

U.S. DEPARTMENT OF STATE

STATE

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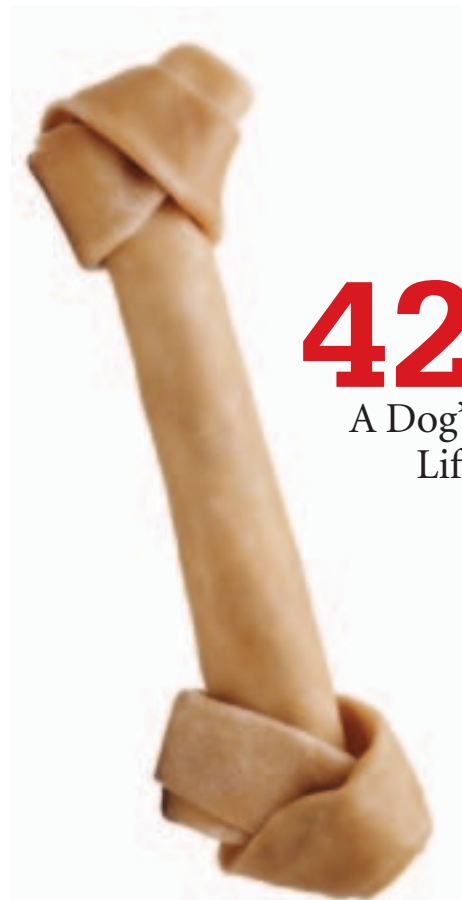
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This tiny island sits in Micronesia's Chuuk Lagoon, a base for the Japanese fleet in World War II.

Photograph by Getty Images

Office of Resource Management And Organizational Analysis

How are promotion numbers for the Foreign Service determined? How do we know how many new positions to request from Congress? By what means do we manage the more than 20,000 Foreign and Civil Service positions in the United States and overseas? HR's Office of Resource Management and Organizational Analysis answers these questions, and more.

Led by Phil Lussier, the office is charged with three principal functions: work force planning, position management, and compensation and FS classification. While these issues are somewhat technical, they relate directly to issues that affect you personally.

To begin, some of you will ask what "work force planning" actually is and what it means for the Department. Fair question. In essence, RMA analyzes complex data and makes recommendations about how many employees, with which skills and abilities, the Department will need in the near and long term. The Department's mission and goals, as defined by the Secretary, inform the process.

RMA also provides senior management with a wide variety of interpretative studies that help us manage Foreign and Civil Service employees in a more informed way. RMA worked closely, for instance, with Career Development and Assignments and my office in planning for the FS mid-level position freezes we were compelled to institute for the 2008 and 2009 FS assignment cycles due to our serious staffing shortage. It also analyzes attrition, advancement and hiring data so that it can advise me on the numbers to be allotted to each FS Selection Board.

More broadly, RMA prepares an annual report on the Department's future need for CS and FS supervisory positions. I use this to ensure that our hiring plans have adequate employees to fill these jobs.

One of the biggest management challenges facing the Department each year is explaining and defending to the Office of Management and Budget and Congress the

Department's need for additional positions. Here, the work of Resource Management and Organizational Analysis and the Bureau of Resource Management's Office of Budget Planning is vital. Their detailed joint analysis underpins decisions made by senior management and the Secretary and makes the case.

I think that almost all of you are already aware that, in spite of repeated requests by the Administration from fiscal year 2004 on for funding for new Department positions, we received no increase (except for consular and security) until the Department of Defense Emergency Supplemental Appropriations Act for FY 2008 appropriated funds for 138 positions. We have requested funding to hire nearly 1,500 additional FS and CS positions for FY 2009, and we know the Administration stands strongly behind this request. We hope Congress will support it, as well.

Looking at the budget from a different angle, RMA works with RM/BP to ensure the Department does not exceed the funding available for hiring and paying employees. In this role, I hope bureaus see RMA more as a "good cop" than a "bad cop." RMA goes out of its way to cooperate and find solutions for bureaus to meet their HR needs.

With regard to its third mandate, RMA is directly responsible for the bread and butter issues of calculating how much FS, CS, Senior Foreign Service and Senior Executive Service employees are paid. It ensures that these groups are compensated accurately, as required by law, including by our Senior Pay for Performance system. RMA also originates the annual CS and FS wallet-sized pay cards, which show the salary levels for each grade and step and have been popular with employees.

RMA handles other compensation issues that affect most of you. Questions concerning overtime pay, premium pay caps and comp time for travel, for instance, are initially routed to this office. It makes recommendations to me about what decisions to



make in these areas. The applicable laws and regulations are very complicated, and we are lucky in having some real experts whose advice helps me make the best and most informed decisions possible.

Last but not least, RMA is responsible for determining the proper grade for every FS position overseas. Until last year, there had not been a thorough review of grades tied to conal/skill responsibilities for more than 20 years. RMA has begun such a review, and a number of overseas employees have met with RMA representatives as they visited posts to conduct the requisite surveys.

We anticipate that this project will be completed this year and will result in some changes in position ranks overseas. In most cases, changes will be incremental, will be made in advance of the next assignment season and will not affect incumbents.

In HR, we want to serve you efficiently and well. If you want to learn more about RMA, please visit: <http://hrweb.hr.state.gov/prd/hrweb/rma/Index.cfm>.

If you have any general comments or suggestions, please feel free to send them to me via unclassified e-mail at DG Direct. ■

news

Restoring Tree Lines in Managua

As posts celebrate Earth Day this month, many will plant trees, often in projects that engage the host nation. However, the U.S. Embassy in Managua, Nicaragua, may have set the tree-planting standard—last June it planted more than 4,500 trees involving 15 native species.

The embassy's reforestation effort began with a ceremony involving then-Ambassador Paul Trivelli, Managua's Vice Mayor Felipe Neri Leiva Orochena and Nicaragua's Vice Minister for the Environment Roberto Araquistain. The ceremony roughly coincided with the United Nations' World Environment Day and the launch of Nicaragua's National Reforestation Crusade. The city of Managua's municipal nursery donated 2,000 trees for the event.

Speaking at the ceremony, Ambassador Trivelli said Nicaragua has the highest levels of deforestation in Central America. The country lost nearly 20 percent of its forests between 1990 and 2005, largely due to the expansion of its livestock and agricultural frontier. In addition, Hurricane Felix destroyed nearly 1.5 million hectares of Atlantic rainforest in September 2007.

Nonetheless, he stressed, Nicaragua harbors tremendous biodiversity, including more than 2,000 species of trees—trees that are key to ecological and economic land restoration. Reforestation with native tree species provides such environmental benefits as animal habitat, watershed protection and erosion control. Trees also remove carbon dioxide from the air, which makes them

inexpensive tools to combat global warming.

The reforestation project was initiated by Kevyn Wightman, an American forestry expert resident in Nicaragua who worked as landscape consultant for the construction of the embassy's new compound.

The 4,500 trees were planted across the largely treeless sides of an extinct volcano near the 63-acre site of the new embassy. Over the years, these areas had been burned, pastured and even mined for rock, leaving the soil degraded and vulnerable to erosion. However, trees grow quickly in the tropics, and a grass known as the "the soil nail" for its ability to hold soil in place was planted across the land's contours. The new trees symbolize shelter, persistence, renewal, wisdom and hope.



Department Achieves CFC Goal

The Department has met its goal of raising \$2.195 million for the 2008 Combined Federal Campaign, according to Shelly Kornegay, the Department's campaign coordinator.

As of February, Department employees had given \$2,195,973. This reflected a 21 percent participation rate, about the same as that of the 2007 campaign. The 3,745 donors gave an average of \$586 per person;

they were able to direct donations to one or more of approximately 4,000 charities.

The Department also met the target in the 2007 campaign. The Department met its goal even after giving ended on Jan. 31 because

donations continue to arrive in Washington, D.C., from overseas posts, said Kornegay of the Office of Employee Relations.

In the 2008 campaign, several Department units exceeded their goals by at least 20 percent, including the Foreign Service Institute and the bureaus of International Organization Affairs and South and Central Asian Affairs, which was at least 159 percent beyond its goal. The Bureau of Information Resource Management was at least

17 percent over its goal—and it raised \$119,210. Several bureaus will get the President's Award from the organization running the regional campaign. Among those receiving the award, given for achieving 75 percent employee participation or a \$275 per capita gift, are the bureaus of Population, Refugees and Migration; and East Asian and Pacific Affairs.

The Department's campaign did well in an otherwise economically down year because some bureaus had active campaign coordinators, Kornegay said, pointing in particular to Frances O. Waller, a first-time coordinator in the Bureau of Administration.

"She just went above and beyond in her efforts," Kornegay said.

Waller, who handles Foreign Service staffing for the bureau's Executive Office, attributed her success to being a "very people-oriented person—and I love to help people in need."

Kornegay said the Department's 2008 campaign had fewer group-giving activities than the 2007 campaign. One group activity occurred in the halls of the Office of Resource Management and Organizational Analysis, where 45 participants played mini-golf at six "holes" designed as world locales, such as the polar region. The event raised \$200.



Cassandra Zemel, a program analyst in the Office of Resource Management and Organizational Analysis, tees off on the mini-golf event's first hole, where she had to knock the ball through the small mouth of a red "fish" the size of a basketball backboard.



Assistant General Services Officer Kristin Rockwood, far right, of the U.S. Embassy in Amman, provides clients with travel arrangements.

U.S. Missions Help Americans Leave Gaza

U.S. embassies in Amman, Cairo and Tel Aviv and the U.S. Consulate General in Jerusalem coordinated the departure of hundreds of American citizens and third-country nationals from Gaza recently. The U.S. Embassy in Tel Aviv and the Consulate General in Jerusalem coordinated with the various missions, the govern-

ment of Israel and the departees to arrange travel through Israel into Jordan. The Americans and their family members were met at the Israeli-Jordanian border by officials from the U.S. Embassy in Amman. A smaller departure also took place through Gaza to Cairo.

The U.S. Embassy in Amman received 127 Americans and

family members. Its consular section closed to the public and set up a processing center in the embassy auditorium to prepare the citizens for onward travel to the United States. The center renewed passports, arranged for humanitarian parole paperwork, took photos and sorted out visa issues. The entire consular section

was involved, and several embassy staff members were deputized as consular officers for a day. The embassy community donated toys and food to the citizens.

“It was a great day for Consular Affairs—this is more or less why we’re all in the business,” said Rena Bitter, consul at the U.S. Embassy in Amman.

Conference Teaches Diplomacy—From the Master

A group of 250 college and high school students, as well as teachers and State Department staff, filled Main State’s George C. Marshall Center in late February for a conference on the former Secretary of State for whom the center is named. Titled “George C. Marshall: The Citizen as Diplomat,” the conference was sponsored by the U.S. Diplomacy Center and the George C. Marshall Foundation.

U.S. Diplomacy Center Director Stephen Estrada said that, as part of the center’s mission “to promote an understanding of diplomacy and inspire future leaders, we encouraged discussions among students, teachers, scholars and practicing diplomats about the ways the Marshall Plan involved citizens to help rebuild Europe after World War II.”

One aspect of the Marshall Plan involved citizen exchanges. From 1947 to 1951, U.S. citizens became informal diplomats and helped the Marshall Plan succeed. A legacy of this is the exchange programs and international cooperatives that promote citizen involvement in diplomacy and expanded the role of diplomat beyond federal employees, said Priscilla Linn, a curator at the U.S. Diplomacy Center.

Lauren Judith Krizner, the Diplomacy Center’s education specialist, said that in planning the conference she asked herself how the conference could best help citizens prepare to carry on the role of citizen diplomat and how Marshall Plan programs can teach citizens to better engage in global issues today.

Ambassador John K. Menzies delivered the conference’s keynote speech on “Opportunities for Citizen Diplomacy Today,” and historian Dr. Jacqueline McGlade spoke on “The Citizen Diplomat and the Marshall Plan.” A panel discussion involved representatives from the German Marshall Fund, Mercy Corps and Business for Diplomatic Action, among others.

The conference also featured workshops where students spoke with diplomats on such topics as humanitarian responses to world crises and trade and consumerism. Students also engaged in two role-playing simulations, one where they negotiated an agreement on passing the Marshall Plan and the other aimed at gaining an agreement to end the turmoil in Darfur.

GFS Receives ISO 9001 Certification

The Bureau of Resource Management's Global Financial Services organization was certified as meeting the International Standards Organization's ISO 9001 standard for quality in January. Global Financial Services, which provides the Department and its agency customers with global compensation, core accounting and disbursing services, received the certification for having the policies, practices and procedures to ensure consistent quality operations.

"This is a remarkable achievement, demonstrating just how far we have come in the last decade in standardizing and consolidating our corporate financial operations," said Under Secretary for Management Patrick Kennedy. As assistant secretary for Administration, Kennedy played a central role in expanding the Charleston Financial Center in the 1990s.

Over the past 18 years, 21 of the Depart-

ment's financial management centers around the globe have been consolidated into a single financial services organization that now provides nearly round-the-clock financial services, using one integrated system.

The journey to ISO certification began a few years ago when Global Financial Services set out to standardize and document the complex overseas and domestic financial operations that had been moved to Charleston, S.C., from Washington, D.C., and Paris. Now, nine core standard operating procedures support more than 500 detailed work instructions and 80 key performance metrics that are reviewed monthly by the group's senior management.

Deputy Assistant Secretary for Global Financial Services Jim Millette said the organization has focused on making ISO more than a label by making it practical and incorporating an ISO 9001-based quality

management program into daily operations. The certification, he believes, tells customers that the organization is dedicated to providing quality first-class financial services and continuous improvement.

He said the organization's next challenge will be to extend its ISO 9001 standards and quality management system to its center in Bangkok, Thailand, establishing standard operating procedures, work instructions and performance metrics between its Charleston and Bangkok locations.

Global Financial Services operations are headquartered in Charleston and an integrated Financial Service Center is in Bangkok. Small support offices are in Paris and Washington, D.C. The organization has more than 700 Civil Service, Foreign Service, Foreign Service National and contractor employees.

OFFICE MANAGEMENT SPECIALISTS REACH OUT TO OAS PEERS

In December, the U.S. Mission to the Organization of American States, headed by Ambassador Hector E. Morales Jr., sponsored an outreach to other missions of the organization assigned to Washington. The initiative was the first time senior office management specialists from these missions came together to develop and deepen contacts.

Ardis Ward-Stott, senior office management specialist to Ambassador Morales, conceived and organized the event, which involved 16 office management specialists from 12 foreign missions. The missions were Barbados, Bolivia, Brazil, Canada, Chile, El Salvador, Grenada, Honduras, Peru, Saint Lucia, Spain and Uruguay.

The event marked the specialists' first visit to the Department, where they toured the historic Diplomatic Reception Rooms and attended a holiday reception in the U.S. Mission's office.



Ambassador Hector Morales poses with office management specialists from OAS missions.



Among the award recipients were, from left, Assistant Regional Security Officer Alan Chipman, Deputy Regional Security Officer Mark Conord, Assistant Regional Security Officer Angel Roldan, Assistant Regional Security Officer Lee Rowland and Senior Deputy Regional Security Officer Fred Ketchem.

Award Honors RSO First Responders

When more than 100 rockets were launched into Baghdad's International Zone in March 2008, five people were killed, including two mission staff members, and more than 30 were wounded. It was the deadliest rocket bombardment in the history of the U.S. Embassy in Baghdad.

The embassy regional security office provided the emergency response. Day after day, its personnel, aided by the Marine Security Force, rushed to the scene of rocket impacts, fires and calls for assistance. At impact sites, security office first responders searched for victims and provided aid. This meant security office personnel and Marines were often under continuing, heavy fire.

The actions of the first responders were so inspirational that their courage and selfless devotion to duty have since been recognized with the Department's Award for Heroism.

At the scenes of destruction and suffering, the first responders performed first aid and summoned additional medical assistance.

In two cases, their efforts were hampered by major building fires started by the shelling.

When the first responders arrived at damaged residential trailers, they searched for victims and inspected nearby trailers for shrapnel damage. If damage was found, the security office teams entered the trailer to look for victims.

The security office teams and Marines also took control of what were often chaotic situations, cordoning off damaged areas and leading the uninjured to safety. They often did this 10 or 15 minutes before military police, explosive ordnance teams or firefighters arrived.

The first responders' award citation lauds them for their "disregard for personal safety and under heavy fire... [assisting] during 56 separate rocket attacks that killed five and injured 39.

"Their actions were selfless, valorous and in keeping with the highest standards of the Diplomatic Security Service and Department of State."

HR Plans Evacuation System Training

The Department's streamlined emergency and planning tool, the Evacuation Management System, provides several benefits for crisis management and planning. Bureaus and offices can use the system to obtain emergency contact information for American personnel and dependents at posts overseas. They can also use it to track arrival/departure status during a crisis, create and print multiple travel authorization documents and flag American employees' alternate locations and status when at post and away from post.

The Evacuation Management System can be accessed at post and in Washington, D.C., so that in a draw-down or departure, all managers will have access to the same near-real-time information. The system has already supported departures in Jamaica, Chad, Serbia and Georgia.

The Bureau of Human Resources will hold several training classes on the system this year in Washington. Posts' management officers, community liaison officers, emergency action committee members and anyone supporting departure functions at post are encouraged to attend. The training includes hands-on exercises.

The Evacuation Management System can be accessed by authorized users through HR Online's "HR Applications" drop-down menu. Access request forms and training information are available through INet and by referencing ALDAC, 08 STATE 114977. Contact HROverseasApps@state.gov for more information.





Secretary Clinton Holds First Town Hall Meeting

Secretary of State Hillary Clinton in January used a jammed town hall meeting in the Dean Acheson Auditorium to answer more than a dozen questions from employees. She also urged staff to submit ideas and suggestions about how to make the Department better via a new Web site, the Sounding Board, on the Department's Intranet at <http://soundingboard.state.gov>.

She said she envisions the Department taking up more of the diplomatic tasks assumed in recent years by the Department of Defense, but emphasized that the Department needs additional funding to undertake that work. Noting that on-site military commanders often have considerable discretionary spending authority, she said it was wrong that, by contrast, America's diplomats sometimes "have to spend days requisitioning \$10 to plan to build a school."

She said the Department of Homeland Security is the "new kid on the block" among agencies at post "with the fastest growth curve of any kid I've ever seen." The growth of that and other agencies at post, she continued, means embassies must coordinate like never before.

Asked how the Department will

cover staffing gaps created at other posts by the growth of the U.S. Embassy in Baghdad, she said gaining the funding to hire additional officers is "an incredibly critical priority."

Responding to another questioner's concern about what he called the Department's unequal protection for same-sex partners, Secretary Clinton said she shares this concern and has requested a staff review of Department policies and regulations, "and a strategy for making effective changes."

Asked if the Department should stop using private security contractors entirely, she noted that the Department ended the Blackwater contract in Iraq, but because of the pending drawdown in U.S. troop levels there she doubts the Department will ban the use of security contractors.

In response to an online question, she said the Department has "barely scratched the surface as to what we can use to communicate with people around the world." The questioner, Ed Gagliardi at the U.S. Embassy in Mexico City, said a mission employee once used Facebook to disprove the claims on a visa applicant's form, and Secretary Clinton responded with support. She said that Facebook is a "great example" of how we can be "smarter about using technology."

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Ed Warner
Deputy Editor

Bill Palmer
Writer/Editor

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Art Director

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Environmental Notes

State Magazine is printed in the USA using soy-based inks on recycled paper that contains 10% post-consumer waste and is SFI-certified.



Department's Hidden Treasure: Employee Affinity Groups

Diversity Best Practices estimates that 90 percent of Fortune 500 companies have, or soon will have, employee affinity groups, considered an industry best practice by Diversity Inc. Organizations are effectively using affinity groups as vehicles to improve the work environment by boosting employee morale, increasing cross-cultural awareness and creating an inclusive work environment.

The Office of Civil Rights has recently initiated a strategy for re-energizing Department of State employee affinity groups. We believe affinity groups can help advance the objectives and goals of the Department and encourage employees to reach their full potential.

For affinity groups to be successful, it is imperative to have top-down support. During her second week on the job, Secretary of State Hillary Rodham Clinton met with the presidents of 10 Department employee affinity groups. The Secretary listened intently as each person gave a synopsis of the purpose of his/her group and shared a few major concerns of their constituencies. Secretary Clinton agreed that diversity initiatives are important and pledged to have continuing dialogue.

To further strengthen and utilize the employee affinity groups, the Office of Civil Rights established a leadership liaison for each group. Leadership liaisons are senior executives who are paired with and facilitate communications with each employee affinity group. The liaisons provide advice and ideas about how the groups can work to improve agency operations and find ways to communicate the groups' views at leadership and management meetings. While they are not advocates for their paired affinity

groups, they are expected to share findings regarding their group's constituency with other executives and to learn about the constituency's issues and concerns.

The Office of Civil Rights recognizes the following employee affinity groups, which are open to all Department of State employees who have an interest in the group:

AAFAA (Asian American Foreign Affairs Association): To represent the concerns of Asian American workers at the Department, both Civil Service and Foreign Service.

CTRBIG (Carl T. Rowan Chapter of Blacks in Government): To advocate for equal opportunity for black Department employees, provide a nonpartisan platform on major issues that affect blacks in government and facilitate alliances.

DAG (Disability Action Group): To increase the presence of disabled workers at the Department and to improve work-life for current disabled employees.

EW@S (Executive Women at State): To help the advancement of senior women at the Department, to mentor younger women, to advocate for issues of interest and to inspire and uplift women in the work force.

FACBIG (Foreign Affairs Chapter of Blacks in Government): To advocate equal opportunity for and to promote professionalism among blacks in government.

GLIFAA (Gays and Lesbians in Foreign Affairs Agencies): To support and to promote equal treatment of lesbian, gay, bisexual and transgender employees in foreign affairs agencies.

HECFAA (Hispanic Employees Council of Foreign Affairs Agencies): To advocate for, to represent and to encourage the growth of the Hispanic population at the Department.



PMFAC (Presidential Management Fellowship Advisory Council): To support the administration of this program, to promote opportunities for current and former fellows and to enhance the professional network of its members.

TLG (Thursday Luncheon Group): To promote minorities in the formulation, articulation and implementation of U.S. foreign policy within the foreign affairs arena.

YPRO (Young Professionals Society): To provide social and professional networking opportunities and activities for all Department employees, with a focus on early and mid-career level employees.

The Office of Civil Rights supports the right of all employees to join one or more of the employee affinity groups of their choosing. For further information contact the Office of Civil Rights at (202) 627-9295. ■



Jennifer Donnelly was expecting a baby and wanted to switch to part-time employment, but management wouldn't agree—they needed full coverage for her position in the Office to Monitor and Combat Trafficking in Persons.

Then, as luck would have it, she ran into fellow Foreign Affairs Officer Amy Rofman in her apartment building. Rofman also lived there, was also pregnant, worked at a similar pay grade—and was hoping to reduce her hours.

With the permission of Donnelly's boss, who already knew Rofman from her work on the Russia desk, the pair became members of a most exclusive club, Department employees who share jobs. Less than a dozen employees job-share, according to the Bureau of Human Resources, although the Department endorses the practice.

Donnelly and Rofman split their job's 40-hour work week equally, and they say it works because they are flexible, communicative people who want each other to succeed. If one were competitive or didn't support the other, they note, that would wreck it for both. Rofman, of course, had to leave her job with the Bureau of European and Eurasian Affairs to take the shared position, but she said her management there was "very nice and understanding about my situation."

Mark Taylor, who supervises the Donnelly-Rofman team, said he interviewed both partners before approving the transition, and "They convinced me—they had the right spirit." In evaluating whether to permit job-sharing, he said managers should consider whether the prospective partners have similar styles and engage in open and frequent dialogue.

"Jen and Amy are constantly comparing notes," he said.

Taylor, senior coordinator for reports and political affairs, said he makes an effort to ensure that any e-mails sent to one are copied to the other.

Double Teaming

THOUGH LITTLE USED, JOB-SHARING SHOWS POTENTIAL /// **BY ED WARNER**



Though the practice has been permitted since 1991, job-sharing is not widely practiced at the Department. In December, the Bureau of Human Resources launched a job-share listserv, a bulletin board on the Intranet where employees interested in job-sharing can network. To participate, visit <http://lmlist.state.gov/scripts/wa.exe?A0=JOBSHARING> and click on “Join JOBSHARING” under the options.

Since its launch, the listserv has carried only a handful of requests and few replies. One reason may be that becoming part of a shared job may require someone to give up his or her current job and that’s unattractive if the shared job is at less pay or involves too few hours to be financially viable.

Losing a valuable employee to a shared job can be bad news for a manager, too. “If an employee is good, all managers are likely to be sorry to lose him or her, but most managers understand that employees need to choose the work situations that suit them best,” said Martha Netherton, a program specialist in the bureau’s Office of Employee Relations.

What makes job-sharing attractive is that it may be the only way for some employees to gain part-time status, which many managers will not support unless the employee finds someone to cover his or her hours away from the office. Rofman said she knows of a desk officer who can’t get permission to go part-time and has informally sought someone with whom to share her job.

Opposite page: From left, Amy Rofman and Jennifer Donnelly show they are of one mind when it comes to their shared job. **Left:** Martha Netherton, a program specialist in the Office of Employee Relations, provides guidance on the Department’s alternate work schedules, including job sharing.

The guidelines for a job-sharing arrangement are posted at <http://hrweb.hr.state.gov/prd/hrweb/er/employment/wf/share.cfm>. They note that each partner in the arrangement must work from 16 to 32 hours per week and that sharers receive the same benefits as part-time employees. The practice is open to Civil Service and Foreign Service employees on a domestic assignment but not members of the Senior Executive Service or Senior Foreign Service. Sharers are appraised by their managers individually, not as a team.

The guidelines describe the process for setting up a job-share and explain which offices are responsible for the administrative and funding changes. If a job-share doesn’t change the responsibilities of a position, gaining its approval may be as simple—or hard—as gaining agreement from the prospective sharer’s manager, who must also approve the job-sharing partner.

When the shared job requires a revised position description, the drafting and classification process may cause delays, Netherton said. Yet Netherton said the biggest roadblock isn’t the time needed for approvals so much as it is finding the right someone who will switch to working part-time and has the appropriate skills and temperament to share the position. This view is substantiated by most of the people who posted job-sharing offers on the listserv in the first month after it opened. Neither of the two contacted said their search was productive. One termed the experience “not positive.”

To expand the listserv’s utility, the bureau hopes to give listserv access to employees’ family members who are eligible for Civil Service positions. Netherton said job-sharing is already widely used by family members serving on family member appointments at posts overseas. The community liaison office coordinator’s job is often split, for instance.

One hopeful sign: Recently, the Bureau of Intelligence and Research posted a job announcement for a position where the new hire would work part-time alongside the job’s current employee—a job to be shared from the start.

The announcement closed in February, and at that point the bureau did not know if it received any qualified applicants. ■

The author is deputy editor of State Magazine.

State's Cleaner Slate

Though some say “It’s not easy being green,” this month’s issue, which takes its theme from Earth Day on April 22, takes the view that the Department and its employees have many reasons and ways to be environmentally responsible—being green, if not easy, is at least sensible and attractive. For instance, one story from our special “green section” discusses how U.S. embassies use environmentally sound ideas to save operating costs and present themselves as examples of environmentalism. Another tells of how employees who bicycle to work at Main State save money, sometimes have faster commutes than drivers and improve their health. A third story notes this magazine’s efforts to implement environmentalism, such as using petroleum-free inks for printing. Finally, we report on how the Department is promoting access to clean, safe drinking water—an increasingly scarce commodity at a time when global climate changes may be increasing droughts and desertification.



Building Green Embassies

BUREAU STRESSES ENVIRONMENTAL STEWARDSHIP
BY DONNA MCINTIRE AND MELANIE BERKEMEYER

Almost 40 years after the first Earth Day, the Bureau of Overseas Buildings Operations increasingly incorporates environmentally responsible “green” technologies into the Department’s facilities overseas. This is especially important because U.S. embassies and consulates represent much more than diplomacy to their host nations—they are icons of American values. Therefore, the bureau has established a “Green Team” to ensure these buildings embody the U.S. commitment to global environmental stewardship.

The Green Team is composed of technical experts who work to incorporate energy- and water-saving technologies, improve indoor air quality and specify environmentally sustainable materials in the Department’s overseas facilities. As a result, there are magnetic-levitation chillers cooling the U.S. Embassy

in Tokyo, photovoltaic panels producing electricity for the U.S. Embassy in Geneva, co-generation systems saving energy for the U.S. Embassy in Stockholm and rainwater harvesting being designed for the U.S. Embassy in Freetown.

In 2008, the U.S. Green Building Council awarded the bureau a Leadership in Energy and Environmental Design—LEED—certification for the new compound of the U.S. Embassy in Panama City, the second time a new embassy compound has received this distinction. The nine-year-old rating system grades projects’ sustainability based on their energy use, water efficiency, indoor air quality and other factors. LEED certification has quickly become a coveted status symbol, a label of environmental consciousness and environmental responsibility. To formalize OBO’s participation in the rating system, the bureau’s

director, Richard Shinnick, has required every future new compound to earn LEED certification.

Contracting for Efficiency

The Department further advanced the importance of sustainability when Under Secretary for Management Patrick Kennedy participated in signing a memorandum of understanding with the Department of Energy. The agreement outlined a framework for cooperation on improvements in environmental, energy and transportation management at U.S. missions overseas.

The agreement expands the use of third-party Energy Savings Performance Contracts, which are used to audit, assess and implement sustainable technologies and energy measures in existing buildings. This contracting method enables

federal agencies to finance facility efficiency upgrades through the energy cost savings of the project. The bureau has used this type of contract with five projects and is compiling a list of other posts that could benefit.

On another front, U.S. Ambassador to Sweden Michael M. Woods launched a movement to support the goals of eco-diplomacy by establishing the League of Green U.S. Embassies. The 30 embassies in the league have committed to adopting environmentally responsible practices.

To assist the league and overseas posts in going green, the Green Team recently published the *Green Guide for Embassy and Consulate Operations*. This 150-page document assists posts in implementing the best practices for increasing efficiency, reducing consumption and demonstrating U.S. dedication to conservation

Dark blue photovoltaic cells generate power from sunlight, helping supply the U.S. Embassy in Geneva's electrical needs.



through high-performance operations. The guide provides mission-specific tips for systems such as lighting, irrigation and fleet management. The guide and additional information on the league are at <http://obo.state.gov/greenpage>.

Paramount Importance

At a time of roller-coaster energy costs and the depletion of natural resources such as freshwater, conservation is of paramount importance to U.S. facilities. The recently enacted Energy Independence and Secu-

rity Act increased this relevance when it reclassified energy and water as national security issues and required aggressive targets for achieving sustainability in federal buildings.

To meet these and other federal targets, the Green Team produced a report, *Sustainability Data: Collection, Storage and Reporting*, identifying benchmarks and baselines for facility conditions and utility consumption. The report is updated via the Internet and is used to prioritize OBO's capital appropriations for energy- and water-related projects. The

report systematically prioritizes a post's utility usage and cost and is being used to produce a list of the top 20 posts for future energy and sustainable projects.

The Green Team has also produced technical studies and reports that provide guidelines for feasibility and implementation of such green technologies as metering, photovoltaics, wind power, water resources, vegetated roofs and lighting at posts worldwide.

The Green Team is working to achieve climate-neutral operations, which is helping to put U.S. diplomacy on a firmer

foundation for conversations about climate change, global warming and carbon offsets. Thus, the actions of the Green Team and the League of Green U.S. Embassies will promote dialog with local and host-nation governments about the importance of the environment, creating international models of sustainability as solid platforms for eco-diplomacy by greening U.S. embassies and consulates.

The authors are OBO architects with the Office of Design and Engineering's Architectural Division and members of the Green Team.

Water World

BUREAU EXPANDS EFFORT TO PROMOTE SAFE DRINKING WATER///BY **DANO WILUSZ**

Few problems transcend political and socio-economic boundaries like the global scourges of contaminated water and poor sanitation. More than 2.5 billion people lack access to clean water or sanitation, and more than 3 million people die of waterborne diseases every

year. The global community recognized the importance of clean water when the United Nations adopted the Millennium Development Goal of halving by 2015 the proportion of people who cannot reach or afford safe drinking water. The problem's size and scope present

a huge opportunity for the United States to support water and sanitation projects that will encourage development and build goodwill.

With this in mind, the Bureau of Oceans and International Environmental and Scientific Affairs is launching two new

initiatives this year to address the water and sanitation gap. First, the Ambassador's Water, Sanitation and Hygiene in Schools Initiative will partner up to 20 embassies worldwide with a bureau-funded non-governmental organization. Each embassy will work with

Residents collect water from a river in Mozambique.





In the wake of a disaster, youths gather to get water provided with public and private support in Sri Lanka.

kinds of investments the United States will make to address water and sanitation challenges, and have developed strategies that identify region-specific goals, approaches and outcomes.”

Solid Results

As a result, the U.S. government provided nearly 2 million people with first-time access to an improved drinking water source and more than 1.5 million people with improved sanitation in 2007, he said.

The mission of providing safe drinking water is urgent and key to the bureau’s strategy for supporting sustainable global development. All trends indicate that clean water is becoming increasingly scarce as the world’s population rises, the demand for food and energy grows, pollution increases and climate change becomes more pronounced. For instance, chronic flooding in the Greater Horn region of Africa, which experiences cycles of extreme drought and floods, exemplifies how these issues will challenge U.S. policies to promote good health, economic development and peace and security.

“By building awareness and capacity through these programs today,” said Ambassador Reno L. Harnish, the bureau’s acting assistant secretary, “we can help to prevent a global water crisis tomorrow.”

The author is a foreign affairs officer in the Bureau of Oceans and International Environmental and Scientific Affairs.

its nongovernment partner to implement and publicize a project that provides latrines, hand-washing stations and hygiene education to a school in its region. More than 40 posts have already expressed interest, and activities are scheduled to begin in May.

The bureau established the program as a way for posts to support a water and sanitation project while taking advantage of expertise and cost-sharing from a vetted nongovernmental organization and gaining a ready platform to talk about U.S. water and sanitation policies.

Health Linkages

The bureau’s other initiative is the African Ministers Council on Water’s Technical Assistance Program. The council is the only recognized regional body dealing exclusively with water and its linkages to health, security and economic development. Water

issues are particularly acute in sub-Saharan Africa, where diarrhea causes 46 percent of all childhood deaths.

The program will strengthen the council’s capacity to fulfill its long-term, continent-wide mission and serve as a platform for U.S.-based nongovernmental organizations to engage in Africa on water and sanitation issues.

“Our goal is to enable the council to help the African community overcome its water challenges with a sustainable solution,” said bureau program officer Ico San Martini.

These initiatives are part of the bureau’s broader effort to develop and implement U.S. foreign policies to increase access to safe drinking water and sanitation, improve water resources management and increase the productive uses of water. They also respond to the Senator Paul Simon Water

for the Poor Act of 2005, which requires the Department, working closely with the U.S. Agency for International Development and other agencies, to develop and implement a strategy that provides access to safe water and sanitation in developing countries.

In fiscal year 2007 alone, the United States committed more than \$590 million toward improving access to safe drinking water and sanitation and promoting hygiene in more than 50 countries. More details are at www.state.gov/g/oes/water.

“Since the passing of the Act, the bureau has worked with the interagency community to identify countries where water will be a priority for U.S. foreign assistance,” said Aaron Salzberg, special coordinator for water resources. “We have developed a joint water framework with the U.S. Agency for International Development that describes the

Traffic Cycle

IT'S SPRING IN D.C.: TIME TO BIKE TO WORK///**BY ED WARNER**

With spring already here and Earth Day arriving on April 22, State Department employees in the Washington, D.C., area are dusting off their bicycles for getting to work.

Newcomers to the Bike Brigade might want to take some tips from employees who have been riding their bikes to

work through the winter. They advise caution and pragmatism.

"I ride every day of the week, all year long, except when it's raining or snowing in the morning," said Marc Fallow of the Office of Language Services in the Bureau of Administration. He said his four-mile round-trip commute keeps him

in shape, gets his circulation going and means "I don't have to hassle with traffic or the subway."

He won't ride to work in bad weather because he wants to protect his business clothes.

Leo Dillon of the Bureau of Intelligence and Research said he likes his year-round 17-mile

round-trip because "I get to experience a little nature in a mostly quiet environment." He said he goes out of his way to stay on bike trails partly because he was once bumped by a car creeping forward in traffic—the driver was on a cell phone.

Ryne Cantwell, who has a seven-mile round-trip ride

Ryne Cantwell arrives for work—after breaking his morning commute with a workout at his gym.





John C. Mariz of the Bureau of International Organization Affairs arrives after biking eight miles from Bethesda, Md.

from his home in Northeast D.C., said he likes saving \$200 a month on parking, but especially likes the speedy trip. He said it takes 20 minutes to get to his office by bike and can take up to 35 minutes by car.

Of the six riders contacted by *State Magazine*, half—all D.C. residents—praised the speed of their commutes. One, David Zierler, a Temple University grad student who works in the

Office of the Historian, also said he wants to avoid “being a slave to the Organization of Petroleum Exporting Countries”—a view that may resonate more widely if gas prices spike again this year. He also said, “It’s great to burn off the fidgeting I build up after eight hours at my desk.” Despite such positive comments, only 6 percent of D.C. area commuters travel by bike.

The number of Department

employees commuting by bike seems to be increasing, said Tim Roche, citing his 20 years of bike commuting to Main State. The deputy director of the Office of Aviation Negotiations, Roche said, “Some employees ride from as far out as Reston or Springfield, Va. Some ride every day all year, and some ride one way, then take Metro or carpool the other way and vice versa the next day.”

The Department’s dedicated commuters have advice on ways to reduce the risks of bicycle commuting. Zierler, for instance, urged riders to make eye contact with drivers so that “you can be certain that drivers acknowledge your presence and therefore will not hit you.”

For the riskier parts of his ride, Fallow said he switches from the road to the sidewalk. Riders, however, are banned from sidewalks in the District’s central downtown area.

Most of riders contacted don’t use high-end equipment. Cantwell said his chain-store-brand mountain bike was a 2001 birthday present that his brother hardly used. “So I claimed it, replaced a wheel and bearings and it was good to go.”

“The bike’s brand doesn’t matter,” said Michael P. Bishton, a senior enterprise architect in the Bureau of Information Resource Management who is on his fourth bike—two stolen, one worn out—since starting his regular ride from Bethesda about 11 years ago. “I buy a low-priced bike on sale and equip it as a commuter bike with fenders, rack, lights, bell and kickstand—all of the geezer conveniences.”

On May 15, D.C. area commuters will be able to join organized rides into downtown as part of National Bike to Work Day. More details are at www.waba.org/events/btwd/index.php, which also has route maps and advice.

The author is the deputy editor of State Magazine.

Responsibly Green

STATE PUBLISHES AN ENVIRONMENTALLY SOUND MAGAZINE///BY DAVID L. JOHNSTON

Recent years have brought major changes to the worlds of ink and paper; electronic forms of communications have altered how people share information; reading the morning newspaper likely involves a monitor and a mouse; and even the iconic

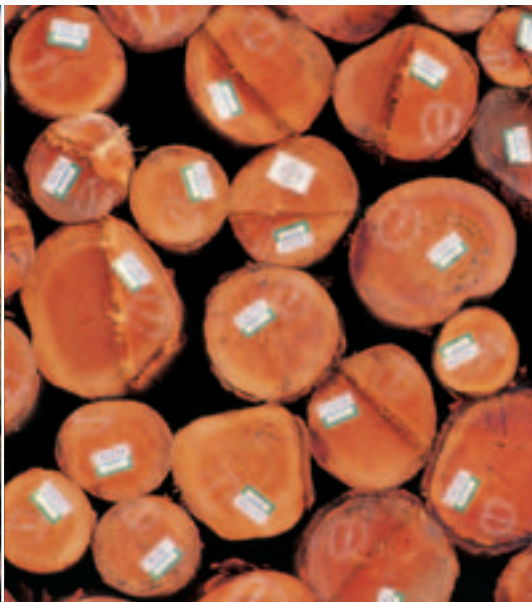
paper grocery bag has fallen out of favor. For those who make their living putting words and images on paper, the landscape has changed forever. Many newspapers and magazines have transformed into online-only publications, while others have

shuttered their operations entirely. Those that remain battle increasing costs, shrinking audiences and stringent environmental regulations.

Despite a gloomy outlook for the printed word, the changes have had many positive

results. Compared with the printing business of a few years ago—when pressrooms were filled with vats of dangerous chemicals and the ear-shattering din of huge machines—most firms are clean, efficient organizations that embrace the promises of green technology. “Environmental responsibility” has evolved from a novel concept into standard operating procedure. More and more, companies are weighing the concept of how a document will end its life instead of relying on the local landfill to address the issue.

As the publishing industry has evolved, so has *State Magazine*. It has become more environmentally sound and efficient. First, the team that produces the magazine recycles all materials used in the production process. And all photographs taken by



The Sustainable Forestry Initiative certifies forests and forestry products as being managed in environmentally sound ways, and *State Magazine* prints only on paper approved by that initiative.

magazine staff are taken with digital cameras, eliminating film, processing chemicals and photographic paper.

Printing of the magazine has also become more environmentally friendly. The magazine is now being printed on an environmentally certified paper stock containing 10 percent post-consumer recycled content. The Sustainable Forestry Initiative, a conservation watchdog group, certifies that the paper used in the magazine has come from the 150 million acres of managed and replanted forestland. This saves approximately 20 tons of wood per year, compared with the magazine's previous source of printing paper.

The printing ink, too, has changed—from a petroleum-based ink to soybean-based. Even the binding of the magazine, done with staples, allows for easier recycling, compared with petroleum-based glue bindings. As a result, *State Magazine* is more environmentally friendly and easily recyclable than ever.

State Magazine's readers can also play a role in how the magazine affects the environment. They can pass the magazine along when done reading it and check whether their office or post is receiving the proper number of

copies. Receiving too many copies might be wasteful, but so is printing needed additional copies from an office printer. Finally, once the magazine has reached the end of its useful life, readers can recycle it, keeping it out of a landfill and returning the paper to the sustainability cycle.

State Magazine's goal is to produce the finest publication possible while being environmentally and financially

responsible. As Kermit the Frog said, it's not easy being green. But with your help, we can further reduce *State Magazine's* environmental impact while still delivering the high-quality print publication many readers prefer. ■

The author is State Magazine's art director and oversees the magazine's production process.



The Next Level

EMBASSY PARTICIPATES IN MAJOR CRISIS SIMULATION//BY NICOLE NUCELLI

In January, the U.S. Embassy in Kuwait City conducted what may be the largest and longest embassy-led exercise in the Department's history. The 2009 Joint Combined Security Exercise encompassed more than 1,000 personnel, including American wardens and staff of the Department of State, U.S. Central Command, Kuwait Overseas Security Advisory Council and the government of Kuwait. The exercise sought to evaluate the

U.S. Embassy in Kuwait City's Emergency Action Plan, validate training and lines of communication and strengthen the U.S.-Kuwait relationship.

The 13-day exercise had eight primary phases and several compressed phases of training and education. It also included a simulated terrorist attack on the embassy, a mass-casualty drill, bilateral training between Marines and the government of Kuwait, integration of the command

structures of a Marine expeditionary unit and the embassy in a joint command post and the evacuation of noncombatants.

Planning for the exercise began in late September 2008. A team composed of Regional Security Officer Michael Wilkins; the chief of the Office of Military Cooperation-Kuwait/Senior Defense Representative, Marine Brigadier General Charles Hudson; and Assistant Regional Security Officer Mark Sullo

presented the concept to Ambassador Deborah K. Jones. The extensive internal coordination involved a 30-person planning group, and the embassy also coordinated with Kuwait's American community, the Kuwait National Guard and the Kuwaiti ministries of Foreign Affairs, Interior and Information.

Attack Begins

The simulated attack on the embassy began Jan. 10 when soldiers of a U.S. Army explosive ordnance disposal company detonated a small explosive charge to simulate a car bomb at the embassy. The post's alarm sounded, and minutes later a complex ground assault was made by Marines posing as terrorists. They attacked the Kuwait National Guard forces guarding the embassy, and over the next hour a simulated gun battle raged, culminating in the Kuwait National Guard's regaining control of the compound.

Once the compound was "retaken," a mass-casualty drill began. To simulate injuries, the embassy had purchased special kits for those posing as victims. This activity also had involved extensive pre-exercise training. The local guard force had received the U.S. Army Combat Lifesaver Course and triage training designed by Foreign Service Health Practitioner Kay Burnett in conjunction with U.S. Central Command.

To strengthen the partnership with the government of Kuwait, the exercise was preceded by five

The exercise included a realistic attack by Marines posing as terrorists.





An air-cushioned landing craft, above, transported the mission's "evacuees" to the *USS Carter Hall*, right, where they received a tour.



days of training designed and coordinated between the Regional Security Office, the Kuwait National Guard and the Marines. The Marines and their Kuwaiti National Guard counterparts conducted training in such areas as hand-to-hand combat, machine gun use and urban combat. That training culminated in a live-fire exercise attended by Ambassador Jones, who met with senior members of the Kuwait National Guard.

Command Post

The joint command post's operations got under way on Jan. 18. Five Department observers—regional security officers from the U.S. embassies in Riyadh, Amman, Manama and Damascus, and the Department's Operations Crisis Management Officer Shawn Baxter—were brought in for the command post's final phases. The observers gained an increased understanding of evacuations by playing the roles of reporters, U.S. citizens and staff of the Department's Operations Center and the Bureau of Diplomatic Security's Command Center. Over the course of Jan. 18 through Jan. 19, the command center received some 20 scenarios and requests for

information.

"The Marine expeditionary unit and embassy staff took a lot away from this," said Sullo. "The ability to draw upon their combined areas of expertise made the scenarios work."

On Jan. 19, with the command post at full steam, Marines departed the *USS Iwo Jima* for the exercise's evacuation of noncombatants. Simultaneously, approximately 300 embassy personnel, U.S. Army Central Command soldiers, Overseas Security Advisory Council personnel and American wardens began arriving at the embassy and a constituent facility of the advisory council, the primary evacuation sites.

Upon their arrival at both locations, the evacuees were met by representatives of the embassy consular section, and embassy employees and Marines began processing them. To make the evacuation seem as realistic as possible, Consular Chief Sonny Busa had some of the evacuees challenge the

embassy staff and Marines. By 11 a.m., both sites had finished processing all 300 role-players. Approximately 75 of them were then transported on an air-cushioned landing craft to the *USS Carter Hall*, where they received a tour and lunch.

After the exercise, everyone participated in a four-hour after-action review.

"These kinds of joint exercises are critical for improving our ability to deal with crises, and I am particularly pleased with and proud of the excellent cooperation and team-building that occurred between our Kuwaiti partners, U.S. military units and the regional security office," Ambassador Jones said. ■

The author is the information officer at the U.S. Embassy in Kuwait City.

Post of the Month

MICRONESIA

Diverse cultures populate dispersed island country *By William Douglass*

Living in a nation of many islands, Micronesians have long harnessed the wind to travel.



Post of the Month

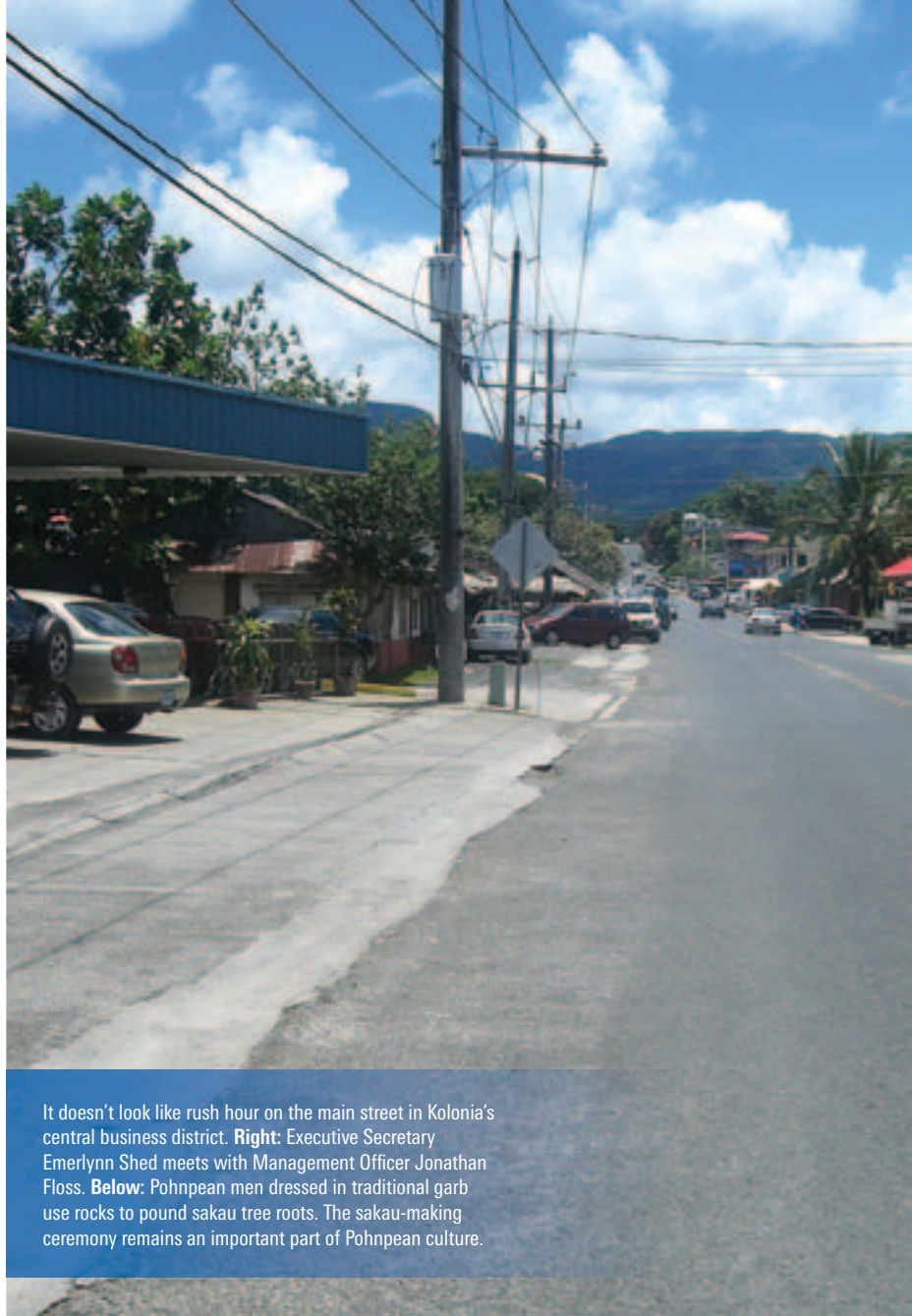
By one measure, the Federated States of Micronesia is one of the smallest countries in the world. With fewer than 108,000 inhabitants, it barely cracks the top 200 countries as ranked by population. However, because its borders encompass more than a million square miles of the Pacific Ocean, Micronesia is one of the world's largest countries in total area.

The country sits just above the equator, about 2,500 miles southwest of Hawaii. More than 600 islands constitute the four Federated States of Yap, Chuuk, Pohnpei and Kosrae. While Kosrae is a single island, each of the other states is composed of hundreds of islands, ranging in size from small atolls to Pohnpei, the country's largest at 130 square miles. With a total land mass of only 271 square miles, it's easy to see why "micro" became part of the country's name.

In some ways this collection of islands is a country in name only. Each state—and even islands within each state—has its own language, culture and traditions. The dissimilarity of the indigenous languages is so great that island neighbors often can't understand each other. English is officially the common language, but many Micronesians don't speak it, even on the main, or "high," islands.

The relationship between the United States and the Federated States of Micronesia is close and unique. The United States provides more than \$130 million in annual assistance to the country. Micronesians can freely live and work in the United States without visas, and have the right to enlist in the U.S. military. They do so at a higher rate per capita than American citizens. Ironically, these friendly ties arose from some of history's greatest conflicts.

The Spanish came to what they dubbed the Caroline Islands in the early 16th century. In 1899, a year after its defeat in the Spanish-American War, Spain sold the islands to Germany. In 1914, with Germany embroiled on the battlefields of World War I, Japan occupied the islands and remained in



It doesn't look like rush hour on the main street in Kolonia's central business district. **Right:** Executive Secretary Emerlynn Shed meets with Management Officer Jonathan Floss. **Below:** Pohnpeian men dressed in traditional garb use rocks to pound sakau tree roots. The sakau-making ceremony remains an important part of Pohnpeian culture.





control at the start of the Second World War.

American troops never landed in force on the Micronesian islands during World War II. However, the United States conducted one of the most successful bombing campaigns ever with an air attack on the Japanese fleet based in Truk (now known as Chuuk) Lagoon

in February 1944. Over a period of three days, American warplanes sank or damaged more than 70 ships and destroyed 275 aircraft. The Americans lost only 25 planes. The ghostly wrecks at the bottom of Chuuk Lagoon, which is now a prime diving spot, are a reminder of that raid.

The remaining

Japanese garrisons surrendered in September 1945. After a two-year occupation by the U.S. military, the United Nations created the Trust Territory of the Pacific Islands, which included Yap, Chuuk, Pohnpei and Kosrae. The United States administered the territory as trustee. The four states formed a federation in 1978, and the federation became an independent country in 1986.

That same year, the United States and the newly independent Federated States of Micronesia entered into a Compact of Free Association. The compact requires the United States to provide economic assistance, territorial defense and other services and benefits. In return, the compact grants the United States operating rights over airspace and sea lanes, as well as other privileges.

The Department of the Interior oversees U.S. assistance programs from its office in Hawaii. Other agencies with a presence in Micronesia include

From left, Travel and Procurement Management Assistant Malinda Poll, Executive Secretary Emerlynn Shed, EAP/ANP Office Director Alcy Frelick, U.S. Embassy Manila Senior Computer Management Specialist Joselito Guevarra, and Economic/Consular Officer Jason Wemhoener-Cuite stand at the entrance to the Nan Madol ruins.



Post of the Month

the Department of Agriculture and the Peace Corps. The Department of Defense secures the borders and provides humanitarian assistance. In a memorable visit last summer, the *USNS Mercy*, a Navy hospital ship, provided free medical treatment to more than 17,000 Micronesians.

Representatives of the United States, Australia, China and Japan form the local diplomatic community. All four missions and Micronesia's national government are on Pohnpei Island, about 1,000 miles southeast of Guam. It is a volcanic island with a lush jungle landscape. That greenery comes at a price: Pohnpei is drenched by more than 20 inches of rain every month, making it one of the wettest inhabited areas on the planet. The largest town, Kolonia, has about 5,800 residents.

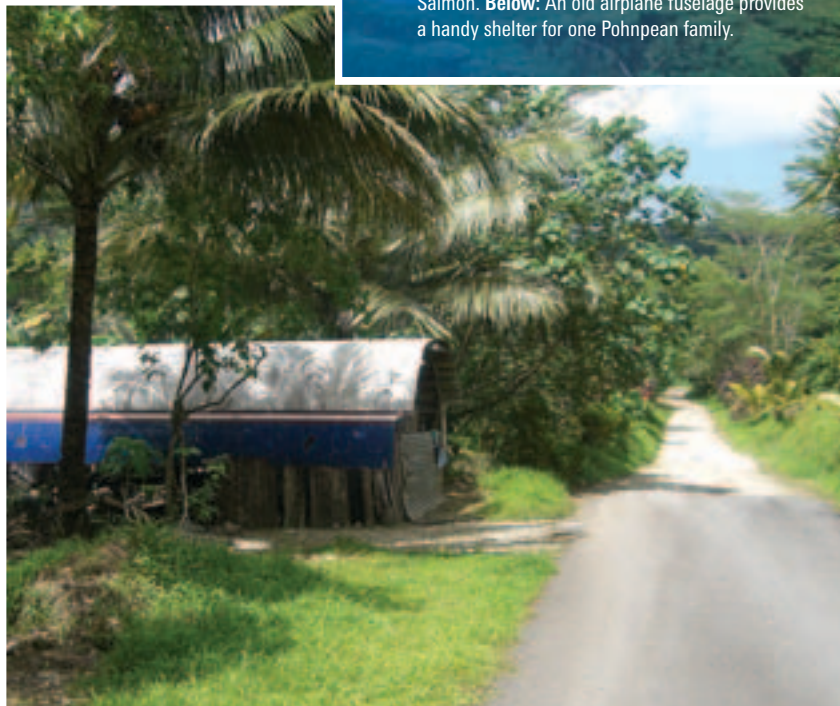
A new U.S. embassy compound in Kolonia will soon open, replacing a chancery that has served since 1986. It will provide embassy staff with better security, additional office space and even a jogging track.

The tranquil tropical setting belies a hectic work pace. The U.S. Embassy in Kolonia is a micro mission delivering macro services. Four Department personnel and 10 Locally Employed



Staff meet the same reporting requirements and provide the same services as much larger embassies. Moreover, approximately 40 other U.S. government agencies have interests or programs in the country. The embassy receives more than 500 visitors and temporary-duty personnel every year.

Finding something to do outside of work can be a challenge in such an isolated environment. There are no shopping malls, name-brand restaurants or even traffic lights in any of the four states. Many Micronesians chew betel nut to pass the time.



More active residents may prefer snorkeling or scuba diving near the

surrounding reef. When the waves are high, Palikir Pass off of Pohnpei's

northwest coast attracts some of the finest surfers in the world, including

A rainbow stretches across the northwest coast of Pohnpei Island. **Left:** Ambassador Miriam Hughes speaks with local guard Spenson Norman, center, and Maintenance Supervisor/Chauffeur Pelsie Saimon. **Below:** An old airplane fuselage provides a handy shelter for one Pohnpean family.



The new embassy compound is scheduled to open this spring.

nine-time and current world surfing champion Kelly Slater of the United States. Kayaking around Sokehs Island, a stone's throw from Pohnpei, is another popular activity and provides a chance to float by Sokehs Rock, the most prominent natural landmark in the area. It is also possible to make a guided trek to Mount Nahnaud, the highest point in Micronesia at 2,600 feet. Surprisingly, Pohnpei offers few opportunities for swimming since the island's entire

coastline is covered by mangrove swamps. There are no beaches of any consequence.

The most notable attraction in Pohnpei, however, is undoubtedly the ruins of Nan Madol, an ancient stone city dating back to at least the early 13th century. The ruins consist of carved stone "logs" that give the site its distinctive look. Archaeologists still argue over how the stones, some weighing as much as 50 tons, came to Nan Madol, although

local legend has it that a powerful magician flew the stones to the site. Nor can anyone say with certainty why the city was abandoned in the early 16th century.

While Micronesia is a challenging place to live, issues such as the Compact of Free Association and fisheries ensure that the embassy's work is interesting and unique. ■

The author is the deputy chief of mission at the U.S. Embassy in Kolonia.

At a Glance



Country name: Micronesia

Capital: Palikir

Government type: constitutional confederation

Total area: 720 sq km

Comparative area: four times the size of Washington, D.C.

Population: 107,655

Ethnic groups: nine ethnic Micronesian and Polynesian groups

Religions: mainly Roman Catholic and Protestant

Languages: English and nine ethnic languages

GDP per capita: \$3,501

Exports: fish, kava and betel nut

Imports: food, manufactured goods and fuel

Major trading partners: United States and Japan

Currency (code): U.S. Dollar (USD)

Internet country code: .fm

Source: Country Background Notes

Catalog Shopping

OBO HELPS FURNISH OVERSEAS OFFICES///**BY CONNIE GRIFFIN**

The Bureau of Overseas Buildings Operations' program for providing post-funded office furnishings to overseas posts is big enough to make furniture producers take note—and they do, by offering discounts to program users.

In one recent 12-month period, posts placed 433 purchase orders with the Overseas Office Furniture Program. The program provides

project design and procurement, space-planning, logistics support and tracking, and gives customers a choice of quality American-made furnishings. These services are available for secure areas of a building or for furnishings going into nonsecure areas.

The quality of the furniture offered is high enough that the furniture will not have to be replaced frequently. If a post needs to expand





Opposite page: The furniture program's catalog stands ready to help. **Above:** Patricia DeLaughter, left, and Monique Massey examine a layout.

an office, the program can work with the furniture already in place.

The program was developed in 1994 by Patricia DeLaughter, who continues to manage and refine it. With a budget of \$75,000 and three employees, the program serves posts overseas and the tenant agencies they house. The program's staff members have expertise in the furniture industry, interior design and government procurement.

Each year, a team led by DeLaughter and Interior Design Assistant Monique Massey attends several furniture industry national and regional forums, where they learn what furniture is available from dozens of manufacturers. They identify industry design trends, engineering and manufacturing enhancements and new office technologies, keeping in mind that the products need to withstand the extreme shipping, handling and environmental conditions they will face en route to post.

The result is an annual catalog with the latest products, produced by the Overseas Office Furniture Program and sent to posts each June. The catalog offers a choice of fabrics and finishes, including six color schemes for wood, metals and fabrics. Within any scheme, customers can choose from many finishes to coordinate the furniture with that already at post, DeLaughter said.

Posts that order from the catalog also receive support from the manufacturer. DeLaughter said it's convenient to order through the

catalog, and its pricing compares favorably with locally procured products and those on the General Services Administration schedules.

The program uses blanket purchase agreements with major manufacturers such as Knoll, Herman Miller and Bernhardt, a virtual furniture industry "hall of fame." The blanket purchase agreement leads to discounts greater than those offered by the General Services Administration.

The program satisfies a post's need to conduct a best value determination involving price comparison with vendors. What would be required at post is instead done in Washington, D.C.

To order from the catalog, posts can send the Overseas Office Furniture Program a cable with appropriate funding. Although design and space planning support from the program is free, the program will provide installation services at the post's expense and request.

As the program enters its 15th year, it continues to explore ways to improve its offerings and streamline its processes to give posts a convenient means of ordering furnishings. To find out more or request a catalog, contact Patricia DeLaughter at delaughterpa@state.gov. ■

The author is a program analyst in the Area Management Office of the Bureau of Overseas Buildings Operations.

Office of the Month

Measured Response

OFFICE ASSESSES PUBLIC DIPLOMACY'S IMPACT

BY SHANTA BRYANT GYAN

Public- and private-sector calls for greater performance measurement of public diplomacy programs have been made for several years, including by the Government Accountability Office. But the Obama Administration's emphasis on government transparency and accountability has made measuring the impact and effectiveness of public diplomacy programs especially important.

The Department's Office of the Under Secretary for Public Diplomacy and Public Affairs and the Bureaus of Educational and Cultural Affairs, International Information Programs and Public Affairs coordinate with bureaus and U.S. missions worldwide to plan and carry out public diplomacy activities to foster a deeper understanding of American society and policies. These activities include academic and professional exchanges, media outreach, dissemination of information about the United States and electronic engagement using Web 2.0 technology.

The Office of Policy, Planning and Resources—R/PPR, or “Ripper” in public diplomacy parlance—provides the Under Secretary with capabilities for strategic planning, assessment and execution of public diplomacy resource allocation, and performance measurement and evaluation.

Last year, the office established its Evaluation and Measurement Unit to promote a culture of measurement at U.S. missions overseas by demonstrating the value, measured impact and effectiveness of public diplomacy's reach among foreign audiences. The new unit, in coordination with the Of-

fice of Policy and Evaluation in the Bureau of Educational and Cultural Affairs, is developing performance measurement instruments for evaluating the implementation and effectiveness of core Department-funded public diplomacy programs.

The Office of Policy, Planning and Resources is also charged with overseeing the public diplomacy budget and working with the regional bureaus to implement and monitor the program priorities of the Under Secretary. The office consults with HR in making Foreign Service assignments to public diplomacy positions.

From left, Project Coordinator Subrena Tumblin, Evaluation Officer Juliet Dulles and Senior Evaluation Officer Sarah E. Brewer are part of the unit charged with demonstrating the value and effectiveness of public diplomacy.



Office of the Month



Clockwise from top left: Chris Midura is the office's acting director; Cherreka Montgomery stands before a tapestry given to her by refugee women in a camp in Afghanistan; and Rodney Reynolds is the office's financial management officer.

The positive effects of a cultural program or press contact may be subtle and take years to manifest themselves.



Chris Midura, the office's acting director, leads a staff that includes Jim Bigart, a retired Senior Foreign Service officer specializing in public diplomacy and management, who serves as R's senior management advisor. Rodney Reynolds, a 25-year veteran of public diplomacy resource management, is the financial management officer, advising the Under Secretary on budget issues. He is supported by Budget Analyst NaKissa Smithers. Seema Matin is a program officer whose responsibilities include collaborating with the bureaus on special initiatives to engage Muslim audiences.

"While R/PPR's functions cut across the public diplomacy spectrum, we are currently particularly focused on the work of our Evaluation and Measurement Unit because of the growing calls from multiple stakeholders for clear assessments of public diplomacy program performance," Midura said.

Difficult to Evaluate

Many public diplomacy programs are difficult to evaluate.

"The positive effects of a cultural program or press contact, for example, may be subtle and take years to manifest themselves," Midura said. "But careful evaluation of program outcomes can and must be done."

As of 2004, there were no standardized performance measures for most public diplomacy programs, nor were there data collection systems to evaluate the effectiveness of public diplomacy programs. At that time, performance data for many public diplomacy activities highlighted the activities themselves, instead of providing data to assess the programs' impact in support of mission goals. As a result, the Office of Management and Budget called upon the Department to establish greater accountability, efficiency and impact by incorporating performance measurement in its management practices.

The Evaluation and Measurement Unit's staff of six has worked to build accountability and bolster the effectiveness of missions' public diplomacy activities by applying rigorous data collection and analysis. Since the field of public diplomacy offers few models for performance measurement, the unit's work has included a number of firsts in designing data collection tools, indicators and evaluation methods.

"By working in uncharted territory, the unit's pioneering work is on the cutting edge of performance measurement systems for public diplomacy," said Cherreka Montgomery, the unit's acting director. "Our efforts can be a model for other bureaus in the Depart-

ment that face similar challenges or mandates from the Office of Management and Budget or Government Accountability Office."

Score Raised

Montgomery's background includes leading international nongovernmental organizations' efforts to improve the effectiveness of U.S. development and foreign assistance programs. When the Office of Management and Budget's Performance Assessment Rating Tool in 2005 issued a score of "Not Performing" for public diplomacy programs, Montgomery designed and implemented strategies and performance indicators that helped the office to raise that score in 2007 to the "Performing" level.

The Evaluation and Measurement Unit uses online technologies and traditional impact assessments to oversee three primary programs to assess U.S. missions' public diplomacy efforts. They are the Public Diplomacy Impact project and an associated performance-based budgeting pilot program; the Mission Activity Tracker; and the independent evaluations of public diplomacy programs managed by the office of the Under Secretary for Public Diplomacy and Public Affairs, the Bureau of International Information Programs and overseas posts.

The Public Diplomacy Impact project aims to be the first comprehensive study of the influence of U.S. public diplomacy activities worldwide on key foreign audience participants, compared with a similar group of nonparticipants. Launched in 2007, the project uses surveys and focus groups conducted in Japan, Israel, Germany, Nigeria and elsewhere to assess audiences' understandings and perceptions of U.S. society, values and policies.

The project has so far found that the Department's public diplomacy activities are promoting a better understanding of the United States and its policies. It also found that foreign audiences involved in public diplomacy activities held more favorable attitudes toward the United States than audiences not participating in such activities.

For example, a fiscal year 2007 public diplomacy impact focus group in Nigeria revealed that some participants exposed to public diplomacy programming are putting what they've learned into practice. After attending a U.S.-sponsored training program, an executive of a Nigerian nongovernmental organization promoting women's development said she incorporated the knowledge gained into a three-day program on gender issues that involved the active participation of men.

Tangible Evidence

"For the first time, we were able to provide tangible evidence that public diplomacy is having a measurable impact among key foreign audiences," Montgomery said. "A second round of data collection for this project is under way, with a greater focus on global youth attitudes toward the United States and the effectiveness of electronic media outreach to engage foreign publics."

To gain more evidence on the efficacy of the public diplomacy effort, the unit plans to launch a performance-based budgeting pilot program that will evaluate whether U.S. missions are achieving key performance measurement objectives with their program funding. The project will help to demonstrate linkages between spending and public diplomacy outcomes and provide decisionmakers with data on whether additional funds are needed to meet key public diplomacy objectives.

"The performance-based budgeting pilot program would clearly show the impact of public diplomacy budget programming and build the case for additional resources," said Reynolds. "It is also a way of substantiating the level of excellence executed by public diplomacy programming and demonstrates how hard such employees work under the current budget allocation."

The Mission Activity Tracker, an online performance-measurement reporting tool, captures data on key audiences, themes, speakers and media placements, and press coverage from public diplomacy activities at missions overseas. The data and reports it generates demonstrate U.S. public diplomacy's return on investment by showing the number and types of foreign audiences reached daily. Department staff can access the Tracker at <http://pdmat.state.gov>.

The Evaluation and Measurement Unit also conducts independent evaluations and assessments of public diplomacy programs and products in Washington, D.C., and in the field. Its evaluation officers provide expertise to the Under Secretary for Public Diplomacy and Public Affairs and the unit's parent office by measuring achievement and producing recommendations for program managers. These evaluations assess how individual public diplomacy programs contribute to broader U.S. foreign policy goals—and much evidence gained so far indicates that they do. ■

The author is a contract employee of the Office of Policy, Planning and Resources.

BREAKING BARRIERS

EMBASSY VOLUNTEERS PRACTICE PERSON-TO-PERSON DIPLOMACY///BY JEFFREY WEINSHENKER

State Department employees overseas routinely engage in volunteerism, but doing so is a challenge when they serve in nations where they don't speak the language or community service activities are hard to find.

At the U.S. Embassy in Tokyo, the solution was establishing an ongoing volunteer program, which is making a tangible impact on the local community. The embassy's community outreach program brings together local and American staff through a series of monthly events to promote community service in Tokyo and beyond. As the program nears the two-year mark, its successes offer insights for posts looking to spread diplomacy through volunteerism.

PROGRAM ESTABLISHED

When I arrived at the U.S. Embassy in Tokyo, I found a strong spirit of volunteerism and a history of successful ad hoc outreach, and I also noticed that many embassy staff, like me, were anxious to volunteer but did not know where to begin. Volunteerism is not so common in Japan, and the language barrier makes it difficult for those who don't speak Japanese to track down opportunities.

With the help of Sarah Okawa, a local employee at the Tokyo American Center with a similar passion for volunteerism, I created the embassy volunteer program in June 2007, launching it with strong support from then-Ambassador J. Thomas Schieffer.

Since its inception, the program has involved 50 to 100 embassy volunteers—Americans, Japanese and family members—in assisting neighboring communities with a range of charitable causes. Volunteers have picked up trash and planted flowers in downtown Tokyo, mentored disadvantaged youth, and given musical performances and delivered baked goods to nursing homes for Alzheimer's patients and centers for people with special needs. They have also helped prepare meals for a food bank that serves local soup kitchens, visited a Japanese elementary school to share American music and culture, and performed a holiday concert at Japan's largest cancer hospital.

Consular section employee Anthony Tranchina, far right, volunteers to teach English to children from the Hello English summer camp.



PHOTOGRAPHS: U.S. EMBASSY IN TOKYO

Ambassador Schieffer, center with tie, joins a group of embassy volunteers visiting the Sun-Sun Akasaka nursing home.



The volunteerism has been widely appreciated by the organizations and individuals receiving help.

“We are most grateful for the U.S. embassy volunteers, who created person-to-person contact with children who would never have met Americans in their lifetimes,” said Masaki Togami, deputy director of the Nonohana-no-ie International Children’s Home. He said the volunteers “helped broaden the children’s views and understanding of the world.”

Volunteers aided the home on International Children’s Day and Take a Child to Work Day and with an English-Japanese book-reading event.

Masa Ishii, the director-general of Mutsumi-so, a shelter for single mothers and their children in Toda City, said the embassy sent a large quantity of Christmas gifts, and a group of volunteers came to the shelter and gave hugs to the children.

“They and their mothers were so touched by the kindness of these American people and were all in tears,” he said. “That was quite a memorable moment for us. We learned how nice American people were.”

BROAD SUPPORT

The volunteer program has broad embassy support. Then-Ambassador Schieffer and his wife, Susanne, and Chargé d’Affaires James P. Zumwalt “actively participated and are strong supporters of this initiative,” said Okawa, the program’s current coordinator.

“Community service should be a priority for all of us,” Ambassador Schieffer said when announcing the program, “and members of the embassy community are uniquely positioned to promote goodwill by giving back to those who are less fortunate and lending a helping hand.”

Okawa said the events have helped break down cultural boundaries for all involved.

“We always have two goals: The first is the Japanese community, and the second is the volunteers,” Okawa said. “The volunteers benefit as much as those they are helping.”

Whether we’re singing songs with hospital patients, playing sports with kids or enjoying afternoon tea with a group of adults with disabilities, we are bringing together people of different cultural backgrounds and making an impact on a personal level. This is what public diplomacy is all about.

LANGUAGE BARRIER

The language barrier has not been a hindrance since the program has two Japanese speakers to do introductions and, when people really start getting into it, jumping rope or throwing a ball around with kids really doesn’t require any Japanese skills.

The variety of outreach activities lets volunteers “pick something within their comfort zone,” Okawa added.

More and more employees are getting involved in the program, and each monthly event is now coordinated by a rotating group of individuals from all embassy sections. Other U.S. posts in Japan are looking to establish similar programs.

While “diplomacy” often brings to mind official negotiations, the U.S. Embassy in Tokyo community outreach program shows diplomacy can also occur at the person-to-person level. ■

The author was vice consul at the U.S. Embassy in Tokyo from 2006 to 2008.

BY THE NUMBERS

HR RELEASES 2008 FOREIGN SERVICE PROMOTION STATISTICS
BY MONICA BRADLEY

The 2008 Foreign Service Selection Board results by class and cone for generalists and specialists have been compiled and charted to show promotion numbers and rates, average time-in-class and average time-in-service for each competition group. The overall promotion rate for all eligible Foreign Service employees for 2008 was 25 percent, one percent less than in 2007 and the five-year average rate.

The primary factor in determining the number of promotion opportunities to be allocated is service need. The model used to calculate promotion opportunities is based upon position requirements

and estimated personnel, simulating the movement of employees through the Foreign Service career system over a multi-year period of time. It then uses averages, typically five years, for closing the gap between positions and personnel. This is done to create a smoothing effect since trying to promote exactly the right number every year to fill projected gaps would create dramatic year-to-year swings in promotion opportunities. This is especially true in many of the specialist groups. Comparing the 2008 statistics to previous years provides an idea of what promotion rates may look like over time by cone and class.

GENERALISTS

Overall, promotion rates for eligible generalists slightly decreased from 32.3 percent in 2007 to 31.4 percent. Promotion rates into and within the Senior Foreign Service continue to hold steady from year to year with only a slight increase over the five-year average—15.4 percent in 2008 compared to 14.9 percent.

The number of promotions and promotion rate from FS02 to FS01—169 and 19.2 percent, respectively—in 2008 were slightly higher than in 2007 (159 and 17.6 percent) and the five-year average (155 and 17.4 percent).

At 44.9 percent, the promotion rates for FS03 to FS02 were lower than the 55.1 percent in 2007, but the number of promotions was only two fewer. This rate was also lower than the five-year average promotion rate of 48.7 percent.

Generalist promotions from FS04 to FS03 decreased slightly from 364 in 2007 to 341 in 2008 but were higher than the five-year average of 309 promotions. The 2008 promotion rate remained stable at 63.4 percent, compared to 63.1 percent in 2007.

Classwide promotion numbers and rates decreased in 2008 to 169 and 8 percent—down from 197 and 10 percent, respectively, in 2007. It is still too early to determine consistent year-to-year trends, and the Bureau of Human Resources will continue to monitor this closely.

As most generalists know, the Department faces a deficit at the mid-level—with the management and public diplomacy cones facing significant deficits. While it will take a few more years before the deficit is eliminated, it has been shrinking. A recent analysis showed that the 6 percent mid-level deficit that existed in September 2008 is now a 1 percent surplus after factoring in the 2008 promotions. However, the bureau still projects a mid-level deficit of less than 3 percent at the end of the fiscal year. While the overall mid-level deficit is declining due to the transition of those hired during the Diplomatic Readiness Initiative into the mid-ranks, there will be an overall FS02 deficit in the range of 14 percent as of September 2009. Even if the Department receives authority to hire above attrition this year, the overall mid-level deficit will not be eliminated before the end of the 2010 promotion cycle.

SPECIALISTS

As in previous years, specialist promotions vary by class and group. In 2008, 18 percent of all eligible specialists were promoted—2 percent lower than in 2007 and 3 percent lower than the five-year average. This is due in part to the elimination of the staffing gaps for several skill groups at the more senior levels. The 2008 promotion numbers for many of the specialist groups remained similar to those in 2007 and were similar to or higher than the five-year average.

Two skill groups worth noting are office managers and security engineers. Office managers saw an increase in promotions at all competitive grades—a 2 percent increase at the FP03 level, 5.7 percent at FP04 and 4.8 percent at FP05. Overall, there was a 4.6 percent increase over 2007. These increased promotions were partly due to preliminary results of the worldwide classification review, where changes to the office management specialist position structure are expected to develop more consistency in the

grade structure among posts.

Security engineers continue to face a large deficit at the FP02 level. Because of this gap, 87.5 percent of those eligible for promotion to FP02 were promoted in 2008—up from 71 percent in 2007. The overall promotion rate for all security engineers was 22 percent in 2008—lower than in 2007 and the five-year average because the skill code is almost in balance at all other grade levels.

Fluctuations in hiring have affected flowthrough for a number of years and will likely continue to have an impact for the next few years. Therefore, promotion numbers will probably continue to vary as the Department eliminates deficits in skill groups where there are sufficient numbers of eligibles at the lower grades. Members of the Foreign Service can help by ensuring that they have met all requirements in the Career Development Program and Precepts so as not to further limit the number of eligibles in any grade/cone.

The author is a management analyst in the Bureau of Human Resources.

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-in-Class to Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
MC to CM							
CLASSWIDE MANAGEMENT	26	0	0.0	6.5	0.0	29.5	0.0
CLASSWIDE CONSULAR	19	0	0.0	6.4	0.0	31.1	0.0
CLASSWIDE ECONOMIC	35	0	0.0	6.3	0.0	29.7	0.0
CLASSWIDE POLITICAL	52	5	9.6	6.3	6.4	28.8	25.7
CLASSWIDE PUBLIC DIPLOMACY	25	0	0.0	6.5	0.0	27.6	0.0
CLASSWIDE FINANCE	1	0	0.0	6.3	0.0	22.3	0.0
CLASSWIDE INFO TECH MNGR	1	0	0.0	5.6	0.0	30.9	0.0
CLASSWIDE PSYCHIATRIST	2	0	0.0	6.6	0.0	16.8	0.0
CLASSWIDE MEDICAL OFFICER	10	0	0.0	9.1	0.0	19.1	0.0
CLASSWIDE SECURITY OFFICER	1	0	0.0	4.5	0.0	32.3	0.0
CLASSWIDE TOTAL	172	5	2.9	6.5	6.4	28.5	25.7

GENERALIST FE0C to FEMC							
CLASSWIDE MANAGEMENT	41	0	0.0	4.1	0.0	23.7	0.0
CLASSWIDE CONSULAR	41	3	7.3	4.4	5.8	26.2	24.3
CLASSWIDE ECONOMIC	53	3	5.7	4.4	5.5	25.0	26.1
CLASSWIDE POLITICAL	59	5	8.5	3.9	5.3	25.8	23.7
CLASSWIDE PUBLIC DIPLOMACY	46	2	4.3	4.3	7.3	23.8	26.3
CLASSWIDE TOTAL	240	13	5.4	4.2	5.8	24.9	24.8
MANAGEMENT	41	10	24.4	4.1	4.8	23.7	24.7
CONSULAR	38	5	13.2	4.3	5.3	26.3	27.3
ECONOMIC	50	5	10.0	4.3	5.3	24.9	24.6
POLITICAL	54	6	11.1	3.8	4.7	26.0	26.7
PUBLIC DIPLOMACY	44	9	20.5	4.1	5.2	23.7	26.5
FUNCTIONAL TOTALS	227	35	15.4	4.0	5.0	24.9	25.9
COMBINED TOTALS	240	48	20.0	4.2	5.2	24.9	25.6

GENERALIST FS01 to FE0C							
CLASSWIDE MANAGEMENT	63	0	0.0	4.9	0.0	21.4	0.0
CLASSWIDE CONSULAR	69	1	1.4	5.2	5.7	21.6	20.2
CLASSWIDE ECONOMIC	89	7	7.9	5.4	5.6	21.6	20.1
CLASSWIDE POLITICAL	137	15	10.9	5.8	5.7	22.4	20.8
CLASSWIDE PUBLIC DIPLOMACY	76	0	0.0	6.3	0.0	20.5	0.0
CLASSWIDE TOTAL	434	23	5.3	5.6	5.7	21.6	20.6
MANAGEMENT	63	15	23.8	4.9	4.2	21.4	19.8
CONSULAR	68	12	17.6	5.2	4.0	21.6	20.1
ECONOMIC	82	7	8.5	5.4	5.6	21.7	22.3
POLITICAL	122	7	5.7	5.8	4.8	22.6	20.2
PUBLIC DIPLOMACY	76	13	17.1	6.3	5.7	20.5	19.8
FUNCTIONAL TOTALS	411	54	13.1	5.6	4.8	21.7	20.2
COMBINED TOTALS	434	77	17.7	5.6	5.0	21.6	20.3

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-in-Class to Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
GENERALIST CLASS 02 to CLASS 01							
CLASSWIDE MANAGEMENT	129	3	2.3	5.7	8.0	15.8	17.5
CLASSWIDE CONSULAR	176	10	5.7	5.0	5.2	16.2	14.7
CLASSWIDE ECONOMIC	217	7	3.2	5.2	6.1	15.8	16.2
CLASSWIDE POLITICAL	278	35	12.6	5.3	5.4	15.5	15.4
CLASSWIDE PUBLIC DIPLOMACY	78	0	0.0	5.2	0.0	15.2	0.0
CLASSWIDE TOTAL	878	55	6.3	5.3	5.6	15.7	15.5
MANAGEMENT	126	26	20.6	5.6	6.1	15.8	16.5
CONSULAR	166	15	9.0	5.0	6.0	16.3	16.8
ECONOMIC	210	25	11.9	5.2	6.5	15.8	17.6
POLITICAL	243	12	4.9	5.3	6.4	15.5	16.4
PUBLIC DIPLOMACY	78	36	46.2	5.2	5.5	15.2	15.1
FUNCTIONAL TOTALS	823	114	13.9	5.2	6.0	15.8	16.3
COMBINED TOTALS	878	169	19.2	5.3	5.9	15.7	16.0

GENERALIST CLASS 03 to CLASS 02							
CLASSWIDE MANAGEMENT	83	8	9.6	3.1	3.3	7.9	8.8
CLASSWIDE CONSULAR	120	17	14.2	3.9	4.6	9.1	9.0
CLASSWIDE ECONOMIC	128	20	15.6	3.5	4.2	7.9	8.7
CLASSWIDE POLITICAL	115	18	15.7	3.3	3.4	7.8	7.6
CLASSWIDE PUBLIC DIPLOMACY	80	15	18.8	3.2	3.0	7.8	7.7
CLASSWIDE TOTAL	526	78	14.8	3.4	3.8	8.2	8.3
MANAGEMENT	75	21	28	3.1	2.9	7.8	7.3
CONSULAR	103	34	33.0	3.8	3.5	9.2	9.6
ECONOMIC	108	35	32.4	3.3	3.2	7.8	7.6
POLITICAL	97	36	37.1	3.3	3.0	7.9	7.5
PUBLIC DIPLOMACY	65	32	49.2	3.3	3.1	7.8	7.3
FUNCTIONAL TOTALS	448	158	35.3	3.3	3.2	8.1	7.9
COMBINED TOTALS	526	236	44.9	3.4	3.4	8.2	8.0

GENERALIST CLASS 04 to CLASS 03							
CLASSWIDE MANAGEMENT	106	68	64.2	3.7	3.6	4.9	4.8
CLASSWIDE CONSULAR	82	57	69.5	3.0	2.9	5.0	5.1
CLASSWIDE ECONOMIC	97	64	66.0	3.4	3.3	4.5	4.5
CLASSWIDE POLITICAL	117	76	65.0	3.0	3.0	4.3	4.3
CLASSWIDE PUBLIC DIPLOMACY	136	76	55.9	3.0	3.1	4.5	4.5
CLASSWIDE TOTAL	538	341	63.4	3.2	3.2	4.6	4.6

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST FE0C to FEMC							
FINANCE	2	0	0.0	4.9	0.0	22.9	0.0
GENERAL SERVICES	1	0	0.0	2.6	0.0	19.8	0.0
INFO TECH MNGR	10	1	10.0	3.5	4.5	25.7	23.9
DIPLOMATIC COUR	1	0	0.0	3.6	0.0	21.7	0.0
PSYCHIATRIST	4	0	0.0	4.3	0.0	9.3	0.0
SECURITY OFF	20	1	5.0	3.1	3.5	22.7	20.8
CONSTR ENGR	3	1	33.3	3.9	3.5	21.9	22.9
ENGLISH LANG PGMS	1	0	0.0	2.6	0.0	24.1	0.0
MEDICAL OFFICER	5	1	20.0	3.9	6.3	10.7	14.1
HEALTH PRACTITIONER	1	0	0.0	6.3	0.0	32.2	0.0
FUNCTIONAL TOTALS	48	4	8.3	3.6	4.5	21.0	20.4

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST 01 to 0C							
FINANCE	20	2	10.0	6.2	5.2	18.8	15.7
HUMAN RESOURCES	8	0	0.0	6.0	0.0	22.9	0.0
GENERAL SERVICES	5	0	0.0	5.9	0.0	19.3	0.0
INFO TECH MNGR	17	5	29.4	4.1	4.3	21.9	22.9
PSYCHIATRIST	1	1	100.0	4.0	4.0	4.0	4.0
SECURITY OFF	42	8	19.0	3.8	4.0	22.0	21.9
SECURITY ENGINEER	8	1	12.5	5.3	3.7	21.7	20.8
CONSTR ENGR	6	1	16.7	4.7	2.7	16.5	11.8
FACILITIES MAINT	5	0	0.0	5.7	0.0	15.6	0.0
ENGLISH LANG PGMS	3	0	0.0	10.4	0.0	22.8	0.0
INFO RESOURCES	2	0	0.0	7.2	0.0	14.4	0.0
MEDICAL OFFICER	8	2	25.0	5.1	6.4	5.1	6.4
HEALTH PRACTITIONER	3	1	33.3	6.4	8.7	19.8	23.5
FUNCTIONAL TOTALS	128	21	16.4	5.0	4.5	19.6	18.8

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST 02 to 01							
FINANCE	50	6	12.0	6.1	7.7	10.8	13.5
HUMAN RESOURCES	10	4	40.0	3.3	3.2	12.5	16.0
GENERAL SERVICES	18	3	16.7	5.1	6.4	18.9	23.3
INFO TECH MNGR	161	11	6.8	6.1	6.6	19.7	19.5
DIPLOMATIC COUR	5	1	20.0	5.3	3.7	17.3	15.5
SECURITY OFF	201	20	10.0	5.3	6.4	17.0	19.2
SECURITY ENGINEER	44	3	6.8	8.1	12.7	15.2	20.6
CONSTR ENGR	4	3	75.0	3.0	2.7	9.5	9.1
FACILITIES MAINT	7	2	28.6	3.7	2.7	12.2	11.7
ENGLISH LANG PGMS	5	0	0.0	4.3	0.0	9.6	0.0
INFO RESOURCES	11	2	18.2	4.0	5.2	8.5	10.3
MEDICAL TECH	2	0	0.0	8.7	0.0	28.3	0.0
HEALTH PRACTITIONER	24	2	8.3	5.4	9.7	11.6	20.8
FUNCTIONAL TOTALS	542	57	10.5	5.7	6.4	16.5	17.6

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST 03 to 02							
FINANCE	36	9	25.0	4.3	4.8	4.5	4.8
HUMAN RESOURCES	10	9	90.0	3.0	2.9	8.8	9.6
GENERAL SERVICES	59	9	15.3	5.0	5.5	10.1	9.5
INFORMATION MGMT	208	23	11.1	5.1	5.7	12.8	13.8
INFO MGMT TECH	51	6	11.8	5.2	6.2	9.7	11.4
DIPLOMATIC COUR	9	1	11.1	6.1	6.7	14.0	16.5
SECURITY OFF	256	37	14.5	4.5	5.5	9.6	10.7
SECURITY ENGINEER	16	14	87.5	3.2	3.3	6.9	6.9
SECURITY TECHNICIAN	12	0	0.0	3.3	0.0	8.7	0.0
CONSTR ENGR	5	3	60.0	3.3	2.7	6.4	5.1
FACILITIES MAINT	18	5	27.8	5.7	6.3	11.0	11.7
ENGLISH LANG PGMS	5	2	40.0	2.9	3.5	2.9	3.5
INFO RESOURCES	8	3	37.5	3.3	3.8	3.3	3.9
MEDICAL TECH	6	0	0.0	6.4	0.0	15.5	0.0
HEALTH PRACTITIONER	33	3	9.1	4.4	5.6	4.4	5.6
OFFICE MGMT SPEC	17	0	0.0	4.9	0.0	26.7	0.0
FUNCTIONAL TOTALS	749	124	16.6	4.7	5.0	10.4	9.8

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST 04 to 03							
HUMAN RESOURCES	19	10	52.6	2.4	3.1	7.7	10.9
GENERAL SERVICES	49	14	28.6	3.4	4.8	5.6	8.8
INFORMATION MGMT	303	37	12.2	3.9	3.9	6.2	5.7
INFO MGMT TECH	38	9	23.7	3.1	4.2	4.8	5.8
DIPLOMATIC COUR	32	2	6.3	6.7	6.5	12.1	9.1
SECURITY OFF	213	98	46.0	2.2	2.4	4.8	5.1
SECURITY ENGINEER	28	13	46.4	2.4	2.9	3.8	4.7
SECURITY TECHNICIAN	57	3	5.3	3.1	3.9	5.8	6.5
CONSTR ENGR	10	5	50.0	2.4	2.5	2.6	3.0
FACILITIES MAINT	67	14	20.9	4.0	6.8	4.2	7.1
OFFICE MGMT SPEC	101	10	9.9	5.1	4.0	20.6	16.9
FUNCTIONAL TOTALS	917	215	23.4	3.5	3.4	7.3	6.4

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST 05 to 04							
OFFICE MGMT SPEC	173	32	18.5	4.1	3.7	12.7	11.2
FUNCTIONAL TOTALS	173	32	18.5	4.1	3.7	12.7	11.2

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Turn-in-Class of Completed	Avg Turn-in-Class of Promoted	Avg Length of Service Completed	Avg Length of Service Promoted
SPECIALIST 06 to 05							
OFFICE MGMT SPEC	282	61	21.6	3.6	4.4	5.7	6.8
FUNCTIONAL TOTALS	282	61	21.6	3.6	4.4	5.7	6.8

DOG TALE

LOCAL GUARDS SAVE NEWBORN PUPPIES///BY RICHARD NORLAND AND MARY HARTNETT

Street dogs are a common sight in Uzbekistan, and many are informally adopted as guard dogs and companions. One, a scruffy beige mongrel, befriended the local guard force at the ambassador's residence in Tashkent. Quickly named "Belka"—Russian for "the white one"—she was adopted by the guards, who looked out for her.

Belka gave birth to a litter in early January somewhere away from the residence, but on Jan. 11 she was struck by a car. Guard Temur Zakhruudinov found her soon after, but his valiant attempts at resuscitation were in vain: He brought her to the residence and buried her near the small tarp the guards had erected to shelter her during the winter.

With temperatures hovering below freezing, the guards then began a desperate search for the puppies. They were helped by Belka's daughter, a one-year-old dog who had taken it upon herself to find her brothers and sisters and keep them warm. Fortunately, they found the puppies huddled underneath the side of a nearby garage and

brought them to the heated guard booth.

What happened next made for quite a picture. Big, burly guards took turns nurturing the tiny, helpless puppies. Zakhruudinov and fellow guards Tulqin Magdiev, Shamil Khusainov and Khusan Khashimov warmed milk in a microwave oven and fed it to the puppies in a small baby bottle. The puppies' eyes were not open yet, and their little paws flailed as they gulped away.

The guards got wood shavings from supporters at the embassy and fashioned a bed in a large box. There, the puppies snoozed on top of each other after their meal. Zakhruudinov put some of the wood chips, bearing the scent of the puppies, on their mother's grave—"to let her know they are okay."

There are four female puppies and one male puppy, a runt who is holding his own. The biggest puppy has been nicknamed Begemot for "behemoth" because she is such an avid eater and has no compunction about lying on the other puppies in their box. Homes have likely been found for four of the puppies so far.

The men and women of Embassy Tashkent's local guard force are brave, able—and compassionate. "Who are we as guards if we cannot help these little creatures come into this life and survive?" asked Zakhruudinov. ■

Richard Norland is the U.S. ambassador to Uzbekistan and Mary Hartnett is his wife.



Mary Hartnett and local guard Khusan Khashimov get a puppy ready for a nap.



Program Features Sacred Works

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently featured sacred, operatic and classical performances.

Pianist Fabian Faccio, a longtime supporter of the concert series, presented a "Holiday Across the Americas" program. Faccio was born in Argentina and studied

piano at the Universidad Nacional de Cuyo before moving to the United States in 1990. He performed two works by Joseph A. Santo titled *Trois Epiphanies* and *The Great Antiphons*.

Albert Niedel, baritone, and Ina Allen, piano, presented an afternoon of operatic arias that included works by Gounod, Verdi, Moore and Giordano. Niedel's vocal range was well matched to the works and Allen, who performs regularly in the area, was an able accompanist.

Pianist Maxwell Brown played a variety of works by Chopin, Debussy, Granados, Mompou and Gartner. With composition dates ranging from 1810

to 1948, the works showcased the extraordinary range of Brown's talent. A frequent prize winner, he is the organist/pianist at the Mt. Vernon United Methodist Church in Baltimore and pianist for the Heritage Signature Chorale of Washington, D.C.

As part of the Black History Month celebration, pianist and violinist Christopher Watson played *Lift Every Voice and Sing*, which his brother Phillip sang with a fine tenor voice, and an original jazz-influenced piano composition, *Life's Song*, that represents the stages of his musical career from adolescence to maturity. He wowed the audience with a final violin selection by Bach, *Partita No. 2 in D minor*. ■

The author is a computer specialist in the Executive Secretariat.



Coming Events

April 8

Kyra Koh, soprano

April 29

Wayne Dorsey,
classical pianist

May 6

Piano recital by students from
the Department of State and
Montgomery College

Performances are on
Wednesdays at 12:30 p.m. in
the Dean Acheson Auditorium





The Skin Protection Game

WORK HAND IN GLOVE WITH SAFE PRODUCTS/// **BY EILEEN VERITY**

Are your hands chapped and dry after working with chemicals or cleansers at home or on the job? Would you like to know how to keep your skin healthy?

The skin is the single largest organ of the body. It is primarily made of two layers, the epidermis and the dermis. The skin provides a barrier for the body, although it does not always protect against agents such as strong acids or solvents that can lead to irritation and rash.

Inflammation of the skin is called dermatitis. Two types commonly occur: irritant-contact dermatitis, caused by direct chemical or physical damage to the skin, and allergic-contact dermatitis, caused by a sensitizer that produces a greater response with each subsequent exposure.

Irritant-contact dermatitis, the most common type, often appears as an itchy rash. Examples of common skin irritants are strong acids, bases and solvents, including detergents and citrus-based cleansers, acetone (nail polish remover), drain cleaners and plants (poinsettias and peppers).

Allergic-contact dermatitis is caused by chemicals that sensitize the skin. Itching can develop immediately or up to several days later, depending on individual sensitivity. Examples are poison ivy, latex rubber, epoxy materials, nickel metals and biocides.

In addition to the irritant or allergic effects that chemicals can have on the skin, they can also be absorbed through the skin into the body. Skin damaged by physical or chemical irritation or sensitized by repeated

exposure will generally absorb chemicals more rapidly than healthy skin.

If you suspect that you are having a reaction to a chemical product, contact your health professional and provide as much information about the product as you can obtain.

How can you prevent dermatitis? First, use a safer product or chemical. Environmentally friendly materials are readily available. Read product labels and follow the listed precautions. Use an applicator such as a brush or other tool instead of your hands to apply chemicals or paints.

Protective garments can help, but some allergens, such as the oil from poison ivy, remain active on clothing and tools for a long time. Be careful when removing protective clothing and gloves, and thoroughly clean all tools after use. The glove material and thickness help determine the level of protection. Common latex gloves found in many homes may not give enough protection against certain chemicals. Again, read the cautions listed on the labels.

Dermatitis is one of the most frequently occurring occupational illnesses. You can protect your skin from damage and reduce your exposure by using less harmful materials and selecting effective methods of protection, including gloves. ■

The author is a certified safety professional with the Office of Safety, Health and Environmental Management.

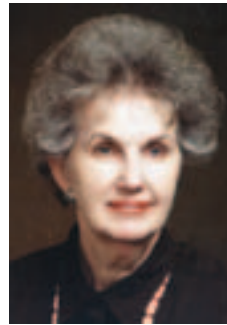


Obituaries



Barbara Elisabeth Esser, 46, a retired foreign affairs officer, died Oct. 5 in Stony Brook, N.Y., after fighting breast cancer for almost 10 years. She entered the Department as a Presidential Management Intern in 1996 and served in the Bureaus of Economic and Business Affairs, Intelligence

and Research, and International Organization Affairs. She retired in 2005. She enjoyed taking care of her dog, birding, playing piano, gardening and traveling.



Vera Frances McFall, 75, a retired Foreign Service employee, died Aug. 5. She lived in Florence, Ala. She worked in the Bureaus of Economic Affairs and Near Eastern Affairs before joining the Foreign Service. She served in Colombo, Belgrade, Lima, Mexico City and Lisbon.

After retiring in the late 1980s, she returned to Florence and worked for her brother's real estate appraisal business.



Samuel Edwin Fry Jr., 74, a retired Foreign Service officer, died Dec. 14 at his home in Olympia, Wash. During his 31-year career, he served in Trieste, Moscow, Oslo, Helsinki and Bucharest. After retiring in 1990, he taught at the University of Alaska/Fairbanks, worked

at a large-animal research station and managed an archeological dig site. After moving to Olympia in 1993, he was involved with the opera society, Sherlock Holmes Society and wildlife preservation.



Harry Roberts "Bob" Melone Jr., 80, a retired Foreign Service officer, died Jan. 30 from pulmonary fibrosis at his home in Washington, D.C. He studied international relations at Yale University before joining the Department in 1952. He served in Tabriz, Yaounde, Bangui,

Paris and Niamey and was ambassador to Rwanda from 1979 to 1982.



Barbara DuBois Jespersen, 80, wife of retired Foreign Service reserve officer George G. Jespersen, died Jan. 13 of cardiac arrest in Mt. Pleasant, S.C. She accompanied her husband on postings to Iran; Trieste, Italy; Taiwan; and Monrovia, Liberia. She taught

English as a second language at those posts.

Colette Francoise Moran, 54, wife of retired Foreign Service officer Roger Moran, died Dec. 3 of breast cancer in Alexandria, Va. She accompanied her husband on postings to Hong Kong, Yaounde, Cotonou and Paris. She taught at several U.S. universities and the American Cultural Center in Cotonou. She worked as an embassy secretary in Yaounde and with the Federal Aviation Administration in Paris. She taught high school French in Fairfax County, Va., until shortly before her death.

Obituaries



Jeanne Lamar Puhan, 77, a retired Foreign Service secretary, died Nov. 16 in Sarasota, Fla. She served in Bremen, Warsaw, Bangkok, Kingston, Mogadishu, Budapest (where she met her husband, the late Ambassador Alfred Puhan) and Monterrey. After her retirement, she was an active volunteer at Selby Botanical Gardens and the Sarasota Opera.



Lona B. White, 91, a retired Foreign Service secretary, died Jan. 3 of natural causes. She served in the Women's Army Corps during World War II. She worked as a secretary and court transcriber for the Agency for International Development from 1959 to 1980, serving in Iran, Yugoslavia, Taiwan, Indonesia, Saigon, Afghanistan, Bangladesh and Beirut. She retired to Colorado Springs, Colo., where she enjoyed travel, politics and reading.



David W. Smith, 69, a retired Foreign Service employee, died Feb. 16 of cancer in Palm Beach Garden, Fla. During his 42 years with the Air Force and the Department, he served in Sydney, Saigon, Antananarivo, Georgetown, Abidjan, Wellington, New Delhi, Paris, Athens and Brussels. After retiring in 1999, he served as a rehired annuitant in Bandar Seri Begawan, Kabul and Baghdad.

Philip J. Wolfson, 89, a retired Civil Service employee, died Dec. 27 in Florida after a short illness. He served in the Army during World War II. He worked in the Bureau of Intelligence and Research, specializing in European, strategic and political-military affairs. He served overseas in Bonn. After retirement, he taught at Montgomery College in Maryland and co-founded the Institute for Learning in Retirement. He later lived in Ithaca, N.Y., and The Villages, Fla., where he continued to teach.

retirements

FOREIGN SERVICE

Doty, Boyd Raymond
Lauderdale, Steve A.
Lawrence, Michael C.

CIVIL SERVICE

Brown, Bruce Allan
Chandler, James G.
Clavet, Therese M.
Farrell, Thomas A.

Lukowski, Mary K.
Mayland, Janet Lee
Wolcott, Jackie

Practice for Safety, not Sorrow



You've heard the clichés: Practice makes perfect. Better safe than sorry. A stitch in time saves nine. Our colleagues at the U.S. Embassy in Kuwait City took all of them to heart and put together what could be the largest and longest embassy-led security training drill in the Department's history.

Involving more than a thousand people from the Department, the U.S. Central Com-

mand, Kuwait Overseas Security Advisory Council and the government of Kuwait, the 2009 Joint Combined Security Exercise took 13 days to evaluate the embassy's emergency action plan while reinforcing the U.S.-Kuwait relationship. In eight primary and several compressed phases of training and education, the exercise included a simulated terrorist attack on the embassy, a mass-casualty drill and bilateral training between U.S. Marines and the government of Kuwait.

As they say, it's never too late to learn.

The Office of Policy, Planning and Resources has been turning another cliché on its head—"What gets measured gets done." The office created a small unit in 2008 primarily to encourage overseas missions to measure the impact and effectiveness of public diplomacy's reach among foreign audiences. While the Department has practiced public diplomacy for many years, there were no universally accepted methods of accurately measuring its value. That could change as the new Evaluation and Measurement Unit, working closely with the Office of Policy and Evaluation in the Bureau of Educational and Cultural Affairs, extends its pioneering work in designing data collection tools, indicators and evaluation methods.

By then, you might even say, "What gets done gets measured."

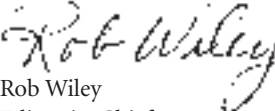
No one expects the work load at overseas posts to shrink anytime soon, but our colleagues still find the time to lead active lives outside their regular duties. Many view volunteer work as extension of their official duties. Sometimes, however, finding work for which to volunteer can be difficult if there are language problems or few organized community activities. Colleagues at the U.S. Embassy in Tokyo didn't let any such problems stop them from practicing afterhours person-to-person diplomacy; they set up an ongoing volunteer program that brings together local and American staff through a series of monthly events to promote community service in Tokyo and beyond.

The program brings together people of different cultural backgrounds and impacts lives on a personal level—the very essence of public diplomacy.

Last but not least, a final salute to our colleagues en route to their final posting: *Barbara Elisabeth Esser; Samuel Edwin Fry Jr.; Barbara DuBois Jespersen; Vera Frances McFall; Harry Roberts "Bob" Melone Jr.; Colette Françoise Moran; Jeanne Lamar Puhon; David W. Smith; Lona B White; and Philip J. Wolfson.* ■

Correction

Maria Wyrick should have been listed as having written the story in the January issue on Managua's new embassy compound.


Rob Wiley
Editor-in-Chief

Coming in May

- Fighting Human Trafficking in India
- Consular Officers Touch People's Lives
- HR Prepares for Increased Hiring: Diplomacy 3.0
- ... and much more!

IT'S THE SEASON: A HANDY GUIDE TO EMPLOYEE EVALUATION LANGUAGE

Evaluation Language

"Milton is the best I've ever rated"

"Milton walks on water"

"Milton is one of our finest officers"

"Milton's a very good officer"

"Milton is a good officer"

"Milton is working on his interpersonal skills"

"Milton needs to focus on details"

"Milton is developing the skills he needs"

Translation

Milton is very good

Milton is good

Milton is pretty good

Milton is okay, nothing to write home about

You don't really want to work with this guy

Grievance was filed; criminal charges pending

Has a photographic memory, just lacking film

Appears to have 100 percent human DNA





U.S. Department of State
Bureau of Human Resources
Washington, DC 20520

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Foreign Affairs Day Is May 1

Civil Service and Foreign Service retirees are welcome to attend the Department's annual homecoming event, Foreign Affairs Day, where Secretary of State Hillary Rodham Clinton is scheduled to deliver the keynote address and preside over a memorial plaque ceremony honoring Foreign Service personnel who lost their lives while serving abroad. There will also be two seminars on foreign policy issues and a luncheon. Reservations for the luncheon will be accepted on a first-come, first-served basis. In recent years, the luncheon has sold out quickly.

Foreign Affairs Day invitations were mailed in early March. Those who haven't received one can e-mail their last name, first name, retirement date, whether Civil Service or Foreign Service, street address, phone number and e-mail address to foreignaffairsday@state.gov and an invitation will be mailed to them.