

U.S. DEPARTMENT OF STATE

# STATE

MAY 2009

UNITED STATES  
DIPLOMACY  
CENTER

## Bringing Diplomacy to Life

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# MAY 2009

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### ON THE COVER

The soon-to-open U.S. Diplomacy Center will tell the story of American diplomacy.

*Photograph by Ed Warner*

## Office of Casualty Assistance— The Small Office with a Big Heart

This month, I would like to let you know about a small but important office within Human Resources that works assiduously to help employees and their families in the event of a death or severe injury—the Office of Casualty Assistance.

Ably led by Office Director Kirk Leach, who came to us from the Peace Corps in October of 2007, Casualty Assistance is a three-person office that provides administrative assistance and ongoing support following the death of direct-hire U.S.-citizen Department of State employees or their family member(s) serving abroad, or of Department of State employees serving in the United States. The office, which also includes Deputy Director Ginny Boncy and Program Assistant Tonyia Warren, also offers support to all U.S. government employees serving under Chief of Mission authority and their family members, including Locally Employed Staff, and Department employees in the United States who are victims of terrorism, a mass casualty or certain other critical incidents, whether the victims are killed, injured or impaired.

The office also trains and manages the 60 Bureau of Human Resources employees who comprise the crisis support teams. These teams are ready to be mobilized in the event of a mass casualty event to provide support to injured employees and their families and the families of deceased employees.

In the event of a death or severe injury of any U.S. government employee at post, Casualty Assistance should be notified

immediately by the management officer or duty officer through the Operations Center. In the event of a death in the United States, the employee's bureau should notify Casualty Assistance as soon as possible. If you need to speak to office staff personally, the office is located in Harry S Truman 1241, right next to the Family Liaison Office. You may also contact the office at (202) 736-4302 or by e-mail at [OCA@state.gov](mailto:OCA@state.gov).

Examples of Casualty Assistance support in the past year include the following:

- An LE Staff member who had suffered an injury in the line of duty and needed specialized surgery in the United States was supported by the office throughout the visit. Casualty Assistance helped with the logistical arrangements, made personal visits to the employee and saw to special needs that arose.
- The office offered support in several instances when an employee sustained an injury in the line of duty and needed special assistance with benefits, leave or worker's compensation issues.
- When a Department employee tragically lost his life last summer in an act of terrorism, Casualty Assistance was the principal point of contact for the family, providing support and assistance with a variety of issues, attending his funeral and helping his bureau plan a memorial service here in the Department. The office maintains contact with the family for as long as needed.



Casualty Assistance also interfaces with other government agencies to share best practices regarding assistance in small and large casualty incidents. It is working to become better known, particularly among the mission staff, as the office can and should play a central role when there is a serious incident at post.

For information on contingency planning, death benefits, stages of grief, etc., please go to the following Intranet site: <http://hrweb.hr.state.gov/prd/hrweb/oca/index.cfm>.

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

# NEWS



## HR Improves Travel Order Processing

The Bureau of Human Resources is reengineering the Permanent Change of Station travel process to provide one-stop, comprehensive travel resources for employees and their families during the assignment process. A cornerstone in this effort was the 2007 transfer of the Human Resources technician functions to the bureau's Executive Office, which separated the two primary functions and assigned staff to each. Thus, the Assignment Support Unit's staff issue travel authorizations, and personnel staff process certain Foreign Service personnel actions.

Over the past two years, this separation allowed the bureau to focus on timely processing of travel orders and personnel actions.

In 2008 alone, nine Human Resources travel technicians issued 12,741 original and amended travel orders. These technicians recently received a Meritorious Honor Award for making tremendous strides with the issuance of timely travel orders and providing greater customer service. Their efforts, and the goal of issuing travel orders 60 to 90 days prior to an employee's planned departure, improved customer service and significantly decreased criticism of travel order processing.

To keep this momentum, the bureau recommends employees submit their proposed travel itineraries online through HR Online's My Itinerary link as soon as they receive their assignment notification or TMONE. By taking advantage of the automated self-service tools the bureau provides, stakeholders will benefit from faster travel order processing and improved customer service.



Secretary Hillary Clinton fields a question at a joint press conference held with Dutch Foreign Affairs Minister Maxime Verhagen.



## Secretary Clinton Visits Holland

Secretary of State Hillary Clinton visited the Netherlands in March for the first time in her capacity as Secretary to attend an International Conference on Afghanistan and meet with embassy personnel.

At the U.S. Embassy in The Hague, the Secretary was cheered enthusiastically by the staff and their families. She talked about the challenges facing the United States, thanked the embassy community for its hard work and promised to return.

The Secretary was accompanied on the trip by a phalanx of senior officials that included Acting U.S. Agency for International Development Administrator Alonzo L. Fulgham, Special Representative to Afghanistan and Pakistan Ambassador Richard Holbrooke, Assistant

Secretary of State for European Affairs Daniel Fried, Assistant Secretary of State for South and Central Asia Richard A. Boucher and Deputy Assistant Secretary of Defense for East Asia David S. Sedney.

Supporting this visit of so many principals required immense assistance and coordination by the embassy and tremendous support from colleagues in Washington.

At the conference of nearly 90 countries and international organizations, U.S. representatives presented the findings of a strategic review on Afghanistan, and the Secretary conducted several bilateral meetings with partner nations. Her delegation also held numerous bilateral consultations in support of the President's agenda.

## Disability Consortium Hears About Accommodations

The Department's Office of Employee Relations hosted the February 19 meeting of the Federal Disability Workforce Consortium at Main State. The 500-member consortium seeks to improve conditions for people with targeted disabilities within the federal workforce and to expand this talent pool by improved recruiting, hiring, retention and advancement.

Dinah Cohen, director of the Computer/Electronics Accommodations Program at the Department of Defense, spoke to the group about disability as a diversity issue in federal agencies. The program supplies free equipment to provide job accommodations to persons with disabilities.

Cohen said consortium members need to do better marketing of the services they offer to those with disabilities.



## Posts Celebrate Consular Leadership Day

Among the Department's posts celebrating Consular Leadership Day in January were those in Kingston, Jamaica and Cape Town, South Africa. Consular Leadership Day, launched in 2000, involves consular sections worldwide engaging in activities that focus on leadership and management and underscore the Bureau of Consular Affairs' leadership tenets, such as "build great teams" and "learn constantly."

In Cape Town, the consular section's two Foreign Service officers, three eligible family members and five LE Staff practiced the leadership tenet of "360-degree diplomacy" with the community by going to a local orphanage, The South Africa Children's Home. It is a 200-year-old church-run facility serving 44 children, ages 7 to 18. The facility has a swimming pool, garden and assistance from clinical psychologists, guidance counselors and a doctor, and provides outside activities and tutoring.

The section's staff helped the children plant a new garden, gave them small mirrors, made nameplates for each child's door, assisted several children with homework and took photos to put into frames that the team provided. In the afternoon, the team held a cookout.

In Kingston, the six consular staff teams created mantras, raps and songs representing their teams. Each team had personalized T-shirts and redecorated the section's consular workspace and brainstormed ideas to improve the section. The day ended with a competitive game show, an awards ceremony and a reception at the consul general's residence.



Cape Town's consular section Chief Brian McInerney gets a haircut inspection from one of the children at the South Africa Children's Home.

Participants prepare for the start of the 2006 Race for the Cure in Washington, D.C.

## Bureau to Participate in Fundraiser

A team from the Bureau of Diplomatic Security will again participate in the annual Susan G. Komen National Race for the Cure in Washington, D.C., in June. This year's team for the five-kilometer run/walk is from the bureau's Countermeasures Directorate. Staff, friends and family members may donate or register for the event at <http://st.ds.state.gov/komen>.

Komen for the Cure is the world's largest grassroots network of breast cancer survivors and activists. It serves underinsured individuals and funds cancer research.





A woman has her blood pressure taken at Embassy Bamako's health fair.

# Embassy Activities Promote Health

The U.S. embassies in Bamako, Mali, and Brasilia, Brazil, both hosted health activities in February.

The U.S. Embassy in Bamako hosted a health fair featuring 25 local contributors and 17 health care presenters and attended by more than 300 embassy employees and family members. The fair featured booths offering information on health promotion and disease prevention.

The health unit provided information on health and nutrition, including tips on local cooking oils, and Peace Corps volunteers conducted education on infant nutrition and family planning. There was also information on tuberculosis, pandemic preparations, HIV/AIDS counseling and dental screening.

The fair included a raffle of prizes donated by local sponsors and free testing and screening for blood pressure, cholesterol, diabetes and hepatitis, plus body mass index testing, vision exams, fitness-screening and HIV/AIDS testing. The Malian National Blood Bank collected 48 units of blood, setting a record for the most collected at a health fair.

The U.S. embassy in Brasilia celebrated Heart Health Awareness Month with a nutritionist speaking on healthier eating. The post provided a cholesterol screening, a cardiologist and a pediatrician spoke, and a personal trainer and a psychologist discussed stress management. In addition, the post offered training in Portuguese and English on cardiopulmonary resuscitation, and tested blood pressures at employees' desks. On the Get Fit Afternoon, health providers measured and weighed children, who participated in relays and other fitness activities.

The embassy has challenged other embassies in Brasilia to see whose employees can lose the most weight or lower their cholesterol the most.

# STATE

MAGAZINE

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## Submissions

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## Deadlines

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## Environmental Notes

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# Department Uses Alternative Dispute Resolution

The Office of Civil Rights receives more than 400 conflict-related inquiries, questions and problems in the course of a year—far more than the number that eventually result in formal complaints (requiring investigation and resolution) or court cases. Our goal is to resolve problems as early as possible in the process and at the lowest level. The key to doing so is Alternative Dispute Resolution—ADR.

ADR includes any dispute-resolution process or procedure outside of formal administrative proceedings or litigation in which a neutral third party assists those in conflict to resolve a dispute. ADR encompasses a number of processes including mediation, negotiation, facilitation, fact-finding and conflict coaching, to name a few. At the Department of State, mediation is most frequently used.

The mediator works with both parties to assist them in gaining an understanding of each other's position. The mediator is completely neutral and works with the parties to craft a resolution that will meet both of their needs. One of the benefits of ADR is it allows both parties to express themselves to each other in a confidential setting. The neutral mediator is there to ensure that the parties hear each other. ADR often keeps conflict from spreading or escalating. ADR also helps the parties work to improve the relationship between them,

so if there isn't a resolution both parties can walk away with a better understanding of each other's position, which can help the parties work together better than they did before the ADR session.

Sitting down and having a discussion with a mediator and the person with whom you have a disagreement may not be a welcome thought, but ADR takes less time than our formal Equal Employment Opportunity process and costs less in many ways. Since many EEO complaints arise from disparate expectations, miscommunication and correctible misunderstandings, ADR may be the only way to get a tailored and appropriate resolution.

The Office of Civil Rights asks that all parties set aside four hours for the mediation, although it can take longer or require more than one session. We also use video and teleconferencing.

In fiscal year 2008, there were 12,254 EEO mediations conducted across the federal government. According to the EEOC, the resolution rate for mediation in fiscal year 2008 was 72.1 percent. If ADR does not yield a resolution, as a complainant you have lost nothing. If you believe you have been discriminated against, you can continue within the EEO process. If you are in the informal process, the Office of Civil Rights' EEO/ADR staff will issue you the notice of right to file, which will allow you



to file a formal complaint. If you are in the formal process, the process will continue at the point it ceased for ADR. Your rights remain intact and nothing is lost utilizing ADR. It is critical for supervisors, managers and senior officers to understand that engaging in ADR is in no way considered an admission of culpability. Rather, it indicates your willingness to listen constructively to the concerns of another person.

If you have any questions about ADR or wish to discuss that option further, feel free to contact the Office of Civil Rights. ■

# Justice Reform

PARTNERSHIP PROMOTES RULE OF LAW IN AFGHANISTAN  
**BY TEMIM H. NUSRATY**

Launched in December 2007, the Department's Public-Private Partnership for Justice Reform in Afghanistan is an innovative initiative of the Bureau of International Narcotics and Law Enforcement Affairs, which leads U.S. justice-sector reform efforts in Afghanistan.

Bureau Assistant Secretary David T. Johnson co-chairs the partnership with Robert C. O'Brien, a partner at the law firm Arent Fox. The initiative's founding members include U.S. District Court Judge Stephen G. Larson of the Central District of California, U.S. District Court Judge David O. Carter of the Central District of California and former Lieutenant Governor of Massachusetts Dr. Kerry Healey.

The partnership is a non-partisan initiative that seeks to involve American judges, lawyers and representatives of business and academia in U.S. efforts to develop the rule of law in Afghanistan. By bringing Afghan lawyers into the larger international community of legal professionals, the partnership helps the people and government of Afghanistan establish a fairer and more transparent justice system.

## High Impact

The partnership also funds low-cost, high-impact projects that support women in the legal

profession, local bar associations and legal aid organizations, and professional development of Afghan judges, prosecutors and defense attorneys. Through the partnership, the Department and the American legal community have promoted lawyer-to-lawyer dialogues, conducted training programs in the United States and provided financial assistance to Afghan law schools.

Additionally, the partnership has organized events in the United States to raise

public awareness of the needs in Afghanistan's justice sector.

Since its inception, the partnership has received more than \$1.3 million in monetary and in-kind contributions. This includes financial donations by major law firms and private individuals, tuition waivers provided by more than a dozen U.S. law schools, U.S. Agency for International Development funding of the travel and lodging expenses of those studying for a Master of Law degree and

other training-related expenses donated by U.S. businesses and educational institutions. The figure doesn't include the thousands of hours of work donated by volunteers or the travel expenses covered by the private sector to participate in the partnership's activities.

## Workshops Held

The partnership has planned and implemented two major



Members and supporters of the public-private partnership pose with former Supreme Court Justice Sandra Day O'Connor, center, at a reception at a Washington law office.





Secretary of State Hillary Clinton meets at the Department with 14 prominent female Afghan judges, prosecutors and defense attorneys who were in Washington for a training program arranged by the public-private partnership.

workshops in the United States. The first was a 21-day intensive summer program at the University of Utah Law School for 16 Afghan prosecutors, including three women. The second was a 14-day program in Riverside, Calif., and Washington, D.C., for 14 prominent Afghan women judges, prosecutors and defense attorneys. Among the workshop's speakers was former U.S. Supreme Court Justice Sandra Day O'Connor.

The Afghan women also met with Secretary of State Hillary Rodham Clinton, who praised their bravery and courage and said, "It is your work for women lawyers in the tough environment of Afghanistan that will bring real reform and the rule

of law to the Afghan people."

The third workshop, planned for this summer, will focus on Afghan defense attorneys. Each workshop enlists experts from the American legal community to provide hands-on basic and cross-national training on institutional justice reform, Islamic law, comparative constitutional law, criminal procedure, mediation, domestic violence and international human rights. The lessons taught are already bearing fruit in Afghanistan.

## Afghanistan Visits

In addition, the partnership has conducted two assessment visits to Afghanistan, sponsored

events in several U.S. cities, placed its first Afghan judge into a master of laws program in California and secured commitments from more than a dozen American law schools to provide a year of tuition-free legal training to Afghan lawyers. This year, the partnership is preparing to endow a law professorship at a university in Afghanistan.

Assistant Secretary Johnson said he is amazed at the commitment and dedication shown by the private sector.

"It is an inspiration that so many U.S. lawyers and judges have rallied to support this initiative," he said. "The success of the partnership is a testament of what can be achieved when

the public and private sectors come together."

One of the greatest challenges facing the Afghan government in restoring the rule of law is the lack of trained legal professionals. Through its legal education programs and lawyer-to-lawyer dialogue, the partnership plays an important role in helping Afghanistan rebuild a society based on the rule of law.

To learn more about the partnership, visit <http://www.state.gov/p/inl/partnership/index.htm>. ■

*The author is senior rule of law advisor in the Bureau of International Narcotics and Law Enforcement Affairs*

# Breaking the Cycle

CONSULATE WORKS WITH NGO TO BATTLE TRAFFICKING  
BY LYNNE GADKOWSKI

Founded in 1986 by husband-and-wife team Pravin and Priti Patkar, the non-governmental organization Prerana fights human trafficking and provides alternative livelihoods for trafficked women and their children. The U.S. Consulate in Mumbai, India, and the U.S. Embassy in New Delhi have worked alongside Prerana since its inception through public affairs programs, program funding and championing its issues in political reporting.

The relationship caused former U.S. Chief of Protocol Ambassador Nancy G. Brinker to remark on a trip to India, “The effective work of Prerana needs to be recognized worldwide; it is truly life-changing.”

The Department’s relationship with Prerana, which means “inspiration” in Hindi, started when both the organization and the issue were new to policymakers in India at large. Since then, such Department units as the bureaus of International Narcotics and Law Enforcement Affairs and Population, Refugees and Migration and the Office to Monitor and Combat Trafficking in Persons,

as well as the U.S. Agency for International Development, have been involved with Prerana through funding, program stewardship, sharing American policy best practices or visiting with the organization’s directors and the children receiving services.

## Supportive Relationship

Prerana has become a regional and world leader in protecting women and children and fighting commercial sexual exploitation, and the consulate and the Department have become its strong supporters. The Patkars have participated in exchanges sponsored by the Bureau of Educational and Cultural Affairs. Priti took part in a regional International Visitor Leadership Program on women and child trafficking in 1998, and Pravin participated in a seminar on community leadership and policy change sponsored by the bureau in 2001. The American Center in Mumbai helped fund an audio recording of anti-trafficking music in Hindi that was used in schools and several awareness-promoting TV spots that won an

award at the Cannes Film Festival in 2005.

Other Department grants to Prerana have helped children affected by AIDS and supported an anti-trafficking center that does training, research, documentation and networking. One grant funded Prerana’s development and coordination of a computer-based victim tracking registry.

Prerana’s anti-trafficking center hosted Chargé d’Affaires Steven White and Consul General Paul Folmsbee in late 2008, and Priti Patkar expressed the group’s appreciation.

“We have had more support from America for this cause than from our own government,” Priti Patkar said.

During his 2007 visit, Ambassador Mark Lagon, head of the Office to Monitor and Combat Trafficking in Persons, said he was interested in public-private partnerships for his office’s projects in India. Prerana’s leaders introduced him to several corporate partners, including a luxury hotel chain where some Prerana beneficiaries work as housekeeping and catering staff.





Pravin Patkar, left, and Priti Patkar show children a film on health awareness.

“Prerana’s work is just amazing, considering the challenges and environment in which it operates,” said Chargé d’Affaires White.

Prerana worked with the embassy to help shape the policy of Lagon’s office on legal issues and discussed the long-term effort to amend the Immoral Trafficking Prevention Act.

### Open Door

“Prerana keeps an open door to mission visitors and helps many of our other non-governmental organizations and partners improve their programs,” said the political/

economic section chief at Mumbai, Michael Newbill. “They are a true partner on a shared policy objective to end human trafficking with the U.S. Mission in India.”

Prerana’s principal office is in the heart of Kamathipura, Asia’s largest red-light district.

“We had to be located where victims were working and living to raise awareness, provide service and break the cycle of multi-generational trafficking,” Pravin Patkar said.

Ambassador Lagon toured Kamathipura in 2007 with Prerana representatives and saw the living conditions and environment in which young girls are trafficked into

prostitution, even going inside brothels to see where young victims are hidden during police raids. Prerana has established a field service operation, the Night Care Center, in the heart of this red-light district to protect children from the traumatic nightlife of the brothels. It has also launched an educational support program that enrolls the red-light district children in school.

For more information about Prerana, visit [www.preranaatc.com](http://www.preranaatc.com). ■

*The author is cultural affairs officer at the U.S. Consulate General in Mumbai.*



# Warm Welcome

PRESIDENTIAL VISIT ENGAGES EMBASSY OTTAWA /// **BY JOAN B. ODEAN**

The staff of the U.S. Embassy in Ottawa, Canada, was filled with excitement as it prepared for the Feb. 19 visit of President Barack Obama, his first trip outside the United States since taking office Jan. 20.

Along with the prestige of this first visit came the responsibility of making it smooth and successful. From the day the visit was announced to the President's arrival, staff worked closely with White House offices and the Department's Office of Presidential

Travel Support, Office of the Chief of Protocol and Bureau of Western Hemisphere Affairs, as well as an enthusiastic Canadian government contingent.

The staff especially appreciated the collegial approach of the 10-member White House advance team. All were campaign veterans familiar with the President's preferences, but they were the first to admit they were new at working with the large number of players involved in an official overseas visit.

The President is greeted at the airport by the Governor General of Canada, Michaëlle Jean.







The President meets with Canadian Prime Minister Stephen J. Harper.

## Two Venues

As with any such visit, a variety of venues were reviewed and discussed before being narrowed to two: Parliament and the VIP Terminal at Ottawa's airport.

The morning of Feb. 19 was a typical overcast, wintry day in Ottawa—cold with light snow—but excitement ran high. After Air Force One landed, President Obama was met on the tarmac by Governor General Michaëlle Jean, Foreign Minister Lawrence Cannon, U.S. Chargé d'Affaires Terry Breese and Michael Wilson, Canada's ambassador to the United States. The falling snow made a dramatic contrast to the bright red serge uniforms of the Royal Canadian Mounted Police honor guard.

The embassy's visit control officer, David Hopper, said his favorite moment of the visit came as the President's motorcade drove along the frozen Rideau Canal and one skater there held up a "Welcome President Obama" banner as he skated past. Few other capitals could offer a greeting on skates.

Even though press releases stated that the President had no plans to greet the public, hundreds of Canadians lined the motorcade route and the Parliament's grounds, hoping for a glimpse of him. They were rewarded when he emerged from his limousine at the door of Parliament, turned and waved to the wildly cheering crowd.

## Climate Addressed

The President met privately with Prime Minister Stephen Harper, who later hosted a small working lunch. At a joint press conference, President Obama emphasized the two nations' commitment to peace, prosperity and human rights and to addressing climate change, which he termed "a worldwide issue that we're going to have to confront."

After the President's motorcade departed Parliament for the airport, it made an unscheduled stop near the U.S. embassy at a historic farmers market that is popular with tourists and residents for its picturesque shops, French bakeries and

Canadian-themed products.

There, the President received an Ottawa specialty, a "beavertail," presented by 17-year-old Jessica Milien, who works at a stand that sells them. She later said meeting the President was the thrill of her life.

Meanwhile, more than 500 members of the embassy family, joined by staff from the U.S. consulates in Toronto and Montreal, waited patiently at the airport to greet the President before he returned to Washington. Chargé Breese thanked the embassy staff for its hard work to make the visit a success and said the embassy looks forward to the President's next—and hopefully longer—visit.

President Obama responded with his megawatt smile and assured Mission Canada staff and Canadian officials that he would definitely return—perhaps when the weather is warmer. ■

*The author is office management specialist to the chargé d'affaires at the U.S. Embassy in Ottawa.*



Ambassador Stephen Low and his wife admire the rendering of the flag-lined walkway that will lead visitors into the U.S. Diplomacy Center.

# Coming Attraction

NEW CENTER WILL TELL THE STORY OF U.S. DIPLOMACY /// **BY PRISCILLA R. LINN**

Imagine a family of tourists visiting the Department of State to explore exhibits and engage in activities focused on the history, practice and challenges of U.S. diplomacy. This scenario will be a reality within the not-too-distant future. To show how, the U.S. Diplomacy Center, is exhibiting a preview of its new home.

The preview exhibit is in the newly renovated second-floor gallery overlooking the 21st Street lobby of Main State.

The new center will be on the first floor of the Harry S Truman Building's northeast corner and financed partly by donations. It will help visitors better understand the role of diplomacy in the 21st century. It also aims to attract talented individuals to diplomatic

careers and cultivate stronger American support for diplomacy.

The center's director, Stephen Estrada, said the center "will bring diplomacy to life and reveal its importance to every citizen it touches. Paying tribute to our diplomats, illuminating U.S. diplomatic history, preparing the next generation of leaders and diplomats—these are the goals."

## The Collection

The U.S. Diplomacy Center's collections play an essential role in telling American diplomacy's story. The collection was once just a few lone pieces sitting in a filing cabinet. Today, its 2,500 artifacts fill a 1,500-square-foot storage space and offer a unique learning

experience. Viewing a piece of the Berlin Wall or the blindfold worn by an American hostage in Iran while hearing from the diplomats who experienced these historic events will give visitors a new understanding of diplomacy.

Kathryn Speckart, the center's collections manager, said the center has developed three traveling exhibits since 2002. One, "After 9/11: Messages from the World and Images of Ground Zero", toured eight sites across the country and, she said, "communicated heartfelt sentiments left at U.S. missions worldwide after the attacks."

Another exhibition, "Celebrating the 225th Anniversary of the Great Seal of the United States: Past, Present and Future", recently opened at Harriton House, the Pennsylvania





U.S. Diplomacy Center Curator Priscilla Linn shows the center's director, Stephen Estrada, a part of the exhibit previewing the center's design.

home of Charles Thomson, the designer of the Great Seal. "This exhibit allows us to talk about how the Seal embodies national ideals—independence, strength and unity," said Program Coordinator April Cleary.

### Diplomatic Simulations

The U.S. Diplomacy Center, which already creates education programs, is becoming a virtual as well as physical center for learning about diplomacy. Lauren Judith Krizner, the center's education officer, said one of its most important projects is conducting diplomatic simulations with high school and college students. For a role-playing exercise on the Darfur crisis, students represented the governments and organizations involved. After studying background information, they engaged in discussions and tried to find a compromise to bring peace.

"The students are often amazed how hard it is to reach a diplomatic solution," she said.

In February, the Carnegie Corporation of New York awarded the center a \$25,000 grant to support its third annual George C. Marshall Conference on diplomacy, which attracted 250 students and teachers.

The center, through the use of digital technology and Internet delivery systems, will expand its outreach to teachers and students. The center's Web site, <http://diplomacy.state.gov>, introduces visitors to the significant collections, exhibitions and education programs.

Ambassador Stephen Low, Senator Charles "Mac" Mathias and a group of retired diplomats formed the nonprofit Foreign Affairs Museum Council when the center was launched in 2000, and have since raised an initial \$1.25 million in private funds for the first stage of the new center's development. Now, as public awareness of the importance of diplomacy and demand for international education programs grow, the center is launching the next phase of its campaign to raise \$50 million for construction and endowment. The U.S. Diplomacy Center has been actively recruiting volunteer leaders for its capital campaign with the help of former Secretaries of State Henry A. Kissinger, Madeleine K. Albright and James A. Baker III, ambassadors and others.

### Preview Under Way

The preview exhibit at the 21st Street entrance features an image of the proposed Allée of Flags along 21st Street, N.W., leading visitors to the center's glass atrium entrance, where they will pass through airport-type security. From there, guides will whisk them behind the scenes of diplomacy through an area called "America Engaged: Around the World with U.S. Diplomacy." There, interactive stations around a giant map will bring to life current events and the work of U.S. diplomats worldwide.

Next, visitors will enter a hall entitled "Diplomacy in Action: a Guide to Diplomatic

History," where exhibitions will recreate the dialogues, challenges and successes of diplomacy and pay tribute to those who played a central role in U.S. diplomacy. Diplomats, either virtually or in person, will recount their experiences, and visitors will explore simulated versions of U.S. embassies, consulates and residences. Visitors will learn the importance of diplomacy to American security and prosperity, how the Bureau of Consular Affairs helps Americans overseas and what life is like for diplomats and their families.

"Advancing Diplomacy: Connecting to the Future," the area housing the center's education institute, will provide classrooms and space for new programs. Using technology, the center's educational materials and programs will bring visitors and thousands of students around the world virtually face-to-face to learn the inner workings of diplomacy.

Building on its accomplishments of the past eight years, the U.S. Diplomacy Center is developing a virtual and actual gathering place for diplomacy education with new exhibits and engaging education programs. Soon the center will become the destination in Washington where diplomacy education thrives. ■

*The author is curator of the U.S. Diplomacy Center.*



A man in a dark pinstriped suit, white shirt, and patterned tie is holding a sign. The sign has a black background with a white border and the words "JOBS WANTED" in large, bold, red capital letters.

# JOBS WANTED

DEPARTMENT HELPS SPOUSES  
FIND WORK AT POST

BY JIM HAEFELE

Arriving at a new post can be disorienting for family members. Unlike direct-hire employees, who have a built-in network, family members are usually more isolated and have difficulties in a number of areas, particularly employment. What is a spouse or partner, often leaving a career in the United States, to do in a new country where that career is usually not an option?

The Family Liaison Office's 2008 statistics for Eligible Family Member employment worldwide show that, of the almost 10,000 spouses worldwide, most who work are employed at post. A full 24 percent of spouses work inside the mission, compared to 13 percent working outside the mission. The other 63 percent are not employed.

Clearly, many family members find work inside the mission. One, Lesya Cely, worked in the community liaison office at the U.S. Embassy in Addis Ababa, Ethiopia, for two years. While she had limited background in that type of work, she found it fulfilling.

"Knowing the community and meeting new people was great," she said. She noted, however, that her situation was atypical of spousal jobs, many of which struck her as less interesting and challenging.

"Of all of the spousal jobs," she said, "the community liaison office job seems to be the best for me."

## COMPLAINTS

Not all jobs inside the mission are an ideal fit.

Leslie Teixeira, director of the Family Liaison Office, said comments about the quality of embassy jobs are common.

"There are not enough employment opportunities within the embassy, and most are clerical and support positions by nature," she said.

Furthermore, limited budgets mean that many positions go to local nationals, who are paid on a local scale.

The Department has programs to help. The Family Liaison Office's five-member employment team provides resources and support for those seeking employment inside and outside the mission and in Washington. Another Department initiative, the Expanded Professional Associates Program, permits U.S. citizen-spouses to apply for designated Foreign Service positions at posts where the employee has



**Above:** Lesya Cely, an eligible family member, worked in the community liaison office in Addis Ababa, Ethiopia, and is now posted to Zagreb. **Below:** Leslie Teixeira is the director of the Family Liaison Office.



been assigned. During this pilot year, the program permitted 105 spouses to apply for jobs previously designated as Foreign Service positions, Teixeira said.

Many missions also make a concerted effort to find jobs for family members, and an

increasing number are now working outside the mission. Before they can work in the local economy, however, they need work permits, which are facilitated by a bilateral work agreement or de facto work arrangement with the host nation.

Outside-the-mission employment can be fulfilling if the circumstances are right. Jennifer Petro, an international health professional, said she found no shortage of work in three tours in Africa. Her skills are uniquely suited for a career in Africa, but she said it hasn't been easy. She and her spouse "chose countries where I could find meaningful work, and I am thriving in my career," she said. While that tactic can't work for everyone, many Foreign Service families choose posts cooperatively.

## A SNAP

The Family Liaison Office said the Global Employment Initiative/Strategic Network Assistance Program is the best resource for family members seeking outside-the-mission employment. The program's in-country and regional offices worldwide assist spouses and partners with identifying work with multinational companies or nongovernmental organizations, and the office's global employment advisors help with identifying jobs, shaping resumes and career planning. Teixeira said family members looking for work should contact her office for information.

An increasing number of family members choose instead to develop home-based businesses, Teixeira said. In addition, other spouses choose to not work for income, staying at home with family or volunteering at post. Anita DePree worked as a community liaison office coordinator in earlier tours before opting to stay at home with her children. She said she enjoyed that job and "felt very in tune with the embassy community." Now in Baku, she said she feels no regret about staying home with her children. Since the majority of spouses overseas are unemployed, it is impossible to say how many of them are unemployed by choice.

Employment is likely to remain a top issue for family members abroad. While many are sure to find good jobs, some may remain frustrated. Missions help where they can, but can't always solve the problem. Family members, therefore, must remain flexible, plan ahead and look for opportunities—which may arise in unexpected places. ■

*The author is an Eligible Family Member and stay-at-home dad.*



With the Department having won congressional funding to hire at least 2,300 new employees over the next year, 1,200 above the rate of employee attrition, the Bureau of Human Resources has launched its biggest hiring effort since early in this decade.

# DIPLOMACY



Diplomacy, Development and Defense /// By Ed Warner

Named “Diplomacy 3.0: Diplomacy, Development and Defense”, the initiative will implement a number of tech-savvy means to attract these potential employees. The outreach effort will continue to emphasize the social networking technologies popular with younger workers, as well as the <http://careers.state.gov> recruitment site.

Plans include having the Department’s Diplomats in Residence, senior officers who recruit on college campuses and local communities, contribute to the Department’s DipNote blog and encouraging Department employees to talk online about their work.

## Needed Specialties

The recruitment outreach will continue to aim to attract those with career specialties the Department especially needs, said Nicholas Williams, a retired Foreign Service officer whom the bureau asked to coordinate the challenge of finding and hiring an unprecedented number of people in a short period. Williams said the Department learned several important lessons from the Diplomatic Readiness Initiative, its big hiring push of 2001–2004.

For instance, the Bureau of Diplomatic Security and Office of Medical Services are better positioned to hasten the processing of clearances for those receiving job offers as consular or management officers, two Foreign Service career tracks where he said the Department particularly needs qualified candidates. The Department also needs more qualified candidates to become facilities managers and security engineering officers.

Another improvement since the earlier initiative is that Diplomatic Security does clearances faster for all new hires.

“People need to know that we’re hiring and we’re a bit faster now in processing those hired,” said Williams, who spent half of his 27-year Department career

in human resource work. Williams, who was director of the bureau’s Office of Recruitment, Examination and Employment, said he was chosen for his new role because “I’m familiar with this...flower from many different angles.”

Another way the Department will target hiring is by adding pop-ups to <http://careers.state.gov> that tell about the work involved in a needed job category. The Bureau of Human Resources is in the process of having Foreign Service management and consular officers and others make video clips discuss-

focused advertising banners, which appear in several places on [careers.state.gov](http://careers.state.gov).

The careers site also discusses how Foreign Service testing has changed and includes a link to register for the test, which is now given several times a year.

“You have to make [taking the test] more palatable and understandable,” Williams said.

## Civil Service

Although much of the new hiring will focus on Foreign Service positions, Civil Service employees will be hired, too,

he said, the computerized systems at Recruitment, Examination and Employment and Diplomatic Security can more easily flag those with needed skills and track them, helping ensure they move through the approval system quickly.

Recruitment, Examination and Employment, he continued, is also doing a better job of keeping in touch with applicants as they move from their Foreign Service written exam to the oral exam and onward to their security and medical reviews.

Those changes, he said, arose from the hard look the



Nick Williams is coordinating Diplomacy 3.0 hiring.

ing their work and its rewards.

Already, the careers site has a link on its opening page that leads to a screen about the management officer career track. “Could you run a U.S. embassy?” the link asks. Additionally, Recruitment, Examination and Employment created its own management and consular-

since they are needed in stateside security, information technology and other domestic program support and policy development positions, Williams said.

Another improvement over the earlier hiring initiative, Williams said, is that the Department is now acutely attuned to what its needs are. Furthermore,

Department took at its earlier hiring initiative. To keep those lessons coming, the task force convened for the earlier initiative still meets monthly—standing ready to help with the latest initiative. ■

*The author is deputy editor of State Magazine.*



# Business Case

EMBASSY-CREATED PARTNERSHIP SPURS ECONOMIC GROWTH /// BY RICHARD BOLY

Mission Italy's Partnership for Growth seeks to stimulate Italy's economic dynamism by sharing with the Italian business community relevant U.S. experience with entrepreneurship. If Italy's economy grows, Italy will have the resources to partner with the United States on such issues as global warming. Italian growth is being advanced by the Partnership, which has for the past three years helped young American and Italian executives and other leaders to connect.

The Partnership arose from a Mission Italy planning exercise (see related story, opposite page). The mission first reviewed government, business and think-tank white papers on strengthening the Italian economy, focusing on where local initiatives could bear fruit. Next came a day-long brainstorming session with leaders from business, government,

think tanks and universities, and fireside chats with recent university graduates.

The mission settled on the objectives of creating and promoting Italian entrepreneurial role models, moving research innovations into marketable products and services, growing the amount of early, or "seed-stage," investment capital and the venture capital market generally, and spurring innovation by strengthening intellectual property rights.

## Partnership Born

The resulting Partnership has organized hundreds of activities, and its partners spawned hundreds more. For instance, 20 prospective investors participated in a two-day meeting with the Golden Angel Network, based at Marquette University in Milwaukee, and a two-day meeting at the Kauffman

Foundation in Kansas City. These investors then formed the Italian Angels for Growth, a Milan-based network that makes early-stage seed investments in Italian start-up companies. That group now has nearly 40 members, and its committed amount of capital has increased the amount of private, early-stage investment available in Italy by 10 percent.

The Partnership also helped launch the "Mind the Bridge" business plan competition in 2006 with a video presentation by then-Ambassador Ronald Spogli on the competition's Web site. Mind the Bridge was open to all Italian entrepreneurs, and its five finalists won a week's trip to Silicon Valley to meet with potential investors and strategic partners. In late 2007, Mind the Bridge held a two-day Venture Camp in Venice, where 14 semifinalists made presentations to Euro-



The embassy team celebrates the launch of a 40-episode Web-based seminar, *Face2Face: Capturing Creativity*, that allows potential Italian entrepreneurs to hear from successful ones.

pean early-stage investors. Seven finalists came to Silicon Valley in April, and several received seed funding.

In another case, a National Science Foundation/Department of State Embassy Fellow undertook an intensive three-month nationwide evaluation of the “ecosystem” for innovation in Italy.

Also, on three occasions, successful U.S. entrepreneurs spent a week or more holding meetings nationwide with Italian entrepreneurs, research universities and investors. All visiting entrepreneurs paid their own expenses and provided the mission with concrete recommendations to make the Partnership more effective.

The Partnership has also helped broker an agreement to make a leading Italian university the first non-U.S. institution to participate in the Kauffman Foundation’s iBridge, a kind of eBay for technology transfer.

## Independence

Reflecting how the Partnership is becoming independent of continuing support from the mission, in May 2008 15 partner organizations made presentations at the Partnership’s summit meeting, five of which had been started after the Partnership’s launch. The meeting featured an audience of more than 300 policymakers, entrepreneurs and journalists and showed how the Partnership is now a point-to-point network in which the partners directly organize their activities.

In addition to the tangible economic gains from the Partnership, there was a public diplomacy dividend. Although a 2007 survey found 71 percent of Italians believe success is determined by factors outside of their control, the Partnership provides a message of self-reliance and a positive view of entrepreneurship that is especially important during the current world economic crisis.

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*The author is a Foreign Service officer on Senior Training as a fellow at the Hoover Institution.*



During his tenure, former ambassador to Italy Ronald Spogli urged embassy staff to identify the mission’s five chief challenges.

## Mission-Wide Planning Effort Leads to Partnership

By Hugo F. Rodriguez

To promote strategic thinking in an environment of nonstop tasks, reports and short-fuse emergencies, Mission Italy in 2005 set forth a program of goal-setting and then gave staff time to implement the goals.

The planning effort got under way when, shortly after his 2005 arrival, former Ambassador Ronald Spogli asked mission leadership to identify the five greatest challenges facing the mission community and the bilateral relationship. The projects identified were large. They included launch of the Partnership for Growth, a project to improve America’s image among the Italian youth and Muslim communities, and work on security issues, achieving state-of-the-art mission support services and building mission cohesion. Given the already heavy workload, some staff were skeptical of taking on more.

Staff found their portfolios adjusted to support these goals. For instance, the political officer with the labor portfolio received responsibility for developing an exchange program for young Italian entrepreneurs, and an economics officer was able to focus strictly on building venture-capital and technology-transfer capacity in Italy.

The program also led to such lessons on leadership as “be passionate” and “share information—obsessively.” To promote information-sharing, offsite meetings were held with mission constituencies and staff, and guest speakers from academia, the private sector, media and government. Project team leaders spoke of their groups’ accomplishments and challenges.

At one meeting an information management officer spoke of the difficulties in finding a supplier of cellular phones, and another officer responded by suggesting an Italian telecommunications provider that, within months, signed a deal to provide the mission with free BlackBerry devices.

To improve communication, project teams were encouraged to incorporate employees from around the mission, ignoring job titles and specializations. Thus, Locally Employed Staff from the information resource center served on the Partnership for Growth team and suggested inviting Italian executives to discuss business-related topics and turning these conversations into Web chats for Italian university students. Three years later, the post had produced 45 Web chats on topics ranging from entrepreneurship to the 2008 U.S. presidential elections, reaching nearly half a million viewers.

Project teams were also encouraged to think big, and the Partnership for Growth team did, identifying young Italian entrepreneurs and connecting them with internships at high-tech companies in Silicon Valley, an effort the Fulbright Commission has recently begun to co-sponsor. The Partnership team also raised awareness within Italy’s academic community about the value of moving Italian university research to market as innovative products.

The success of the goal-setting has made Mission Italy more cohesive, collaborative and agile because it learned how to communicate and brainstorm solutions to the thorniest problems. ■

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*The author is chief of the visa unit at the U.S. Embassy in Rome.*



Post of the Month



# Poshward

Old city sits on the frontier | *By Merry Miller and Lynne Tracy*



A teenage boy sells vegetables at a market in Peshawar.





*When springtime flushes the desert grass,  
Our kafilas wind through the Khyber Pass.  
Lean are the camels but fat the frails,  
Light are the purses but heavy the bales,  
As the snowbound trade of the North comes down  
To the market square of Peshawar town.*

— *The Ballad of the King's Jest* (1890)  
Rudyard Kipling

## Peshawar,

capital of Pakistan's Northwest Frontier Province, has been known by many names, including "City of Flowers" and "The High Fort," but perhaps most apt is "The Place at the Frontier." Throughout Peshawar's 2,000 years, the city has stood as a gateway between east and west.

Located at the foot of the rugged Spin Ghar mountain range's Khyber Pass, Peshawar has seen waves of invaders from many empires. Persians, Greeks, Buddhist Kushans, Huns, Mughals, Sikhs and the British passed through Peshawar in a bid to control the Indian subcontinent. The Northwest Frontier has long been the scene of intrigue and a source of inspiration for diplomats, soldiers and journalists. "Every rock, every hill has its story," Winston Churchill wrote in 1897 while posted as an army officer north of

Peshawar during the "Great Game," when the British and Russian empires contested for influence in the region.

The legacies of these civilizations mark modern Peshawar, a city of nearly three million people. The "Old City" has winding, narrow streets and bazaars crammed with copper, gold, textiles and spices. At its heart is the 16th-century Mughal Muhabbat Khan Mosque. This popular shopping district sits in the shadow of Bala Hisar Fort, whose foundations are as old as Peshawar and whose imposing brick walls are as recent as the British Raj. Nearby is the Peshawar Museum and its extensive collection of Gandharan art, reflecting the glory of the Buddhist kingdom that ruled in the Peshawar valley from the 6th century B.C. until the 11th century A.D.

Next are the wide and orderly avenues of Peshawar's cantonment, established by the British and home to provincial government and military offices. Further west are contemporary residences and a refugee camp—an enduring reminder of the 1979 Soviet invasion of Afghanistan. At the far western edge of the Peshawar district on the border with Khyber Agency, part of Pakistan's Federally Administered Tribal Areas, is a sign marked "No Foreigners Beyond This Point."

The region's 23 million Pathans, the predominant ethnic group of this corner of Pakistan, are intensely independent. A popular local proverb says, "Order a Pashtun to go to heaven, and he will fight you to the death. Invite him to accompany you to hell, and he will go gladly." *Pukhtunwali*, the code

of the Pashtuns, imposes three obligations. *Nanawatai* is the right of asylum and compels one to provide shelter and protection even to an enemy if he asks for it. *Mailmastai* requires hospitality to all who demand it, even a non-Muslim. *Badal*, the necessity for revenge by retaliation, may be the strongest obligation in Pashtun culture. A Pashtun must exact revenge, at any risk or cost, for an insult or injury to himself or his family, clan or tribe. Women, gold and land are the source of most blood feuds, and the enmity often continues long after the origin of the feud is forgotten.

### 50 years on the frontier

Against this rich tapestry of history and culture, the U.S. Consulate in Peshawar celebrated its 50th anniversary in 2008. The U.S. diplomatic presence in the province grew out of the Badaber airbase near Peshawar, which supported U-2 flights during the Cold War, including that of Francis Gary Powers,



**Clockwise from above:** Bala Hisar Fort, headquarters of the paramilitary Frontier Corps, sits on the highest point in Peshawar. It was used as a garrison by invaders from Central Asia. Its current walls were built by the British in 1849, but its foundations are 2,000 years old; Principal Officer Lynne Tracy poses with Col. Khushwaqt-ul-Mulk, 97, the first Foreign Service National employee of the U.S. Consulate in Peshawar, in front of a plaque of the consulate's principal officers; Ambassador Anne W. Patterson shakes the hand of a child from the tribal areas during her visit to a camp for internally displaced persons outside of Peshawar; When jingle buses—also called rocket buses—get too full, passengers climb up on the roof. The paintings, poetry and slogans reflect the drivers' attitudes and make each bus unique.







**Clockwise from above:** Khashayar Ghashghai, public diplomacy officer at the consulate, talks with graduate students about the U.S. elections at the Lincoln Corner, Peshawar University; Horse-drawn carts are popular as an inexpensive means of transportation; Management Officer JoEllen Gorg, Office of Transition Initiatives Deputy Country Representative Leah Werchick and Public Diplomacy Officer Ryia Miller look over some brass works at a bazaar on the consulate grounds; Built in the 1670s, Mughal Muhabbat Khan Mosque is a rare specimen of Mughal architecture. In 2001-2002, the Ambassador's Fund for Cultural Preservation funded a restoration of part of the mosque; Frontier Corps soldiers perform a martial dance at the Khyber Rifles Mess in Landi Kotal, the border town between Pakistan and Afghanistan.



who was shot down over the Soviet Union in 1960.

Gordon King, the first of the consulate's 19 principal officers to date, hired Colonel Khush Waqt-ul Mulk, a member of the ruling family from the former princely state of Chitral, north of Peshawar, as the first local staff member and political advisor. King penned *Ameri-Khan* in 2006, a lightly fictionalized account of the first years of the consulate.

Only a flagpole remains from the consulate's original Old City office, which fronted on the New Delhi-Kabul Grand Trunk road. In the 1960s, the consulate moved to its present location in the cantonment.

The consulate's size has waxed and waned. Its role in support of the Afghan mujahideen in the 1980s was a boom time in consulate staffing, but in the following decade a worldwide

round of post closings nearly brought the consulate's history to an end. Only the lack of an embassy in Kabul, which had closed in 1988, preserved the consulate, which became an observer post for developments in Afghanistan. The post contracted to a 10-officer State and Drug Enforcement Agency presence—until September 11, 2001.

Today, the consulate has more than 60 Americans and 125 Locally Employed Staff and continues to grow. U.S. Agency for International Development and Department of Defense colleagues have joined the consulate, which has re-oriented its focus on the Northwest Frontier Province and Federally Administered Tribal Areas. A growing staff and deteriorating security have led to a search for new office and residential facilities. Long gone are the days when the principal officer's unwallied front lawn

beckoned friends of the consulate to drop by for a cup of tea in the shade of a chinar tree.

## Wide-ranging interests

Despite the physical limitations and an increasingly dangerous environment, the post's American and Pakistani employees actively represent a wide range of U.S. interests in a region that is the focal point of the fight against al Qaeda and its supporters. USAID, the U.S. military and the Department are jointly implementing a five-year, \$750-million package of assistance programs to strengthen Pakistani efforts to counter a growing insurgency in the province and tribal areas.

USAID's Office of Transitional Initiatives provides development assistance in the tribal areas that is linked to good governance practices such as sealed bidding for contracts.

Pashtu-speaking Foreign Service officers are expanding contacts with tribal leaders, adding more texture to reporting on an incredibly complex political landscape. The Defense Department is training the Frontier Corps, the Northwest Frontier's historic Pashtun border force, and the Department's bureaus of International Narcotics and Law Enforcement Affairs and Diplomatic Security are helping the civilian police. The public affairs section and USAID have a partnership to reach Pakistan's next generation through an "Experience America" exchange program.

At age 50, the consulate is taking U.S. diplomacy in Peshawar into the 21st century. ■

*Merry Miller is the public affairs officer and Lynne Tracy is the principal officer at the U.S. Consulate in Peshawar.*

## At a Glance



**Country name:** Pakistan

**Capital:** Islamabad

**Government type:** parliamentary democracy

**Area:** 803,943 sq. km.

**Area - comparative:** almost twice the size of California

**Population:** 167 million

**Languages:** Although Urdu and English are official languages, Punjabi is the most commonly spoken.

**GDP - per capita:** \$2,600

**Religions:** mainly Muslim (Sunni and Shia)

**Export commodities:** textiles, rice and leather goods

**Import commodities:** petroleum, machinery and plastics

**Major trading partners:** United States, United Arab Emirates and Afghanistan

**Currency (code):** Pakistani rupee (PKR)

**Internet country code:** .pk

*Source: Country Background Notes*



# Shared Dreams

INDIA'S CHILDREN BRIGHTEN CONSULATE WALLS /// **BY RAGINI GUPTA**

Thanks to local children, a renowned artist and a bureaucracy whose creative spirit surprised everyone, the U.S. Consulate General in Chennai, India, has a new and brighter look. In January, some 30 underprivileged children helped paint a colorful mural on the outer wall of the consulate, making the facility an inviting and cheerful reflection of the United States.

Against a backdrop of famous American and Indian landmarks, the mural portrays the challenges, hopes and dreams of

the children and reflects how children everywhere share the same dreams. Taking advantage of the consulate's prime location at one of the city's busiest intersections, the mural has become a new landmark in Chennai's cityscape. Thousands of cars, buses, rickshaws, hawkers and pedestrians pass it daily, as do the more than 1,200 visa applicants entering the consulate for their visa interviews.

Local reaction has been appreciative. Every major Indian newspaper covered the event, as

did E-TV, which broadcasts in all regional languages and has hundreds of millions of viewers.

The mural came to be when the consulate's public affairs section teamed with Thota Tharrani, an internationally acclaimed artist and former International Visitor Program grantee. Tharrani designed the

mural based on creative input from the children and sketched its outline on the wall in the week between Christmas and New Year's Day. The 30 children from the NalandaWay Foundation—most of whom are the victims of trafficking, forced or bonded labor and/or physical or sexual abuse—lent their energy,







**Clockwise from lower left:** The finished mural is Chennai's newest landmark; NalandaWay children pose with Consul General Andrew T. Simkin, in the green shirt, and, to his right, NalandaWay Founder Sriram Ayer after completing the mural; Simkin and his wife examine one of the mural's details with Thota Tharrani.

the task of getting the reactions of the regional security office and management section. But the bureaucratic obstacles proved less daunting than expected when Regional Security Officer Matt Perlman and Management Officer Juliana Ballard were intrigued by the idea.

After the proposal was tweaked based on their input, they worked the request up through the U.S. Embassy in New Delhi and with relevant parties in Washington, D.C., including the Bureau of Overseas Buildings Operations. The state government of Tamil Nadu was also helpful—both in granting permission to put up the mural and in having local police block off a lane of traffic while the children were painting on a narrow sidewalk. The attitude of every bureaucracy involved was best summed up by the final approval received from Consul General Simkin: "I approve and I applaud!"

One delicate challenge remained: A local jewelry company's advertisements on a pedestrian railing obscured the view of the mural from the street. General Services Officer Gregory Campbell approached the jeweler on a neighbor-to-neighbor basis, and the placards were removed. As a final touch, the general services office applied a protective coating to the mural—preserving the event, the mural and this tremendous outreach to the people of India for the next 10 to 20 years. ■

*The author is deputy public affairs officer at the U.S. Consulate General in Chennai.*



spirit and exuberant color to the mural. The foundation helps disadvantaged children from the poorest districts in seven states in India express themselves through music, theater, films and art.

The children all received a concept of what their assigned sections of the mural should look like when finished and applied themselves with gusto. They left a lasting legacy of their participation by signing the mural at a ceremony presided over by Tharrani and Consul General

Andrew T. Simkin.

No one at the consulate imagined that the project—the highlight of NalandaWay's annual children's art festival—would be such a success. When the idea for the mural was floated during a meeting with NalandaWay on their children's festival, the concept brought skepticism over the many approvals and clearances needed. To give it a try, the public affairs section assigned Consular Officer Ariel Howard—who was there on a one-week rotation—



# Front Window

CONSULAR OFFICERS TOUCH PEOPLE'S LIVES /// BY MICHELLE BERNIER-TOTH

Consular service in the Department has a long history. Congress appointed the first consul, William Palfrey, nine years before George Washington took office. Palfrey unfortunately was lost at sea en route to his assignment in Paris.

Then as now, the consul's primary role was the protection of U.S. citizens abroad, which typically meant assisting ships' captains and crews. As more Americans traveled overseas, the role expanded. Today, consular officers provide "cradle to grave" services to Americans abroad and adjudicate nonimmigrant and immigrant visas; that is, determine if the applicants are qualified to receive them. They respond to Americans' personal emergencies and to crises affecting dozens or even thousands of Americans.

Bureau of Consular Affairs Assistant Secretary Janice L. Jacobs put it succinctly when she said: "Consular officers touch people's lives. We serve people during their most important moments—births, deaths, disasters, arrests, medical emergencies, study abroad and immigration. We make a difference."

The public aspect of consular work puts officers on the front lines of American diplomacy. Consular officers may be the first or even the only U.S. government employees that many foreigners and Americans

abroad encounter regularly, highlighting the important public diplomacy role of the consular section.

"Consular officers should consider that they affect the tone and quality of the assistance we give to American citizens and foreigners," said Michele Thoren Bond, deputy assistant secretary for Overseas Citizens Services. "This experience conveys, in almost a visceral way, what America is all about. It's not just the treatment consular section clients receive but what they observe while waiting—how we talk to people, accommodate those with special needs or help someone needing special attention."

## *The Window*

The visa interview window is usually the first exposure that most Foreign Service officers have to consular work. It's where all those skills that got someone into a Foreign Service career are tested daily. Interpersonal skills? Interviewing officers are the "face" of the U.S. government for millions of foreigners each year. Consular officers know that how they treat clients reflects on themselves, their Mission and the United States. Communication skills? Consular officers must explain complex citizenship and immigration laws—often in a foreign language. Analytical skills? Consular officers learn early the importance of adjudicating visas or resolving Americans' problems based on officers' knowledge of U.S. law and regulation and how they apply within the host country's political, economic and social conditions.

Consular officers are taught to observe visa applicants' "microexpressions" to spot facial indicators of fraud and to review applicants' documentation and to know when a lie is material to visa adjudication. The interview window also affords interviewing officers a unique perspective on that country. Through interviewing visa applicants, officers learn what it's like to be a citizen of their host country—how much people earn, what they pay in rent and what their values are. Helping Americans solve their problems often requires officers to interact



Consular cone officer Greg Segas interviews Libyan visa applicants at the U.S. Embassy in Tripoli.

with a broad range of host-country authorities and players, and gives those officers further insight into how the country functions. Consular work provides a unique opportunity to observe, interact with and report on just about any sector of a country's society.

## Americans Abroad

Providing consular assistance to Americans abroad is among the Department's highest priorities. The Bureau of Consular Affairs estimates that five million Americans reside abroad, while many more make short trips each year for tourism, business, study or family visits. Now that international travel is so common, the diversity of Americans abroad has grown—from youth groups to Elderhostel tours, risk-seeking adventure tourists to patients seeking medical care, and everyone in between. Americans are going to places they rarely ventured before—places where services and infrastructure make providing assistance more difficult or to locales such as Antarctica where the United States has no consular presence within thousands of miles.

With new challenges come new opportunities for innovation in how consular officers provide services to Americans. The Internet is now one of Consular Affairs' most important tools: Americans now go online to register with the embassy, obtain travel information, schedule appointments for routine services and learn how consular officers can help in emergencies.

But the bottom line has not changed.

"In American Citizen Services work, you start from the assumption that people need our help," said Tony Edson, former deputy assistant secretary for Visa Services.

Consular officers have provided that help for more than 200 years.

## Visa Challenges

The visa window has always been the front line of the U.S.



**Above:** From left, vice consuls Kalpana Murthy, Pamela Pontius and Janice Anderson, along with Locally Employed Staff Chitra Sanam and Sarah Kallem at the U.S. Consulate General in Hyderabad, India, conduct American citizens services training. **Left:** Conducting an inventory of a deceased American's belongings are, from left, Katharine Bernsohn, a junior officer at the U.S. Consulate in Johannesburg, South Africa; and Charmaine Redman, the American citizens services assistant at the U.S. Consulate in Durban, South Africa.

government's "secure borders, open doors" policy, a policy that consular officers strive to balance by using all the tools and resources available. Technology has become increasingly important—long gone are the days when consuls personally signed visas or peered at outdated microfiche to conduct name checks. Since the 2001 attacks, the Department shares enhanced data with other U.S. government agencies, which means consular officers have access to far more information on individual applicants than ever.

At the same time, new processing requirements—taking "10-print" fingerprints, for example—have introduced greater complexity and added time to the adjudication of visas. Officers must use these new resources efficiently to improve decision-making and minimize the burden on posts and applicants. Better

communications, an increase in standardized procedures and greater oversight and guidance provided from Washington all mean that there is now far more uniformity in how posts process visas, as well as closer connections between Washington and overseas posts. A consular officer in Mumbai, India, in the process of interviewing an applicant can now check case notes taken from an interview conducted of the same individual in London—something that would never have been possible a decade ago.

## Best Stories

Consular officers have the best stories because consular work involves people and their problems. Those same factors give consular officers a great sense of fulfillment, while the blending of policy and operational responsibilities inherent in the work makes consular officers increasingly strong candidates for roles as principal officers. People drawn to the consular career track typically enjoy hands-on problem solving, grappling with real-life issues and the diversity and unpredictability of their jobs.

Ambassador Jacobs, now retired and serving Consular Affairs as a senior advisor, put it best: "You never knew what the day will bring."

At the end of that day, however, consular officers know they've made a difference. ■

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*Since joining the Department as a consular officer in 1987, the author has served consular tours in Damascus, Doha and Abu Dhabi. She converted to a Civil Service position in 2003 and is director of American Citizens Services and Crisis Management in the Bureau of Consular Affairs. This is the third in an occasional series of State Magazine articles on how the career cones are changing. Future articles will look at the political and management cones.*



Office of the Month:  
Population and  
International Migration

# Strong Advocates

OFFICE ADDRESSES POPULATION AND MIGRATION MATTERS

BY BETH SCHLACHTER AND SONIA DENTZEL

**I**n March, the United Nations convened its annual two-week session of the Commission on the Status of Women, which has since 1946 discussed gender equality and the advancement of women. It draws delegations from all U.N. member states and several nongovernmental organizations.

Staff of the Bureau of Population, Refugees, and Migration's Office of Population and International Migration were key members of the U.S. delegation, which negotiated resolutions and outcomes. During a typical day at the conference, Department officials participated in bilateral meetings, shared policy objectives with other delegations, spoke with nongovernmental organizations and hammered out draft resolutions. Countless competing interests were in play, including politically sensitive issues such as reproductive rights.

## Two Teams

Back in Washington, the Office of Population and International Migration is made up of two teams. Its population team is the Department lead on policies related to maternal and reproductive health, family planning policies and programs, and the migration of health care workers. Its international migration team develops policies and programs to promote orderly and humane migration—that is, to encourage and facilitate immigration policies that address illegal migration and protect asylum seekers, refugees, stateless persons and victims of trafficking.

Office Director Suzanne Sheldon said the population team works to ensure that all women have broad access to reproductive health care and family planning options, while the migration team assists the world's most vulnerable migrants.

"The two focuses often intersect," she said. "For example,

in conflict or disaster zones, where women have special reproductive health needs and are also highly vulnerable to the forces that result in migration."

In developing policy positions on population issues, the Department coordinates with many other entities such as the U.S. Agency for International Development, the Department of Health and Human Services and the National Security Council. Staff of the Office of Population and International Migration take part in international meetings and conferences to promote U.S. views and press for their inclusion in the resulting resolu-

tions or outcome documents. The outcome document from the Commission on the Status of Women, for example, required endless negotiation and horse-trading.

The office's staff participates in many such meetings throughout the year, including those of other U.N. governing bodies such as the Commission on Population and Development and the U.N. Population Fund's Executive Board. It also provides input to other processes, such as the health-related initiatives of the United Nations, World Health Organization and the Group of Eight nations.

## Migration Team

The office's migration team is the Department's lead on international migration discussions and related programs for vulnerable migrants. To advance migration goals, staff members encourage collaboration and sharing of best practices, and participate in regional migration dialogues and facilitate discussion on topics such as women and migration, trafficking in persons and the repatriation of unaccompanied minors. The migration team also participates in the yearly Regional Conference on Migration;



Administrative Assistant Nora Day, left, and Program Officer M. Cristina Novo pose in the Office of Population and International Migration.



# Office of the Month



the Intergovernmental Consultations on Asylum, Refugee and Migration Policies; and other international meetings.

Other regional fora with which the office is involved include the Migration Dialogue for Southern Africa and the Bali Process. Consultations and sharing best practices at the regional level can help address migration challenges such as human smuggling and trafficking, and the human rights of migrants. The Bali Process was recently chosen to discuss international solutions to the plight of the Rohingya—a stateless population from Burma’s Northern Rakhine State. Many of the Rohingya have sought refuge in the neighboring countries of Bangladesh, Thailand, Indonesia and Malaysia.

The Rohingya case reflects the complex challenges the office’s staff face regarding the “mixed flows” of migrants. How does a government protect, assist, process or return each migrant when it first must distinguish who they are—economic migrant, asylum seeker or stateless person? Which persons are smuggled, trafficked or unaccompanied minors? What if the country of refuge is

concerned that the new arrivals threaten its national security? Several times a year, members of the migration team travel to such places as Bangkok, Dakar, and St. Lucia for government-to-government discussions on these questions.

For the past decade, news reports have told of migrants dying while being smuggled from West Africa to Europe or from Somalia to Yemen. To address these problems, the bureau funds the International Organization for Migration to implement programs that help governments deal more humanely and effectively with mixed migratory flows. The bureau also works with the International Organization for Migration and the Office of the U.N. High Commissioner for Refugees to help overseas victims of human trafficking, who may face persecution upon repatriation, apply for asylum and possible resettlement to a third country.

## Major Issue

Another current concern, the issue of health worker migration, is under discussion at several multilateral organizations, includ-

ing the World Health Organization. There is a massive global shortage in all categories of medical professionals, one the World Health Organization estimates at around four million people. The migration of health workers from poor to rich countries weakens the health care systems in the developing world, and that must be balanced against the right of individuals to emigrate. The Department’s involvement has focused on defining standards for the ethical recruitment of health workers and mitigating the negative effects of migration on health care systems.

The office is united in its dedication to maintaining U.S. leadership on issues affecting millions of individuals, and it will continue to engage in regional and international discussions and programs aimed at moving the world in more humane and productive directions.

*Beth Schlachter is a population program officer and Sonia H. Dentzel is a migration policy officer in the Bureau of Population, Refugees, and Migration’s Office of Population and International Migration.*



**Clockwise from left:** The authors, Sonia Dentzel, left, and Beth Schlachter, stand together in their office's hallway; B. Glenn Griffin is the deputy director; Suzanne A. Sheldon is the office's director.



## TEAM TRAVELS TO ADDRESS MIGRANTS' NEEDS

**BY SONIA DENTZEL**

In fiscal 2008, the Office of Population and International Migration programmed nearly \$9 million through the International Organization for Migration for migration-related activities. These programs help governments manage migration and assist the most vulnerable migrants, such as the victims of human trafficking. The office's migration team travels to program sites throughout the world to monitor and evaluate bureau-funded programs, meet with government officials and program implementers, and speak with the survivors of human trafficking.

"For our staff to see firsthand the impact of our programs can be a life-altering, inspirational experience," said Office Director Suzanne Sheldon.

On one such trip to Indonesia, I spoke with a very young woman who held her baby girl tightly while recounting how she was forced to work as a prostitute to repay a never-ending debt to her brothel's madam, who charged her for room, board and basic necessities.

One day, the madam told her she could give up her baby to pay off her loan and leave. But, when she did, the madam kept her baby—and sold the woman to another brothel. Eventually, she and her baby were rescued and placed in a shelter. The woman, still too traumatized to smile, spoke of a determination to rebuild her life little by little.

In a bureau-funded project, she receives assistance and medical and psychological care. When she recovers, she will be trained to engage in income-generating activities to prevent her from again being victimized.

In the Dominican Republic, I met a brave and dynamic young woman who had been trafficked to Latin America. Through our program, this 22-year-old single mother of a five-year-old child learned to manage accounts and established a cart selling baby clothes outside a maternity hospital. She proudly recounted to me how she had opened her first bank account and planned to expand her small business.

There are many such stories in our office—many with happy endings. ■





The author helped establish this basement paper mill in Tallinn's Old Town.

# Pulp Fiction

PAO SPARES THE TIME TO SUSTAIN AN ANCIENT ART  
BY ERIC A. JOHNSON

The idea for the book *The Poetics of Endangered Species* was simple: What would the world's threatened animals and plants say if they could speak? Convinced that these creatures would choose poetry over prose, I and the book's other developers searched for simple yet profound poems, hoping this apparent paradox would cause readers to consider the poems and reflect on their world. Thus, the book became a literary sanctuary giving voice to the voiceless.

*The Poetics of Endangered Species* was the brainchild of Anatolij Ljutjuk, director of the Ukrainian Cultural Center in Tallinn, Estonia. Ljutjuk is also a State Artist of Ukraine, an award-winning Estonian designer, the builder of Estonia's Ukrainian Catholic Church and a Benedictine monk. Kay Phillips, wife of former U.S. Ambassador to Estonia Dave Phillips, called him "Estonia's Leonardo da Vinci."

Work on *Poetics* began in 2000 when Ljutjuk created a series of icons featuring Estonia's endangered species. These icons inspired a young Estonian poet, Timo Maran, to write a series of accompanying

poems. As a growing number of visitors to his beautiful church fell in love with the combination of images and words, Ljutjuk realized that he needed to convert this creation into a more accessible form—hence the book.

But first he needed to find someone who knew how to make paper by hand.

## The Papermaker

That would be me. While serving as a U.S. Information Agency Library Fellow in Tallinn in 1993, I wrote a series of original fairy tales—two of which were published by Estonia's largest press. But when I gave a copy of my first book to the six-year-old daughter of the U.S. Embassy in Tallinn's most senior Foreign Service National, the precocious girl was unimpressed. She said, "It's very nice that you write books, but can you make your own books?" She then showed me her books—made out of scrap paper, held together by tape and string and illustrated with colored pencils and crayons.

As my ego deflated, I still managed to think: "What a brilliant idea."

Developed by the Chinese more than 2,000 years ago, the process of papermaking by hand remains largely unchanged. Plant fibers such as linen, cotton and flax are used, but the fibers must be broken down. I use a "beater" machine that was built in Brooklyn but is based on a Dutch design from the 1600s. When mixed with water, these fibers create a pulp from which the papermaker pulls sheets of paper by using molds that capture the tiny fibers but allow the water to pass through. The wet sheets are then pressed between two pieces of felt—wool doesn't stick to plant fibers—and then dried.

## Useful Instruction

By 1994 I was back in Washington, D.C., working at the Library of Congress and studying at the Corcoran College of Art + Design, where I learned to make handmade paper and books. I took time off work to spend part of one summer studying under one of America's leading papermakers. Along the way, I joined the Friends of Dard Hunter, a group of artists and craftspeople dedicated to preserving the skill of mak-



ing paper by hand. An activist of the Arts and Crafts movement, Hunter revived papermaking by hand in the United States, and succeeding generations of Friends have helped return the craft to countries as far apart as Spain and Australia.

I joined the U.S. Information Agency in 1999, and when it was merged with the State Department later that year, I was posted to the U.S. Embassy in Moscow. There, I tried but failed to get Russian artists interested in establishing a mill to make handmade paper. In the process, I met several artists who worked with paper, including one with Ukrainian roots, Igor Zadera. After exhibiting our paper at various universities and libraries around Moscow, we were invited to do a small show in Tallinn at a gallery owned by the illustrator of my second book.

One day in 2002, Ljutjuk saw the show, tracked me down and recruited me as his papermaker.

While still in Moscow, I helped design the first paper mill in the Baltic States since Estonians had stopped making handmade paper in 1913. Shortly after I became the public affairs officer in Estonia in 2005, I did what any Friend of Dard Hunter would do: I helped bring the handmade paper mill



At the presentation of the new volume of the *Poetics of Endangered Species*, Ukraine's First Lady Kateryna Yushchenko thanks St. Petersburg's Public Affairs Officer Eric A. Johnson, far right, and Kyiv's Public Affairs Officer Chris Fitzgerald. **Below:** To make paper by hand, a screen is used to press water from the pulp.

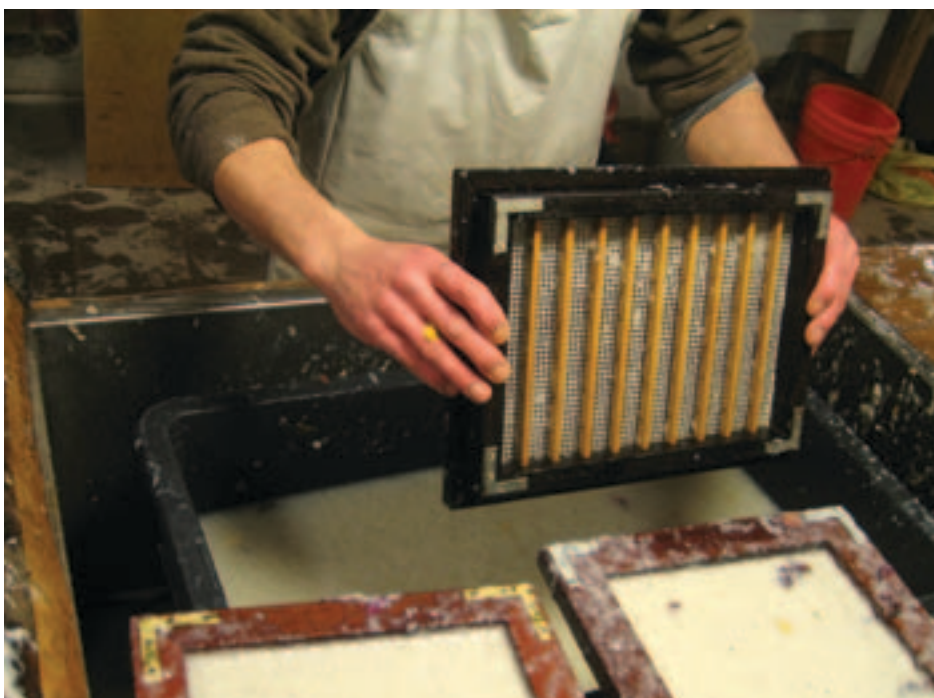
to life there. Located in the basement of a 14th-century building in Tallinn's medieval

Old Town, this paper mill is another living example of Ljutjuk's art.

My volunteer work on this project has since expanded to include assignments as translator and editor—and showing Estonia's President Toomas Hendrik Ilves and his wife how paper is made from cotton, linen and rags. Together with a growing team—including Ljutjuk's talented sons Nestor and Bogdan, and Estonia's top calligrapher, Heino Kivihall, I produced the handmade original for *The Poetics of Endangered Species: Estonia*, published as a facsimile edition in 2007.

When Ukraine's First Lady, Kateryna Yushchenko, visited Tallinn, she was so impressed she decided to sponsor *The Poetics of Endangered Species: Ukraine*. And so on Feb. 17, the First Lady unveiled our new book, which aims to reconnect people with the world around them. Thanks to massive media coverage of this event, an entire nation learned what threatened plants and animals might tell them if they could speak. ■

*The author is public affairs officer at the U.S. Consulate General in St. Petersburg, Russia.*









# Heart Disease

CONTROL OF RISK FACTORS IS THE KEY//BY JOSEPH A. ROMEO

Heart disease, the leading killer of Americans, is responsible for one of three deaths—nearly 900,000 yearly—in the United States. Despite the Department’s relatively younger, better-educated workforce and its access to good care and health insurance compared to the overall population, a surprising number of employees have heart problems and many more have a high risk of developing them.

Most significant is coronary artery disease, in which plaque obstructs the pencil-sized blood vessels that supply the heart muscle, leading to angina, heart attack and sudden death. Cigarette smoking, high blood pressure, diabetes and high levels of LDL (“bad” cholesterol) are major risk factors. Other important factors include low HDL (“good cholesterol”), obesity and a sedentary lifestyle. Age and family history of heart attacks, especially premature ones, are two risk factors that cannot be controlled, but all the others are modifiable.

A newer risk factor is the metabolic syndrome, a cluster of factors that includes abdominal obesity, low HDL and elevated triglycerides, blood pressure and blood sugar. This syndrome is associated with a much higher incidence of heart disease than usual. Recent studies have shown that inflammation of blood vessels in people with a high level of C-reactive protein in their blood is a powerful risk factor for coronary disease and stroke, even in the presence of normal cholesterol. Another study showed that the incidence of these conditions, as well as mortality from heart disease, can be reduced nearly 50 percent by treatment with cholesterol-lowering drugs called statins in persons over the age of 50. Other emerging risk factors for coronary artery disease include depression and low levels of vitamin D.

In addition to risk factors, it is important to know the symptoms of a heart attack. Generally, the main symptom is mid-chest pain, which may be severe, but is occasionally experienced as tightness or heavy pressure that lasts more than a minute or two. The pain may radiate to the neck, jaws, shoulder, back or arms, usually the left arm. Accompanying symptoms may include shortness of breath, weakness, fatigue, sweating or nausea. While women having a heart attack often have similar chest pain, they experience a very high incidence of atypical symptoms without chest pain, such as sudden shortness of breath, weakness and extreme fatigue or severe nausea. They may have arm or back pain instead of chest pain. Sudden, severe indigestion in someone with risk factors and without a history of upper gastrointestinal disease is a common symptom of a heart attack.

If you experience these symptoms, call 911 in the United States or Canada or the local medical emergency number in other countries. Modern medicine has tools such as clot-busting drugs and emer-

gency angioplasty, a procedure that opens a coronary artery with a balloon-like device and usually uses a metal tube called a stent to keep it open. These can save lives and minimize the amount of heart muscle damage, but they must be administered in the first few hours after onset of symptoms.

You should not drive yourself to the emergency room. If you are in an area where emergency medical transportation is inadequate or nonexistent, then having a spouse or neighbor drive you may be the only choice. You should chew an adult aspirin (not enteric-coated) or four 81-mg “baby” aspirin at once if you are not allergic to them. If you are discharged from the hospital without a clear diagnosis, notify your primary care doctor or Foreign Service medical provider and arrange for follow-up and possible further testing.

Preventive measures are important, especially for people with one or more risk factors. Exercise is very important. Moderate activities are recommended, such as brisk walking, biking or swimming 30 minutes a day, five times a week. Even walking up one or two flights of stairs instead of taking the elevator, walking to work or parking farther from the entrance have been shown to be beneficial.

Maintaining ideal weight and eating a heart-healthy diet are essential. A low-fat diet is important if you have elevated cholesterol. Recent studies suggest that the Mediterranean diet, consisting of fish, olive or canola oil, vegetables, fruits and grains and very little red meat may be best for preventing heart disease and losing weight. Fish-oil supplements or eating cold-water fish twice a week may be helpful, especially for people who have high levels of triglycerides. The U.S. Preventive Services Task Force recently recommended that all men ages 45 to 79 and women 55 to 79 take a low-dose 81-mg aspirin daily if they are not at high risk of gastrointestinal bleeding. Always check with your primary care provider before taking any supplement.

Mortality from cardiovascular disease in the United States has fallen in the past few years after a steady rise in previous decades. Better drugs, angioplasty and bypass surgery play some role, but preventive measures account for at least half of the improvement.

Contact your regional medical officer or Foreign Service health practitioner for more information or assistance in reducing your risk for heart disease.

To calculate your risk for a heart attack using information easily available from your MED clearance exam or your personal physician, go to [www.framinghamheartstudy.org/risk](http://www.framinghamheartstudy.org/risk). ■

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*The author is chief of the cardiology section, Office of Medical Services.*





# Learn

## FSI Web Page

Find everything you need to know about FSI and its training opportunities at <http://fsi.state.gov>. This site is constantly updated to provide just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings from live classroom training to distance learning.
- Online Registration System: Submit your training application for classroom, distance learning and even external training, using the online registration link found on virtually every course description or the external training Web page.
- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot view of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing and myriad helpful reference materials.

## Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your student transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.
- Requesting changes or canceling an external training registration.
- Creating and submitting your Individual Development Plan/ Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>.

## Ask FSI

Looking for information on a specific course, training location or distance learning? Experiencing a problem with registration, accessing a course or technical issue? "Ask FSI" is your answer! Found on the homepage of FSI (<http://fsi.state.gov>), "Ask FSI" allows you to review frequently asked questions or submit your own inquiry. Questions are routed quickly for prompt response.

## PN113 Introduction to Working in an Embassy

Newly updated, this course introduces employees of U.S. government agencies and their eligible family members to the structure and function of United States embassies and consulates overseas. It is designed to assist them in working successfully in a diplomatic environment. With MQ911 Security Overseas Seminar, this course fulfills the security requirement for individuals on a first-time overseas assignment lasting 30 days or more. Not appropriate for Department of State Foreign Service generalists or specialists.

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	June	July	Length
MQ911 Security Overseas Seminar	1,15,29	13,27	2D
MQ914 Security Overseas Seminar, Youth	16,30	14,28	2D

Foreign Service Life Skills	June	July	Length
MQ104 Regulations, Allowances & Finances in the Foreign Service Context	25		1D
MQ116 Protocol and the U.S. Representation Abroad	6	25	1D
MQ703 Post Options for Employment and Training	4		1D
MQ803 Realities of Foreign Service Life	18		1D
MQ950 High Stress Assignment Outbriefing Program	12,26	10	3H

Career Transition Center	June	July	Length
RV101 Retirement Planning Workshop	8	27	4D
RV103 Financial Management and Estate Planning	10	29	1D
RV104 Annuities and Benefits and Social Security	9	28	1D

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

## FasTrac Distance Learning Program

Learn at your own pace, when and where you want! All State Department employees, FSNs and eligible family members are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 2,500 courses, from home or office. To view the complete FasTrac catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

For more information on all of our distance learning opportunities, visit the FSI Web site at <http://fsi.state.gov> and click on "Distance Learning." ■

# Appointments



## Deputy Secretary for Management and Resources

Jacob J. "Jack" Lew of New York is the new Deputy Secretary for Management and Resources. Previously, he worked as managing director and chief operating officer for Citi Alternative Investments and Citi Global Wealth Management. Before that, he was executive vice president and

chief operating officer of New York University. He served as President Bill Clinton's director of the Office of Management and Budget. Earlier in his career, he was a domestic policy advisor to House Speaker Thomas P. O'Neill Jr.



## Deputy Secretary

James B. Steinberg of Texas is the new Deputy Secretary, serving as the principal deputy to Secretary Hillary Clinton. Previously, he was dean of the Lyndon B. Johnson School of Public Affairs. Before that, he was director of Foreign Policy Studies at the Brookings Institution. During the Clinton Administration, he was

deputy assistant secretary in the Bureau of Intelligence and Research, chief of staff and director of the policy planning staff in the Department, and deputy national security advisor. Earlier, he was a senior analyst at the RAND Corp. He is married and has two daughters.



## U.S. Permanent Representative to the United Nations

Susan E. Rice of the District of Columbia is the new U.S. Permanent Representative to the United Nations. Previously, she was a senior fellow at the Brookings Institution and senior advisor for national security affairs on Barack Obama's presidential

campaign. During the Clinton Administration, she was senior director for African Affairs at the National Security Council and then assistant secretary of state for African Affairs. Earlier, she was a management consultant for McKinsey and Company. She is married and has two children.

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## retirements

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### FOREIGN SERVICE

Davis, Ruth A.  
Gralnek, Wendy R.  
Lange, John E.  
McLaurin, Hermenia I.

Smith, Byron D.  
Stockdale, Kim P.  
Tuttle, Robert H.  
Weinz, Thomas E.

### CIVIL SERVICE

Casale, Francis A.  
Coleman, Anne Christine  
Giamporcaro, Jeanne S.  
Magill, Diane





# Obituaries



**Jimmie Ray Black**, 70, a retired Foreign Service specialist, died Dec. 22 of a heart attack at his home in San Antonio, Texas. He served in the Air Force for 20 years before joining the Department as an information management officer in 1981. His postings included

Brazil, Thailand, Cape Verde, Denmark and Haiti. He retired in 1997.



**Charles W. Grover**, 80, a retired Foreign Service officer, died Feb. 26 of cancer in Charleston, S.C. He joined the Department in 1956 and served in Spain, Brazil, Bolivia, Colombia, Chile and Ecuador. After retirement, he also served in Equatorial Guinea, Haiti and Antigua and

became a program officer at Meridian House International. He was an avid amateur genealogist and historian, and wrote a book based on the Civil War letters of New Hampshire volunteers.



**Roger E. Burgess Jr.**, 67, a retired Foreign Service officer, died March 3 of lung cancer in Washington, D.C. He served in the Air Force Security Service during the Vietnam War. He joined the Department in 1974 and served in Laos, China, the Soviet Union, Denmark, Costa

Rica and Nicaragua. While detailed to the Organization of American States, he created an award-winning Web site about antique carousels. After retiring in 1996, he worked for charitable organizations as a Web designer. He loved jazz, ballet and photography.



**Patricia Henneberger**,

78, a retired Civil Service employee and wife of retired Foreign Service officer Thomas Henneberger, died Dec. 13 of lung cancer. She lived in Charlotte, Vt. She began her career as a Foreign Service secretary in Frankfurt, where she met her husband. She

later worked as a Civil Service secretary and administrative assistant in the Department.

**George A. Ellsworth**, a retired Foreign Service officer, died Sept. 24 at his home in San Pedro, Calif. He joined the Department in 1942, entered the military in 1945 to serve in Korea, then rejoined the Department in 1947. His postings included Santiago, Guayaquil, London, Vientiane, Bogotá, Manila, Saigon, Tehran and Paris. He retired in 1975. He was a consummate storyteller in English, Spanish and French.



**Edward E. Keller Jr.**, 79, a retired Foreign Service officer, died Feb. 11 from complications of Parkinson's Disease in Washington, D.C. He served in the Navy and joined the Department in 1956. His postings included Algeria, Belgium, Brazil, Jordan, Morocco, Switzerland, Turkey and

Yemen. He retired in 1986. He endowed the chair of Edward Keller Professor of North Africa and the Middle East at Tufts University.

# Obituaries



**William "Bill" McCollough**, 84, a retired Civil Service employee, died Nov. 9 at his home in Maryland. He served as a fighter pilot in the Army Air Force and joined the Department in 1958. He retired in 1988 as assistant director for building design and construction in the Office of Foreign Buildings Operations.

tion in the Office of Foreign Buildings Operations.



**William D. Morgan**, 83, a retired Foreign Service officer, died March 11 from a post-surgical infection in Fairfax County, Va. He served in the Army during World War II and joined the Department in 1954. His postings included Paris; Moscow; Birmingham, England; Beirut and

Montreal. He co-authored *The U.S. Consul at Work* and co-edited an oral history of the Foreign Service. After retiring in 1987, he traveled, wrote and volunteered at an elementary school.



**Mary "May" Nolan**, 85, widow of Foreign Service officer Bernard Nolan, died Jan. 9 of a stroke in Philadelphia, Pa. She accompanied her husband on assignments to Kenya, Sierra Leone, Cyprus and Yemen, where he died in 1973. Then she worked at the

Philadelphia Passport Agency. The mother of two Foreign Service officers, she attended their recent swearing-in ceremonies: Robert B. Nolan as ambassador to Lesotho and Stephen J. Nolan as ambassador to Botswana. She was passionate about politics and world events and loved caring for stray animals.



**Thomas R. Reynders**, 71, a retired Foreign Service officer, and his wife **Joyce Mercer Reynders**, 66, died recently. Mr. Reynders died

Feb. 1 in Kabul, Afghanistan, where he was visiting projects implemented by a consulting company he worked for. He served in the Army in Korea and joined the Department in 1967. His postings included Jakarta, Hamburg, Rome, Paris and Amsterdam. After retiring, he managed legal-development and institutional-reform projects in Cambodia, Afghanistan, Indonesia, Madagascar, Montenegro and the West Bank/Gaza. Mrs. Reynders died March 8 of lung cancer in Maryland. She accompanied her husband on his assignments and worked in Washington at the American

Academy of Diplomacy, Worldwide Associates and Weichert Realty. She was an avid gardener.



**George B. Sherry**, 81, a retired Foreign Service officer, died Nov. 24 of lung cancer at his home in Tucson, Ariz. He served in the Army during World War II and joined the Department in 1953. His postings included Italy, Germany, Nigeria, Guyana, Ethiopia, Indonesia and Burma. After retiring in 1983, he and his wife spent many years traveling across the United States and around the world. He was a volunteer naturalist with the National Park Service and an avid reader, cook, poet and historian.



**Parker Drummond Wyman**, 86, a retired Foreign Service officer, died March 3 of cancer in Chevy Chase, Md. He served in the Army and joined the Department in 1946. He was posted to Berlin, Cairo, Dusseldorf, Milan, Vietnam, Addis Ababa and Lagos. After

retiring in 1984, he designed computer software and developed a program for managing the Department's expendable property. He enjoyed tennis, genealogy, chess, mountain hiking and skiing. He volunteered for Recording for the Blind and Dyslexic.



## Diplomacy 3.0 Ready to Roll



When the U.S. Congress authorized funding for the Department to hire more than 2,000 new employees over the next year, the Bureau of Human Resources had its shovel-ready hiring initiative ready to roll. Called “Diplomacy 3.0: Diplomacy, Development and Defense,” the initiative includes a number of tech-savvy methods to attract

potential employees, and hiring efforts will emphasize social networking technologies popular with young workers and college students. While much of the Diplomacy 3.0 effort focuses on Foreign Service positions, the initiative also includes robust recruiting for Civil Service positions.

It’s hard to know where you’re going if you don’t know where you’ve been. That’s the basic premise behind the soon-to-open U.S. Diplomacy Center, previewed in an exhibit in the second-floor gallery overlooking Main State’s 21st Street lobby. The Center, financed in part by private donations, will feature exhibits and engage in activities focused on the history, practice and challenges of U. S. diplomacy. It is also designed to appeal to talented individuals considering diplomatic careers.

The center’s 2,500 artifacts will tell American diplomacy’s story and, according to director Stephen Estrada, “bring diplomacy to life and reveal its importance to every citizen it touches.” The center will pay tribute to U. S. diplomats, illuminate U. S. diplomatic history and prepare the next generation of leaders.

With Afghanistan moving closer to center

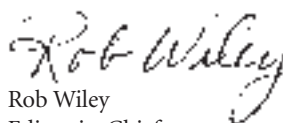
stage in U. S. diplomatic efforts, colleagues at the Bureau of International Narcotics and Law Enforcement Affairs are ahead of the curve in at least one area—justice-sector reform efforts. The bureau launched its Public-Private Partnership for Justice Reform in Afghanistan in December 2007 as a non-partisan effort to involve American judges, lawyers and representatives of business and academia in helping develop the rule of law in Afghanistan. The partnership helps the Afghan people and government establish a fairer and more transparent justice system by bringing Afghan lawyers into the international community of legal professionals.

With more than \$1.3 million in contributions since its inception, the partnership also funds low-cost, high-impact projects that support women in the legal profession, local bar associations and legal aid organizations.

Last but not least, a final salute to our colleagues en route to their final posting: *Jimmie Ray Black; Roger E. Burgess Jr.; George A. Ellsworth; Charles W. Glover; Patricia Henneberger; Edward E. Keller Jr.; William “Bill” McCollough; William D. Morgan; Mary “May” Nolan; Thomas R. Reynders; Joyce Mercer Reynders; George B. Sherry; and Parker Drummond Wyman.* ■

### Correction

In the April 2009 issue of *State Magazine*, the U.S. Mission in Geneva was incorrectly identified as the U.S. Embassy in Geneva. *State Magazine* regrets the error.

  
Rob Wiley  
Editor-in-Chief

## Coming in June

- FSOs Monitor Peace in the Sinai
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- REE: The First Face of the Foreign Service
- ... and much more!



# LYING IN STATE: THE FIVE STAGES OF POST TRANSFER SYNDROME

## NEW ASSIGNMENT EUPHORIA...

HEY, ENOUGH OF BORZASZTOSTAN AND ALL ITS ANNOYING UNICYCLE TRAFFIC JAMS-WE'VE BEEN ASSIGNED TO GUANOVA!



## DISTRACTION AT CURRENT POST...

AREN'T YOU MISSING YOUR BORZASZTO LANGUAGE LESSON?

DID YOU KNOW THAT IN GUANOVIAN IRREGULAR VERBS CAN BE REPLACED BY PIG NOISES?



## FASCINATION WITH NEXT POST...

WHEN WE MOVE TO GUANOVA WE CAN EVEN GET REAL DONUTS THAT DON'T HAVE WINTERGREEN TOOTHPASTE FOR FROSTING!



ANGELER 2009

## SURPRISING DISCOVERIES AT NEW POST...

WHO WOULD HAVE THOUGHT THE ONLY LOCALLY AVAILABLE UNDERWEAR IS MADE OF PINE NEEDLES?

**GUANOMART**



## ADJUSTMENT TO NEW POST...

I KIND OF MISS THE UNICYCLES. AND THE DONUTS...

TASTY, TASTY WINTERGREEN-MYNEEDLES ITCH...







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