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MAGAZINE



Saudi Gateway—
JEDDAH

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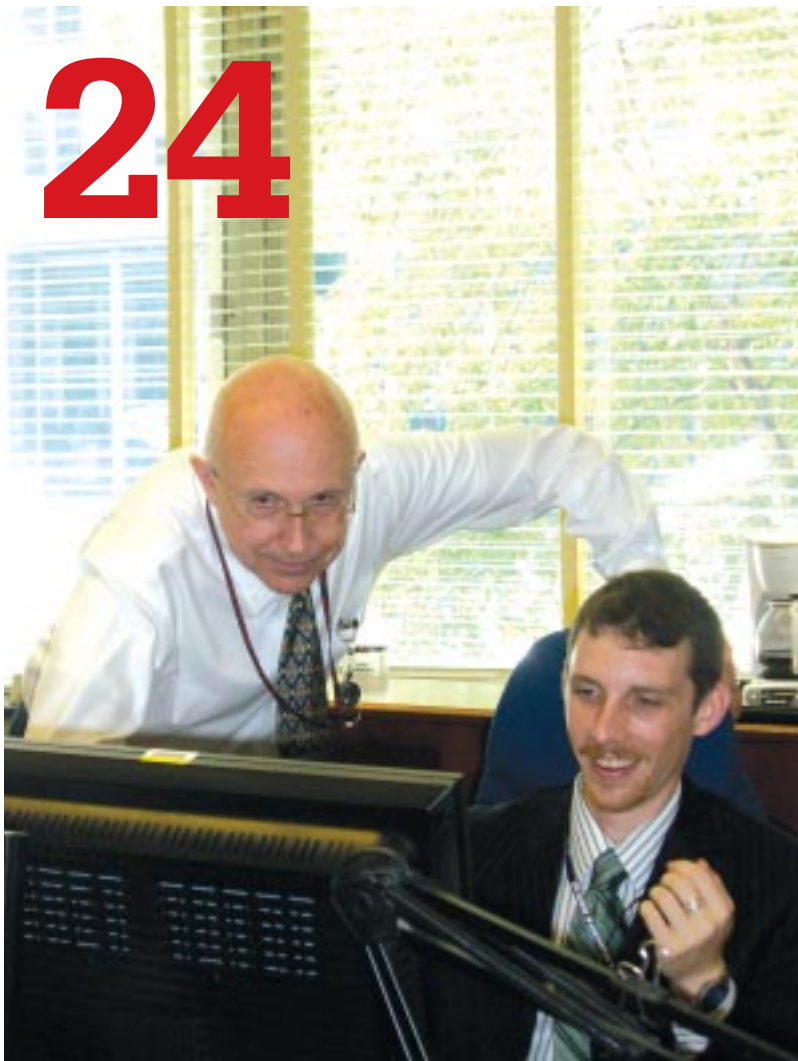
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ON THE COVER

An illuminated globe with a small crescent moon beside it stands at the north end of Jeddah.

Photograph by Corbis

Office of Overseas Employment— Serving Locally Employed Staff Around the World

This month, I would like to tell you about the work being done by our dedicated team of professionals in the Office of Retirement Services.

HR/OE formulates policies and administers programs for the overseas employment of more than 50,000 Locally Employed Staff serving the Department of State and more than 30 other U.S. government agencies at 170 U.S. missions abroad. The office develops guidance for the full “life cycle” of employment of host-country foreign nationals, family members, resident U.S. citizens, third-country nationals and members of household:

- Recruitment
- Compensation
- Performance Management
- Recognition
- Discipline and Separation
- Retirement

Overseas Employment is composed of three divisions: Compensation Management; Policy and Coordination; and Human Resources Management.

LE Staff compensation totals more than \$1 billion annually. Ten compensation managers, under the direction of Kumiah Harrison, annually review salary data for more than 170 posts. Using recently updated customized actuarial software, each year the managers recalculate local compensation ceilings based on data developed by professional wage comparator companies and supplemental information submitted by the posts themselves.

By law, compensation is set according to the cost of labor (not the cost of living). Each post’s local compensation plan must be consistent with local labor law and prevailing practice: the salaries and benefits paid by a select group of local employers with whom the mission competes for labor. The embassy seeks to offer compensation sufficient to recruit, retain and motivate a fully skilled workforce. “Total compensation” includes much more than what is reflected in an employee’s paycheck—it includes allowances, leave, medical insurance, life insurance and supplemental retirement benefits.

Policymaking and communications are managed from HR/OE’s Policy and Coordination division, led

by Deborah Hunsley. This division develops the full life cycle of LE Staff policies, from recruitment to retirement. This staff of four is also responsible for communicating these policies to HR professionals, mission management, supervisors of LE Staff and in some cases to employees directly. The HR/OE Web site is the main vehicle for this communication and recently underwent a complete renovation: <http://hrweb.hr.state.gov/prd/hrweb/oe/index.cfm>.

The Policy and Coordination division formulates and disseminates global human resource policy and guidance; negotiates interagency agreements and approvals; and evaluates the effects of personnel policies and recommendations within the Department of State and for the U.S. government’s 30 other agencies with Locally Employed Staff.

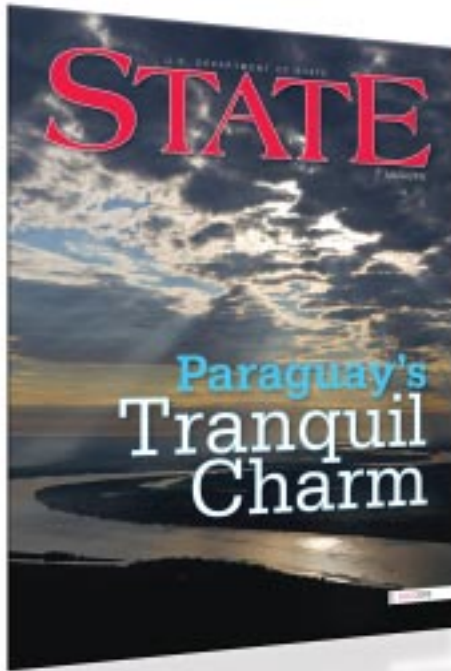
The Human Resource Management division, led by Michelle S. Long, works with posts to answer questions and help them resolve unique workplace issues. This division of four International HR Managers regularly conducts nepotism reviews, adjudicates computer-aided job valuation appeals, responds to pay administration questions such as multi-grade promotions and the use of Superior Qualifications Rate and provides guidance on the application of discipline, grievance, retirement, separations and related policies.

Upcoming initiatives include:

- Voluntary Retirement Savings Program
- Mission Awards Policy Guidebook
- FAM Update
- CAJE Policy Guidebook
- Eligible Family Member Employment Policy Guidebook
- LE Staff Handbook Template
- Local Compensation Plan Template

We want to serve you efficiently and well. If you have any comments or suggestions, please feel free to send them to me via unclassified e-mail at DG Direct. ■





Paraguayan Music

Having spent more than six year of my Foreign Service career in Paraguay working for both the U.S. Agency for International Development and State, I very much enjoyed the May Post of the Month article featuring Asunción.

However, it is inconceivable to me that anyone could describe Asunción or Paraguay without a generous mention of Paraguayan music, something which left an indelible impression on both my wife and me. The Paraguayan harp makes beautiful music, and when combined with a guitar or two in a conjunto, the music and songs linger in our minds to this day, even though more than 30 years have passed.

Richard W. Newman
Tucson, Arizona

Asunción—Yesterday and Today

What a wonderful homecoming! On the day my wife, Marile, and I arrived home from our trip back to Paraguay, *State Magazine* came out with its greatest cover ever. I served in Asunción 51 years ago as a freshly minted Foreign Service officer. Not the most prestigious post, but a jewel of a place.

I arrived in Asunción in 1957, a 30-something bachelor. I met Marile, the embassy Spanish teacher, a couple days after arrival and we were married in 1958. So, 50 years, six children and eight grandchildren later, the visit this time was a belated celebration of our 50th anniversary, where it all began. Here is where a piece of my heart will always be. In fact, I know of no one who ever served in Paraguay who doesn't feel about the same.

I want to congratulate Michael Edwards for his excellent article. As Edwards points out, in the 1860s War of the Triple Alliance Paraguay lost most of its population. This was practically all of its male population. My impression is that a wave of immigration came in the late 19th century and early 20th. These immigrants were extremely important in reestablishing the devastated society and quickly moved into positions of importance. As a result, Paraguay today is a remarkably socially mobile place by Latin American standards, not that much unlike ours.

There have been very real changes over 51 years. Back then, Asunción looked like a relic of the colonial period. Today the main streets are no longer cobbled, people obey the many traffic lights and traffic

jams seem to consist mostly of brand new cars. Cell phones are everywhere and Paraguayan ladies have taken to jeans. Even the very poor look much better, but unemployment and poverty still are serious problems.

We arrived in Asunción this time just after presidential elections in which the Colorado Party was thrown out after 61 unbroken years. The new president, Lugo, was elected under a banner of change. It will not be easy, but some real changes are clearly needed. Paraguay is at last ready for modernity. Lugo is committed to bringing a huge neglected segment of the population into the economy.

George H. Thigpen
WAE (rehired annuitant)
Systematic Review Program

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news

Visa Center Adopts Green Initiatives

By adopting several green initiatives, the National Visa Center in Portsmouth, N.H., is taking recycling and environmental sustainability to new levels.

NVC, part of the Bureau of Consular Affairs, was created in 1994 to centralize immigrant visa processing at one U.S. facility. The center processes more than 500,000 immigrant visa cases destined for adjudication at overseas posts each year.

Beginning last year, NVC started posting most of its documentation on the travel.state.gov Web site, rather than sending paper copies to visa petitioners and beneficiaries. Many of the previously mailed packets had contained 30 pages of

material. Now, a two-page letter directs people to the Web site. This has greatly reduced the amount of paper used, saving more than \$1 million annually in paper, postage and labor costs. In the future, NVC will communicate with petitioners and beneficiaries by e-mail rather than regular mail, further reducing the amount of paper used.

Furthermore, NVC's 550 employees no longer use throw-away foam cups for their coffee, and wooden stirrers have replaced plastic ones. These changes will save 12,000 to 14,000 cups, about 10,000 plastic lids and 8,000 plastic stirrers per month. Instead, employees were given mugs, whose cost can be recouped in a few years.

NVC now annually recycles 58 tons of paper, two tons of plastic bottles, 15 tons of cardboard, 540 fluorescent bulbs and 18 tons of wooden pallets.

Employees are also encouraged to turn off all computer monitors, printers and copiers at night, saving more than \$6,000 annually, and a carpool program started last year has attracted increasing numbers of participants. The program will soon involve a regional, nonprofit organization that offers online ride-matching and a guaranteed ride home.



Secretary Launches Civilian Response Corps



Secretary of State Condoleezza Rice has inaugurated a new Civilian Response Corps that allows federal employees with varied expertise to be deployed to countries descending into or emerging from conflict.

At an inaugural ceremony in July, Secretary Rice said the Corps will advance U.S. interests by helping to meet the challenges posed by “weak or poorly governed states... where criminals and terrorists can gather.” She noted that the initiative returns to civilian hands a responsibility that

previously had been often assumed by the U.S. military. The CRC will “build more effective partnerships” between federal agencies and between the United States and nations in crisis, she said.

The Corps will have active and standby members from several federal agencies. The active component will consist initially of 100 full-time employees who can be deployed within 48 to 72 hours to a crisis situation. The standby component will include volunteers who have other jobs in government but will be trained and ready

to deploy, if needed. Corps members will have had experience as diplomats, public health officials, economists, lawyers and in other fields, the Department said.

The Civilian Response Corps partners the Department of State with seven other agencies, including the U.S. Agency for International Development and the Departments of Justice, Homeland Security, Commerce, Agriculture, Health and Human Services and the Treasury. The Corps was made possible by Congress’ appropriation of up to \$75 million.



During the Civilian Response Corps launch ceremony, Secretary Rice accepted an honorary membership into the Corps.

BOOKFAIR Planned for October

The 48th annual BOOKFAIR of the Associates of the American Foreign Service Worldwide will begin in October. The fair draws shoppers and volunteers from considerable distances and has raised more than \$1 million for Foreign Service family-member scholarships and community projects.

BOOKFAIR began in 1960 with a collection of some 7,500 books. Now, it sells some 100,000 books in many categories, collecting them throughout the year. A large and varied Art Corner features items brought back by Foreign Service employees from around the world. There are also stamps and coins.

BOOKFAIR starts October 17 from 2 p.m. to 5 p.m. and continues October 20–24 from 11 a.m. to 3 p.m. for employees, spouses and guests. During two weekends, October 18–19 and 25–26, the sale is open to everyone from 10 a.m. to 4 p.m.

The event takes place in the Exhibit Hall of the Harry S Truman Building. Public access is available through the C St. entrance, where nonemployees will need to pass through metal detectors.



Berlin Celebrates Grand Opening

On July 4, the U.S. Embassy in Berlin celebrated the historic return to its pre-World War II location next to the Brandenburg Gate. Standing just yards away from where President Ronald Reagan in 1987 called for the Berlin Wall's removal, German Chancellor Angela Merkel, former President George H.W. Bush and Ambassador William R. Timken Jr. delivered remarks before 5,000 guests.

Chancellor Merkel said the embassy's return to the heart of Berlin symbolized the German-American partnership. As a tribute to the 60th anniversary of the Berlin Airlift, a group of Airlift pilots participated in the celebrations. Former President Bush, an ex-pilot himself, evoked an aviation term to say German-American friendship is "CAVU—ceiling and visibility unlimited." The celebration went well into the

night and culminated with a fireworks show.

In other activities to mark the embassy's grand opening, former Secretary of State Dr. Henry Kissinger presented former President Bush with the American Academy's Kissinger Award in recognition of his strong support for German reunification. The mission also co-hosted a high-level Transatlantic Relations Conference whose American participants included Dr. Kissinger, Treasury Deputy Secretary Robert Kimmitt and Special Envoy for European Affairs C. Boyden Gray.

More than a quarter of a million people crowded a street near the embassy July 5 for Amerikafest 2008, a festival to welcome the embassy back to the center of a reunited Berlin. Hosted by the Federation of German-American Clubs, the festival featured cultural performances, including



Standing side by side, Chancellor Merkel and former President George H.W. Bush survey the crowd at the embassy's grand opening.

mission-supported ones; U.S.-oriented information booths; and other attractions. In a nearby theater, New York dance companies Battery Dance Company and Drastic Action guided 90 inner-city high school students in a performance based on the themes of integration and tolerance. These events and ongoing activities related to our return to Pariser Platz have bolstered

our partnership with Germany and initiated a new phase in the bilateral relationship.

Chancellor Merkel told Ambassador Timken that the recent series of events celebrating the German-American relationship, starting with the June visit of President George W. Bush to Meseberg, exceeded her expectations and moved the dial on German public opinion.



Gathered for a post-award photo are, from left, Ana Miller, Chargé d' Affaires John Heffern, Andrew Miller and Alexander Miller.

Childrens' Support for Parents' Unaccompanied Tours Wins Recognition

At the annual farewell barbecue of the U.S. Embassy in Jakarta in May, the children of Human Resources Officer Matthew A. Weiller and Local Area Network Administrator Ana Miller received certificates and medals for soldiering through their parents' unaccompanied tours.

Matthew Weiller served unaccompanied in Afghanistan from 2002 to 2003 and his wife, Brigid Reilly Weiller, is nonimmigrant line chief in Islamabad, Pakistan, this year. Ana Miller's husband, Earl Miller, is the regional security officer in Baghdad.

The Weiller children said they were thrilled and honored to receive the recognition. Their parents said they greatly appreciate the Department's support for families with members serving on unaccompanied tours.



Navy Commander Ed Kaiser, left, presents a hat and signed photo of the *USS Simpson* to Caribbean businessman Sir Kyffin Simpson while Lady Simpson and Ambassador Ourisman, far right, look on.

Navy Helps Embassy Celebrate July 4

For the first time, the U.S. Embassy in Bridgetown moved its July 4 celebrations outside of Barbados using a variety of public diplomacy tools to showcase America's history, music and spirit of partnership with other countries in the region.

To take the celebration off island, the United States Southern Command, at the request of Ambassador Mary Ourisman, sent the U.S. Navy's fast frigate *USS Simpson*. Ambassador Ourisman then joined the ship's captain in donating sewing machines, medical and hygiene supplies, and toys to the Salvation Army and the St. Lucia Red Cross. She later hosted more than 250 guests, including St. Lucia's Governor General and prime minister, on the *USS Simpson* for the official reception.

A four-member U.S. Navy jazz band from New Orleans and local music star Linus Modeste entertained the guests. Modeste played the country-and-western hits St. Lucians enjoy. As "The Stars and Stripes Forever" erupted from the ship's sound system, the night skies over the harbor were set ablaze with a burst of fireworks that left guests cheering.

Ambassador Ourisman said the presence of the Navy vessel reaffirmed the U.S. commitment to the region's security and the donations highlighted the U.S. commitment to improving the lives of people throughout the Western Hemisphere.

Walk Raises Funds for Quake Victims

The first walk-a-thon organized by a foreign consulate in post-revolution China was held June 22 by the U.S. Consulate in Guangzhou and raised nearly \$10,000 for victims of the May 12 earthquake in western China. All proceeds from sales of \$13 T-shirts, donated by a local manufacturer, went to charity, with 70 percent going to Half-the-Sky, a nongovernmental organization serving Chinese children who cannot be adopted, and the remainder going to the Guangdong Provincial Charity Fund.

The walk, which took place on historic Shamian Island, the site of the old foreign legation, drew Assistant Secretary for East Asian and Pacific Affairs Christopher R. Hill. In Beijing on business, he boarded a plane for Guangzhou and joined members of the Guangdong foreign affairs office and 300 other walkers. The walk's T-shirt, designed by the consulate's public affairs office, featured the consulate's logo and a Chinese phrase meaning "Sichuan stand firm, China moves forward with enthusiasm."

Braving the tropical heat and humidity that followed weeks of rain and flooding, marchers completed a 1.5-mile loop around the



Assistant Secretary Christopher R. Hill, center, and Guangdong Foreign Affairs Office Director Fu Lang, on Hill's right, led the walk-a-thon.

island. Along the way, supporters from the consulate shouted "Keep on Sichuan, keep on China."

In his remarks at the start of the walk, Hill reminded participants that "as we walk together, we are joined together by this tragedy and must help those who have suffered so much from the earthquake.

"Our message," he said, "is America cares."



SEOUL



ALEXANDRIA



HANOI



MANILA



Under Secretary Kennedy, center, receives the award from Trust President Moe, left, as the event's master of ceremonies, Carter Oosterhouse, looks on.

National Trust Honors Secretary's Register of Culturally Significant Property

In June at the Library of Congress, Under Secretary for Management Patrick F. Kennedy accepted the Restore America Hero award, presented to the Department of State by the National Trust for Historic Preservation in recognition of the importance of the Secretary of State's Register of Culturally Significant Property. The award honors public officials, agencies, private citizens and corporations for significant contributions to the preservation of historic buildings, collections, documents and works of art.

National Trust President Richard Moe commended the Department for its strong stewardship and professional excellence in establishing a framework for the systematic care of the 20 properties on the Register.

The action was the first time in the Trust's 59-year history that an award had been given for the care and maintenance of American-owned properties abroad.

Established in 2000 by the Bureau of Overseas Buildings Operations, the Secretary's Register is the official list of the Department's most historically

and architecturally significant overseas holdings, buildings that have figured prominently in the United States' international heritage. These include chanceries, ambassadors' residences and office buildings that are determined to be historically, architecturally or culturally significant. The designation establishes a framework by which the Department provides professional stewardship in caring for these properties.

Under Secretary Kennedy said the Register "serves American diplomacy by preserving structures that are central to the history and culture of the host country, signaling our respect for that country and its people." Buildings on the Register, he said, are "evidence of our commitment to international cooperation and provide the stage upon which the vital work of diplomacy goes forward."

In July, three properties were added to the Register: Villa Rothschild in Paris, Petschek Palace in Prague and Villa Taverna in Rome. To view them, go to <http://obo.state.gov/CSP>.



Honorees at the 2008 Foreign Service Youth Awards ceremony pose with then-Acting Director General Teddy Taylor, back row in dark suit.

Awards Recognize Foreign Service Youth

The 2008 Foreign Service Youth Awards Ceremony July 8 at Department of State headquarters highlighted the contributions of Foreign Service youth and their creativity and resilience in facing the challenges of growing up in an internationally mobile lifestyle. The awards were coordinated by the Foreign Service Youth Foundation sponsorship from Clements International Insurance, Diplomatic Automobile Sales and Oakwood Corporate Housing.

This year's awards included:

Clements International Awards for Community Service, given annually by the Foreign Service Youth Foundation to recognize Foreign Service teenagers

who demonstrate outstanding leadership in community service. First place was shared by Lucinda-Joi Chu-Ketterer of Beijing and Alissa and Sarah Jones of Gaborone. Abigail Gollodge of Accra earned the "Highly Commendable" award.

Young Diplomats' Essay Contest Award for excellence in writing and critical analysis. First place for the high school contest went to Emma Benjaminson of Windhoek and second place to E. Davis Martin of Lima. First place for the middle school contest went to Andrew Moeller of Berlin and second place to Patrick Younes of Washington.

Kid Video Awards, coordinated by the Foreign Service Institute to show overseas life from the standpoint of Foreign Service children, had Melissa Nave of Prague in first place, Victoria Laney of Canberra in second place and Nora Logsdon and Courtney Merriman of Kyiv sharing third place.

Also honored were children whose parents are serving or have served at high-risk unaccompanied posts. Designed and distributed by the Family Liaison Office, the certificates of appreciation and medals given to the children acknowledged the sacrifice children and families make when employees serve on unaccompanied tours.



Ambassador Cason records the CD in a studio.

Singing Ambassador Brings Musical Diplomacy to Paraguay

U.S. Ambassador to Paraguay James Cason has recorded and released a CD of Paraguayan music classics sung in Guarani. Produced by impresario Luis Alvarez and featuring popular Paraguayan musicians, the 16-track CD entitled “Campo Jurado” features 15 Guarani classics and the ambassador’s original composition about young soldiers facing combat at a rural Paraguayan outpost. To promote the CD, the ambassador appeared on several Paraguayan radio and television shows and did a live performance on Paraguay’s top-rated late-night television show.

All sales of “Campo Jurado” will fund scholarships for young

Paraguayans with limited economic means to study English at the Paraguayan-American Cultural Center.

In June, Cason performed for a sell-out crowd at Paraguay’s premier concert venue with several Paraguayan superstars. His professionally choreographed set featured all 16 songs on “Campo Jurado” and included four encores.

Prior to the performance, Paraguay’s foreign minister gave Cason Paraguay’s highest cultural honor, the National Order of Merit, Don Jose Falcon, for his contributions to Paraguayan culture. He is the first foreigner to receive this award.

Award Given for Bravery in 1995 Attack

On the morning of March 8, 1995, Mark McCloy, a mail clerk at the U.S. Consulate General in Karachi, Pakistan, was on a shuttle bus to the consulate with coworkers when the shuttle was struck by a hail of bullets from an AK-47. Consulate employees Jackie Van LANDINGHAM and Gary C. Durrell were critically wounded. McCloy, a former Marine, quickly assessed the situation and ordered the driver to find the nearest hospital.

Although wounded, McCloy maintained his composure and radioed the consulate, which relied on McCloy’s statement to piece together what occurred. Tragically, neither Durrell nor Van LANDINGHAM survived their injuries, and both left behind a spouse and children. McCloy suffered injuries to his arms and legs. One shot had gone through his ankle, leaving him in pain and requiring physical therapy for several months.

After reviewing the circumstances of the attack and McCloy’s courageous response, the Department’s Awards Committee

recently determined that he should be the first recipient of the Department’s Certificate of Valor. Under Secretary for

Management Patrick Kennedy presented the award to McCloy, now a Foreign Service information management specialist.



Assembled for the award’s presentation are, from left Deputy Chief Information Officer Charles Wisecarver, NEA/SEA Executive Director Bill Haugh, Under Secretary Patrick Kennedy, Mark McCloy, his wife De Ana McCloy, SCA Principal Deputy Assistant Secretary Donald Camp and M Bureau Executive Assistant Frank Coulter.

CA Unveils Newest Passport Facility in Tucson

The Bureau of Consular Affairs has inaugurated in Tucson, Ariz., the newest of its 19 domestic passport production offices. Under Secretary for Management Patrick Kennedy and Assistant Secretary for Consular Affairs Janice Jacobs presided over the June ribbon-cutting.

The Tucson Passport Center focuses on the personalization and printing of passports, but will also produce passport cards to help meet the demand arising when new travel document requirements go into effect in June 2009. Under the Western Hemisphere Travel Initiative's 2009 changes, all

Americans must present a passport or other acceptable document when entering the United States by land, sea or air. TPC will also produce border crossing cards, which are visa documents issued to Mexican citizens for travel to the United States.

At full production capacity, TPC will process 10 million documents per year. This output is accomplished by printing only at this facility. Applications are adjudicated at other passport agencies, and approved applicant data is electronically transmitted to Tucson. Under Secretary Kennedy said the remote printing of passports improves bureau efficiency

and allows CA to focus on other functions, such as adjudication.

TPC is the second of two large passport centers Stanley Inc. has built for the Department. The first, in Arkansas, was inaugurated in June 2007. Stanley also provides the staff who will personalize passports at TPC, under Department supervision. Up to 250 operators will work at the passport-personalization operation.

Several Department and Stanley employees received awards for helping put the TPC into operation. The facility was built and occupied in less than three months.

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Deadlines

The submission deadline for the November issue is September 15. The deadline for the December issue is October 15.



Cutting the ribbon are, third from right, Under Secretary Patrick Kennedy and, far right, Florence Fultz of Passport Services.



A group of international visitors to AF's Washington offices gather at a Main State landmark.

Ideals in Action

AFRICA BUREAU MARKS 50TH ANNIVERSARY
BY GREGORY L. GARLAND

The Bureau of African Affairs is 50 years old this year, and its story is one of support for the U.S. ideal of equality, domestically and overseas. Established at the beginning of Africa's decolonization process, AF quickly expanded as the number of independent countries in sub-Saharan Africa mushroomed from three to dozens in the space of a few years.

The Eisenhower Administration's policy of having a universal diplomatic presence meant that new embassies opened in rapid progression. The hectic pace strained even the most creative management officer's talents to build, staff and maintain diplomatic facilities

in some of the harshest conditions in the world.

But putting together bricks, mortar and staffing were easy challenges compared to addressing the hurdle embedded in American society that harmed the nation's image around the world: Jim Crow laws promoting racial segregation. Early on, AF learned that the separation of foreign from domestic affairs isn't always so easy. Diplomacy is a two-way street, and as Americans went out by the hundreds to serve in Africa, African diplomats came to the United States. They didn't always find themselves welcomed with open arms.

Rhetoric overseas about freedom and equality under the law rang hollow for Africans and other non-whites around the world as long as state-sanctioned racial discrimination existed in America.

Case in Point

In June 1961, the new ambassador of the Republic of Chad, Adam Malik Sow, was refused service at a Maryland restaurant while en route from New York to Washington to present his credentials to President John F. Kennedy. The incident, on the primary route between the two cities, was only one of a series of cases of racial discrimination against African diplomats, who were also refused permission to buy or lease property in affluent neighborhoods of the District of Columbia for use as official residences.

Under Secretary of State Chester Bowles then proposed creation of a Special Protocol Service Section, and AF's then-assistant secretary, former Michigan Governor G. Mennen Williams, proved instrumental in setting up this new office, which would deal with such incidents. The head of this office, Pedro Sanjuan, accompanied the Chadian ambassador to his meeting with President Kennedy, where the issue was brought up.

The White House put Sanjuan and the Maryland attorney general together. This was the start of a campaign led by federal officials—including Department of State officials—to end segregation in D.C. and Maryland. It was a first: The department charged with conducting foreign policy was interjecting itself into state and local politics.

The young Africa Bureau's first major contribution to U.S. foreign policy turned out to be reminding Washington of the importance of America's living up to its ideals. Rhetoric overseas about freedom and equality under the law rang hollow for Africans and other non-whites around the world as long as state-sanctioned racial discrimination existed in America.

It was this insight that drove then-Secretary of State Dean Rusk to urge Congress to pass what most citizens considered domestic legislation, a bill that would become the Civil Rights Act of 1964 and which banned racial discrimination in public

G. Mennen Williams, center, then-assistant secretary of state for African Affairs, meets with David Dacko, to his right, president of the Central African Republic.



accommodations. Rusk called it a landmark act of foreign policy. But he reminded members of Congress that the true power of finally ending legally sanctioned racial discrimination at home lay not in the effort “merely to look good abroad...but because it is incompatible with the great ideals to which our democratic society is dedicated.”

Over five decades, AF would remain particularly aware of the link between domestic and foreign politics and the power of the ideals embodied in the American system. The Cold War, which provided a crucial justification for AF's creation, would test these ideals repeatedly, especially in Mobutu's Zaire and apartheid South Africa. But the real story of AF's half century lies in the tension between the often conflicting objectives of decolonization, promoting democracy and justice, confronting communism and remaining consistent with American values.

Birthday Celebrations

The Bureau is commemorating its anniversary with a cycle of activities that began in February with a lecture by Dr. Pearl Robinson of Tufts University, who has just completed an intellectual biography of Ralph J. Bunche. Fittingly, the program took place in the Ralph J. Bunche Library, where Assistant Secretary and long-time friend, Jendayi E. Frazer, introduced Robinson. Other celebration activities include articles, blogs and a reception hosted by the National Museum of African Art.

Some of the organizations that have joined in AF's celebration are Sister Cities International, the Africa Society, the Sullivan Foundation, the National Council of International Visitors, Florida A&M University, Howard University and the Corporate Council on Africa. Their involvement demonstrates the vibrant, positive legacy of domestic outreach undertaken by a bureau charged with conducting what is nominally just foreign policy.

This is a powerful foundation on which to build the bureau's next half century. ■

The author works in the Office of Public Diplomacy and Public Affairs of the Bureau of African Affairs.

‘Relevant and Timely’

FSI ‘SURGE’ TRAINS OFFICERS FOR IRAQ, AFGHANISTAN
BY MARTHA L. CAMPBELL

Training & Development///Special Report///Training & Development///Special

In addition to the normal summer spike in training activity at the Foreign Service Institute, the spring and summer of 2008 featured the introduction of 10 new courses designed for colleagues destined for assignments in Iraq and Afghanistan.

Employee reaction has been positive: One attendee called the “Islam in Iraq” course “intellectually challenging, relevant and timely—by far, the best course I have taken at FSI.”

The new courses focus on these areas: **Iraq and Afghanistan**—FSI’s longstanding mandatory course on Iraq Familiarization, FT610, was expanded from three to five days in February to add sessions on working with the military, counterinsurgency strategy and employee compensation. In May, the Director General required the course on Provincial Reconstruction Teams in Iraq for all Department personnel deploying to those PRTs, and Ambassador Ryan Crocker instituted the same requirement for all other agency personnel at the U.S. Embassy in Baghdad.

Steve McFarland, who spent a year leading a PRT and returned to head the FSI division offering the PRT course, said

the course prepares students for a unique civilian-military counterinsurgency environment. FSI, he continued, constantly fine-tunes the course by recruiting Iraq PRT veterans to lecture on the rapidly changing situation on the ground.

“As a former PRT team leader,” he said, “I enjoyed increasing the course’s focus on counterinsurgency theory and operations, and on preparing students for the realities of working in a combat environment.”

FSI also pilot-tested this year “Islam in Iraq,” AR193, a new course on the fundamentals of Islam and, in particular, the religious landscape in Iraq.

For employees going to Afghanistan, FSI added a new one-week session of Afghanistan Area Studies and developed a new course for those deploying to the military-led PRTs in Afghanistan.

Language—This year, FSI’s School of Language Studies offered an Iraqi Arabic distance learning course and an Iraqi

Arabic FAST course. The “Ask Dr. Hamza” Web page on the Department’s Diplopedia site (www.intelink.gov/communities/state/drhamza) provides Arabic materials to employees and eligible family members worldwide. FSI said one PRT leader in Iraq reached the 2+/2 proficiency level by using distance-learning materials and engaging in self study and interaction with Iraqis at post. SLS offers Dari and Pashto language training for those going to Afghanistan, and distance-learning products for these languages are in the final stages of development. SLS is also developing a special Dari course for employees going to PRTs in Afghanistan.

Leadership—“Leading in a High-Stress Post,” PT250, is a new one-day course targeted at officers and PRT leaders at the FS02 level and above who are going to high-stress posts. The course focuses on the unique leadership challenges likely to be experienced during an assignment in



Steve McFarland, FSI director of stability operations, walks a street in Baghdad.

Iraq or Afghanistan, and helps officers anticipate and prepare for them.

In 2008, the Leadership and Management School also created a briefing for those who work closely with employees who have recently returned from Iraq or Afghanistan (such as their supervisors). The course, “Working with Returnees from Iraq and Afghanistan,” PT450, is available in three formats. For those in Washington, the briefing can be done at Main State as a brown bag lunch. For overseas locations with several people interested in the topic, the briefing can be offered by digital video conference. Employees outside of Washington also will be able to participate in the briefing when it is held as a “Webinar,” a live session over the Internet, several times this summer and fall.

Personal Preparation—In May, FSI released the DVD “Making Sense of Unac-

companied Assignments: Insights for Couples,” which explores the dynamics of deciding upon, preparing for, being separated by and reintegrating after an unaccompanied tour. The 53-minute video shares the strategies and issues encountered by Foreign Service couples who endured and grew from their separations. The program is available to anyone who is contemplating, has completed or is now in an unaccompanied assignment, by requesting it from FSI’s Transition Center.

Another new course, the “High-Stress Assignment Pre-Deployment Workshop,” MQ-940, covers the more substantive aspects of preparing, as an unmarried officer or a couple about to be temporarily separated, for a high-threat assignment. Included in the Friday/Saturday workshops are in-depth discussions of underlying issues and stresses, along with strategies for

communication, relaxation and personal and professional performance enhancement. The workshop is open to all employees, spouses and members of household who are anticipating an assignment to an unaccompanied post.

FSI said the enthusiastic support of its partners in the bureaus of Human Resources, Near Eastern Affairs and South and Central Asian Affairs helped the initiative to succeed. Details on these courses are available on FSI’s Web site under the “Focus: Iraq” section of the site’s opening page.

For the future, FSI is looking for other opportunities to support employees before and after deployment to some of the Department’s most difficult postings.

The author is dean of the School for Professional and Area Studies at the Foreign Service Institute.

Special Report///Training & Development///Special Report///Training & Dev

Step Up

FELLOWSHIP PREPS DEPARTMENT'S FUTURE FEMALE LEADERS

BY NATALIE E. BROWN

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To address gender gaps in leadership and groom women for leadership roles worldwide, the International Women's Forum in 1994 launched its Leadership Foundation program. The IWF says the program aims to help "high-potential women of ethnic, professional and geographic diversity... become tomorrow's women chief executive officers and principal leaders."

PHOTOGRAPH: INTERNATIONAL WOMEN'S FORUM



At the IWF Gala in Chicago in 2007, several IWF recipients gathered for a photo, including the author, back row, second from the right—and the tallest person in the photo.

I am honored to have been the IWF's 2007–2008 fellow from the federal government. Congress has allocated funding for the annual participation of a federal employee, and I have spent the past year learning with and from 20 amazing women from six countries. This group of “wickedly smart women”—the words of former Leadership Foundation President Rosalind Gilmore—is determined and capable of rising to the tops of their professions and committed to taking other women, and men, with them.

Above Average

This was not the average leadership program. We addressed matters such as diversity and the need to change leadership styles as one's career advances, as well as moral leadership and globalization. We experienced an intense program that, in

three one-week sessions, challenged our perceptions of success, dared us to be courageous and encouraged us to be more open. One exercise involving an electronic maze reinforced our understanding that progress sometimes requires lateral or backward movement, and if you are going to lead, make sure you are being followed.

We also contributed to monthly newsletters and did public speaking. Additionally, the Leadership Foundation offered the fellows once-in-a-lifetime opportunities, including executive education at the Harvard Business School and the Cambridge University's Judge Business School, as well as being paired with an IWF mentor.

Personal Directors

The most significant part of the program, and what I appreciated most, was

being given a “personal board of directors.” These five-person boards were formed during our time at Harvard to work on common professional or personal goals. They generated the spark for changes the fellows made over the year. I identified what motivates me and how to better use my talents.

As a result, I've raised my personal and professional aspirations and plotted a different career path. I also made four new wonderful friends who are invested in my success.

The IWF Leadership Fellowship was physically and emotionally exhausting, but intellectually stimulating. It made me braver, more caring, less judgmental, more open and more aware of my personal needs.

The author is the economic counselor at the U.S. Embassy in Amman, Jordan.

Capitol Hill Nuance

FELLOWS GIVE CONGRESS INTERNATIONAL PERSPECTIVE
BY ANDREW HYDE AND DEBY JONES

Training & Development///Special Report///Training & Development///Special

When Senator Edward Kennedy met with world leaders this past year, he had a Foreign Service officer nearby. When House Armed Services Committee Chairman Ike Skelton held a hearing this spring on cooperation between the departments of State and Defense, a Foreign Service officer was there, prepared to give support and advice.

When Senator Chuck Hagel took a hard look at the Balkans, he turned to a Foreign Service officer on his staff.

Who are these FSOs and why are members of Congress turning to them for advice? They are Pearson Fellows, who are assigned to a House or Senate office, committee or commission, typically for a year.

Each year, approximately a dozen State Department employees from various cones are selected as Pearson Fellows, a program named after former Senator James Pearson, who drafted the legislation creating the fellowship. The American Political Science Association offers a similar program; under it, Political Officer Marilyn Ereshefsky works in the office of Rep. Jim McDermott.

Both programs give U.S. diplomats a better understanding of the legislative, authorization and appropriations processes and help them learn the nuances of Capitol Hill negotiations. The programs also give members of Congress and their staffs a foreign policy perspective and international expertise. Moreover, the Department benefits through improved communication with and understanding of Congress.

Many Roles

Pearson Fellows serve in a variety of roles, providing foreign policy advice, drafting legislation, preparing briefings and hearings, writing speeches and working with constituents. While on Capitol Hill, they have the freedom to fully support the members they serve. As one

Fellow put it, “The Department sent me here to work for Congress and get a realistic view of how things operate.”

Following a tour at the U.S. Embassy in Beijing, Political Officer Eric Richardson started in August 2007 as a Fellow on the staff of the House Committee on Foreign Affairs. Concentrating on Asian issues, Richardson worked on developing a congressional response to Burma’s September 2007 crackdown on antigovernment protesters. He drafted financial and trade sanctions legislation targeting Burma’s military government and met with the monks who led antigovernment protests and then fled Burma.

“I learned a lot in negotiations with multiple committees and conferences in the Senate over the Block Burma Jade

The authors take a break from their work on Capitol Hill.



Act,” Richardson said, adding that the experiences helped him to advise committee Chairman Howard Berman about Congress’ response to Cyclone Nargis and the Burmese regime’s initial refusal to accept humanitarian aid.

Political Officer Costa Nicolaidis, who worked on the staff of Senator Bill Nelson, said he gained an invaluable insight into the powerful role of Congressional oversight.

‘Unique Understanding’

“I developed a unique understanding of the interaction between the executive and legislative branches on foreign policy issues and deepened a network of contacts that I expect will serve the Department in years to come,” he said.

Christopher Lamora, a consular officer who worked in the office of Senator Dick Durbin, said the fellowship honed his views of the relationship between the

Department and Capitol Hill, and on the way the Department should demonstrate how its work affects constituents.

This year’s Fellows initiated several projects and made suggestions for strengthening congressional relations. In June, the Fellows and members of the Department’s Congressional Liaison Office and Office of Recruitment and Retention hosted a question-and-answer session on the

Secretary of State Condoleezza Rice meets with recipients of the Pearson Fellowship.



PHOTOGRAPHS: LEFT: MARK STEWART; OPPOSITE PAGE: TED WARNER

fellowship for prospective Foreign Service and Civil Service employees. Reflecting Hill interest, the session was also attended by approximately 150 congressional staff members and interns.

Deby Jones is a Pearson Fellow on the staff of Senator Edward Kennedy, and Andrew Hyde is a Pearson Fellow on the staff of the House Armed Services Committee, chaired by Rep. Ike Skelton.



Open House Serves Iraq, Afghanistan Volunteers

Representatives of the Bureau of South and Central Asian Affairs, several Bureau of Human Resources offices and of the Foreign Service Institute promoted the services available to those volunteering to serve in Iraq and Afghanistan at a June open house at Main State.

Among the HR offices that staffed tables at the open house were Casualty Assistance, Medical Services, Family Liaison and Career Development and Assignments. The open house was the Department's way of telling employees who were considering either post, "This is what we have for you, the resources," said Nazih Daher, Associate Dean of FSI's School of Professional and Area Studies

"All of us—FSI, the Director General's office, NEA, SCA and others—wanted to be sure colleagues interested in assignments in Afghanistan and Iraq were aware of all the resources available to them as they make these decisions," he said.

One attendee, Jason Khile, had already volunteered for Iraq—he will serve on the Provisional Reconstruction Team in Anbar Province. He volunteered, he said, because "It's important for our country."



Jason Khile chats with FSI Language Training Supervisor Mongia Dambowic.

Fellowship of Hope

TRANSATLANTIC DIPLOMATS SERVE OTHER NATIONS'
GOVERNMENTS **BY CHAD S. PETERSON**

In 2007–2008, I held a Transatlantic Diplomatic Fellowship in Germany's Foreign Office, working as one of two Kosovo desk officers in the Political Directorate-General. My responsibilities were similar to those of State Department desk officers.

For example, I researched and prepared briefing papers for the German chancellor, foreign minister, political director and special envoy for Southeastern Europe. I also served as the FO's liaison with the German Embassy in Pristina, Kosovo. And I represented the leadership of the FO's Western Balkans Division at meetings with other divisions, ministries and visiting foreign delegations.

I also drafted the internal German federal government documents that paved the way

for Germany's official recognition of the Republic of Kosovo.

The TDF began in the fall of 1996 as the Fellowship of Hope. Then-Secretary of State Warren Christopher established it as a foreign exchange program under which Foreign Service officers and diplomats from European Union institutions and member states would work together and learn from one another. In 2007, the program was renamed and opened to include diplomats from North Atlantic Treaty Organization

countries outside the EU. The program involves a one-year rotation in which FSOs work in an institution or ministry of foreign affairs in an EU member nation, and EU diplomats work in Washington, D.C. In 2008–2009, the Department will host 10 European diplomats. Bureaus and offices interested in hosting TDFs should contact the Office of European Union Affairs.

One of the most important personal and professional challenges any holder of a TDF faces is achieving full integration and



The author in front of Werderscher Markt 1, the office building housing Germany's German Foreign Office.

acceptance in another nation's ministry of foreign affairs or institution, where the operational and managerial culture may be alien to one's own.

One senior German diplomat offered valuable advice in this regard. "The most successful TDFs," he said, "are those who can cast their American interests aside for one year to gain a better appreciation and understanding for how German diplomats formulate and implement foreign policy."

This task is not easy, but it is facilitated by having strong oral and written language skills (at least 3/3, although a higher profi-

ciency level is generally preferred) and in-country professional experience (although this is not a prerequisite).

The first step in the TDF application process is contacting the Bureau of Human Resources' Career Development and Training unit and submitting a bid on the detail/training bid list, where TDF positions are advertised. HR's Career Development and Assignments office then convenes a selection committee, and the person selected is brought to a standard FS assignments panel. The Bureau of European and Eurasian Affairs advises on

the choice of the candidate but does not make the final decision.

In seeking a TDF, remember that you are applying for two assignments: the one-year TDF and the follow-on three-year assignment in an embassy. The nature of one's assignment at an EU institution or ministry of foreign affairs will be determined by mutual interest and the availability of assignments. ■

The author is a foreign service officer in the political section at the U.S. Embassy in Berlin.

The collaboration team includes from left, Antonio Antiochia, Sean Mansperger, Michael Powers, Michael Alicea, Bryce Bhatnagar and Joseph Round.

Information Sharing

INTERNET TOOL ENHANCES
INTERAGENCY COLLABORATION
BY BRYCE BHATNAGAR



In early 2007, Scott Page, chief of operations for the Bureau of Political-Military Affairs' Office of International Security Operations, envisaged using technology to make the reports of the Political-Military Action Team more accessible to other agencies, promoting awareness of political-military issues. PMAT, a primary link between the departments of State and Defense, provides diplomatic support for military operations during crises and contingencies and provides political-military information to Department and interagency officials.

Page also wanted to improve PMAT's internal administration and management and enable PMAT staff to process classified information from remote locations. To achieve these goals, he

worked with the State Messaging and Archive Retrieval Toolset—or SMART—collaboration team, now the collaboration team in the Office of Verification Operations of the Bureau of Verification, Compliance and Implementation. The team used Microsoft Office SharePoint 2007 technology and made PMAT the first of the Department's 16 interagency SharePoint 2007 pilot-test sites.

Using SharePoint, VCI/VO helped PM build the PMAT Portal Web site on the Department's classified interagency network. The portal's home page (<http://communitiesx.state.sgov.gov/pmat>) provides access to links of political-military interest and to the most current PMAT Situation Report, a classified summary of global political-military events published each weekday morning and after-

noon. Every SITREP item is referenced, and the portal enables readers to click on hyperlinks to these references, allowing them to access source documents such as embassy cables or military reports.

'Great Tool'

"The PMAT Portal is a great tool for pol-mil officers to stay abreast of breaking issues or to use as a launching point for in-depth research," said PM/ISO Director Colonel David Lucia.

The PMAT Internal Management Site is an internal, password-protected Web page developed with SharePoint to facilitate communication among PMAT's different shifts. With SharePoint, PMAT's public operations and internal operations were consolidated into one network, increasing efficiency and accessibility.

SharePoint also allows PMAT staff to access all PMAT working documents such as action folders, contact lists and standard operating procedures from any off-site location that can connect to the classified interagency network. This is important when PMAT supports Department task forces in the Operations Center or when PMAT deploys to support the Department's continuity of operations in an emergency.

PMAT is staffed by retired Foreign Service officers and former military personnel. PM/ISO's challenge was providing training, as well as implementing new information technologies at low cost and without interrupting PMAT's demanding, around-the-clock operations. The solution: Have interns develop the portal, train the staff and resolve technological glitches.

"Several interns, notably Richard Helke and Annassa Corley, worked closely with Sean Mansperger in the VCI/VO Collaboration Team to launch the PMAT Portal," Page said. "This is a credit to all involved and to the simplicity and flexibility of SharePoint."

In the Groove

Originally, the VCI/VO collaboration team was one of six teams in the Bureau of Information Resource Management that worked with the State Messaging and Archive Retrieval Toolset. SMART is a suite of applications designed to help employees share information and collaborate, and is a top-priority information technology project. The team deployed SharePoint and an application named Groove, both major SMART components that had been successfully deployed in the Department of Defense and other government agencies. Groove provides secure, peer-to-peer collaboration for small teams, even on relatively slow networks, and was initially deployed to help coordinate multi-agency operations in Baghdad since Internet communication in Iraq is via satellite, which is slower than other means. When Groove succeeded, the Department expanded its use.

However, for large numbers of users and high-speed networks, the more powerful SharePoint 2007 is more appropriate because it lets users access and share information quickly and easily. It also supports document management, contact lists, calendars, task lists, Web publishing and blogs, and allows users to create collaborative sites called "wikis," as in the Web site Wikipedia.com. SharePoint requires no technical knowledge and little or no intervention from information technology personnel. It also provides control over which document version is in use by a team.

In 2008, management of the SMART collaboration tools was shifted to IRM, which maintains and supports them. More information on SharePoint and Groove are at <http://irm.m.state.sbu/Clearinghouse/default.aspx>. Information is also available at the SMART Web site, <http://smart.state.gov>; and at the VCI/VO Collaboration Team Site, <http://vci.t.state.sbu/sites/vo/CollabTeam/SMARTProject/default.aspx>. ■

The author is the division chief of collaboration for the Office of Verification Operations of the Bureau of Verification, Compliance and Implementation.

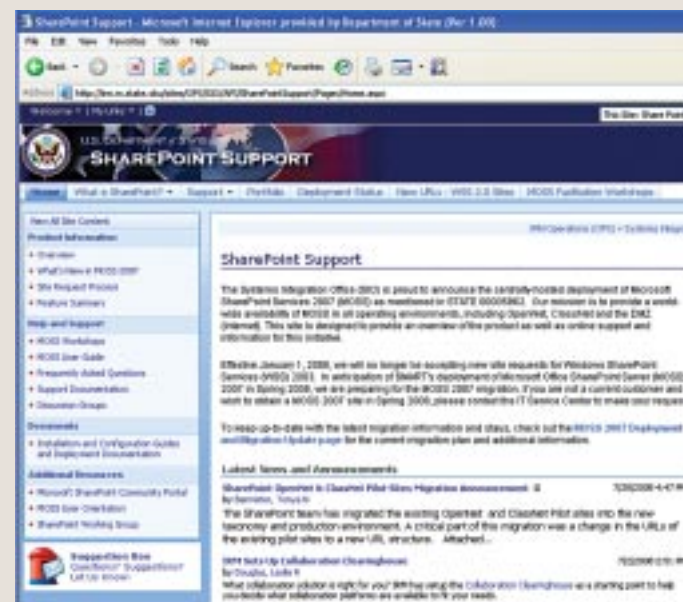
Department makes SharePoint available worldwide

The Systems and Integration Office in the Bureau of Information Resource Management is deploying Microsoft SharePoint 2007 worldwide. SharePoint is a tool that allows collaboration throughout an organization and across organizations. It allows employees to access and share information quickly and easily. The software is easy to use, complements the Department's online tools and provides for document management, version control, contact lists, calendars, task lists and content alerts.

Global deployment of SharePoint has been two years in the making. The effort began in 2006. After pilot-testing SharePoint on all Department networks and in 15 bureaus and posts, the Department gave SIO responsibility for SharePoint operations, maintenance and worldwide deployment.

In early July, SIO completed deployment of Microsoft Office SharePoint Server, the latest version of SharePoint. More than 40 new SharePoint user sites have requested SharePoint, in addition to the 15 pilot-test sites. Future enhancements to SharePoint likely will include customizable sites and plug-in applications known as "Web parts."

To manage the SharePoint rollout, IRM has established the Collaboration Clearinghouse, a central place for Department personnel and organizations to request online collaboration tools. It also will advise employees on which tool—such as SharePoint, Diprologia or Groove—is best for a given need. To request deployment of SharePoint to your organization, call the Information Technology Service Center at (202) 647-2000 or send an e-mail to itservicecenter@state.gov.



Friendship Span

BRIDGE LINKS CENTRAL ASIAN NATIONS, BOOSTS TRADE
BY MATTHEW ASADA AND JACKIE MCKENNAN

In August of last year, Hamid Karzai and Ismoili Rahmon, presidents of Afghanistan and Tajikistan respectively, joined U.S. Ambassador to Afghanistan William B. Wood and U.S. Secretary of Commerce Carlos Gutierrez at a barren border crossing in northeastern Afghanistan to dedicate the new Tajik-Afghan Bridge that spans the river that is the border between the two nations.

The bridge, which cost the United States \$42 million, links South Asia with Central Asia through Afghanistan, and is stimulating trade on both sides of the border. Over the past year, the value of trade has been more than double the bridge's cost.

The bridge got its start in 2002 after the U.S.-led military coalition secured northern Afghanistan. Then-Ambassador Franklin

Huddle asked the U.S. Department of Defense to fund a bridge, and U.S. Ambassadors Richard Hoagland, Zalmay Khalilzad and Ronald Neumann continued the advocacy until the bridge's ground-breaking in 2005.

Trilateral Involvement

The U.S. Army Corps of Engineers managed construction of the bridge and

border crossing points, and the U.S. embassies in Kabul, Afghanistan, and in Dushanbe, Tajikistan, worked with Afghan and Tajik customs and border police officials to improve operations and border security. Officers in the Economic Section of the U.S. Embassy in Kabul urged Afghan government officials to open the bridge as soon as possible after construction was completed, and an officer of the Provisional Reconstruction Team in Kunduz, Afghanistan, later organized trilateral meetings between Afghan, Tajik and U.S. officials at the border that tripled the bridge's hours of operation.

For the bridge to become the integral link in a new Central Asian trade route, the diplomats engaged the governments and private sector. In April 2006, the U.S. Embassy in Dushanbe's deputy chief of mission accompanied a delegation of Tajik businessmen to Kunduz, Afghanistan, a city



The new bridge towers over a temporary bridge used in its construction.



President Karzai, in shawl, and President Rahmon, in blue suit and red tie, with Secretary Gutierrez, in gray suit with blue tie, center, at the bridge opening.

60 kilometers south of the border, to explore trading opportunities. In October 2007, the embassies in Kabul and Dushanbe jointly sponsored an Afghan-Tajik trade fair in Kunduz that took place shortly before the bridge opened to commercial traffic. In June 2007, the U.S. Agency for International Development sponsored an international agriculture fair in Kunduz that drew more than 23,000 people and resulted in estimated sales of \$90,000 and more than \$7 million of potential contracts.

The European Union financed and built a new Afghan commercial customs facility 1.4 kilometers southeast of the bridge. That \$18 million project will enable the provincial customs office to relocate to Sher Khan Bandar and provide a facility for clearing goods and paying customs duties. The facility and its connector road will be finished by November 2007.

Traffic Soars

The bridge has created a sevenfold increase in vehicle traffic and tenfold increase in Afghan customs revenues at this port of entry since opening. A ferry used to transport 30 trucks a day from Afghanistan to Tajikistan. The bridge now averages 200 trucks a day and recorded a one-day high of 700 trucks.

The bridge has brought the Afghan and Tajik governments closer. In May, the nations' Ministries of Transportation agreed to launch a bus route from Dushanbe to Kunduz, and the Tajik government plans to open a consulate there.

Meanwhile, the border town of Sher Khan Bandar is booming. An Afghan investor has committed \$1.5 million to \$5 million in a public-private partnership to develop a 1,600-shop bazaar that will focus on cross-border trade. Restaurants, hotels, gas stations and transportation companies are springing up to cater to the new travelers. In Kunduz, investors are optimistic and have built five- and six-story buildings throughout the city.

While the bridge will eventually operate nonstop and accommodate 1,000 vehicles per day, it is currently open only for commercial traffic 8 a.m. to 4 p.m., Monday through Saturday. Border crossing points were completed in April, and the Afghans inaugurated their facility in May. However, neither the Afghans nor Tajiks have moved into their facilities. The Afghan customs and border police are still negotiating which agency will occupy the new dormitory facility and have access after hours. No Tajik ministry has yet accepted the U.S.-built border crossing point and barracks from the U.S. government.

No Pedestrians

Afghanistan says it is willing to facilitate pedestrian use of the bridge, but Tajik officials have balked, citing health concerns for pedestrians crossing a 670-meter-long bridge. Trucks and private vehicles with valid road licenses for both countries, and passengers with visas, may use the bridge. All others still must use the pedestrian ferry.

The toughest issue on the Tajik side is

reconciling the need for security with the pressure on the government to expand access and allow trade. Fearing an importation of illicit goods and crime, Tajik officials refuse visas to Afghan traders. To protect Tajikistan's highways from the damage caused by cargo traffic, in May the nation's Ministry of Transportation imposed weight limits for cargo trucks. The restriction put some truck drivers out of work because they cannot afford to drive half-empty trucks. Local media reported that in March, \$2.3 million worth of cargo transited the bridge. After the weight limit was imposed, only \$1.4 million worth of cargo crossed.

The bridge is the centerpiece of a new Central Asian trade route and could become Afghanistan's most convenient border crossing point in terms of facilities, ease of transportation and security of transportation routes. Cars can now travel from the bridge at Sher Khan Bandar to Kabul within seven hours on smoothly paved roads. This route is one of the safest and most secure in the country and is an ideal supply route for the international community. The planned construction of a \$3 billion railroad from Sher Khan Bandar to the Afghanistan-Pakistan border will enhance the bridge's importance. ■

Matthew Asada was a member of a provisional reconstruction team in Afghanistan and organized the meeting that increased the bridge's hours. Jackie McKennan is the public affairs officer at the U.S. Embassy in Dushanbe.

Saudi families walk through the mosque by the sea following Friday prayer.



post of the month

Jeddah

Consulate touched
by terrorism builds
new bridges

By Gerry Kaufman

From its beginning as a fishing village more than 2,500 years ago, Jeddah has grown into Saudi Arabia's commercial hub and the urban center of the Kingdom's western region. A bustling port city with a population of four million, Jeddah is among the wealthiest cities in the Middle East.

For more than a millennium, Jeddah has held an important position in the Islamic world as the gateway to the holy cities of Mecca and Medina. Jeddah annually receives millions of Muslim travelers from all over the globe on their way to complete the Hajj pilgrimage to Mecca. Each year, many settle here and become residents, contributing to the city's multi-ethnic flavor.

Thanks to its heritage as a crossroads, Jeddah has a reputation for being more relaxed, open and culturally diverse than most Saudi cities. Residents love to stroll along the waterfront corniche and visit its distinctive sculpture garden. Shopping is a favorite pastime, and Jeddah boasts traditional souks, enormous malls and chic boutiques along fashionable Tahlia Street.

Just north of the city are several private beach resorts where expatriates scuba dive and snorkel among the vibrant flora and fauna of the Red Sea coral reefs. Hip young locals frequent the city's trendy restaurants, cafes and lounges. The city's official slogan is جدة غير , or "Jeddah's Different!"

Elsewhere in the western region, the ancient city of Mada'in Saleh, near Medina, is the Kingdom's first United Nations-designated World Heritage site and the largest conserved vestige of the Nabataean civilization south of Petra, Jordan.

New construction is booming in the western region, illustrated by the development of the new King Abdullah Economic City 90 miles north of Jeddah. When completed, the city will become the region's largest seaport on the vital Red Sea shipping route. Saudi Monarch and Custodian of the Two Holy Mosques King Abdullah recently inaugurated the new King Abdullah University of Science and Technology in Thuwal, 50 miles north of Jeddah. Set to open in September 2009 with ambitions to become a world-class, coeducational, international graduate-level research institution, the university is developing global research partnerships with top American scientists, researchers and organizations.

Front-row seat

Jeddah has been at the center of U.S.-Saudi diplomatic relations since their inception 75 years ago. The first U.S. Embassy in Saudi Arabia opened in Jeddah in 1944, where it

remained for the next 40 years until the embassy moved in 1984 to Riyadh's new diplomatic quarter. Jeddah's former embassy compound became the U.S. Consulate General. When King Abdullah retreats to his favored seaside palace and all his cabinet ministers take up residence in Jeddah every summer, many government functions shift to the former capital.

The consulate general hosts frequent visits by VIPs, such as First Lady Laura Bush, Vice President Dick Cheney and many Cabinet-level officials, including Secretary of State Condoleezza Rice. Consulate staffers also assist the embassy in supporting major visits, such as two Presidential visits to Riyadh this year.

The city took center stage in the global energy crisis when 72 oil-producing and oil-consuming nations, including the United States, sent high-level delegations to Jeddah to attend the Kingdom's emergency oil summit in June.

The consulate general is the U.S. diplomatic link to the Organization of the Islamic Conference, headquartered in Jeddah. In February, President Bush appointed Sada Cumber to be the first U.S. special envoy to the OIC. With a membership of 57 states spread over four continents, the OIC is the world's second-largest intergovernmental organization after the United Nations.

New war front

On December 6, 2004, the consulate general was thrust into the front lines of the Global War on Terror when Al-Qaeda terrorists attacked the consulate and entered the compound. The ensuing three-hour gun battle left eight dead—including four consulate employees and a member of the consulate's guard force—and several others wounded.

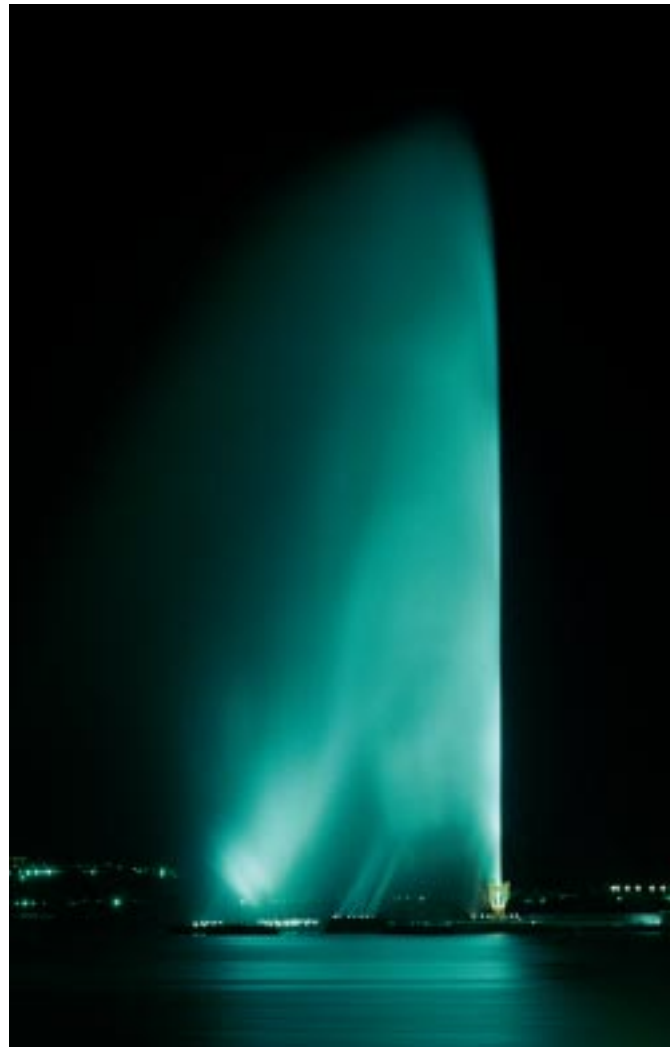
The attack devastated the consulate, which turned its efforts to repairing the physical damage to the facilities and psychological damage to employees. That these brave men and women—a number of whom were wounded in the attack—returned to work and



PHOTOGRAPHS: (CLOCKWISE FROM TOP): JAMIE SCARRATT; ABDULLAH ALABDULLAH; KHALID KHIDR; AND KHALID KHIDR.



Clockwise from above: U.S. Sports Envoys Kermit Washington, left, and Purvis Short, second from left, both former National Basketball Association players, shoot hoops with Consulate employees and their children at a Family Fun Day. A paraglider symbolizes the U.S.-Saudi partnership at the American Culture and Commerce Festival in Abha. Jeddah's King Fahd Fountain is the world's tallest sea-water fountain, with a 1,000-foot plume. The Jeddah Corniche is reflected in the blue waters of the Red Sea.




A vehicle negotiates a narrow street in Al-Balad, an area containing many mosques and souks.



PHOTOGRAPHS: (LEFT): JAMIE SCARPATI; (OPPOSITE PAGE): KHALID KHIDR

The landmark Island Mosque sits on Jeddah's Corniche.



For more than a millennium, Jeddah has held an important position in the Islamic world as the gateway to the holy cities of Mecca and Medina. Jeddah annually receives millions of Muslim travelers from all over the globe on their way to complete the Hajj pilgrimage to Mecca.



Above: An ornate archway leads to Al Falah school in Al-Balad, the historic center of old Jeddah. **Right:** Shoppers stroll through the covered souk in Al-Balad.



continue to work at the consulate is a testament to their strength and dedication.

The healing process is ongoing, but the recovery has brought many significant improvements to the compound. In addition to physical security upgrades, the consulate implemented \$4 million in wellness projects and facilities improvements, relocated many offices and working quarters for staff and constructed a new general services office building that opened earlier this year. The regional security office brought a renewed sense of mission to the battered local guard force by emphasizing training and physical fitness.

The human resources staff worked tirelessly to assist the victims' families and ensure that next of kin received assistance. To boost morale, the consulate built a new recreation center on the compound, which was named Heroes Hall in memory of the injured and those who gave their lives in service to the U.S. government.

Focusing outward

Recognizing that the effects of the 2004 attack extended beyond the walls of the consulate compound, the consulate general stepped up regional outreach efforts in the Kingdom's western consular district. About two years ago, then-Consul General Tatiana Gfoeller accepted a Saudi governor's proposal for the consulate to conduct an event showcasing American culture in his province's capital city

of Abha, in the mountainous southern region of Assir, home to 11 of the 19 September 11 hijackers.

Held last November, the American Culture and Commerce Festival in Abha featured sessions on studying in the United States for high school and university students and teacher-training workshops for local English teachers. Participants had a chance—in many cases, their first—to meet American diplomats, ask questions and exchange ideas."

In a country with no cinemas, Assiris flocked to the festival's American Documentary Film Series, which featured Arabic-dubbed and subtitled films provided by the Department's Office of Broadcast Services. The festival culminated in a live concert with American musicians and traditional Assiri folk dancers. Some 8,000 visitors, including 1,500 students, attended the festival over four days.

Other consulate sections have embraced a decidedly regional outlook, as well. Over the past year, the political and economic section sent officers to places like Taif, where they observed developments in agriculture and tourism, and to Jizan, where the Kingdom is building a new industrial economic city. This regional approach has provided additional windows into political and economic trends in the western region and represented the United States to Saudis in remote locales with little or no previous experience with Americans. Meanwhile, the Foreign Commercial Service



has helped more than 450 U.S. companies conduct more than \$20 billion in business transactions in Jeddah and throughout the western consular district.

The consular section has worked to strengthen the consulate's links to the small American community in Jeddah and regularly assists Americans in distress—particularly women and their families. It helps them to obtain freedom of travel and repatriate to the United States, and has played a key role in resolving several recent refugee cases. The American citizen services section is fully engaged during the peak Hajj pilgrimage season, given the marked increase of American Hajj and Umrah visitors—upward of 20,000—to the Kingdom's western region in recent years.

The path ahead

The consulate general continues to cultivate new relationships throughout the region. At the same time, it is preparing for imminent change.

A two-year, multi-million-dollar project to build a new consulate compound in north Jeddah will provide upgraded facilities for work, residence, recreation and outreach to the local community. As U.S. Ambassador to Saudi Arabia Ford M. Fraker explained at the official groundbreaking in May, the new facility is “designed to blend in with the beautiful natural landscape, reflect renowned Arab architectural design and incorporate the latest in ‘green’ technologies.”

He said he expects the new consulate general to become a landmark in U.S.-Saudi relations. If the recent past is any indicator, the U.S. Consulate General in Jeddah is ready to rise to the challenge. ■

The author was until recently the information officer at the U.S. Consulate General in Jeddah.

At a Glance



Country Saudi Arabia

Capital Riyadh

Total area 2,149,690 sq km

Approximate size One-fifth the size of the United States

Government type Monarchy

Unification September 23, 1932

Population 28.1 million

Language Arabic

Religion Muslim

Currency Saudi riyal (SAR)

Import commodities Machinery and equipment, food, chemicals, motor vehicles and textiles

Export commodities Petroleum and petroleum products

Internet country code .sa

Information Quest

LITTLE-KNOWN BENEFIT HELPS MANAGE LIFE'S CHALLENGES **BY ED WARNER**

If daily living seems like swimming upstream in a river of information, the IQ: Information Quest service, provided free to all Department of State employees, might be considered a funnel: It winnows the information into a stream consisting of only that which the employee needs.

IQ's range of services encompasses legal advice, including three free consultations with an attorney; financial advice on such matters as college and retirement planning; disaster support, including help with rescheduling appointments and conducting transactions; and relocation services that provide data on the employee's prospective new location. There's also a pre-deployment

package of services that includes free legal work, such as drawing up a simple will, and provides discounted rates for preparing other documents, such as a financial power of attorney. The Care Connect Program, meanwhile, helps employees facing major life stresses such as the birth of a baby or having aging parents.

Despite offering so much, the IQ service is not well known. Mary Jean Dixon, the Department's liaison to Lifecare Inc., the company providing the service, said that when she mentions IQ to a group of as many as 60 relatively new employees undergoing orientation only four or five will have heard of it.

IQ's information services are detailed on the HR Web page: <http://hrweb.hr.state.gov/prd/hrweb/er/worklife/dependentcare/iq/informationquest.cfm>, and are available on the Web site Worklife4you.com (in the blue "registered users" box enter "statedepartment" as the user name and "infoquest" as the password). The personalized services can be gained by e-mailing a request to specialist@lifecare.com or by calling (866) 552-4748.

Lifecare also regularly presents live informational programs at sites within the Department. For instance, it has done presentations on adoption, prenatal care and caring for elderly parents. The presen-



Mary Jean Dixon is the Department's liaison with Lifecare Inc.



The IQ service makes business sense. Employees who are worrying over family life matters can be less productive.

tations are archived by BNET, which means employees can access them at any time via their desktop computers.

A May presentation on “The Sandwich Generation,” those caring for children and elderly parents, elicited praise from Gina Pinzino, a post management officer in the Bureau of Near Eastern Affairs. She said the program was “absolutely superb.”

About a year ago, IQ’s personally tailored services were expanded to include more extensive advising by financial planners and lawyers and those who can assist with relocation or recovering from a disaster.

This year, Lifecare began a service that can be used by employees or family members who are stricken with significant health problems while overseas or in the United States. At no cost, Lifecare will set up a personal Web site that family members and friends can use to organize ways to help the person who became ill. The contacts are given an access code to keep the information private, said Dixon, who works in the Employee Relations Office of the Bureau of Human Resources.

Dixon said Department offices serving employees’ families, health and transitions are working with Lifecare to find ways IQ can be used for services they don’t offer, especially for those facing deployment to Iraq or Afghanistan. Thus was born IQ’s Pre-Deployment Planning Package, which also has a downloadable Financial Record Keeper that allows employees to list and organize the locations of their important legal and financial documents. Some of the information available on Worklife4you.com is in broad categories such as Adult Care or Education. For instance, there’s a “Student Financial Aid 101” primer for college-bound students or their parents. There are even tips on buying a washing machine, getting better gas mileage and avoiding e-mailed spam.

Dixon emphasized, though, that these general topics are just a start and the employee with a concern can proceed from the Web page’s general information to, say, a consultation with a Care Connection specialist via e-mail or telephone. The parent of a college-age child, for instance, can proceed via a consultation with a Life-

care specialist from the site’s Education section to a list of recommended colleges, loans or grants tailored to the applicant’s interests and the family’s pocketbook.

One IQ service user, Cheryl Fernandes, a political officer at the U.S. Embassy in Abuja, Nigeria, said she received “outstanding and professional service” when seeking a short-term, drop-in daycare provider for use during her family’s three-day stay in the Washington, D.C., area. The Lifecare adviser, she said, was responsive and knowledgeable and “took an active interest in finding out the particulars of our situation and truly listened to our unique situation and request.”

For the Department, the IQ service makes business sense. Employees who are worrying over family life matters can be less productive, Dixon said.

“If you can transfer that burden knowing that your cares are in capable hands, you will function better as an employee,” she said. ■

The author is deputy editor of State Magazine.





OEM Director Bob Becker, left, takes a break with Arthur Mock, DCP director, in Becker's office.

Get Ready

OFFICE OF EMERGENCY MANAGEMENT PROMOTES PREPAREDNESS
BY ERIC VORE

Five years ago, the Bureau of Administration's Office of Emergency Management was established to consolidate the Department's domestic emergency planning activities. Before the office was established, the Department's domestic emergency planning was scattered among different bureaus and offices, which proved inadequate for the rapidly changing post-9/11 environment, said Robert Becker, OEM's director.

OEM develops mission domestic emergency plans, policies, procedures and capabilities so the Department can respond to and recover from any emergency. Its planners meet with Department employees to discuss emergency preparedness during OEM-sponsored town hall meetings or "R U Ready" seminars. There, the most commonly expressed concern is what the Department is doing to safeguard

employees in a terrorist attack, natural disaster or other crisis. Employees want to know what to do if a fire breaks out or an office receives a bomb threat. For instance, should they shelter in place or evacuate the building? They also want assurance that the Department is listening and responsive and want to be part of the planning process.

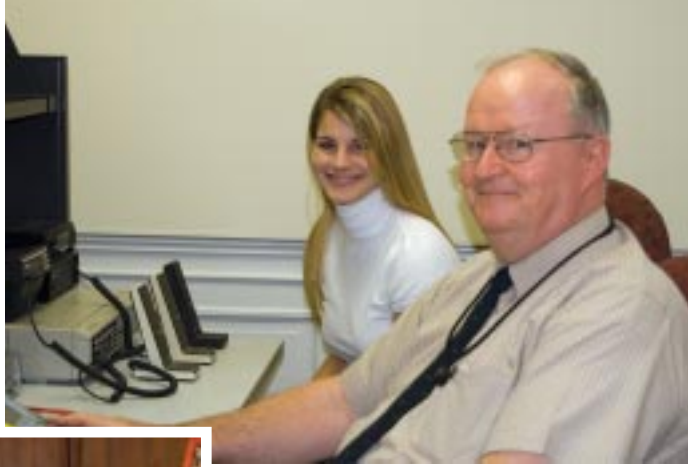
Planners from OEM's Planning and Preparedness Division meet regularly with

representatives of the Department's bureaus to help them develop and test their Bureau Emergency Action Plans. The plans define a bureau's critical mission and identify the personnel and other resources needed to continue essential functions in emergencies.

Vital Role

"Bureau plans are vital to the Department's Continuity of Operations Program," said BEAP Coordinator Carol Boyer. "Integrating responsibility for continuity and planning into all aspects of daily operations reduces our vulnerability and ensures continuity."

PPD emergency planners also develop building-specific Facility Emergency Actions Plans that describe how to respond to a range of domestic emergencies that might affect a facility. FEAPs address building evacuation, sheltering in place and specific protective actions for persons with special needs.



Above: Emergency planner Annemarie Breckenridge joins DCP's Tommy Thompson in the OEM's emergency communications area. **Left:** Dan Blake, director of the PPD, meets with staff member Tom Martin, right, in his office. **Below:** In OEM's emergency management center, are from left Tom Martin, Tom Lott, John Schaible, Maggie Morse and the author.

Another PPD initiative is the Floor Warden and Monitor Program, which trains volunteer wardens and monitors to help fellow employees evacuate or shelter in place in a designated part of their buildings. The Floor Warden and Monitors Training course was developed jointly by PPD and the Foreign Service Institute. PPD also trains bureau assembly-point coordinators, who take a roll call of their bureau's employees to ensure they have exited the building safely after an evacuation.

PPD's "evacuation chair" program serves employees who have special needs and require assistance in an evacuation. The program encourages such



employees to identify themselves and provide the names of at least two buddies willing to assist them, information that is kept in strict confidence. PPD emergency planners then train the employees and their buddies on use of the evacuation chairs.

Emergency Center

In 2007, PPD opened an Emergency Management Center in the Harry S Truman Building to act as the focal point for responses to domestic incidents. In an emergency, the EMC works with representatives from A's Office of Operations, the Bureau of Diplomatic Security and other Department entities to coordinate the response. It also communicates with the Operations Center and the DS Command and Security Control Centers and uses the Alert Management System and the Text Messaging System to keep employees informed.

OEM's Diplomatic Contingency Programs Division is responsible for the Department's national-level continuity of operations and government planning. Continuity programs are implemented when a terrorist attack or other catastrophe makes the Department unable to perform its primary, mission-essential functions from its headquarters and annexes. DCP, with the assistance of bureau executive directors, coordinates the Mission Critical Team, the Department's cadre of continuity personnel, which would deploy to a remote site when a national security threat endangers Department operations.

DCP also maintains a secure continuity communications system with diplomatic posts overseas and, in partnership with the Bureau of International Organizations and geographic bureaus' executive offices, manages the Regional Embassy Support Team program, which would provide temporary administrative support to an embassy affected by a catastrophe.

DCP's critical role in the Department's continuity programs was highlighted during the recent Eagle Horizon 2008 exercise. During the exercise, DCP and MCT personnel were deployed to a remote site to continue performing the Department's mission-essential functions. MCT members created simulated responses to problems presented by the exercise, which was part of an annual series of continuity exercises required of all executive branch entities.

PPD also has developed the online Domestic Emergency Management Course (PD-538) with the Foreign Service Institute to help employees learn about potential hazards in their homes and communities, and what they can do to plan and prepare for them. The course can sharpen disaster response skills through its realistic emergency scenarios.

The division also sponsors the R U Ready seminar series to keep employees informed about current issues in emergency planning, and has hosted town hall meetings on domestic emergency preparedness, pandemic influenza and the national capital region evacuation plan.

Other sources of preparedness information are OEM's emergency preparedness Web site, <http://eprep.a.state.gov/>, and COOP Talk, OEM's bi-monthly newsletter. ■

The author is a writer-editor in the Office of Emergency Management's Diplomatic Contingency Programs Division.



Tips for Family Emergency Preparedness

September is National Preparedness Month, a nationwide initiative sponsored by the Department of Homeland Security to encourage all Americans to prepare for emergencies at home, work and school. The Office of Emergency Management encourages all State Department employees to take four simple but important steps to help prepare their families for any type of emergency.

Get a Kit. Get an emergency supply kit that will allow your family to survive at home for at least three days if you are forced to shelter in place during an emergency. A basic kit should include water, nonperishable food, a battery-powered radio, flashlights and a first aid kit.

Make a Plan. Plan in advance what you and your family would do in an emergency. Your plan should include how to contact each other if you are separated, shelter-in-place procedures and how to safely evacuate your home and neighborhood, should the situation require it.

Be Informed. Learn more about the threats, natural and man-made, that could affect your community, and how you can prepare for and respond to those threats.

Get Involved. Help your community become better prepared to respond to disasters through volunteer work. For example, you can get first-aid, CPR and other safety-and-health-skills training from your local Red Cross chapter. You can also learn how to support local emergency responders and disaster relief efforts, and promote community safety through the Department of Homeland Security's Citizen Corps program.

The following Web sites provide more information about the four steps to emergency preparedness: www.ready.gov, www.citizencorps.gov, www.redcross.org/preparedness, and <http://eprep.a.state.gov/>, which has information on emergency preparedness for children, emergency supply kits, family evacuation plans, home safety and links to additional information sources.



Giving Back

MARINE SECURITY GUARDS
RACE TO HELP WOUNDED
WARRIORS

**BY SERGEANT BRIAN K.
SCHLEIKER**

To commemorate Memorial Day 2008, I sat down with my detachment commander, Kevin Reavis, and discussed having the Marine Security Guards of the U.S. Embassy in San Jose, Costa Rica, host a run/walk event for embassy personnel, with a breakfast afterward at the Marine House. Profits from the breakfast would go to the Wounded Warrior Project. It was a small way for the six MSGs in San Jose to give back to our brothers and sisters who were returning from Iraq and Afghanistan.

The Wounded Warrior Project was founded in 2002 by John Melia, who as a Marine in the early 1990s was injured in a helicopter crash that killed four of his friends and injured 14 others. Melia launched the project in his basement in Roanoke, Va., recruiting at first just his brother, father and two friends and raising an initial \$5,000. They began delivering Wounded Warrior Backpacks to Walter Reed Army Medical Center in Washington, D.C., and Bethesda Naval Hospital in Bethesda, Md. The backpacks contained needed items for the returning wounded such as underwear, socks, telephone calling cards and CD players.

Soon, the program was getting calls from both medical centers pleading for more backpacks. Today, the project claims to provide one of the highest levels of service for each dollar donated, compared with other programs serving wounded warriors and their families.

On the Web

With a plan in place, I set up a Web site that embassy personnel could use to make contributions and track our progress. In the weeks leading up to Memorial Day, embassy personnel donated more than \$1,200 via the Web site to support wounded service members.

On Memorial Day weekend, the

Marines set up a traditional three-mile Marine running course and a shorter walking course. Memorial Day featured typical Costa Rican clear skies and perfect temperatures. After the run, everyone returned to the Marine House for a delicious breakfast provided by the Marines.

The event allowed the MSGs in San Jose to donate nearly \$2,000 from the



Ready for the walk/run are, first row from left, Sgt. Jamie Cody, Sophie Orlando, Allison Munoz, Carson Reavis, Beau Munoz and Sam Lingenfelter. In the second row, from left, are Deputy Chief of Mission Peter Brennan, Amy Orlando, Gunnery Sgt. Kevin Reavis, Valerie Reavis, Public Affairs Officer Magda Siekert, Andrea Knop and Maricela Urbina. In the third row from left, are Tony Hammond, Regional Security Officer Stephen DeWitt, Paul Knierim, Nurse Amy Swartzbaugh, Samuel Lopez, Cpl. Michael Ouellette, Sgt. Aundre Dudley, Nathan Lingenfelter and Roy Fernandez.

embassy community to the Wounded Warrior Project.

We Marines were grateful to participants and to those who generously donated to help us do what we could for our fellow Marines, soldiers, sailors and airmen. This was one more demonstration of the camaraderie between the Department of State and the MSGs. I'm sure I speak for all military members when I say *semper fidelis!* ■

The author was a Marine Security Guard at the U.S. Embassy in San Jose, Costa Rica.





Care Givers

AROUND THE WORLD AND AROUND THE CLOCK, EMBASSY NURSES ARE THERE

BY PATRICIA A. BEITH

An embassy nurse is a substitute parent, personal counselor, best friend and health care provider all rolled into one. She or he is the person who helps you in a medical crisis, answers your child-care question or gives you a shoulder to cry on when you are homesick.

The embassy nursing corps is an accessible and professional group of women and men who provide around-the-clock medical coverage to more than 40,000 American government employees and family members working overseas. The nurses provide occupational health services and guidance to thousands of locally employed host-country nationals, as well.

Fiona Hamid, this year's winner of the Department's annual Marjorie Yamamoto Harwood Award for excellence by a locally employed staff nurse, was recognized for the inspiring and confident patient management she has provided during many years under the harshest conditions. The respect she has earned from health professionals with whom she has relationships in Sudan, and the resources she has identified, have been invaluable to the U.S. mission.

This theme of inspiring and confident patient management is echoed by other nursing award nominations. Maria Fernandez, an embassy nurse in Asunción, was recognized "for 25 years of dedication and caring for her embassy community—and for always being right there, right when and where you need her."

Nurses at the U.S. Embassy in Islamabad were cited for their response to the deadly bombing incident in which five American citizens were injured in March 2008. "Each nurse demonstrated exceptional professional skills, compassion, patience and the ability to reach across cultural barriers to best serve their patients."

Cherilyn Williams was nominated "for exceptional performance" in carrying out her nursing duties at the health unit of the U.S. Consulate General in Dubai, and for "providing extraordinary care and support to a critically ill TDY employee."

Finally, the U.S. Embassy in Abuja cited the "day-to-day stories of patient care that Yemi Olotewo provides. She always goes the extra step to make herself available for patients, such as paying more money for her home so that she can live closer to the embassy and be able to get to patients more quickly."

These nominations highlight the unique environment embassy

nurses work in, which is not easily comparable to that of a nurse working in the United States. For example, Paula Julia, an embassy nurse in Ouagadougou, is one of a handful of Western trained nurses in the entire city. In her 26 years as the mission nurse, she forged excellent working relationships with community physicians, including the French embassy's physician. In an emergency, she knows whom to contact and how to get a patient medical care in this challenging-to-access and difficult-to-understand medical system. She has gained the trust of local physicians so she can do medical evacuations with their assistance. She provides the closest thing to American medicine that it is possible to find in a poor, remote country.

By contrast, SaShiela Suppiah, the medevac coordinator at the U.S. Embassy in Singapore, works in a first-class medical environment. Her role is to connect medevac patients on short notice with the local health care system's best health care providers. She is the expert on whom to call for complex specialty care. Not only does she make it easy for patients to get the care they need, but she also coordinates each case to make sure follow-up plans are made, medical-clearance updates are done and patients are ready to return to post.



Award-winning nurse Fiona Hamid, right, shows a newly hired employee the exam room of the medical unit at the U.S. Embassy in Khartoum.

These nurses' professional duties vary widely, as do their backgrounds in nursing, medicine and social services. What doesn't vary is the constancy of the reassurance they offer in medical situations in every part of the world, the connections they make for patients with local health systems and the assurance of professional nursing care they provide wherever the Department's Medical Program operates. ■

The author, a Foreign Service health practitioner, is Continuing Medical Education Program director in the Office of Medical Services.



Learn

Student Records Available Online!

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office Web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

American Presence Posts Tradecraft

FSI initially offered this course last year in response to the need for training for personnel assigned to American Presence Posts. The training focuses on the specific skills and knowledge APOs need to be effective in this multi-dimensional assignment. Through advanced sessions on leadership challenges, trade and economic issues, consular issues, management procedures, policy development, and public speaking and media training APOs will hone their skills for this new approach to transformational diplomacy. For further information contact SPAS, at (703) 302-6940 and for course information go to <http://fsi.state.gov/admin/reg/default.asp?EventID=PD610>.

National Security Executive Leadership Seminar

The Leadership and Management School launched a new course in FY2007, the National Security Executive Leadership Seminar. NSELS is a training and networking opportunity for State Department and interagency officials and is part of the Department's contribution to the broader training of National Security Professionals. The seminar's policy focus is the National Security Strategy of the United States. Participants explore critical challenges to American interests and the leadership skills needed for success in the interagency process. Participants are FO-1/GS-15 level or above and are nominated by their home bureau or agency for the spring or fall NSELS offerings. For more information, contact FSI's Leadership and Management School, Policy Leadership Division at (703) 302-7117 or FSILMS@state.gov.

Provincial Reconstruction Teams Training

FSI offers courses for members of the Iraq and Afghan Provincial Reconstruction Teams. The courses provide the basic professional skills and knowledge, including national and provincial government structure and U.S. policy needed to function in an interagency organization in a combat environment. For further information contact SPAS at (703) 302-6940 and for course information go to <http://fsi.state.gov/admin/reg/default.asp?EventID=AR421>.

Distance Learning

Learn at Your Own Pace, When and Where You Want! FasTrac Distance Learning Program is available to all State Department employees, FSNs and EFM's. With your FasTrac password, you may access the entire catalog of over 3,500 courses, from home or office. To view the complete catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI LearnCenter. For more information, visit the FSI Web site at <http://fsi.state.gov> and click on "Distance Learning."

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Security	Oct	Nov	Length
MQ911: Security Overseas Seminar	12	2,16,30	2D
MQ912: Advanced Security Overseas Seminar	6,20	10	1D
MQ914: Youth Security Overseas Seminar		17	1D
Foreign Service Life Skills	Oct	Nov	Length
MQ104: Regulations Allowances and Finances in the Foreign Service Context		26	2D
MQ110: Deputy Chief of Mission Spouse	16		3D
MQ115: Explaining America	3		1D
MQ116: Protocol and the U.S. Representation Abroad	17	7	1D
MQ200: Going Overseas for Singles and Couples Without Children	31		4H
MQ210: Going Overseas for Families	31		4H
MQ220: Going Overseas—Logistics for Adults	31		4H
MQ230: Going Overseas—Logistics for Children	31		4H
MQ250: Young Diplomats Day		30	1D
MQ703: Post Options for Employment and Training		5	1D
MQ802: Communicating Across Cultures	10		1D
MQ803: Realities of Foreign Service Life		13	1D
MQ854: Legal Considerations in the Foreign Service		21	2.5H
MQ916: A Safe Overseas Home	7		2.5H
MQ940: Pre-Deployment Preparation for High Stress Assignments	16	20	2D
MQ950: High Stress Assignment Outbriefing Program	9,23	6,20	2H
Career Transition Center	Oct	Nov	Length
RV101: Retirement Planning Seminar		9	4D
RV103: Financial Management and Estate Planning		10	1D
RV104: Annuities, Benefits and Social Security		11	1D
RV105: Mid-Career Retirement Planning	14	24	2D

Length: H = Hours, D = Days, W = Weeks

Appointments



U.S. Ambassador to Jordan

Robert Stephen Beecroft of California, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Hashemite Kingdom of Jordan. Previously, he was executive assistant to Secretary of State Condoleezza Rice. Prior to that, he served as executive assistant to Secretary of State Colin Powell and as special assistant to Deputy Secretary Richard Armitage. His other overseas assignments include Riyadh and Damascus.



U.S. Ambassador to Nicaragua

Robert J. Callahan of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Nicaragua. Previously, he was the first public diplomacy fellow at the School of Media and Public Affairs at the George Washington University. Before that, he was director of public affairs at the Office of the Director of National Intelligence. His other overseas postings include San Jose, Tegucigalpa, London, La Paz, Athens, Rome and Baghdad. He is married and has two sons.



U.S. Ambassador to the Russian Federation

John R. Beyrle of Michigan, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Russian Federation. Previously, he was ambassador to Bulgaria. He has served two previous tours in Moscow, including as deputy chief of mission. His other overseas postings include Prague and Vienna. He is married to Foreign Service officer Jocelyn Greene; they have two daughters.



U.S. Ambassador to Costa Rica

Peter E. Cianchette of Maine, a businessman and civic activist, is the new U.S. Ambassador to the Republic of Costa Rica. Until recently, he was a partner in a private investment firm. He was owner and president of a public affairs management and business consulting firm. He was a two-term state representative and a Republican candidate for governor of Maine in 2002. He served as Maine general chairman of the Bush-Cheney 2004 campaign. He is married and has two children.



U.S. Ambassador to Zambia

Donald E. Booth of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Zambia. Previously, he was ambassador to Liberia. Prior to that, he served in the Bureau of International Organization Affairs as director for West Africa. His other postings include Libreville, Monrovia, Brussels, Bucharest and Athens. He is married to retired Foreign Service officer Anita Booth; they have three children.



U.S. Ambassador to Israel

James B. Cunningham of New York, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to Israel. Previously, he was consul general in Hong Kong. Prior to that, he was deputy U.S. permanent representative and acting permanent representative to the United Nations. His other postings include Stockholm, Rome and the U.S. Mission to the North Atlantic Treaty Organization in Brussels. He is married and has two children.



U.S. Alternate Representative for Special Political Affairs in the United Nations

Rosemary Anne DiCarlo of the District of Columbia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Alternate Representative for Special Political Affairs in the United Nations. Previously, she was deputy assistant secretary in the Bureau of European and Eurasian Affairs. She served as director for United Nations Affairs on the staff of the National Security Council. Her overseas assignments include Moscow and Oslo. She is married.



U.S. Ambassador to Ecuador

Heather M. Hodges of Ohio, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Ecuador. Previously, she was principal deputy assistant secretary in the Office of the Director General. Before that, she was ambassador to Moldova. She served as deputy chief of mission in Madrid, Lima and Managua. Other assignments include Bilbao, Guatemala and Venezuela.



U.S. Ambassador to Slovenia

Yousif Boutrous Ghafari of Michigan, a businessman and philanthropist, is the new U.S. Ambassador to the Republic of Slovenia. He was founder and former chairman of a firm of architects, engineers and consultants. He served as public delegate-designate at the U.S. Mission to the United Nations for the 59th U.N. General Assembly. A native of Lebanon, he was a founding member of the Partnership for Lebanon, a public-private effort to help Lebanon revitalize itself economically. He is married and has three children.



U.S. Ambassador to Kosovo

Tina S. Kaidanow of the District of Columbia, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Kosovo. Previously, she was chargé d'affaires and chief of mission in Pristina. Before that, she was deputy chief of mission in Sarajevo. Earlier, she was special assistant for European Affairs to Deputy Secretary Richard Armitage. Her other postings include Skopje and Belgrade.



Under Secretary for Public Diplomacy

James K. Glassman of Connecticut, a government official and journalist, is the new Under Secretary for Public Diplomacy. Previously, he was chairman of the Broadcasting Board of Governors, which oversees all U.S. government nonmilitary international broadcasting. He was a senior fellow at the American Enterprise Institute, president of the Atlantic Monthly Co., publisher of *The New Republic* and executive vice president of *U.S. News & World Report*. He was an investing columnist for *The Washington Post* and hosted programs on the Cable News Network and the Public Broadcasting Service.



Assistant Secretary for Democracy, Human Rights and Labor

David J. Kramer of Massachusetts is the new Assistant Secretary for Democracy, Human Rights and Labor, in which capacity he also serves as Commissioner-Observer on the Commission on Security and Cooperation in Europe and member of the Congressional Executive Commission on the People's Republic of China. Previously, he was deputy assistant secretary for European and Eurasian Affairs. He also served in the Office of Policy Planning and as senior advisor to the Under Secretary for Global Affairs.

Appointments



U.S. Ambassador to Bulgaria

Nancy E. McEldowney of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Bulgaria. Previously, she was deputy chief of mission in Ankara, Turkey. Prior to that, she was DCM in Baku and director of European Affairs at the National Security Council. Her other assignments include Cairo, Bonn and the Strategic Arms Reduction Talks in Geneva. She is married and has two daughters.



U.S. Permanent Representative to NATO

Kurt Douglas Volker of Pennsylvania, a career member of the Foreign Service, is the new U.S. Permanent Representative to the North Atlantic Council, with the rank of ambassador. Previously, he was principal deputy assistant secretary for European and Eurasian Affairs. He served as acting senior director for European and Eurasian Affairs at the National Security Council. His postings include the private office of then-NATO Secretary General Lord Robertson, Hungary and the United Kingdom. He is married to Foreign Service officer Karen Volker and has two daughters.



U.S. Ambassador to Ghana

Donald Gene Teitelbaum of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Ghana. Previously, he was deputy chief of mission and chargé d'affaires in Pretoria. Before that, he was director of African Affairs at the National Security Council. His other postings include the Dominican Republic, Kenya, Somalia, Sudan, Lebanon and Uganda. He is married.

retirements

FOREIGN SERVICE

Boynton, Robert W.
Brescia, Rena K.
Burns, R. Nicholas
Danaher, Scott I.
Dudley, Wilma J.
Ellison, Darrell Kevin
Fisher, Anthony O.
Ghee, Cassie L.
Hamilton, James Patrick
Higgins, N. Loy
Kennedy, Gloria F.
Kite, Carolyn D.
Kong, Kathy S.
Kramer, Peter M.

Lutter, John E.
McGrath, Edward Paul
Miller, Clifton L.
Park, Maureen E.
Perry, Blossom N.
Philip, Maria I.
Rowe, William Neil
Sende, Marilyn
Sheely, John T.
Shemanski, Donald Richard
Stanley, Kenneth L.
Vancio, William J.
Wood, Wanda L.

CIVIL SERVICE

Adams, Thomas C.
Benson, Margery
Boras, George
Connolly, Eileen L.
Fischer, Dale A.
Guhin, Michael A.
Imes, Leslie Ava
Kessler, John Christian

King III, John L.
Laoeng, Elsa D.
Lynch, Marjorie A.
Melchiorre, Maria C.
Merchant, Sandra Faye
Miksinski Jr., Thaddeus A.
Reese, Anne H.
Rice, Aundrea M.



Susan L. Callahan, 62, wife of retired Foreign Service officer James J. Callahan, died June 4 in North Falmouth, Mass. She taught English in Beirut, Amman, Sanaa, Manila and Baghdad during her husband's

assignments. She studied archeology at the American University of Beirut and worked on a site next to ancient Tyre. She was the community liaison officer in Baghdad and a consular associate in Lagos and New Delhi. She and her husband also served two tours in Pretoria.



Peter Jon De Vos, 69, a retired Foreign Service officer, died June 9. He lived in Grant-Valkaria, Fla. He joined the Department in 1962 and served overseas in Recife, Naples, Luanda, Brasilia and Athens, before becoming ambassador

to five countries: Guinea-Bissau, Mozambique, Liberia, Tanzania and Costa Rica. After retiring in 1997, he taught at the University of Chicago before moving to Merritt, N.C. He and his wife retired to Florida in 2006. He enjoyed collecting seashells, bird watching and fishing.

Samuel C. Case, 81, a retired Foreign Service officer, died March 4 in San Luis Obispo, Calif., after a long illness. He served overseas in Iran, Turkey, Yemen, Sierra Leone and Pakistan. He retired in 1981 and lived in Iowa until 1999 when he and his wife moved to Morro Bay, Calif.



Steven L. Farley, 57, a State Department employee serving on a provincial reconstruction team in Iraq, died June 24 in a bomb explosion in Sadr City, Iraq. He served 34 years in the Army and Navy. After 9/11, he served on the

staff of the U.S. Seventh Fleet in the Western Pacific. He volunteered to go to Iraq, first with the Department of Defense in 2007 and then with the State Department in 2008. He was a civic activist in his hometown of Guthrie, Okla.



Paris A. Davis, 36, a State Department employee and husband of Foreign Service specialist Robyn Davis, died suddenly of a heart attack May 8 in Abidjan, Côte d'Ivoire. He was a fraud investigator in the consular section. He

and his wife, an office management specialist, also served in Guatemala City and Lome. His father, Howard Davis, works for the Bureau of Intelligence and Research. He loved adventure.

Helen Lyman, 72, a retired Civil Service employee, died July 6 from cancer. She lived in Chevy Chase, Md. She accompanied her husband, Ambassador Princeton Lyman, on overseas postings to South Korea, Ethiopia, Nigeria and South Africa. In 1990, she joined the Department as an instructor in computer applications, in which capacity she traveled to embassies in China, Turkey, El Salvador, Swaziland, Switzerland, South Korea, Namibia, Israel and South Africa.

Carol J. MacLeod, 71, a retired Foreign Service employee, died June 10 of lung cancer. She lived in Boston, Mass. Her overseas postings included Germany, Ivory Coast, Mexico, Honduras, Japan, Belgium and the Dominican Republic. She retired in 1994. She enjoyed reading, walking along the Charles River, opera, ballet, politics, foreign affairs and her two cats.



Michael G. McCann, 82, a retired State Department employee, died March 3 of congestive heart failure in Farmington, Mo. He was a Marine during World War II and a special agent with the FBI before joining the Department in 1957 to serve as an advisor to foreign police agencies. His overseas postings included Tehran and Rio de Janeiro. He consulted with national police forces in Chile, Egypt, Greece, Honduras, Panama, Saudi Arabia, the Philippines, Cambodia, Laos, Thailand and Vietnam. He retired in 1981.



Kurtonia "T Kay" Summers, 44, a Civil Service employee, died May 22 in Annandale, Va., after a brief illness. She served in the military for eight years, including during Operation Desert Storm, before joining the Department in 1995. She worked for the Bureau of Information Resource Management in the Main State Messaging Center.



James L. Reinhart, 92, a retired Foreign Service officer, died April 24 in Rockville, Md. He lived in Berlin, Md. He served as an FBI special agent before joining the Foreign Service in 1964. He served abroad in Venezuela, Bolivia, Vietnam, Panama and Pakistan. He retired in 1977. Known for his quick wit, he enjoyed crossword puzzles and reciting old ballads.



Theodore A. Wahl, 86, a retired Foreign Service officer, died April 19 in Media, Pa. He had suffered a series of strokes. He served in the Army Air Corps during World War II and joined the Department in 1947. His overseas postings included Qingdao, Chongqing, Oslo, Dhahran, Istanbul, Beirut, Riyadh and Manila. After retirement, he worked as a consultant for the Multinational Force and Observers, the Sinai peacekeeping force, before settling in Swarthmore, Pa., and later Media.



Henry Rosenbaum, 88, a retired Foreign Service officer, died Aug. 3, 2007, in Lancaster, Pa., after a long illness. He served in the Army during World War II. His overseas postings included Guinea, Zaire, Niger, Burundi, Kenya and Tunisia. He retired in 1978 and worked for an international firm surveying Fortune 500 companies.



Mary Jane "Jane" Williams, 92, a retired Foreign Service secretary, died Jan. 28. She lived in Victoria, Texas. She was a secretary with the Air Force for 14 years before joining the Department. She served as executive secretary to ambassadors in Rome, Bogotá, Zagreb, Buenos Aires, Madrid and Kabul.

Relevant and Timely



The growing U.S. diplomatic presence in Iraq and Afghanistan requires continuous Department-wide collaboration and cooperation. In 2008, the Foreign Service Institute responded with typical gusto to the increased demand for its unique services. On top of the usual summer spike in training activity, FSI introduced 10 new courses specifically designed for colleagues accepting assignments in Iraq and Afghanistan.

The new courses focus on four primary

areas—Iraq and Afghanistan, Language, Leadership and Personal Preparation. One impressed graduate called the “Islam in Iraq” course “intellectually challenging, relevant and timely.”

State colleagues—Foreign and Civil Service and Foreign Service Nationals—are a hardy lot, accustomed by training and trait to solving unexpected problems independently and quickly. However, even the hardiest individual sometimes hits an unmovable object that requires a little help. One little-known benefit managed by the Office of Employee Relations could be the boost needed to get around that unmovable object.

Information Quest offers services ranging from free legal consultations to financial advice, and helps employees and families dealing with delicate situations such as caring for aging parents or working through the adoption process. It’s a good resource for those rare times when life puts just a little bit too much protein on your plate.

It may not be the most exciting topic around, but in this day and age, it could be one of the most important—what should you do when the unexpected happens? Where should you go when a fire breaks out or someone receives a bomb threat? Who takes the lead in a terrorist attack or a natural disaster?

Established in 2003, the Office of Emergency Management was charged with consolidating the Department’s domestic emergency planning, which until then had been entrusted with individual bureaus and offices. Today, OEM develops mission domestic emergency plans, policies, procedures and capabilities that enable the Department to respond to and recover from any emergency.

Such centralized planning and the accompanying educational outreach give employees the information they need to protect themselves and to keep the Department operational during potential emergencies. Preparing for the worst may not be exciting, but it is absolutely vital.

Last but never least, a final salute to our colleagues en route to their final posting: *Susan L. Callahan; Samuel C. Case; Paris A. Davis; Peter Jon De Vos; Steven L. Farley; Helen Lyman; Carol J. MacLeod; Michael G. McCann; James L. Reinhart; Henry Rosenbaum; Kurtonia “T Kay” Summers; Theodore A. Wahl; and Mary Jane “Jane” Williams.* ■

Rob Wiley
Rob Wiley
Editor-in-Chief

Coming in October

- State Battles Worldwide AIDS
- Making Strides with UNESCO
- Helping the Hardship Transition ... and much more!

WHY I WOULD BE A SUPERIOR DEPUTY CHIEF OF MISSION

by F. Burston Witworth



I AM A BORN LEADER WHO MAKES IMPORTANT DECISIONS QUICKLY...

AS ACTING DEPUTY OFFICE DIRECTOR FOR THE AFTERNOON, I HEREBY DECREE THAT EVERY CUBICLE DISPLAY THIS TASTEFUL

PHOTO OF THE ACTING DEPUTY OFFICE DIRECTOR.



IF WE DO, WILL YOU GIVE BACK THE OFFICE BATHROOM PASS?



MY INTERCULTURAL SKILLS ARE UNIQUE...

WHERE CAN I GET ONE OF THOSE FUNNY HATS?



I MENTOR VIGOROUSLY, BUT RARELY LEAVE A MARK...

YOU'RE PROBABLY THINKING I GOT TO WHERE I AM JUST BECAUSE OF MY EXCEPTIONAL HAIR. OF COURSE THERE'S MORE TO IT, BUT ACTUALLY THE INTERESTING THING ABOUT MY HAIR...

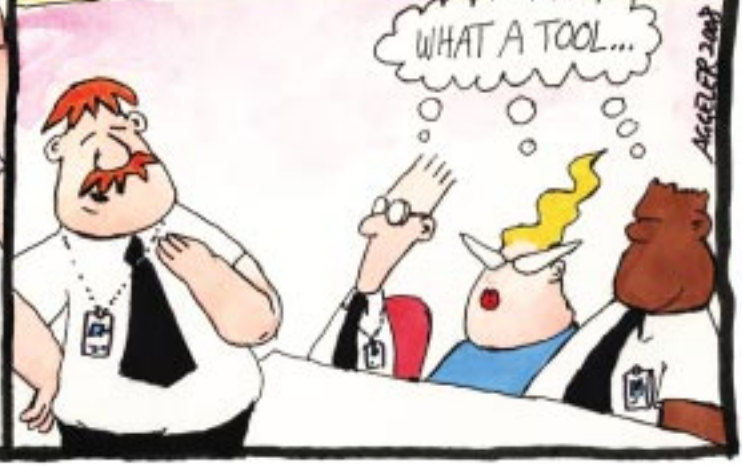


I AM NOT A SCREAMER - EXCEPT WHEN ABSOLUTELY NECESSARY...

I'VE GOT A STAFF MEETING IN FIVE MINUTES - WHERE'S MY PRO GLOSS STYLING GEL?



AS A TEAM BUILDER, I AM ABLE TO GET EVERYONE AROUND ME THINKING THE SAME THING



AGGELER 2007

SEPT 2008

Guangzhou>>>Berlin>>>Amman>>>Dushanbe>>>**Bridgetown** >>>San Jose



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