessmen. On two occasions, I organized trips for Ambassador Shriver to my *départements*, adding the extra weight to our outreach effort that only a chief of mission can bring.

All of us who participated in the program found it personally enriching, since it brought us into contact with a much broader cross section of French society than we would normally have met in the course of our relatively specialized embassy duties in Paris. And at the same time it proved highly effective in carrying our message beyond the capital. More power to Embassy Tallinn—and may others be inspired by their example!

**Amb. (ret.) Andrew L. Steigman**  
*Associate Dean, Walsh School of Foreign Service  
Georgetown University*

**FROM THE EDITOR**

South Africa continues to fascinate as a nation equally full of promise and problems. The U.S. mission—spread from Pretoria to Cape Town, Johannesburg to Durban—provides crucial support as the "Rainbow Country" strives to reach its vast potential. The post offers incredible beauty and incredible challenge.

Elegant and earthy, spiritual and sensual, the Arabic language poses a definite challenge to FSOs seeking duty in Arabic lands. The standard two-year language course looms as an additional barrier to many. An FSI six-month mini-course removes that barrier, with enough training to get officers on track and in the race.

Diplomacy happens most often in grand halls and conference rooms, but sometimes in other, less grand locales.

Try Kyzyl, the capital of the Republic of Tuva. That's where the public affairs English language office of the U.S. Embassy in Moscow held a two-day conference as part of its public diplomacy outreach.

Foreign Affairs Day celebrates the Department's rich heritage by honoring the retirees who built that heritage. This year's celebration introduced the honorary alumni to a new concept—transformational diplomacy—that asks today's diplomats to take an active role engaging the world's major issues. This concept stresses results over reports.

*Rob Wiley*

# SHINING THE SPOTLIGHT

## Secretary, Movie Star Highlight Refugee Panel

Secretary of State Condoleezza Rice, actress Angelina Jolie and others from the United Nations High Commissioner for Refugees marked World Refugee Day by calling attention to the world's 19 million asylum seekers and refugees uprooted by war, strife and genocide—and efforts by the United States to assist them.

“More refugees have settled in the United States than in any country in the world,” the Secretary remarked during a presentation June 15 at the National Geographic Society’s Grosvenor Auditorium. “Our communities have opened their doors and their hearts to refugees, helping them to begin new lives in safety and in freedom.”

In fact, about 52,000 refugees arrived in America in 2004, according to the Bureau of Population, Refugees and Migration. Meanwhile, the United States has opened its pockets as well, Secretary Rice said, contributing more than \$300 million to the U.N. High Commissioner for Refugees last year, triple the support of any other government.

She praised the U.N. for its bravery and commitment to deliver food, medicine and shelter to some of the world’s most dangerous regions. Paul Rusesabagina, the hotel manager who saved more than 1,200 people from certain death in 1994 during the civil war in Rwanda and inspired the movie *Hotel Rwanda*, was also part of the panel. Secretary Rice called him “a real-life hero.”

“Some were driven from their homes to avoid warring factions, others to escape persecution or physical or mental or sexual abuse at the hands of the government or rebel forces,” said the Secretary, describing the refugees. “Some saw family members slaughtered before their eyes.”

Angelina Jolie also drew attention to the event. Dressed conservatively in a black dress and pearl necklace, the Hollywood actress said “our country was founded by refugees,” who became “some of America’s best and brightest.”

In 2001, Ms. Jolie approached the U.N. about becoming involved in refugee assistance. Since then, the Golden Globe and Academy Award winner has visited more than 15 nations, including Sierra Leone, Kenya, Kosovo and Chad. Named the Goodwill Ambassador for the U.N. High Commissioner for



*Secretary of State Condoleezza Rice, left, greets Paul Rusesabagina, the heroic innkeeper who turned his hotel into an impromptu refugee camp during the genocide in Rwanda, joined at center by actress Angelina Jolie, a goodwill ambassador for the United Nations High Commissioner for Refugees.*

Refugees, the actress has contributed more than \$3 million to refugee advocacy projects. She pays all her expenses while traveling with the U.N.

She also sponsored a World Refugee Day poster contest that challenged students through grade 12 to illustrate the plight of refugees. Secretary Rice recognized the winners at the event.

Kolude Doherty, the U.N. High Commissioner for Refugees regional representative, and Dan Spiegel, a former U.S. ambassador, were also panelists during the commemoration.



## An Extreme Makeover for Embassy Manila

Ambassador Francis J. Ricciardone inaugurated new offices in the General Services section of the U.S. Embassy in Manila April 29, capping a long design and construction project. The renovation cost \$350,000 and covers 21,000 square feet.

The old section had four entrances, causing confusion and frustration for visitors. The new section has a single entrance—good for visitors and good for security. The light and airy offices are more congenial and efficient in terms of energy use and workflow.

*Ambassador Ricciardone prepares to cut the ribbon at the new offices. To the left are Sharon Ludan, management officer, and Robert Lane, management counselor. To the right is Stephen Hogard, supervisory general services officer.*



## NEW IMO COURSE GETS HIGH MARKS

After a long hiatus, the Foreign Service Institute's School of Applied Information Technology recently reinstated the Information Management Officer course, with a pilot seminar to evaluate core curriculum and training material. The course will concentrate on developing supervisory skills required to manage information technology resources and staff at post.

Students study strategic planning, security issues, administrative support services and support of public diplomacy initiatives. They participate in scenarios designed to resolve

personnel problems and learn effective EER preparation and counseling.

The course was developed by Mike Kuligowski, and its senior adviser is Jim Vanderpool, IMO Cairo and Thomas Morrison Information Management Specialist of the Year recipient. He said he believes the course is a must for any new or fairly new IMO.

Participants in the pilot course gave it high marks. One noted that it fills a void for IMOs moving from technician to manager.

## ARTIST RENDERS NEW EMBASSY

*At a March 13 ceremony hosted by the Abu Dhabi American Embassy Employees' Association, Ambassador Michele Sison, right, stands with artist Sherri Simm, who created a dramatic painting of the new U.S. Embassy and presented it to the ambassador. Sherri is the spouse of Col. Robert Simm, U.S. liaison office chief in Abu Dhabi.*



# “Greener” Department—Here and Abroad—Celebrates Earth Day

Sun-powered ovens, a car that runs on vegetable oil and carpet made from recycled soda bottles were featured items at the Department’s celebration of the 35th annual Earth Day. The April 22 event at the Harry S Truman Building was a multi-bureau effort supported by Facilities Management Services.

“Environmental stewardship” was the central theme. Vincent Chaverini Sr., deputy assistant secretary for Operations, described the Department’s efforts to become “greener.” Domestic facilities have reduced energy consumption by 23 percent since 1985, mainly by using more energy-efficient equipment and lighting, he said. New solar

panels on the roof of the Truman Building will generate renewable electricity. “Our Florida regional center is a Federal Solar Showcase Facility,” he added.

According to Mr. Chaverini, the Department is expanding its fleet of alternate-fuel vehicles, has implemented a “green” purchasing initiative and is aggressively pursuing energy conservation measures during the construction of overseas embassies.

The program highlighted diplomatic efforts to expand overseas environmental programs. Peter O’Donohue of the Bureau of Oceans and International Environmental and Scientific Affairs described the President’s Initiative Against

Illegal Logging, focusing on Liberia and the Congo Basin. Gene Dewey, assistant secretary of the Bureau of Population, Refugees, and Migration, introduced a multi-agency project to “green” Afghanistan by planting thousands of trees.

The U.S. Agency for International Development’s Roberta Hilbruner described the agency’s activities in supporting sustainable tourism, which can play an important role in international development by helping economic growth, poverty alleviation, local governance, biodiversity conservation and management of natural resources.

A representative from the Green Meetings Industry Council, Rachael Bradshaw, provided pointers on how to host “greener” meetings: booking hotels that have a linen and towel reuse policy, serving water in glasses instead of plastic bottles, using paperless technology such as online registration and eliminating handouts and souvenir bags.



*It was too cloudy for students from the Miami Country Day School to bake cookies in the huge sun oven set up outside the Truman building. But their enthusiasm for the technology was obvious. They have raised money to send solar-powered ovens to victims of the recent tsunami, as well as people in Afghanistan, Honduras and Haiti. The ovens can help prevent deforestation in regions where wood and charcoal are primary fuel sources.*





## Earth Day Art Brightens U.S. Missions in Thailand

Thailand on Earth Day 2005: What better year to recognize the power of Mother Earth? With the country still reeling from the effects of last December's tsunami and in the midst of a severe drought, the public affairs section of The U.S. Embassy in Bangkok invited youths from throughout Thailand to turn the 88-yard-long embassy wall into a mural highlighting the important role the environment plays in our lives.

"Coral reefs and wetlands mitigated the effects of the tsunami and the degradation of forests and watersheds was largely responsible for the drought, so we chose coral reefs, wetlands and forests as the mural's theme," said project organizer Information Officer Kit Boyle.

Wanting to make the event truly national, Ambassador Ralph "Skip" Boyce solicited the Consulate in Chiang Mai's participation. Ongoing wall construction made an identical project impossible there, "but then I learned that my staff wasn't about to give up so easily," said Consul General Bea Camp. They came up with an alternate plan for students and civic action groups to paint large canvases that could be hung on the wall after completion. The painters focused primarily on mountains and the pollution threatening a region long known for its natural beauty.

The April 21 event, with nearly 200 artists-for-the-day simultaneously working in Bangkok and Chiang Mai, caught the public imagination in both cities as TV and

newspapers featured the colorful murals. Young people, including those from the tsunami-ravaged South, the drought-plagued Northeast, flood-prone Bangkok and hill tribe kids from the North, answered the call to turn walls into something far more colorful and meaningful. Ambassador Boyce and Consul General Camp joined in, too, along with the mayor of Chiang Mai, who called the event "a model" for the city and later arranged for the municipal art center to display the murals for a month.



*Ambassador Boyce adds finishing touches to a section of the embassy wall.*



*A dancer wears a Tokolosh mask  
at the Lesedi Cultural Village.*





MISSION OF THE MONTH



# South Africa

'RAINBOW NATION' REMAINS  
A WORK IN PROGRESS

**By Mark S. Dieker**

*A Pretoria street is abloom with flowering trees.*



## Nkosi sikelel' iAfrika (God bless Africa)

begins the song that was once sung to defy apartheid. Today, it is sung in its original isiZulu, isiXhosa and Sesotho, with additional verses in Afrikaans and English, to make a new national anthem for a new South Africa. What better way to express the diversity of a country that Archbishop Desmond Tutu called the “Rainbow Nation”?

It has been 11 years since Nelson Mandela became the country’s first black president and nine years since the African National Congress-led government adopted a new constitution that protects the rights of all 46 million South Africans and their 11 official languages.

Today, South Africans enjoy their hard-won freedom in one of the world’s most beautiful and resource-rich countries. Taking advantage of its excellent roads, affordable flights and reasonable accommodations, most mission personnel make it a point to see as much of the country as possible. Among the popular attractions are the many nature reserves that boast lions, elephants, rhinos, leopards and buffalo. Kruger National Park alone is home to more than 2,445 species of animals, birds, reptiles and plants.

South Africa still faces major challenges, among them unemployment, HIV/AIDS, poverty, inequality and crime. The U.S. Mission to South Africa is working with the South African government to tackle these challenges.

Under the slogan of promoting “African Renaissance,” President Thabo Mbeki has worked to strengthen African institutions and promote conflict resolution. The Bush Administration looks to South Africa to provide even more leadership in tackling regional problems, such as restoring democracy to Zimbabwe.

U.S. Ambassador Jendayi E. Frazer leads some 800 employees from more than two dozen agencies at the embassy in Pretoria, consulates general in Johannesburg and Cape Town and consulate in Durban. They perform the typical duties



and tasks of a major mission, with particular focus on HIV/AIDS, prevention and response to terrorism and conflict resolution, and economic growth and development.

### **Battling HIV/AIDS**

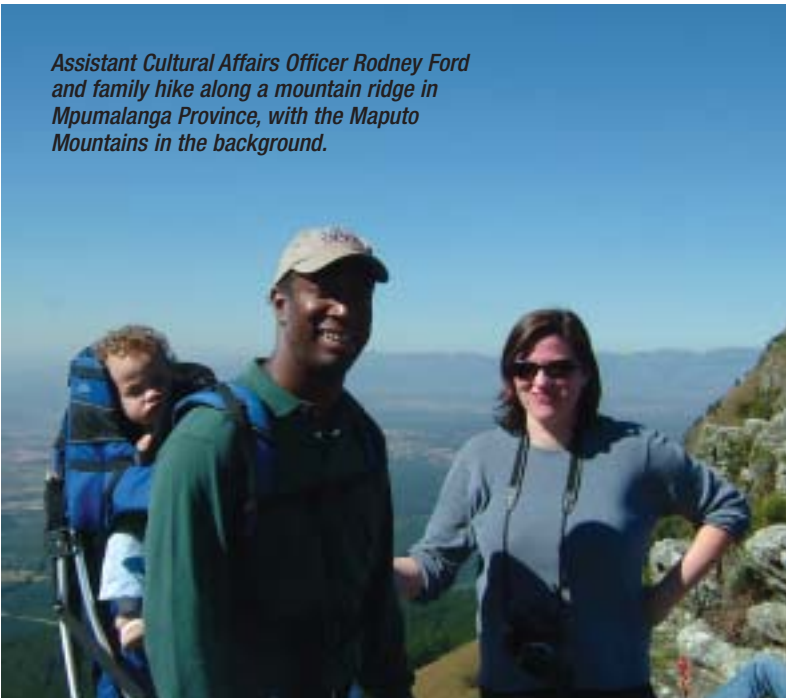
Between five and six million people are living with HIV/AIDS in South Africa. In partnership with the South African government and private sector, the mission's inter-agency HIV/AIDS task force plans to provide more than \$120 million this year to support treatment, prevention and care programs. In just over a year, the mission has assisted 60,000 HIV/AIDS orphans, trained more than 25,000 health workers and put more than 20,000 people on anti-retroviral treatment.

"Helping to save so many lives," one officer said, "has been the single most rewarding job of my career."

The mission works closely with South Africa to prevent terrorism. The country's world-class infrastructure and porous borders make it potentially attractive to terrorists. The U.S. government provides training to border officials, develops capacity for national prosecutors and facilitates cooperation between law enforcement and intelligence services. The mission also supports South Africa's ambitious efforts to resolve Africa's conflicts and to deploy peacekeeping forces.

A mission-wide economic task force works on poverty alleviation, employment and growth and promotes U.S. trade and investment. South Africa's economy makes up almost 40 percent of sub-Saharan Africa's gross domestic product, but the country has an unemployment rate of around 40 percent. The task force especially focuses on increasing trade opportunities through the African Growth and Opportunity Act, supporting negotiations for a U.S.-Southern Africa Customs Union Free Trade Agreement and facilitating American direct investment to create jobs.

*Assistant Cultural Affairs Officer Rodney Ford and family hike along a mountain ridge in Mpumalanga Province, with the Maputo Mountains in the background.*



## **AT A GLANCE**



**Country name:** South Africa

**Capital:** Pretoria (Note: Cape Town is the legislative center and Bloemfontein the judicial center)

**Independence:** May 31, 1910 (from the United Kingdom)

**Government:** Republic

**Population:** 44.3 million

**Languages:** 11 official languages, including Afrikaans, English, Ndebele, Pedi and Sotho

**Total area:** 1,213,000 square kilometers

**Approximate size:** Slightly less than twice the size of Texas

**Currency:** Rand (ZAR)

**Per capita income:** \$11,100

**Chief exports:** Gold, diamonds, platinum, other metals and minerals, and machinery

**Export partners:** United States (10.2 percent), United Kingdom (9.2 percent) and Japan (9 percent)

SOURCE: CIA World Factbook 2005



*Ambassador Jendayi E. Frazer speaks to a group of primary school students in the Limpopo Province.*

### **Pretoria: the Jacaranda City**

Pretoria is nicknamed the “Jacaranda City” because of the tens of thousands of Jacaranda trees that bloom in purple every October. The city is the administrative capital and home to all diplomatic missions. Except for a small historic district that will remain “Pretoria,” the city is to be re-named “Tshwane” later this year.

Johannesburg, the country’s business capital and largest city, is also called “City of Gold,” because of the discovery of gold there in 1886. Once a small mining town, it is the economic and financial hub of the country. An easy drive from Pretoria, it is a popular spot for shopping and evenings out. The hip Melville area is packed with restaurants that transform into lively dance clubs in the evening. The Rosebank Mall hosts a Sunday open-air market full of traditional and modern arts and crafts.

The Consulate General issues all visas for Pretoria and Johannesburg. The Foreign Commercial Service based there helps the hundreds of U.S. companies operating in the country. The Public Affairs library in Soweto serves the more than one million residents of South Africa’s largest and most famous township.

Cape Town, the country’s legislative capital, is best known for Table Mountain and Robben Island, where Mandela spent 18 of his 27 years in prison. Nearby, Stellenbosch boasts some of the most famous wineries in the world. Cape Point, at the tip of the Cape Peninsula, is where the Atlantic and Indian Ocean currents meet. Penguin colonies dot the Western Cape coast.

Besides working with the Parliament, the Consulate General focuses on reaching out to various communities, including the large Muslim and Colored communities.

(“Colored” is an official mixed-race designation in South Africa.) Many officers enjoy their tours in Cape Town so much that they retire there.

### **Diving with Sharks**

Durban is South Africa’s third largest city and the country’s most popular tourist destination. The province has the country’s largest Muslim population and one of the highest HIV infection rates in the world. In this cultural stronghold of the Zulu kingdom, some officers learn Zulu dancing while others hone their surfing skills. Boat operators offer the opportunity to go diving with sharks from the

comfort of a steel cage.

South Africa’s location and infrastructure, as well as the mission’s capacity to handle large events, make it a popular choice for regional conferences and training. This year, the mission hosted personnel from all over southern Africa for the Junior Officer and Entry-Level Regional Conference, which Secretary Condoleezza Rice and Director General Robert Pearson both addressed.

The mission offers a post language program in the Nguni language group, the Sotho language group and Afrikaans. The classes are taught in the embassy’s new language lab and include cultural excursions that combine language learning with dancing, drumming and cooking.

## **THE MISSION SUPPORTS SOUTH AFRICA’S EFFORTS TO RESOLVE AFRICA’S CONFLICTS.**

“Even though English is widely understood in this country,” one officer said, “the expressions I’ve learned have given me entrée to some of the country’s many cultures.”

The Hearts and Hands initiative, started by a group of mission employees and spouses to raise funds for South African charities, raised more than \$25,000 in one and a half years, secured a \$5,000 grant from the Simon Kirby Trust Foundation and distributed clothing and gifts to women and children in the Gauteng area.

“We wanted to bring smiles to children’s faces,” one of the founders says. “As beautiful as South Africa is, it still has great need.”

The Strategic Networking Assistance Program, a Department pilot project, has successfully placed dozens of





*Left: Ndebele school girls draped in rainbow colored blankets, reflecting the many colors and cultures that make up the Rainbow Nation. Below: Cultural Affairs Officer Anthony Fisher reviews book orders with Donna Millet (left) and Diedre Mokuena at the Embassy Information Resource Center.*



*Above: The Old City Hall in Cape Town. Also known as the Mother City, Cape Town is South Africa's oldest city. Left: FSN Sandile Qwabe, PAO Riley Sever, GSO Jeremy Neitzke, FSN Dudu Mvuna, Self-Help Coordinator Savant and (standing) FSN Ganas Naidoo review floor plans of the new Consulate in Durban.*

embassy spouses into professional positions with multinationals, non-governmental organizations and small South African businesses.

### **Contemporary National Heroes**

The best thing about serving in South Africa is being present during such an important part of the country's history. Many national heroes are still alive and active. In addition to Mandela and Tutu, South Africa also attracts international attention through its arts and sports. This year, the Zulu-language film *Yesterday* received an Academy Award nomination; last year, Charlize Theron won the Oscar for

best actress; the year before that, J.M. Coetzee won the Nobel Prize for Literature. In 2010, South Africa will be the first African country to host soccer's World Cup.

"Miracle" is a word that has been used to describe South Africa's peaceful transition from colonialism and apartheid to a multiracial democracy. Much has been accomplished, but much remains to be done. The mission seeks to address the country's remaining challenges and to make the South African miracle a reality for generations to come.

Nkosi sikelel' iAfrika. ■

*The author is staff assistant to the Ambassador.*



*Reviewing the revised emergency procedures handbook are, from left, plan officers Barry Heyman, James Gleeson, and Kevin P. O'Neil, branch chief Christopher Stitt, technical writer Wendy Mayberry, plan officers Daniel Healy, Robert Davis and William Kettering and staff assistant Yodit Asfaw.*

# Safeguarding Staff, Facilities Demands Constant Review

BY JAMES CRONIN AND WENDY MAYBERRY

If it's an emergency and it's overseas, chances are the Office of Special Programs and Coordination has already thought about what to do. In fact, name just about any calamity—storms, civil unrest, power blackouts, attacks—and the office has literally written volumes on how to respond. Recently, those emergency procedure volumes were rewritten for easier use.

There are three divisions: Weapons of Mass Destruction Countermeasures, Marine Security Guards, and Special

Programs and Plans managed by 16 employees and 36 contractors.

Perhaps best known for stocking hundreds of escape masks throughout the Harry S Truman Building, the surrounding annexes and at overseas missions, the Weapons of Mass Destruction Countermeasures division works to save lives. It provides first-responder gear and training so employees can escape the contamination of a chemical or biological terrorist attack. In 2004, the division trained 31,807 personnel



representing all the agencies working for the chief of mission at 129 posts overseas and 7,501 personnel throughout greater Washington, D.C.

The Marine Security Guard division manages the embassy security guard program that places Marines at embassies and consulates worldwide. Managed by the post's regional security officer, the guards screen visitors, check identification, monitor surveillance devices and manage the fire alarm and other communication systems that protect the post.

Most important, the Marines safeguard sensitive information and can defend the embassy against attacks. If an embassy or consulate is attacked and the host country's protection fails, the guards will hold off the hostile group long enough to destroy sensitive material and defend the staff. This happened during the embassy attacks in Jeddah, Saudi Arabia, in December. Four Marine Security Guards were nominated for the department's heroism award as a result.

The Special Programs and Plans division contains the emergency planning and special operations branches. The emergency planning branch, as the name implies, provides emergency guidance for posts as well as for department offices, the military and other agencies that may be assisting

## A T A G L A N C E

**Office name:** Office of Special Programs and Coordination

**Symbol:** DS/IP/SPC

**Office Director:** John Frese

**Staff size:** 16 employees, 36 contractors

**Office location:** SA-20, Rosslyn

**Web site:** <http://emergencyplanning.ds.state.gov>

posts during a crisis. Special operations branches help the Defense Department gather information for military-supported operations and evacuations of noncombatants.

Office staff also represent Diplomatic Security and overseas missions at three of the military's combat commands: CENTCOM (Central Command), EUCOM (European Command) and PACOM (Pacific Command). Like their colleagues in the special operations and emergency planning branches, these liaison officers handle evacuation and security issues and service posts that may be in danger. They offer



*Employees receive escape mask training through a division of the Office of Special Programs and Coordination.*



*Above: Robert Davis and Barry Heyman discuss crisis and emergency planning procedures. Below: James Gleeson and William Kettering consider adding a map to an emergency plan.*

liaison between Diplomatic Security, U.S. missions abroad and the combat command.

Starting this year, emergency planning just got easier. In the past, posts relied on a bulky handbook of bloated procedures to draw up plans that were sometimes awkward at best.

Nearly 18 months in the making, the emergency procedures revision was long overdue, since major changes hadn't been made since 1988. The old volumes were immense, cumbersome and complex.

"Not exactly useful when a hurricane is bearing down on you," says Christopher Stitt, the emergency planning branch chief in Diplomatic Security's Special Programs and Coordination Office.

"The revised emergency planning handbook is a big improvement," says Robert Sanders of Crisis Management Support. "It's more streamlined, more up-to-date and more user-friendly for posts."

The branch is a small unit with big responsibility—ensuring overseas posts are ready for just about any surprise. With just a chief, a writer and publisher, five retired DS agents and a retired USAID disaster officer, the branch worked with other federal agencies and more than 20 offices in the depart-

ment that would make it easier for a post to draft, update and use its plan," says Stitt. ■

*James Cronin is the Office of Special Programs and Coordination acting director and Wendy Mayberry is a technical writer in that office.*



ment—including Consular Affairs, Public Affairs, Crisis Management Support, Crisis Management Training, Medical Services, Information Resource Management and USAID's Office of Foreign Disaster Assistance—to create the new book.

The small staff also took Federal Emergency Management Agency courses, participated in military exercises and visited New York City's Office of Emergency Management to review lessons learned from the Sept. 11 attacks.

The handbook includes chapters that explain a post's role, responsibility and limits during a crisis. There are checklists for duty officers, floor wardens and employees; other sections offer support information, such as contact lists and hospital surveys. Guidance for working with command and press centers, as well as securing communications, safe havens and assembly areas and procuring supplies is also provided. Finally, posts can soon create and update their emergency plan online.

"My overall goal in revising the handbook was to come up with a



# Head of the Class

U.S. EMBASSY MOSCOW TAKES GRASSROOTS DIPLOMACY TO REMOTE REPUBLIC **BY BRIDGET F. GERSTEN**



*Kevin McCaughey, an English language fellow, applies his musical talents.*

The 200 teachers and students who gathered in Kyzyl didn't know what to expect. The invitation to the April meeting in the capital of the Republic of Tuva, located in mountainous southern Siberia on the banks of the Yenisei River, mentioned something about a first-ever English language teaching conference in their republic, but it was short on specifics.

What new ways of teaching English was the delegation from U.S. Embassy Moscow—Public Affairs English Language Officer Bridget Gersten and three Senior English Language Fellows—bringing? Could teaching English actually be fun, if teachers used humor, games and songs? And why exactly did the U.S. government want to give them this opportunity to learn new techniques to use with kids in their English classes?

The teachers' questions quickly turned into enthusiasm.



*Bridget Gersten from the English language office meets a Buddhist lama in Kyzyl.*

“In the beginning, I thought it would be difficult to speak to Americans, but instead I ended up making new friends,” said Chalna, a teacher who traveled more than 100 miles to attend the event. “I had never spoken with a native speaker of English before. It was the human aspect that I liked best. In the future, I’d like to go to a country where English is spoken or to welcome students or teachers here from the United States.”

## **TWO-WAY STREET**

The experience was not simply a one-way exchange, noted professor Vyatcheslav Shvayko, a Russian Fulbright alumnus who made up part of the ELO training team.

“It was a rare occasion for most participants in such an event to interact with distinguished guests, native speakers of English from the United States, to discuss issues of major cultural and human importance,” he said. “Another important professional outcome was the fact that all the teachers received in-service training certificates. All spoke highly of the quality of the program, as well as the professionalism of the training team.”

The unique two-day conference was initiated by the Public Affairs English Language Office at U.S. Embassy Moscow as part of a public diplomacy outreach to nonelite audiences and youth across the Russian Federation. Throughout the

year, the ELO designs and manages a broad range of English language teacher training and curriculum development projects linked to Mission Program Plan goals, with the objective of promoting mutual understanding and a deeper understanding of foreign policy.

The program in Tuva—a multiethnic region of Russia that is seldom visited by members of the U.S. Mission—was very well received, thanks to the support of the republic’s Ministry of Education and Tuvan State University. The event received extensive media coverage.

The Republic of Tuva is in the center of Asia, just north of Mongolia, with the Sayan mountains to the north and the Tannu Ola mountains in the south. With an area of 171,300 square kilometers, the republic is somewhat larger than England and Wales. The population is 306,500, with indigenous Tuvans making up about 67 percent of the population, ethnic Russians another 30 percent and the remaining 3 percent other ethnic groups of Turkic origin.

Thanks to the Academy Award-nominated documentary film *Genghis Blues*, the book *Tuva or Bust! Richard Feynman’s Last Journey* by Ralph Leighton and youthful stamp-collecting memories, members of the ELO team were somewhat familiar with the area formerly known as Tannu-Tuva. But it was face-to-face meetings with students, teachers and musicians that kindled the fires of mutual understanding.





Left: A student pays close attention at a Kyzyl workshop. Above: Participants receive certificates after completing the conference. Below: The Center of Asia Monument in Kyzyl draws the English language office team.



Sayara, a Tuvan English teacher with many years of classroom experience, remarked that this was the first time she had had a chance to gather with so many teachers from around the republic and exchange ideas about teaching.

### IMMEDIATE IMPACT

In the classrooms of Tuvan State University, the teachers paid close attention in workshops on modern methods of English teaching. During visits to two high schools, ELO team members were delighted to hear students in traditional costumes use their English skills to talk about their own culture, history and traditions.

The program proved successful in fostering meaningful exchanges. Sayara, a Tuvan English teacher with many years of classroom experience, remarked that this was the first time she had had a chance to gather with so many teachers from around the republic and exchange ideas about teaching.

During the course of the Kyzyl program, ELO team members visited two revered shamans, a Buddhist lama and local ethnographic museums and research institutes. They were invited for a concert by the famous throat singer Kondar-ool Ondar and his talented young students and

heard another throat-singing concert given by an all-female group, Tyva Kyzy.

The team met two alumni of Department exchange programs: Aylana Irguith, a 1994 alum of the Future Leaders Educational Exchange, and Alexey Kolmakov, a 1997 Wyoming alum of the Junior Faculty Development Program. Team members also talked with the Ministry of Education about collaborative programs for nonelite youth, including summer English language camps. (see *State Magazine*, October 2004, p. 6)

Readers interested in learning more about Tuva can visit the Friends of Tuva web site, <http://www.fotuva.org>, and the ELO pages on the U.S. Embassy Moscow web site, [www.usembassy.ru/english](http://www.usembassy.ru/english). ■

*The author is the Public Affairs English Language Officer at the U.S. Embassy in Moscow.*



# Foreign



diplomacy of  
engagement  
promoted during

# n Affairs Day

STORY BY PAUL KOSCAK



PHOTOGRAPHS: (TOP): PAUL KOSCAK; (BOTTOM): ROB WILEY; (OPPOSITE PAGE): PAUL KOSCAK



# Foreign Affairs Day



They congratulated, commemorated, commiserated and got educated. And for more than 500 retired employees who participated in Foreign Affairs Day, the program was clearly future focused—but not before at least one bow to the past.

“Secretary Rice believes she is the fortunate inheritor of magnificent work done by Secretary Powell and Deputy Secretary Armitage over the last four years,” proclaimed Nicholas Burns, undersecretary for political affairs, who keynoted the event for Secretary Rice in the Dean Acheson auditorium. “We have never had an era in the Foreign Service where we’ve been so much supported...that is a universal opinion in ranks of the Civil Service and the Foreign Service.”

At the same time, Mr. Burns said, “restoring diplomacy as the core of American foreign policy” is central to

Secretary Rice’s agenda, detailing how the secretary personally attended numerous cultural events to enhance America’s image overseas during her travel marathon immediately after taking office. “An ice-skating event in China, a piano concert in France, a dance performance in Japan...she wants to extend respect for the culture of these countries.” In her first six months in office the Secretary has visited nearly every major region of the world, he said.

That agenda calls for a new “transformational diplomacy,” said Mr. Burns, with diplomats who are no longer observers reporting on events, but results-oriented activists.

“We observed during the Cold War, with lots of 50- and 60-paragraph cables coming back,” he said. “Global warming, trafficking in women and children and the spread of technology to terrorists...We’ll send people out

*Upper left: Barbara Anderson, left, trades yarns with Ralph Johnson and his wife, Helen. A Civil Service personnel specialist who retired in 1996 after more than 36 years, Ms. Anderson lives in Silver Spring, Md. Mr. Johnson, who retired from the Civil Service in 1997 and lives in Hartsville, S.C., served in Khartoum from 1991-1993 as well as in Boston and Stamford, Conn. as a consular affairs officer. Lower left: Reston, Va. resident Allan Chase, left, who retired from the Foreign Service in 1976 after serving in Germany, Lebanon, Japan and other posts, met T. John Crockett III in the Philippines. Mr. Chase, 88, recalls having dinner with dictator Anastasio Somoza while visiting Nicaragua during an inspection trip. Not to be outdone, Mr. Crockett said he once accompanied Secretary John Foster Dulles to meet Yugoslavian dictator Josip Broz Tito at the marshal’s private island. The Farmington, Conn., resident, who retired in 1982 as a cultural attaché, spends time “donating parts of my large art collection to various museums.” He also claims he’s related to the famous Tennessee frontiersman Davy Crockett. Above: Judith Mudd-Krijgelmans, left, raises an attention-grabbing issue during a public diplomacy seminar.*



PHOTOGRAPHS: (TOP): PAUL KOSCAK; (BOTTOM): ROB WILEY;  
(OPPOSITE PAGE): PAUL KOSCAK



# Foreign Affairs Day



to engage the populations on these issues. That's different from the past."

Secretary Rice is dedicated to continuing the work of Secretary Powell and intends to fight for the resources the Department needs. "She doesn't want to delegate that," he added.

Public diplomacy will be the Department's priority in the months ahead, Mr. Burns told the retirees. That means overcoming a reluctance by career Foreign Service officers to appear on news shows or grant media interviews. "The U.S. needs to communicate better."

New retiree services were also promoted. David Dlouhy, director of the retirement office, demonstrated two new web sites that provide everything from pay statements to Department notices, offering retirees instant access to information that would have taken days in the past. "RNet is

available through any computer," he said. "You can access retirement records, forms and retiree profiles...retiree pay will be done online." The other web site, AskRNet, connects retirees to everything from special notices and the Thrift Savings Plan to the Department's reserve talent pool for special assignments, as well as a question-and-answer forum.

During the program, William D. Calderhead, who retired in 1979, received the 2005 DACOR Foreign Service Cup. Mr. Calderhead, an active DACOR officer, entered the Foreign Service in 1945 and served in Spain, Costa Rica, Guatemala, Ecuador, Mexico and the United Kingdom and was executive director of the Bureau of Inter-American Affairs. "Thomas Jefferson said we should practice diplomacy in plush surroundings with good food and wine," said Mr. Calderhead, who couldn't resist plugging the award's sponsor. "At DACOR house we try to do that."

*Upper left: Dolores Kempel of Akron, Ohio, left, retired from the Foreign Service in 1984 having served in Buenos Aires. Attending Foreign Affairs Day "is my one way of updating myself on the department," she said. Irene Shirley Haugrose served 27 years in the Foreign Service before retiring in 1991. She divides her time between residences in Yuma, Ariz. and Falls Church, Va. Lower left: Tain P. Tompkins of McLean, Va., left, who retired in 1999 as the economic counselor in Israel, chats with Washington, D.C., resident Robert V. Keeley, a former ambassador to Zimbabwe and Greece. Mr. Keeley, who spent 34 years as a Foreign Service officer, retired in 1989 and is now a self-employed publisher. Above: David Dlouhy, retirement office director, outlines new online services for retirees at the morning welcome.*



PHOTOGRAPHS: (TOP): BILL PALMER; (BOTTOM AND OPPOSITE PAGE): PAUL KOSCAK



# Foreign Affairs Day



Mr. Burns officiated at the wreath presentation in the Hall of the Flags, honoring fallen employees. “We understand that diplomacy has always been a hazardous occupation,” he said. “Two hundred eighteen Americans have died in the line of service. Foreign Affairs Day is a day to honor those who have not come home.”

Three new names appeared on the memorial plaque as the black drape covering the tablet was drawn away—James Mollen, Edward Seitz and John Francis O’Grady. James Mollen of Binghamton, N.Y., was gunned down while driving outside Baghdad’s heavily protected Green Zone, Nov. 24, 2004. He was the U.S. Embassy senior consultant to the Iraqi ministers of education and higher education. Edward Seitz, of Cleveland, Ohio, died Oct. 24, 2004, when a rocket slammed into the trailer he lived in at Camp Victory, northeast of Baghdad at the international airport. He was the assistant regional security officer at the U.S. Embassy in Baghdad. John Francis O’Grady was killed in

an airplane crash off the coast of Queensland, Australia, June 10, 1960. He was the U.S. consul in Brisbane and was on an official tour of the consular district at the time.

“We honor those who have made the ultimate sacrifice...Today we honor their families. Our citizens are grateful,” said President Bush in a letter read by Mr. Burns.

Attendees spent the rest of the morning in bureau briefings before the awards luncheon in the Benjamin Franklin Room. Thomas Pickering, former under secretary of state for political affairs and U.N. ambassador before retiring in 2001, won the Director General’s Cup for the Foreign Service. He now works for Boeing, managing the company’s international business. Patricia Carter, who joined the department in 1963 and retired 42 years later, advancing from clerk-typist to administrative officer, won the Director General’s Cup for the Civil Service. ■

*The author is deputy editor of State Magazine.*

*Upper left: Retired Ambassador Thomas Pickering, left, DG’s Foreign Service Cup winner and Patricia Carter, DG’s Civil Service Cup winner pose with Director General W. Robert Pearson. Lower left: William D. Calderhead, former executive director of the Bureau of Inter-American Affairs, right, received DACOR’s Foreign Service Cup from Director General W. Robert Pearson. Above: Nicholas Burns, undersecretary for political affairs, consoles the family of Edward Seitz.*

Instructors Litia Bowden, left, and Senoria Pierce help a youngster with a project along with another adult visitor in the background.



# CHILD'SPLAY

DILOTOTS GIVES PARENTS PEACE OF MIND **BY BILL PALMER**

**R**ecently, there was a potty-training graduation at the State Department—complete with fake red carpet, paper caps, name tags and little diplomas—for the mostly three-year-olds who successfully completed the training “or tried really hard,” according to Chris Smith.

Ms. Smith, deputy director of the Department’s child care center in SA-1, recounted the ceremony as she entered the two-year-old room, where kids toddled up and hugged her knees. She could work at a center much closer to her home, she says, but she has grown attached to these kids. “I’d be lost without them.”

The staff of 30, led by Ms. Smith and director Carol Reynolds, helps make the nine-year-old center, also known as Diplotots, a special place.

So special that there is a waiting list for all ages. The center takes infants through kindergartners and runs a summer camp for kids as old as nine.

## SECURE AND CONVENIENT

The parents, most of whom are Department employees, who have priority over the general public, like the proximity and the security—a guard is present whenever the center is open. For Kelly Clements, who works in the Bureau of Population, Refugees and Migration, it means peace of mind.

“If anything happens, I’m here, just steps away,” she says.

Carrie Santos, who works in the same bureau and is vice president of the center’s governing board, says, “I feel like there is a village raising my child. The teachers and staff are all involved.” Ms. Santos and other board members hire and oversee the performance of the contractor that runs the facility, Early Childhood Development Center.

Ms. Clements notes that the center is accredited by the National Association for the Education of the Young Child, which holds centers to a much higher standard than local government licensing authorities.

“The teachers are not just well trained,” she says. “They also love the kids.”

The younger kids work on hand-eye coordination motor skills and, yes, potty training. As young as six months they

**BEHIND  
THE  
SCENES**





*Above: Everyone gets into the act during Sherree Thomas's bead-stringing class. Below: Serious puzzle solving is an important part of the day.*

are doing art projects. Preschool rooms and higher even have computers. In addition to teaching the usual things—colors, letters, counting and the calendar—teachers emphasize social skills like sharing with friends and taking turns, Ms. Smith says.

#### **WEEKLY THEMES**

Ms. Smith and Ms. Reynolds have themed weeks, for example, animals. The animal week ended with a trip to the Baltimore Zoo. The center also has its own animals—two guinea pigs. If a child is having a bad day, a short visit to feed the guinea pigs can do wonders, Ms. Smith says.

An active extracurricular program brings in experts to teach activities like soccer, dance and gymnastics. Perhaps the

biggest hit with the kids are the Friday visits of music teacher “Mr. B,” who brings a different instrument every week and also dances and sings.

Another popular visitor with the kids is “Miss Patty”—Patty Pittarelli, who manages Work/Life programs for the Bureau of Human Resources and is the Department liaison to the board of directors. State provides the space, maintenance, security, utilities and some equipment. The space, which has been expanded once and now accommodates 100 kids, is maxed out.

There is hope of expanding a second Department child care center at the Foreign Service Institute from 35 to 70 slots in 2007. That center, too, has its special qualities. Most parents of kids there are preparing to serve overseas, and the curriculum incorporates information about the countries they are going to. Teachers at both centers speak foreign languages.

The board gets revenue from fund-raising and Department recycling of paper, cans and glass, and uses it for tuition assistance. “The idea is that everyone should have access,” Ms. Santos says. Federal employees can contribute to the tuition assistance fund through the Combined Federal Campaign.

The Department also has a child care subsidy program, managed by Ms. Pittarelli’s office, that helps employees who have kids in any licensed center.

Providing quality child care for Department employees, says Ms. Pittarelli, “is an important quality-of-life issue.” ■

*The author is a writer/editor at State Magazine.*





*Children and parents alike prepare for the day's adventure*

# State's Doors Open Wide for Potential Diplomats

**By Paul Koscak**

If the halls of the Harry S Truman Building seemed crowded April 28, they were. That's what 600 visitors can do.

Actually, they weren't just visitors. The more than 600 9- to 15-year-olds were sworn in as ambassadors for a day by Director General W. Robert Pearson at the annual Take Your Child to Work Day. The event helps children understand their parents' work and aims to inspire the youngsters to consider State Department careers.

"We hope when you become adults you'll think of the State Department as a place to make a living," Teddy Taylor, who directs the Office of Employee Relations, remarked as he opened the program.

George Atkinson, the secretary's science and technology adviser, keynoted the morning welcome, showing the young students who took a day off from school to learn about

diplomacy and other issues that science can affect policy and politics. He demonstrated how climate change or energy from geothermal and fusion sources would require new policies and international agreements. "The Secretary of State has a science adviser," he said, to explain technical issues such as "protecting the world against diseases."

These potential future employees observed the diverse work performed by the department, with more than 40 activities from sign language to communicate with the deaf

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**"IT WAS A GREAT EXPERIENCE FOR THE KIDS AND FUN FOR US."**

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to how Diplomatic Security protects the Secretary and other dignitaries. The most popular sessions featured bomb-sniffing dogs, a tour of the U.S. Capitol building and visits to the German and Lithuanian Embassies.



American embassies in London, Stockholm, Brussels, Brasilia and Milan also took part in the program. Children at Main State spoke to their counterparts in London and to David Bustamante, the public affairs officer in Milan, through a live video connection, said Bill Goodwin, the chief of organization and development for the Bureau of Educational and Cultural Affairs and the coordinator for international information programs. "It was a great experience for the kids and fun for us," he said.

For the first time, registration was done completely online, removing much of the clerical work involved in tracking and confirming the participants. "Employees could make a change or cancel a reservation," said Penny McMurtry, who manages the program in Employee Relations. "We used faxes for three years."

Children visiting the German Embassy got a rare tour of the ambassador's residence, with its 19th century-style stone exterior and striking contemporary interior of bold wood panels, marble floors and architecturally designed furniture. At the chancery, Michael Ebel, the ambassador's executive assistant, briefed the youngsters on the ambassador's responsibilities and how he prepares for the day. "He reads several newspapers," Mr. Ebel told the children, explaining how Wolfgang Ischinger, who was traveling that day, stays informed.



*Above: The Office of Medical Services gave children first-hand looks at blood cells, parasites and other cool and interesting things. Below: Enjoying the spectacular view of Washington, D.C. and Rosslyn, Va. from the chancery of the German Embassy.*



Completed in 1964, the chancery has 140 offices and employs 200 people. The interior, with its beige solid-wood office doors, granite staircases and exterior steel and glass construction, reflects the era and is immaculately maintained. Even the furniture was specially designed for the embassy.

Among the other attractions, the Office of Emergency Management provided a seminar on personal preparedness. The youngsters learned how to prepare for everything from power outages to fires and how to build an emergency kit containing water, food and other supplies. "The important thing is you know what to do if something bad happens," said Director Richard Iselin.

A seminar in money management offered guidance in structuring a personal budget and starting a savings plan as well as explaining how runaway credit card interest can lead to financial ruin. "Credit card companies made \$16 million last year on penalties alone," cautioned Budget Analyst Robert Gaines Jr. "If you pay just the minimum, you'll never pay the balance off."

The Bureau of Resource Management and the chief financial officer sponsored the money management seminar. Participants also formed teams and took part in a game show-style competition that tested their financial knowledge.

"I didn't know a lot about credit cards," said Lakeithia Hutchins, 15, a student at Baltimore's Frederick Douglas High School, after she completed the financial game. "I know now not to get into debt."

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*The author is deputy editor of State Magazine.*





*Marine Security Guard Sgt. Colleen Wilcox demonstrates "Meals Ready to Eat" to the students.*

# Teach Your Children

U.S. Mission to NATO  
Makes Learning About  
Work Fun

**By Bill Palmer**

Take Your Child to Work Day was held April 29 at the U. S. Mission to NATO in Brussels, where 45 students aged 9 to 15 gathered for fun and learning. The day began with a surprise visit by former Secretary of State Thomas Jefferson, who spoke of the vast changes in diplomacy, manpower and budgets under President Washington.

After the students were sworn in, Carl Hale, deputy director of the Operations Center, regaled them with stories and photos of VIP visits here and around the world. They learned that British Prime Minister Tony Blair was once denied access to a restroom designated for President Bush.

Political Officer Toby Bradley presented a negotiating scenario where the year is 2020 and the sun is emitting poisonous gases. Students portrayed the ambassadors of NATO countries and had to reach consensus on who would receive the antidote that would counteract the harmful rays. Col. Pat Kilroy of the Office of the Defense Advisor conducted a similar exercise demonstrating how decisions are made with limited information and many opinions.

After a brief slide show on the history of NATO in the offices of the U.S. Military Delegation, the young diplomats were whisked off to the television studio to hear from a NATO





*Left: Personnel Officer John Bishop administers the oath of office.*



*Above: In a "guess-who" quiz, Political Officer Justin Higgins plays Thomas Jefferson, the first Secretary of State. Left: Executive Officer Joe Mellott is master of ceremonies for the "NATO Jeopardy" quiz held in a North Atlantic Council conference room.*



dinner and paint flags of the NATO countries.

press officer about the European perspective on U.S. foreign policy. Information Officer Mark Toner taught students how to field and ask hard questions. They participated in a mock interview while being videotaped.

After enjoying a lunch of "Meals Ready to Eat," the students spent the afternoon in hands-on activities. They spent an

## After enjoying a lunch of "Meals Ready to Eat," the students spent the afternoon in hands-on activities.

hour with Cathleen Lambredis, residence manager for Truman Hall where the NATO ambassador resides. She taught them how to use calligraphy to make place cards for a formal

Markwald showed a training film and brought lots of equipment to try on, such as gas masks and bulletproof vests. Next came a digital video conference to interview Chargé d'Affaires a.i. John Cloud in Berlin, who answered questions regarding the government and lifestyle of Germany.

Saving the best for last, the students were escorted to the room where the North Atlantic Council meets. Chargé d'Affaires a.i. John Koenig conducted a mock council meeting followed by "Low-Budget NATO Jeopardy." Students were asked to identify famous landmarks and name the NATO country they were found in. All players received a box of Belgian chocolates with the NATO emblem before returning to the U.S. Mission to receive a certificate of participation and an ambassadorial coin with the NATO emblem. ■

*The author is a writer/editor at State Magazine.*

# Elegant, Earthy – and Quick

SHORT ARABIC COURSE PRODUCES OFFICERS WHO ARE  
'LIVE ON ARRIVAL' IN CAIRO **BY MICHAEL ROTH**



*Vice Consul Lawrence Randolph interviews an applicant in Arabic for a non-immigrant visa.*

“The earth speaks Arabic,” goes an old saying. With its mix of aspirated and guttural sounds, sometimes Arabic seems like the language of the wind. It is at once elegant and earthy, spiritual and sensual. An ancient language, it’s based on word roots and derivations that combine with mathematical precision. And yet its words lack vowels, requiring the reader to know how the word is pronounced. Watching a group of Egyptians talking at full volume, it’s hard to imagine how a foreigner could ever master it.

The Foreign Service Institute has classified Arabic as a “superhard” language due to its grammatical complexity and unfamiliar phonology. The standard Arabic course, which should yield a 3/3 (professional) speaking/reading skill level, takes two years, including a year at FSI’s field school in Tunis, to complete.



According to Tagelsir Elrayah, supervisor for Arabic and Kurdish Language Training at FSI, "The Arabic section has expanded noticeably in recent years to meet the challenge of the national interest in Arabic language and culture."

Historically, finding officers willing to commit to the full two-year Arabic course has been a challenge. In Cairo, a compromise has been reached. The line vice-consul positions call for a 2/1, a level of proficiency that, surprisingly, can be achieved in about one-quarter of the normal course time.

Peter Kaestner, Cairo's consul general, took the Arabic fast course last summer and was amazed at how much he learned.

"My first week at post, I met with a senior religious authority in Egypt to discuss visa delays for their clerics," he says. "As it turned out, I spoke about as much Arabic as he did English, and our efforts to use each other's language created an instant bond that helped defuse the crisis."

Most importantly, the vice consuls, who take the six-month course, are effective on arrival. "We try to highlight the political and consular vocabulary and concepts in the course," Dr. Elrayah said. He added that FSI uses two supplemental programs to help students acquire job-specific language: a consular Arabic module and exercises involving situations likely to be encountered at post. In addition, FSI offers a self-study course and a maintenance course, which brings people together for an hour in the morning. Two online courses are available: an express course

He has had to arrange emergency medical treatment for American citizens injured in the Khan il-Khalili terror bombing in April, perform complicated interviews on the immigrant visa line and negotiate contracts with hotels where his Arabic skills were essential.



Cairo Consul General Peter Kaestner, right, discusses his progress in reading Arabic with Vice Consul Michael Roth.

David Galbraith, who came to Cairo as a consular officer and now works in the front office, says six to eight months of FSI training is sufficient to do the job provided the experience is managed well.

"It can give officers enough of a base that they can quickly master the basic consular interactions in Arabic and slowly build a more sophisticated proficiency," he says.

Most consular officers continue Arabic instruction through private tutors and classes offered at post. Arabic is like a proud stallion that can never be truly mastered. For those willing to meet the challenge, however, continued study can offer a lifetime of rewards.

The fact that officers are arriving in Cairo with a speaking proficiency that allows for productive work from the first day is critical for the Department to achieve its ambitious goals in the Middle East. The short course allows those who do not anticipate a career in the region to get some language under their belts without committing to years of study. FSI would prefer to give everyone at least a full year of Arabic training. But the "Cairo compromise" gets the job done by producing officers who are "live on arrival." ■

## OFFICERS CAN QUICKLY MASTER BASIC CONSULAR INTERACTIONS IN ARABIC.

for beginners and a reading maintenance course for advanced students.

"A 2/1 level does not eliminate the occasional need for an interpreter to help with visa interviews," says Lisa Swenarski de Herrera, a vice consul in Cairo. "It does give you, however, much more control of the interview than if you had no Arabic. I'm very pleased at what I can do with a 2/1 level but am also eager to get to a higher level."

Her colleague Lawrence Randolph agrees: "There are countless situations that I have been in here when I wonder what I would have done without good training."

*The author is a vice consul at the U.S. Embassy in Cairo.*

# This Old Home

## Home Chores Pose Potential Risks

By Eileen Verity





Jack, a member of my car pool, got something in his eye while working around his house. It was the first nice day in a while, perfect for routine yard work. As he started his leaf blower to clean the flower beds, several pieces of dirt flew into his face and eyes. He didn't think much about it until his eyes became red and irritated. The injury required a trip to the emergency room and he missed several days of work.

An unusual mishap? Not really. According to a 2002 home safety report, injuries from do-it-yourself home improvement projects result in more than 333,000 visits to hospital emergency rooms each year. There are, however, easy steps to take to avoid becoming a statistic.

### Common Sense

First, read the product labels, instructions and warnings to identify hazards. Many times these labels list safeguards and precautions.

Then think of the protective equipment or other measures to reduce the risk of injury. Tasks using chemicals present eye, skin and inhalation hazards. Loud machinery noise can damage hearing. Some jobs generate flying material, so use a hat or helmet and goggles.

Safety glasses and neoprene gloves protect the eyes and skin from chemicals. Use chemicals (solvents, glues, household cleaners) in an open area and immediately wash any chemical that contacts the skin. If possible, use water-based products instead of solvent-based products. They tend to be less toxic and reduce other risks, as well.

Loud machinery such as lawn mowers, leaf blowers and power washers will probably require earplugs or -muffs. A good rule is if you need to shout to be heard, you need hearing protection. When wearing hearing protection, keep a keen eye out for others who may enter your work area. Scan the area frequently since you won't hear anyone approaching.

If the job creates spray, dust or flying material, protect your head, face and eyes. These jobs include cutting, sanding, painting, sawing or applying pesticides and other lawn chemicals. Besides noise, power tools and yard machines can also send objects flying, as Jack found out, and require eye or face protection.

### Sizing Up

Are you lifting and carrying things? To help prevent back injuries, size up the load and test its weight while bending at the knees. Get a firm grip and lift with your leg muscles while looking up. Back belts won't help you lift more and can actually be harmful if you don't lift properly.

If you think an object is too heavy to lift by yourself, it is. Get help or use a dolly or hand truck. Leather gloves will protect your hands from cuts and scrapes, and leather shoes will protect your feet.

Appropriate footwear not only protects the feet but also helps to maintain traction and sure footing. Metal capped shoes offer the best protection, and good leather work boots afford more protection than athletic shoes.

Be aware of others. Designate your work area as a "kid-free zone" to keep children out of harm's way, and be sure that anyone watching or assisting you is also wearing protective gear.

Working around the house doesn't have to be a painful experience. Wearing protection, following manufacturers' directions and safe work practices can keep you and your family safe. ■

*The author is a safety and occupational health specialist in the Office of Overseas Buildings Operations.*



# Pianists Dominate Noontime Concerts

By John Bentel

Recent noontime concert performances hosted by the Foreign Affairs Recreation Association and the State of the Arts Cultural Series included a talented assortment of pianists as well as a classical guitarist.

Anastassia Ivanova and Dmitri Nazarenko played simultaneously on the same keyboard. Playing four hands is extremely difficult, although you couldn't tell from watching these two accomplished pianists, whose hands were in complete unison. The audience loved it.

Back for his fifth performance, pianist Wayne Dorsey gave a rousing Gershwin program. Wayne works in the South Asia Bureau and has been an ardent supporter of the cultural series. The audience, filled with family, friends and colleagues, gave him a well-earned ovation.

The annual recital of piano students of Caryl Traten Fisher from the Department and Georgetown University featured pieces from classical to ragtime by performers ranging from late teens to eighties: Dana Floyd, Lycia Coble Sibilla, Dan Hill, 87-year-old Nori Uchida, Jo Lozovina, Sara Waldman, Kozue Sawame, J.P. Singh, Siir Kilkis, Sara Alexander, Hillary Downs, Chuck Johnson, Methuna Sivaraman and Kinisha LaToya Forbes.



Anastassia Ivanova and Dmitri Nazarenko meld in "four-hand" piano.

Classical guitarist Jarrod Smerk offered selections by Bach, Torroba and Pujol. A student of Julian Gray at the Peabody Conservatory of Music, Jarrod lived up to his reviews as technically flawless, but deeply heartfelt and extraordinarily musical. ■

*The author is a computer specialist in the Executive Secretariat.*

## CALENDAR

July 13	WIRED, 50's & 60's pop and rock, R&B, blues, reggae, country, funk and classic rock
July 20	Cello (TBA)
August 3	Natalie Carter, mezzo-soprano
August 17	Pallavi Mahidhara, classical pianist
September 14	Winners of the Young Artists' International Piano Competition
September 28	La Fourza, Clarinet quartet
July-September performances will be held on Wednesdays at 12:30 p.m. in the Exhibit Hall while the Dean Acheson Auditorium is undergoing renovation.	



PHOTOGRAPH: CARYL TRATEN FISHER



# Civil Service Promotions and Career Development

By GERALYNN A. CORTES and PAMELA PARKER

Each year, *State Magazine* publishes statistics on Foreign Service promotions with a brief analysis of those numbers. This article provides similar information about Civil Service promotions.

The Bureau of Human Resources tracks competitive and noncompetitive Civil Service promotions. When employees compete for a position with similarly qualified candidates, they are participating in the competitive promotion process. Noncompetitive, or career-ladder, promotions are based on time in grade, work performance and promotion potential within a position's grade structure. Employees earn non-competitive promotions by demonstrating over time that they are successfully performing at the next highest level. Eligibility is based on their time in grade and performance, as measured in the annual performance rating.

During fiscal year 2004, there were 1,048 Civil Service promotions for career full-time or part-time employees. Promotions through the grade of GS-13 were primarily non-competitive. Promotions above GS-13 were more typically competitive promotions. The table at right summarizes all promotions by grade and shows the percentage of the total that were competitive and noncompetitive.

The bureau's Career Development Division in CSP offers many resources to employees wishing to increase their opportunity for promotion. The division gives advice on career development initiatives, coordinates internal development programs, sponsors leadership and professional development programs and manages the Career Development Resource Center.

The Career Development Resource Center provides comprehensive career development services to Civil Service employees and Foreign Service family members. In confidential sessions, experienced career counselors help employees effectively manage their careers. Employees learn to develop successful job-hunt strategies, prepare resumé and federal applications, hone interviewing skills and build networks. They explore and evaluate skills, interests, values and preferred work situations and plan career steps and goals to make sound career decisions. The center conducts career workshops on a regular basis. The CDRC is located in SA-1, Room L321, Columbia Plaza, 2401 E Street, N.W., Washington, DC 20520. The center is open from 8:30 a.m. to 5:00 p.m., Monday through Friday. For additional information or to schedule an appointment, call (202) 663-3042 or e-mail CDRC@state.gov.

The Upward Mobility Program gives promising employees an opportunity to develop their skills and abilities. Over a six- to twelve-month period, employees advance at an accelerated rate through formal training, developmental activities and on-the-job training assignments. The program waives general and specialized experience (except for positions with a positive education requirement) normally required for

## FY 2004 Civil Service Promotions

	Number of Employees*	Total Promotions by Grade	% of Total That Are Competitive Promotions	% of Total That Are Non-competitive Promotions
GS-15 to ES	585	13	100.0%	0.0%
GS-14 to GS-15	917	37	94.6%	5.4%
GS-13 to GS-14	1,589	79	81.0%	19.0%
<b>Total:</b>	<b>3,091</b>	<b>129</b>	<b>86.8%</b>	<b>13.2%</b>
GS-12 to GS-13	1,057	158	36.7%	63.3%
GS-11 to GS-12	989	202	16.3%	83.7%
GS-10 to GS-11	38	248	9.7%	90.3%
GS-9 to GS-10	685	6	33.3%	66.7%
GS-8 to GS-9	334	172	18.6%	81.4%
GS-7 to GS-8	587	28	71.4%	28.6%
GS-6 to GS-7	182	73	19.2%	80.8%
GS-5 to GS-6	136	29	27.6%	72.4%
GS-4 to GS-5	61	14	35.7%	64.3%
<b>Total:</b>	<b>4,069</b>	<b>930</b>	<b>21.1%</b>	<b>78.9%</b>
<b>Overall Total</b>	<b>7,160</b>	<b>1,059</b>	<b>29.1%</b>	<b>70.9%</b>

\* Represents the number of CS career full- and part-time employees as of October 1, 2003, the beginning of FY-04. These figures do not reflect the number of CS employees that were eligible for promotion.

applicants to qualify for positions based on merit promotion procedures. The program is open to Civil Service employees holding career or career-conditional appointments at grades GS-10 and below. Upward mobility opportunities are advertised on the Department Intranet.

The Civil Service Mentoring Program, a program that fosters participants' career development and growth, is open to all Civil Service employees. Participants and mentors commit to a one-year formal mentoring partnership. With guidance from their mentors, participants develop a written action plan that outlines developmental activities and supports their professional goals. For more information about the mentoring program, visit the "What's Hot" section of the Intranet home page and click on "Civil Service Mentoring '05." ■

*Ms. Cortes is a human resources specialist and Ms. Parker is a management analyst in the Bureau of Human Resources.*

PEOPLE LIKE YOU



*Departing London for an international Boy Scout jamboree in Scotland, T.J. and scout Drew Cipick take time out.*

# SHE'S PREPARED

SCOUT MASTER SPENDS WEEKENDS SHAPING FUTURE LEADERS **BY PAUL KOSCAK**

When Thelma Furlong isn't managing the latest revision of the foreign affairs manual, she's helping to shape future leaders. It's all hands-on and intense instruction—hiking the New Hampshire wilderness, paddling down a remote Canadian river or sometimes visiting the storied city of Edinburgh, Scotland.

For Ms. Furlong—T.J., as she prefers—hiking, canoeing, biking and camping can be a big part of the weekend when you're a Boy Scouts of America scoutmaster. The director of the Office of Directives Management started volunteering as a scout leader when her sons became scouts.

"My husband was in the Navy and was away much of the time," T.J. recalls, "so this was a way for me to be involved with my sons."

Scouting, she says, filled the temporary voids of an absent father by offering her children role models and values.



## PEOPLE LIKE YOU

Meanwhile, T.J. worked her way up the ranks—local scout leader, unit commissioner, area district commissioner, roundtable commissioner and finally district chairman, the highest position in the Baltimore Area Council.

Now, 17 years later, the Annapolis resident is back in her original gig as a scout leader, mentoring young boys by crawling on her belly into caves, climbing telephone poles, rappelling off mountains on a rope or hiking 80 miles with a 50-pound backpack during 10-day wilderness adventures.

But as T.J. explains, all that action is far from just fun in the woods.

“We’re building kids into being good leaders,” she says. “We teach them how to take care of themselves, how to survive. Some don’t even know how to cook, to start a fire or use a knife.”

Beyond the basics, she manages a junior leadership program where the youngsters learn team-building skills, how to take charge, how to deal with difficult people—even how to deal with T.J.

“They’re learning how to work with a woman, and that’s important in preparing for the workplace,” she says. She also relies on her State Department experience to teach civics and current events.

To pay for the numerous trips to the outback, including the coveted World Jamborette in Scotland, her scouts raise money selling crafts, soda and doughnuts at local events



*Trekking the high adventure trail at the Philmont Boy Scout camp in Cimarron, New Mexico.*

and organizing community cleanups. The efforts develop customer-service and business skills as well as valuable lessons in street economics, she said.

Her sons, by the way—now 29 and 23—became Eagle Scouts, the organization’s highest rank. Not to be outdone, the Baltimore Area Council presented the 53-year-old volunteer with the Silver Beaver Award, the Boy Scouts highest recognition for scout leaders. ■

*The author is deputy editor of State Magazine.*



## SCOUTING AROUND

Ins and Outs of the Boy Scouts:

### Scout Oath (or Promise)

On my honor I will do my best  
To do my duty to God and my country  
and to obey the Scout Law;  
To help other people at all times;  
To keep myself physically strong,  
mentally awake, and morally straight.

**Scout Motto**  
Be Prepared

**Scout Slogan**  
Do a Good Turn Daily

## APPOINTMENTS



**Legal Adviser.** John B. Bellinger of Virginia, an attorney who has served in the executive and legislative branches and in private practice, is the new Legal Adviser to the Secretary. He joined the Department in January as senior adviser to the Secretary. Previously, he served with the National Security Council, the Justice Department, the Senate Select

Committee on Intelligence and the Director of Central Intelligence. He is married and has two daughters.

He temporarily left the Foreign Service to be executive director of an international association of young chief executive officers.



**U.S. Ambassador to the Republic of Ecuador.** Linda Jewell of the District of Columbia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Ecuador. Previously, she was deputy assistant secretary in the Bureau of Western Hemisphere Affairs. She was deputy chief of mission in San José

and also served overseas in Jakarta, Mexico City, New Delhi and Warsaw. She is married to retired Foreign Service officer John Walsh and has two children.



**U.S. Ambassador to the Republic of Guatemala.** James M. Derham of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Guatemala. Previously, he was principal deputy assistant secretary in the Bureau of Western Hemisphere Affairs. He was deputy chief of

mission in Mexico and chargé d'affaires and deputy chief of mission in Brazil. He also served in Argentina and Italy.



**Assistant Secretary for Near Eastern Affairs.** C. David Welch of Virginia, a career member of the Senior Foreign Service, class of Career Minister, is the new Assistant Secretary for Near Eastern Affairs. He was U.S. Ambassador to the Arab Republic of Egypt from 2001 to 2005. Previously, he was assistant secretary for International Organization Affairs.

Prior to that, he served as deputy chief of mission and chargé d'affaires in Saudi Arabia and held key positions involved in the Arab-Israeli peace process.



**U.S. Ambassador to the Republic of Panama.** William Alan Eaton of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Panama. Previously, he was assistant secretary for Administration. He has served overseas in Ankara, Milan, Istanbul, Moscow and Georgetown.

## PERSONNEL ACTIONS

### FOREIGN SERVICE RETIREMENTS

Andruch, Dianne M.  
Bustamante, Anna M.  
Cemal, Elizabeth A.  
Corey-Archer, Pamela  
Corsbie, Danny E.  
Leane, Janet M.

Nottingham, Roger C.  
Pons, Robert Walter  
Starke, Kim T.  
Streeter Jr., Alvin Henry  
Swigert, James Webb

### CIVIL SERVICE RETIREMENTS

Berg, John H. R.  
Bryant, Barbara Ann  
De Vivo, Diane I.  
Dougherty, Deborah Mary  
Dunham, Lawrence P.  
Eisenhower, Charles W.  
Ellis, Helen M.  
Getze, Antoinette J.  
Harris, Loretta R.

Hawkins, Anna J.  
Hawkins, Antonia B.  
Hines, Angelique R.  
Isacco, Caroline T.  
Lamar, Mary C.  
McGlathery, Sharron Ann  
Miller, Lynne Ellen  
Murphy, Brian C.  
Murray, Alice L.

Newton, Creola M.  
Pinzow, Frances Lynne  
Richter, Jay Elliot  
Roberts, Rebecca J.  
Tato, John  
Wicart, John C.  
Zobell, Herbert F.



# O B I T U A R I E S



*Roy Gordon Davis*, 65, a retired Foreign and Civil Service officer, died Feb. 10 in Palm Coast, Fla. He served with the U.S. Agency for International Development in Vietnam and with the State Department. He retired in 1997 after a 35-year career. He also served in the Army.



*Gilda Rizzuto Duly*, 95, a retired Foreign Service officer, died March 20 in Clearwater, Fla. Her overseas postings included Algiers, Rangoon, Hong Kong, Trinidad and Saigon. After her retirement in 1960, she moved to Hawaii, where she volunteered at hospitals, started a library and studied haiku.



*Donald R. Dyer*, 86, a retired Department employee, died Feb. 2 of a brain hemorrhage in Chapel Hill, N.C. He served in Rio de Janeiro and traveled to 87 countries as a geographic specialist. After retirement, he wrote two books on Jungian psychology and was an avid gardener.



*Miriam B. "Mimi" Halpine*, 80, wife of retired Foreign Service officer Stuart F. Halpine II, died May 14 of a heart attack and strokes in New Milford, Conn. She accompanied her husband on postings to Asunción, Bogotá, Cali, San Salvador, Brussels, Conakry and Khartoum. After retirement, she was an active member of the New Milford Democratic Town Committee.



*Henry W. Kemp*, 85, a retired Foreign Service officer, died April 22 in Springfield, Va., of Parkinson's disease. He served in the Army before joining the Department in 1956. His overseas postings included Lebanon, Great Britain and France. After retirement he often consulted for the Department and other organizations.

*Thomas E. Macklin*, 69, a retired Foreign Service officer, died May 5. His overseas postings included the Netherlands, Barbados, Vietnam, Israel, the Soviet Union, Italy and Austria. After his retirement in 1997, he consulted for the Department, pursued his interest in the Civil War and collected World War II maps and original art.



*Elziná N. Mathews*, 78, wife of retired Foreign Service officer Gerald S. Mathews, died April 7 in Chula Vista, Calif., of complications from cancer. She was a Foreign Service national employee in Rio de Janeiro before accompanying her husband to postings in Curaçao, Manila, Douala, Asmara, Surabaya, Tehran and Tijuana.

*John C. Pritzlaff*, 80, died May 2 in Santa Barbara, Calif., of a blood disorder. He was ambassador to Malta from 1969 to 1972. Before and after his State Department career, he served as a state representative and state senator in Arizona. He served in the Army during World War II.



*Olof E. Saline*, 74, a retired Department employee, died April 17 in Orange, Calif. In addition to Washington, he served in El Paso, San Francisco, Los Angeles and New York. He retired in 1982.



*Frank E. Schmelzer*, 77, a retired Foreign Service officer, died April 27 of brain cancer. He served in the Army and joined the Department in 1952. His overseas postings included Afghanistan, Hong Kong, Germany and Vietnam. After retirement, he worked in the Freedom of Information Act office for 25 years. He also studied composition at American University and composed symphonies, quartets and piano music that was recorded by the London Symphony Orchestra and other professional groups.

## O B I T U A R I E S



*Eugene T. Sheehan*, 83, a retired Civil Service officer, died Dec. 30, 2003, in Fairfax, Va. He served in the Army during World War II with the group of cryptographers that broke the Japanese code. After retiring from the Department in 1985, he enjoyed music, fishing, playing cards and traveling.



*Donald S. Spigler*, 91, a retired Foreign Service officer, died March 17 in Washington, D.C. He served in the Army during World War II. His overseas postings included France, Italy, Germany, Yugoslavia, Austria, Sierra Leone and South Africa. After retiring in 1973, he moved to Florida and was mayor of South Palm Beach for nine years.



*Peter J. Skoufis*, 86, a retired Foreign Service officer, died March 28 in Washington, D.C., of pneumonia and complications from Alzheimer's disease. He served with the Army Air Corps during World War II. His overseas postings included Pretoria, the Hague, Paris and London. After retirement, he served as assistant director general of the United Nations' Food and Agricultural Organization.



*Eleanor D. Tragen*, 83, wife of retired Foreign Service officer Irving G. Tragen, died April 15 in San Diego, Calif. She accompanied her husband on assignments to Mexico, El Salvador, Chile, Peru, Venezuela, Bolivia, Guatemala and Panama. She was active in the American Association of Foreign Service Wives and collected Latin American folk art, which is now displayed in a gallery named in her honor in the Museo de las Americas in Denver.



*William L. Spicer*, 86, a retired Foreign Service officer, died March 14 in Spokane, Wash. He served in the Navy during World War II. He negotiated purchases, sales and leases of Department properties around the world. He retired in 1976.

## IN THE EVENT OF DEATH

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4502.

Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.



# LYING IN STATE: BRAIN STORM WARNING

OKAY, EVERYBODY, I KNOW I'M NEW HERE AT POST, BUT THE AMBASSADOR HAS ASKED FOR NEW IDEAS TO...  
WON'T WORK.

WE TRIED SOMETHING NEW ONCE - STILL GETTING OVER THE ANGER AND RECRIMINATIONS, LOSS OF SELF-ESTEEM - AND HAIR...  
WHEN WAS THIS?  
OH, THE HAIR...

WELL, TO FULLY UNDERSTAND HOW WE GOT TO WHERE WE ARE TODAY, WE REALLY NEED TO GO BACK TO THE WANING DAYS OF THE OTTOMAN EMPIRE...

SO MAYBE BEFORE WE START A NEW INITIATIVE, WE SHOULD PREPARE A BRIEF SUMMARY OF WHAT WE'RE ALREADY DOING.

THERE WAS SUCH A SUMMARY ONCE, BUT WRATHFUL APES STORMED OUR OFFICES AND TOOK IT. NOW IT IS THE SOLE PROPERTY OF THE MONKEY KING, AND ANY WHO SEE IT MUST DIE.

LONG AGO, EVEN BEFORE JELLO...

THAT'S TRUE.

SO LET ME BE SURE I UNDERSTAND: WE CAN'T PROVIDE ANY USEFUL INFORMATION ON WHAT WE'RE DOING, BUT CHANGE IS IMPOSSIBLE.

FEARED. I WOULD SAY CHANGE IS FEARED.  
THAT'S TRUE. IT IS.

I THINK THAT WENT WELL.

WOULD HAVE BEEN NICER IF HE HADN'T STARTED CRYING...

THEY ALWAYS CRY AT FIRST...

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