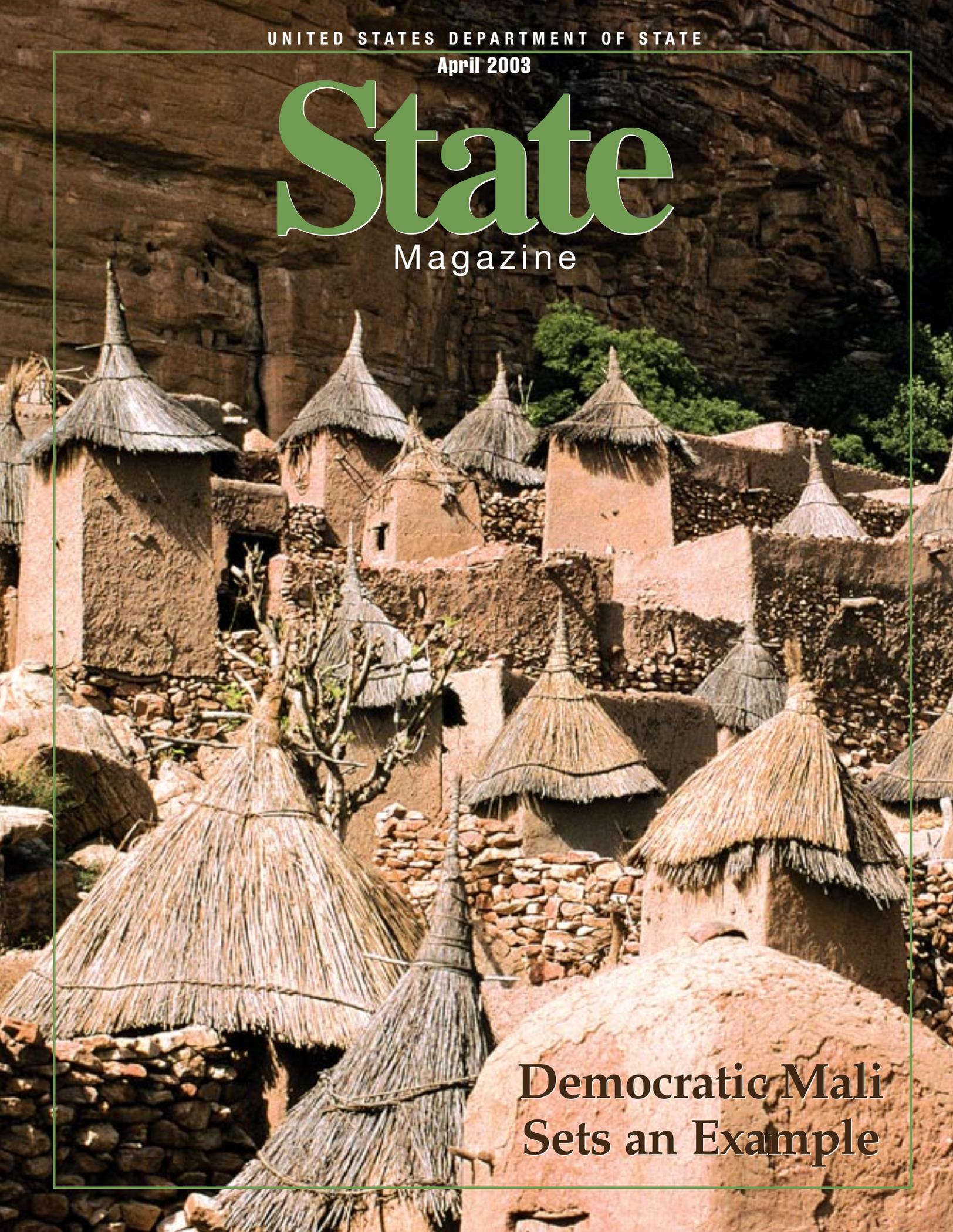


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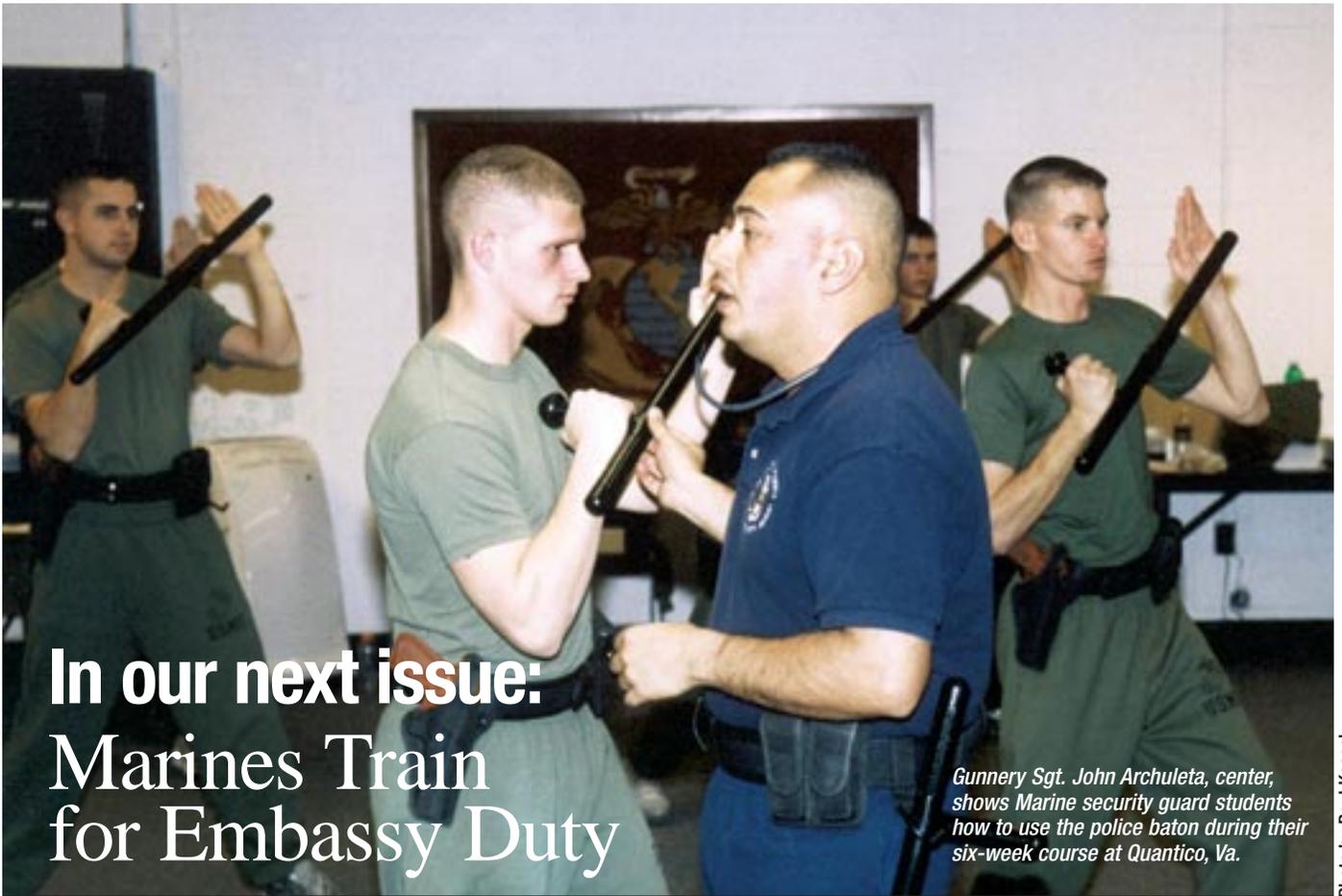
April 2003

State

Magazine



**Democratic Mali
Sets an Example**



In our next issue: Marines Train for Embassy Duty

Gunnery Sgt. John Archuleta, center, shows Marine security guard students how to use the police baton during their six-week course at Quantico, Va.

Photo by Paul Koscak

State Magazine

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Photo courtesy of the Times-Citizen, Iowa Falls



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Photo by Dan Hamilton



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On the Cover

A Dogon village
in southern Mali.

© David South/

ImageState-Pictor/PictureQuest.

FROM THE SECRETARY

SECRETARY COLIN L. POWELL



Women's Issues Are Integral to Our Foreign Policy

In today's world, any American Secretary of State must heed issues affecting women. They represent more than half the world's population.

Women's issues are human rights issues, health and education issues and development issues. They are ingredients of good government and sound economic practice. Our world community cannot begin to tackle the range of 21st century challenges without the active participation of women in all aspects of life. That is why President Bush is committed to the full integration of women's issues into American foreign policy.

Our efforts to help Afghan women recover their rights and participate in the future of their country, for example, are an important element of our foreign policy. There is broad agreement between the Administration and Congress, among the donor countries and with President Karzai, that women must play prominent roles in relief, reconstruction and development efforts if these undertakings are to succeed. Women must be planners, implementers and beneficiaries alike.

Our work on behalf of Afghan women illustrates a larger point: women's programs must be conducted in conflict and post-conflict societies worldwide. Women are the most vulnerable group when conflict erupts and societies break down. We have seen it again and again—from Cambodia to Sierra Leone, from Colombia to Bosnia. In violence-torn societies, maternal and infant mortality rates skyrocket. When men and boys go off to fight, women struggle to care for family members left behind. Women are most likely to be the victims of landmine accidents. Rape is often used as an instrument of war. Some 80 percent of the world's refugees and displaced are women and children.

For all of these reasons, much of our crisis response work is geared to meeting the needs of female victims of conflict, and we make sure to involve the women being assisted in shaping and implementing relief programs.

If women are prime victims of conflict, they are also key to a society's recovery. Assistance to women's organ-

izations and ministries of women's affairs is a crucial part of our post-conflict promotion of civil society, representative government and wise economic management.

Women also contribute to the prevention of conflict in the first place by helping to create conditions that are stabilizing over the long term. For that reason, women are major beneficiaries of our development assistance, child survival funds, economic support funds and programs in the areas of education, micro financing and healthcare.

Women are particularly vulnerable to HIV infection and represent a rapidly increasing share of adults living with the virus. In his State of the Union address, President Bush announced an Emergency Plan for AIDS Relief, a five-year, \$15 billion effort to turn the tide of the global HIV/AIDS pandemic. The plan will incorporate the President's International Mother and Child HIV Prevention Initiative.

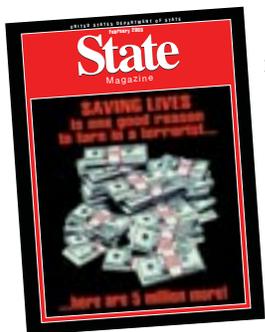
Countries that treat women with dignity, afford them a choice in how they live their lives and give them equal access to essential services and an equal opportunity to contribute to public life—these are the countries that are the most stable and viable.

The Bush Administration is committed to working with other governments, intergovernmental organizations, nongovernmental groups and the private sector to improve the political, social and economic standing of women. Fundamental to that effort is the defense and promotion of the human rights of women. Brutality against women, the mutilation of women, trafficking in women and rape can never be justified, whatever the circumstances, creed, country or culture.

As President Bush has said, we have a great opportunity during this time of war against terrorism to lead the world toward the universal values that bring lasting peace. America always stands firm for the non-negotiable demands of human dignity, including respect for women.

I look to the men and women of the State Department to help me ensure that women's issues are a strong and active component of our foreign policy. ■

Cover Is ‘Obscene and Insulting’



I found your February cover about rewards for fighting terrorists deeply offensive. Although it is simply a reproduction of a poster designed for the public, it transmits a false impression. By presenting the cover without comment, you appear to be appealing to State Department employees. The layout suggests that we might need a reward to inspire us to give information leading to the capture of terrorists.

No employee in the Harry S Truman Building needs any more reason than already supplied by the names inscribed on the wall at C Street. We have a personal and professional obligation to help fight this new war. Any suggestion of monetary reward is obscene and insulting.

George M. Frederick

*Foreign Service Officer
Bureau of European and
Eurasian Affairs*

Response

As is the convention in magazine journalism, the cover is described on the inside—on the Contents page under the banner, *On the Cover*. In this case, it was clearly identified as “one of the posters advertising the Rewards for Justice Program.” The Protective Intelligence Investigations Division of the Bureau of Diplomatic Security was given credit for the art.

—The Editor

Correction

In the March issue, in an article on the U.S.-Afghan Women’s Council, the number of women of ministerial rank in Afghanistan was incorrect. There are only 3, not 10.

The Sound of Music

How refreshing to hear the recent piano concert in the Exhibition Hall. I seldom get to the Dean Acheson Auditorium for the regular concert series promoted in the magazine and elsewhere.

Fortunately, my office is temporarily located on the first floor. While walking to the cafeteria, I heard the wonderful sound of music floating through the nearby corridors. Forgetting my original destination, I followed the sound to its source—the Exhibition Hall.

What a delight.

Attendance was quite good, judging from the number of seated participants and those of us who stopped by. Even from the perimeter, the concert was enjoyable. I hope this location will be considered for future concert series.

Pat Carter

Executive Secretariat

How About a Map?

While reading December’s Post of the Month on Romania, I closed my eyes and wondered if I could find the country on the map if its neighbors were deleted—or even on a marked map. Which leads me to my suggestion.

Why not include a small locator map with the articles? This would help us and our children learn where in the world we are reading about.

Mike Wolfson

Office of the Inspector General

Response

Thanks, Mike, for your suggestion. We hope you found Bamako easily enough in this issue—with the aid, of course, of a locator map from our friends in the Office of the Geographer and Global Affairs.

—The Editor



From the Editor

Retired State Department employees share their experiences in many ways. Meet Pat Clark. She has donated more than 200 works of art to her hometown so that the citizens and students of Iowa Falls, Iowa, can enjoy “a window on the international world of art.” The collection is housed, appropriately enough, in the newly renovated local library, where as a young girl books were her “window” on the world. Turn to page 25.

Finding employment for spouses outside the embassy is seldom easy, but a pilot program in Mexico City to match skills with the needs of local employers has worked well. Called SNAP, the initiative is now being implemented in Monterrey and Guadalajara. For a snapshot, see page 26.

Mali comes to the National Mall in June, but you don’t have to wait for the Smithsonian-sponsored Folklife Festival. You can preview the road show in this issue’s feature on the African nation Secretary Powell has called “an example to Africa and the world.” As a bonus, there’s a sidebar about a trek to the legendary city of Timbuktu. It all starts on page 10.

Finally, the 300-island nation of Palau in the central Pacific is preserving its heritage while adopting a new way of life. Independent since 1994, the nation has a special relationship with the United States and a former U.S. President. For details, see page 23.

Renovation Includes Everything from Modern Networks, Old-Fashioned Pizza



Photos by Paul Koscak

Work near the 1939 War Department wing is under way.

A massive \$824 million project is under way to modernize the Truman Building. When complete in 10 years, the structure will offer employees functional, aesthetically pleasing workplaces featuring 21st century communication networks, a hefty electrical service and a superior heating and air conditioning system.

In fact, everything from blast-resistant windows to brick pizza ovens will round out the improvements—but you won't have to wait 10 years for a slice.

Beginning with the oldest part of the building, built in 1939 as the War Department, renovations will progress counterclockwise in two- to three-year phases throughout the rest of the newer structure, built in 1959.

The project began more than two years ago with the renovation of Columbia Plaza, the project's cornerstone, cre-

ating more than 400,000 square feet of office and special-purpose space along with a new basement cafe.

The 2.6-million-square-foot Harry S Truman Building designed originally for 4,500 employees now houses more than 8,000. That, and a 1988 General Services Administration study that shows the building needs modifications to comply with city building codes, meant it was time for changes, according to Mark Butowsky, project manager in the Bureau of Administration.

"There's nothing unsafe about the building," he added. "We've already improved the fire alarm system, but we need to bring the building up to standards."

Much of the code work is minor, Mr. Butowsky pointed out, such as changing stairway handrail spacing and modifying restrooms to better accommodate the disabled.

So far, The Foggy Bottom, the basement-level mezzanine, is the project's most visible improvement. The area consolidates shops, a bank, a credit union and a fitness facility—once scattered throughout the Department—into one convenient location. The area also features a small food court.

Other upgrades include partitions and artwork in the main cafeteria. The deli will soon be redesigned for more space and efficiency with an added seafood vendor. Brick ovens, set to be installed this summer, will bring traditional pizza.



Project Officer John Helm inspects updated electrical service.



Contractors gut building to its concrete foundation before the rebuilding begins.

Pizza, obviously, isn't the driving force behind the renovation. Improving the electrical service, heating and air conditioning and installing communication cables that can handle the demands of modern computer networks are the main reasons for the project, Mr. Butowsky said.

The renovation also includes outside work as well.

"We're working with the National Capital Planning Commission to improve the barriers and perimeter," he

said. "The entrances will be more inviting with the barriers designed to accommodate pedestrians. This will eliminate the fortress look."

Blast-resistant windows along with physical improvements to prevent electronic eavesdropping are also part of the work.

More conference rooms, an upgraded library and a computer center to consolidate the small, independent computer rooms now scattered throughout the Department are among the upgrades. Conference rooms will have new video communications equipment and streamlined security screening for visitors. Space as well as heating, air conditioning and electrical service for the National Museum of Diplomacy is also planned, but furnishings and exhibits will be financed privately.

The library, currently being redesigned, becomes the Jefferson Information Center and should be completed by the end of 2004. The new facility will have an atrium and perhaps a coffee shop, Mr. Butowsky said.

"It will be geared toward electronic information," he said. "The stress is on getting information and assisting people with research."

Even the halls will look different. To improve navigation, floors will be identified by colors and large wall-sized numerals embellished by murals and display cases that capture the scope and mission of each bureau.

"We want to take away the institutional look," he said.

—Paul Koscak

Narcotics Bureau Enjoys Top Year in 2003

Last year the Bureau of International Narcotics, working with the Colombian National Police, had its best year ever destroying coca leaves.

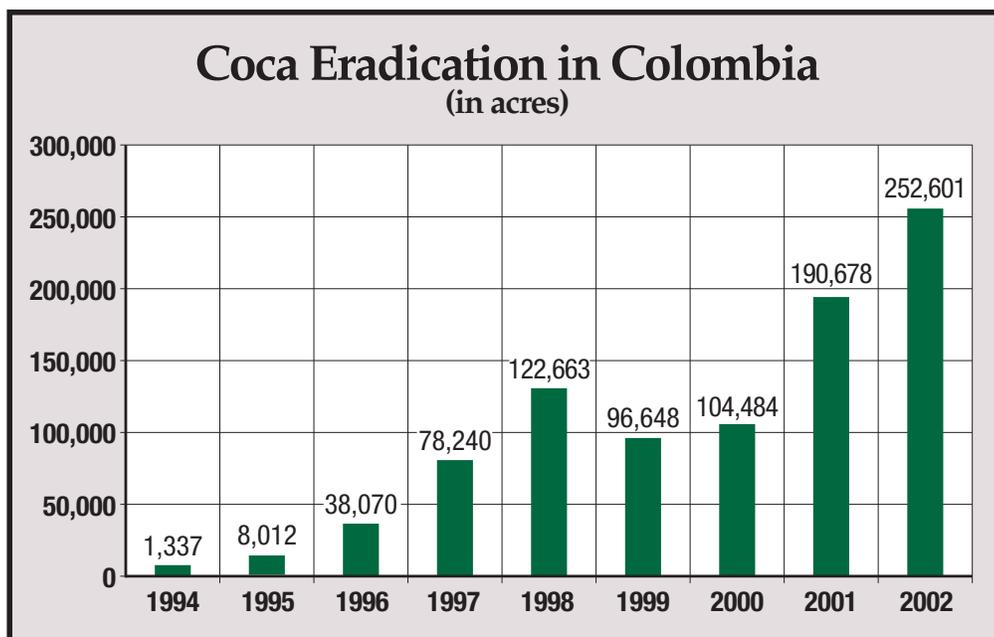
More than 300,000 acres of coca leaves—the ingredient for manufacturing cocaine—were sprayed with herbicide in 2002 compared with the 208,100 acres doused in 2001, a stunning 45 percent increase and a 61 percent upshot from the 117,006 acres hit in 2000, records show.

The 2002 figure is the highest since 1991, when the Office of Aviation was formed at Patrick Air Force Base, Fla., to assist foreign governments in stemming the flow



One aggressive crop duster, this Air Tractor 802 is the Department's coca-killing workhorse.

Source: Bureau of International Narcotics and Law Enforcement Affairs



spray plane, boasting a 58-foot wingspan. Many modifications on this unique aircraft were developed by the bureau's air wing.

Four AT-802s are now in Colombia. The final four will be delivered by May.

Underscoring the wing's "One Team, One Fight" slogan, John McLaughlin, who directs the aviation office, credits the successful year to its team of bureau staff, Colombian National Police and Army, embassy officials at Bogotá and civilian contractors.

Based on experience spraying coca, marijuana and poppy fields since the 1990s, he said it

of illegal drugs into the United States. At Patrick, the Department maintains a fleet of aircraft modified to spray commercial weed killer.

Two reasons accounted for last year's spike, Rogers Woolfolk, the bureau's aviation adviser, said: additional aircraft and Colombia's increased commitment to eradicate illicit crops. The country's new administration under President Uribe endorsed the spraying as the most effective way to end illicit drug cultivation. He expanded the program to attack all major growing areas in Colombia, Woolfolk says.

Inspections by U.S. Department of Agriculture scientists and Colombian officials show 2002 was not only a banner year for not only the most acreage sprayed but the most eradicated: The spray killed more than 90 percent of the leaves per sortie.

But success has its risks.

"We've taken much more ground fire as we ramped up the program in 2003—actually 250 percent more ground fire compared to the same period in 2002," Mr. Woolfolk said.

During January, for instance, 77 bullet holes were counted on aircraft returning from spraying missions. Last year, 21 hits were considered significant.

Responding to the insurgents' intense resistance, the bureau introduced new defensive tactics, beefed up aircraft armor and intensified flight crew training, he said.

In August last year, two of the eight new Air Tractor 802 spray airplanes the Department ordered were brought to Colombia. These souped-up crop dusters are aircraft on steroids. Powered by a 1,295-horsepower jet engine, the Air Tractor is touted as the world's largest single-engine

takes two or three sprayings before a grower becomes frustrated and gives up cultivating illicit crops. With the wing's success in shutting down the country's largest coca farms, growers are now expected to cultivate smaller, widely scattered fields.

"The key to success in the new environment involves comprehensive and unrelenting sweeps of growing areas," Mr. McLaughlin added.

Despite all the increased flying, the bureau won a General Services Administration award for the safest, most efficient and effective nonmilitary federal government aviation program.

—Paul Koscak

Cocaine Busts Spiral Downward

Has the Department's success in attacking cocaine at the source made a difference on the street?

While nobody at the Justice Department would confirm that conclusion, Drug Enforcement Agency records show dramatic decreases in cocaine busts performed by all federal agencies at the same time the Bureau of International Narcotics was setting records destroying Colombian coca leaves

Federal agents seized 183,094 lbs. in 1998; 167,983 lbs. in 1999; 124,897 lbs. in 2000; and 110,547 lbs. of cocaine in 2001.

Data for 2002 show seizures through September at 85,730 lbs.

Compared with 1998, 40 percent less cocaine was seized in 2001. When projecting the final two months of 2002, the take will be at least 44 percent less.

Historic Talleyrand Hotel Is Being Restored

The historic Talleyrand Hotel in Paris, where the Marshall Plan was developed in detail, is being restored, thanks to efforts by the State Department and donors.

To encourage interest in the project, the Marshall Foundation of Lexington, Va., home of the George C. Marshall Museum, recently hosted an event in the Treaty Room at the Department of State, where an exhibit of the restoration project was on display.

Deputy Secretary Richard Armitage said the restoration project would provide a permanent reminder that the Marshall Plan was one of the most important acts of international statesmanship and cooperation of the 20th century.

Charles E. Williams, director of Overseas Buildings Operations, in his remarks, quoted Lord Eric Roll of the United Kingdom, who described the plan as “an unprecedented example of international generosity,” producing “an intimate transatlantic relationship.” The British official is one of four diplomats still living who developed the plan’s implementation.

Also in attendance were Gen. Edward Meyer, chief executive officer of the Marshall Foundation, and Jeanne Phillips, ambassador to the Paris-based Organization for Economic Cooperation and Development.

During the Paris 2002 exhibition of French cultural heritage, restorer Stelier de la Chapelle displayed an exhibit of the restoration in progress in the hotel’s Rothschild dining room. Twenty-one curators from major American muse-



Photo courtesy of Overseas Buildings Operations

The Talleyrand Hotel, site of the development of the post-World War II Marshall Plan.

ums visited the center on a study tour organized by the American Institute of Conservators. The restoration was also highlighted at a dinner at the center for American business executives during the 2001 Paris Air Show.

A scarf, currently on display in the Exhibit Hall of the Harry S Truman Building, has been designed portraying the Talleyrand and the 17 countries that participated in the Marshall Plan. Proceeds from the sale of the scarf will help fund the restoration. For more information, contact Charles Dolige at (202) 261-6536.

Evacuations Challenge Evacuees, Department

If embassy evacuations are the cost of diplomacy, then these are expensive times—and not just in dollars.

Currently, at least 1,000 nonessential diplomats and their families from more than a dozen posts in the Near and Far East are heading back to Washington for temporary reassignments.

The latest evacuations are “authorized departures,” meaning nonessential employees and their families are advised, not compelled, to leave the country because of danger. If the danger grows, particularly if commercial travel may cease, an “ordered departure” is then

declared. This means all nonessential staff and their families must depart. Natural disasters may also require evacuations.

Regardless, the Department pays airfare, living and relocation expenses. The embassy’s emergency authorization committee determines the essential staff.

Political upheaval, civil wars and terrorism have taken their financial toll on the Department. Last year, \$2.6 million was spent to evacuate 13 posts. In 2001, it cost more than \$3 million to evacuate 16 posts, and in 2000, eight posts were evacuated for \$565,369.

Photos by Robert Medeiros



Richard LeBaron, deputy chief of mission in Tel Aviv, discusses the authorized departure at a town hall-style meeting.

“Short of the Persian Gulf War, I haven’t seen this many [evacuees],” Nancy Dolce, Family Liaison Office program director, said. “And they’re still arriving.”

Authorized departures are granted for Saudi Arabia, Jordan, Israel, Lebanon, Syria, Bahrain and Qatar. Ordered departures have occurred in Ivory Coast, Central African Republic and Indonesia. In Venezuela, all staff has been ordered to return.

Although the determination of essential and nonessential staff is made locally and may differ according to an embassy’s needs, Ms. Dolce said, certain workers can usually be considered essential.

“I couldn’t imagine regional security officers, maintenance workers and attachés not being included,” she said.

Sometimes the greatest challenges the evacuees face occur after they arrive in the United States, according to Margaret Hayes, an experienced psychiatrist who joined the Foreign Service in 2002 as a medical officer and was evacuated from Abidjan to escape a rebel uprising just five weeks after arriving.

Clearly, the biggest hardship for an authorized departure is leaving a spouse behind in a hostile environment, she said. Add to that the “daunting tasks of finding appropriate housing, learning their way around an unfamiliar city and balancing the competing expectations of stateside family and friends while staying in contact with friends and relatives still at post” that create uncertainties that elevate stress and apprehension.

But a positive outlook can eliminate much of the anxiety, said Joy Bacik, who left her Foreign Service officer husband behind in Jakarta after terrorist threats there resulted in authorized departures.

Ms. Bacik, who’s now assigned to the Family Liaison Office working with arriving evacuees, is the point person for morale, communication and numerous referral services for those arriving from overseas.

“You must keep it in perspective,” she said. “It’s not as if you can’t contact your loved ones. While it’s something you wish you never go through, it makes you a better person.”

She admits finding employment is tough because employers are reluctant to hire someone who could leave at anytime. Enrolling children in school, on the other hand, is easy. “Most can get enrolled,” she said. “It’s adjusting to a new school that kids may find difficult.”

Unless authorized departures are upgraded to ordered departures, most families aren’t expected until after the school year, predicts Matt Cook, a Family Liaison Office management officer.

“We’re not even in the first stage of the evacuations yet,” he said. “We haven’t seen many officers with families.”

As for all the extra help, Mr. Cook said there are plenty of bureaus that can use an experienced body. Employees, nevertheless, are expected to report to the regional bureau for assignments.

“Employees are put to work immediately,” he said. “This isn’t a vacation.”

—Paul Koscak



FSN Vivian Hengal, left, advises family member Kathy Carroll before she leaves Tel Aviv.

It's EER Season Once Again

Last December, I shared with you lessons learned about the employee evaluation report process from the 2002 Foreign Service Selection Boards. Board members focused on how the performance evaluation system should operate at its best. They based their observations on the review of nearly 5,000 official performance folders. Now that the EER season is upon us once again, I encourage all Foreign Service employees, as well as those who rate or review them, to review this important message and to carefully consider the boards' advice.

The performance evaluation process is at the heart of how we manage the Foreign Service. It governs our progression through the ranks. It substantiates our competitiveness for jobs and it serves as a guarantor of equitable treatment, holding us to common standards. It has long been a work in progress. It has been studied, debated and negotiated with a view to ensuring the greatest fairness, honesty and transparency.

The precepts the boards measure us by have changed through the years as well, and this year is no exception. We will see the first EERs written against the new precepts—significantly changed last year in the areas of institution building and training. And let's not forget the increased emphasis on managing classified information. Raters should pay particular attention to accurately reflecting an employee's security record. I am sure all Foreign Service employees will be reviewing these precepts closely.

The year I entered the Foreign Service, an article in the May 1969 Department of State Newsletter (as *State Magazine* was then known) offered guidance for rating officers that resonates today, either because some of the same problems remain with us or because we have long had corrective requirements in place.

In 1969, raters were told to avoid ambiguity as well as verbatim repetitions from earlier reports, sweeping or unsupported generalizations, empty clichés and worthless superlatives. Supervisors were encouraged, before preparing reports, to ask each rated employee to provide, orally or in writing, a statement outlining work goals, problems and accomplishments during the rating year. Raters were warned not to be petty, but to ensure



that reports projected fair, rounded pictures of performance and potential, supported by well-chosen examples. Reviewers were reminded of their own important role in seeking to add another dimension to these reports.

The 1969 form also required a statement reflecting the discussion of performance between rating and rated officers during the rating year—"particularly important where any critical judgments may have been expressed."

One bit of 1969 advice, however, comes across today as a jarring relic of the times. Reports then came in two sections: Part I assessed performance and Part II, potential. Rated employees saw Part II only after they had left the position or post. It is not surprising that raters were encouraged to "strive for consistency between the two sections and, in particular, guard against the fault of pulling punches in Part I and slipping the knife in Part II."

Thankfully, our system today is much more transparent. That said, some things haven't changed. Poor drafting, lack of thought and clarity and inappropriate tone can still prove serious handicaps in the competition for promotion.

We have come a long way, however, in the area of ownership. The most effective EERs today are those reflecting a long-term dialogue between rated and rating employees. They begin by establishing meaningful, measurable work requirements and continue through the rating period with constructive counseling and two-way dialogue. Last year's boards made clear that what they valued most was the evidence of solid, professional teamwork that shines through in a strong, persuasive EER.

The next few weeks will offer us all the opportunity to work toward that ideal. The EER instructions and promotion precepts, along with the "lessons-learned" cable, should be your guideposts in the process. They may all be found on the HR/PE Intranet web site at hrweb.hr.state.gov/pe/ (another big change from 1969). The Office of Performance Evaluation stands ready to answer specific questions.

I encourage all raters to set aside enough time to do a thoughtful, thorough job of EER preparation. The deadline is May 15 for everyone. Good luck! ■

Post of the Month:

B A M A K O

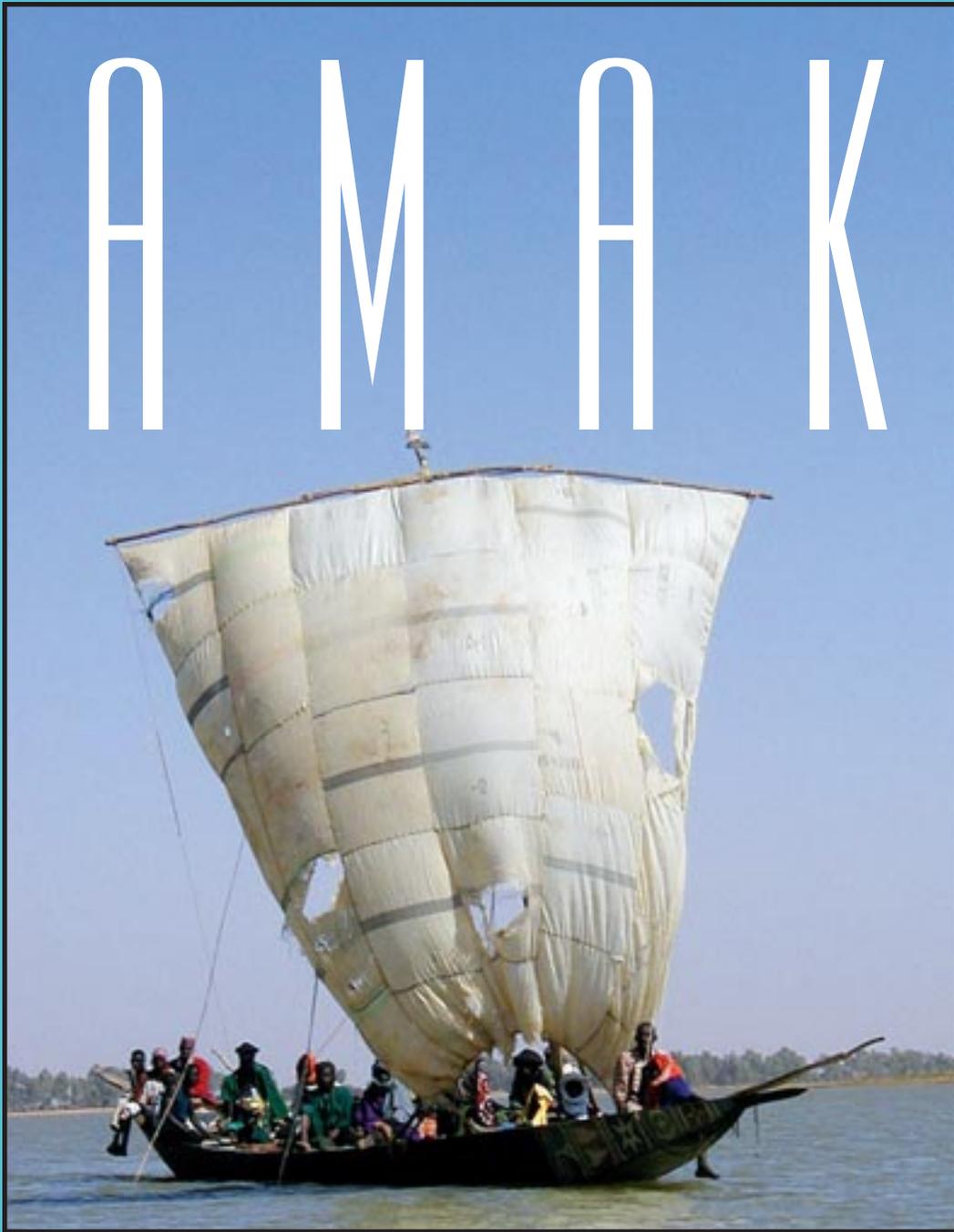


Photo by Vicki Huddleston

Malian boat in full sail on the Niger River.

By Dan Hamilton

Most everyone has heard of Timbuktu. That the legendary city on the Niger River was once the center of learning and religious scholarship for thousands of miles in every direction may not be so well known.

Timbuktu's once-imperial leaders controlled the gold mines of Mali that still operate. In the 14th century, European gold markets reportedly crashed after Mansa Musa, the emperor of



Tim Trenkle shows an instant replay on his digital camera.

Mali, led a 60,000-person pilgrimage by camel train to Mecca. Timbuktu's faded power and glory are still kept intact by manuscripts from eight centuries ago. The State Department has helped preserve these priceless texts.

If you are intrigued, then mark your calendars for June 25 to July 6, when Mali will be featured at the Smithsonian Folklife Festival on the Mall—a spectacular event billed as “Timbuktu to Washington, D.C.”

Secretary of State Colin Powell has called modern Mali “an example to Africa and to the world.” This is especially true for democracy, where the roots are young but strong. They were born in the revolution of 1991 when then-Colonel Amadou Toumane Toure overthrew the long-reigning military dictatorship. Mr. Toure immediately promised to step down after free elections to be held within a year. In a most unusual turn of events for Africa, he did exactly that and Mali has gone on to become a rock of stability in a very troubled region.

His successor, Alpha Oumar Konare, peacefully ended the Tuareg rebellion in the north, integrated former rebels into security forces, opened state enterprises to private investment, made Mali a leader in open-market reforms and waged a strong campaign against corruption at home and in the region. Mr. Konare also strengthened ties to the United States and, as an archeologist, brought world-

wide attention to Mali's cultural wealth and diversity.

After spending more than 10 years working on health and conflict resolution issues with former President Jimmy Carter, Amadou Toure, by this time a retired general, was drafted to run as a nonpartisan candidate for president. He was elected last summer with a mandate to strengthen democracy and build for sustainable development. Ties with the United States are strong and growing. Mali is the only Muslim country in Africa whose population supports the war on terrorism. Mali is the lead country in the new Pan Sahelian Initiative, using U.S. military forces to train and equip special units in Niger, Mali, Chad and Mauritania to improve border security. The Malian minister of defense considers U.S. military assistance critical to curbing smuggling activities and the use of Malian territory by Algerian radicals and other dangerous groups.

The U.S. Mission in Bamako, the national capital on the banks of the Niger River, consists of the State Department, USAID bilateral and regional missions, the largest Peace Corps presence in Africa, an active Defense Department office plus the Marine Security Guards and ground-breaking medical research activities led by the National Institutes of Health and the Centers for Disease Control and Prevention.

Bamako has an enviable reputation as one of Africa's most welcoming cities, but it is also one of its most polluted—with sand from the annual harmattan (dust-filled



Map courtesy of the Office of the Geographer and Global Issues



U.S. and German embassy officials in the interior of Mali.

desert winds), cooking fires, animals and the omnipresent green bashees (minibus transports) packed with travelers headed for cities and villages throughout sub-Saharan Africa's third largest country.

Employees' residences are scattered throughout Bamako and offer a respite of greenery from the otherwise dusty scenery of sagebrush and unpaved roads. The American International School's reputation for good scholarship and warm hospitality is well known, and the

school is crowded with many nationalities. Building projects are under way to improve security and combine compounds for USAID and State.

There is also time for adventure. Enjoy an afternoon boat trip on the Niger. Or strike out for the upper reaches of the river around Timbuktu. Or visit the city of Djenné and its ninth century mosque. Or discover the cliff dwellings of the ancient Dogon people. Back in Bamako, you can relax with music by Salif Keita, Oumou

Sangaré and the king of the desert blues, Ali Farka Touré. These world-class musicians recently appeared together at Bamako's "Mini-Festival," where masked dancers, musicians and artisans competed to perform and exhibit at the Smithsonian Folklife Festival on the Mall this summer.

From the government offices—built for French colonial administrators—high on a hill overlooking Bamako, you can imagine the course of the mighty Niger that wells up in Guinea and flows north through Bamako, Segou and Mopti, then turns abruptly south at Timbuktu as it heads for the Atlantic by way of Niger and Nigeria. Along the river flourish the artisans who dye the Bogolon mud-cloth, carve the mystic chiawaras (elegant antelope carvings) and produce the gold and



Malians on the banks of the Niger River.



School children along the Niger River greet embassy visitors.

beaded jewelry that have made Mali's culture the centerpiece of African museums from Brussels to Chicago. Mali's diverse dress, music, food and arts defy any stereotype. Mali epitomizes the culture of North Africa and of sub-Saharan Africa. It is a union of North and South that manages to both unite and preserve the unique heritage of its people, among them Tuaregs,

Peuls, Songhai, Mandingo, Bambara, Dogon and Arabs. A unique Malian cultural custom known as "cousinage" provides a basis for understanding among these ethnic groups. This is a continual, gentle teasing between families that acknowledges the differences and plays on the Malian sense of humor, history and hospitality. For example, a member of the Coulibaly family is jokingly referred to as a "slave" of a Keita (and sometimes vice versa) because his ancestors are indebted to the Keita's for saving their lives. This open and friendly acknowledgment of differences seems to provide Malians a sense of confidence in their common nationhood while defying African inter-ethnic stereotypes. Mali's tradition of moderate Islam and tolerance for ethnic diversity has created a strong sense of national identity and pride in its premier place in African history. Mali's art and music reflect the strength of its cultural heritage, helping to build a unified nation.

Just as Mali has connected and integrated ethnic groups from the Mediterranean to the Congo, it now leads West Africa in pressing for greater integration and understanding. Recently, President Toure brought together Laurent



Pam White, USAID mission director, with Dogon onion farmers.

A Malian farmer near Timbuktu.



Photo by Dan Hamilton

Gbagbo, president of Côte d'Ivoire, and Blaise Campaore, president of Burkina Faso, hoping to end the violence that threatens to destroy Côte d'Ivoire and engulf Burkina Faso, Mali and possibly the whole of West Africa. Mali's moderate Islam also serves to dilute the harsh rhetoric of fundamentalist Islam that spread by itinerant preachers using the old trading routes to broaden the scope and power of their vision of Islam. Mali's open and lively press is the freest in Africa and its 150 local radio stations can be heard in nearly every small town. Mali's future, based on its past, is promising, but its burden is grinding poverty and too little education for its 11 million people.

The strategic vision of the U.S. Mission in Mali is to reinforce democracy, strengthen security and foster health and education while reducing poverty by building on Mali's competitive edge in agricultural and livestock production. USAID Mali recently embarked on a 10-year plan, with annual spending at about \$36 million. One of

ON THE WAY TO TIMBUKTU

By Vicki Huddleston

For those who love Africa, especially Mali, you needn't venture farther than the National Mall this summer for the Smithsonian's Folk Festival, June 25 to July 6. The event, "Timbuktu to Washington, D.C.," will feature Dogon dancers, musician Ali Farka Toure, Bogolon cloth, Tuareg tents and ancient manuscripts.

You may even be tempted into a trip down the majestic Niger River that wells up in the rain forests of Guinea, flows northeast to the desert of Timbuktu, swings south down to Gao, crosses the border into Niger and finally broadens to form the great Nigerian delta. Today in northern Mali, where the Niger flows through the desert, it is so vast yet so empty of river traffic you can still imagine you have escaped into the travel journals of the Niger River explorers.

Henner Papendeick, head of the German aid agency Mali Nord, invited several members of my staff and me to accompany him by "pinasse," a long elegant canoe, to see how pumps and dikes make the river banks turn green and prosperous with irrigated rice cultivation.

The river trip began in Konna. Two nights and three days later we arrived in Diré, a small regional town and site of a French-built irrigation dam. There we were greeted by a cheering crowd celebrating a gift of two small, sturdy barge-like ferries. These ferries will shorten the trip to the North, improve farm-to-market access and open up small isolated villages along the Niger.

The next day we took a dusty road north to Goundam where we visited homes repaired and rebuilt by a USAID emergency grant after a small tributary of the Niger overflowed its banks. Ironically, the sun and wind dried up the town's crops and its goatherds were moving south seeking better pasture. Two hours later, exhausted, we rumbled into Timbuktu in time for lunch and the opening of the Essakane Music Festival.

Essakane is nothing more than a well, but the festival organizers borrowed the name, creating the festival site in an equally isolated but more picturesque location in the midst of sand dunes formed by one of the many dried-up Niger River lakes. Essakane lends its name to the third festival celebrating the end of the Tuareg rebellion against the government of Mali. Hundreds of veiled and armed Tuareg men proudly circled their camels around a makeshift stage to listen to music from the nomads of Niger, Mali and Mauritania and to watch "Blackfire," Navajo Indian dancers from Flagstaff, Ariz. Somehow, Robert Plant, once a member of the band Led Zeppelin, found his way to the dunes of Essakane and the embassy tent, compliments of a Tuareg family that had traveled overland by truck for five days across the desert from Kidal.

As background, after the droughts of the '70s and the '80s, much of the rice cultivation that was done on the Niger River flood plain ended. Villagers without access to pumps and technical knowledge to build and use irrigation systems became more vulnerable and the Tuareg nomads who lost their cattle herds took to ban-

USAID's efforts, the "Initiative to End Hunger," seeks to use the vast potential of the Niger River to help meet the U.S. government's target of reducing hunger by half by 2015. Bamako is also home to USAID's West Africa Regional Program, promoting regional trade and investment, supporting regional food security and environmental management programs, combating the spread of the HIV/AIDS epidemic and establishing conflict prevention mechanisms.

Peace Corps volunteers complement the work of USAID, nongovernmental organizations and other donors by providing hands-on help to the poorest Malians, including important efforts in the fight against HIV/AIDS. Byron Battle, Peace Corps country director, observed, "One of the many great things about Mali is its stability and receptiveness to our volunteers. The Malians are just so supportive of everything we do."

There is a great sense of purpose within the U.S. Mission, especially in working with a country leader whose priority is "improving the lives of the Malian people." As evidence of just how special, some employees have returned for second tours. They include Sharron and Don Amis, OMS for the ambassador and administrative counselor, respectively; Kevin Mullally, USAID-Mali deputy director, and his wife Rosemary; Dennis and Nancy McCarthy, USAID supervisory agriculture development officer and consular associate, respectively; and Ambassador Vicki Huddleston and her husband Bob, a retired Foreign Service officer.

They, like so many friends of Mali, believe that Mali's strong sense of national identity, its ethnic tolerance and moderate approach to Islam make it a model for West Africa and Africa as a whole. ■

The author is the public affairs officer in Bamako.

dity. By the early 90s, the sedentary Bamabara, Pul and Sonrie people were fighting the Tuaregs. Peace has returned, but to keep the peace the waters of the Niger must be put to better use, for once again drought threatens the Sahel and its people.

After the rebellion, as refugees began returning from the camps in Mauritania and Mali Nord, they began rebuilding. In Lere, site of a tragic massacre that claimed the lives of every Tuareg, including the prime minister's brother and his family, the aid agency and leader have helped both the sedentary and the nomadic people begin anew. For the Bela, Pul, Dogon and Songri people, they rebuilt schools, markets and farmlands. For the Tuareg nomads, they rebuilt desert wells and cattle herds.

As we sailed down the Niger, we saw how private initiative, combined with donor resources and local will and work, creates better lives for everyone. In Attara—a village that escaped ethnic cleansing—the German aid agency rebuilt and created contiguous irrigated fields of 3,000 acres each. The town of Attara, a Dogon village miles from the river and the Tuareg population are now experimenting with wheat production.

Further south along the river near where our journey began we saw villagers actually running with wheelbarrows full of dirt so they could pile it on to dikes that will be filled as pumps ensure that the Niger's water remains long enough for the rice to grow and be harvested. The farmers' enthusiasm and

hard work is proof that these irrigated rice perimeters work. Each village is scrambling for the chance to join to provide their children with adequate food, education and health care.

The potential of this great river is so vast yet so untouched. Look at the other great rivers around the world and the wealth they have created. I'm convinced it can be done here, too. With financial and technological resources and good management, the Niger Basin could feed not only Mali but also much of West Africa. With U.S. help, the face of the Sahel could be transformed. ■

The author is ambassador to the Republic of Mali.



Photo by Daniel Stewart

Windblown Lisa Meeks at one of Mali's popular photo ops.

Office of the Month:

Strategic Planning with a New Twist



Sid Kaplan, center, chairs a meeting of the strategic and performance planning committee.

C*reate a more
secure, democratic
and prosperous world
for the benefit
of the American people
and the
international community.*

—Mission Statement

**By Anne D. Pham
Photos by Ann Thomas**

Once again, the bar has been raised on strategic planning and management at the State Department. The Department now has the tools to meet the foreign affairs challenges of the new millennium and the capacity to obtain adequate resources and use them efficiently.

While planning and budgeting have existed for more than 200 years in this cabinet agency, Secretary Powell's vision and actions have, for the first time, put budget, strategy, planning and finance under one roof—and last year, the Bureau of Resource Management created the Office of Strategic and Performance Planning to plan for the Department's resources and to assess management's performance.

Working closely with the Secretary's Office of Policy Planning, SPP seeks to improve the policy-resource connection throughout the Department. This ranges from the new Mission and Bureau Performance Plan to developing the Department's Strategic Plan, Performance Plan and other reports the Office of Management and Budget and Congress require.

Assistant Secretary Christopher Burnham, who reorganized the new bureau, said, "One of SPP's most important contributions is the new mission and bureau planning, leading up to the senior reviews chaired by Deputy Secretary Richard Armitage." The office provides the building blocks for the Secretary and the Department's leadership to make informed resource decisions based on the best business case and right reasons. SPP is one of the key vehicles for fulfilling the



Deputy Secretary Richard Armitage, left, addresses panel.

President and Secretary's vision of creating a results-oriented federal government.

The new office, headed by Deputy Assistant Secretary Sid Kaplan, combines a staff with diverse backgrounds from the public and private sectors. Mr. Kaplan wants to "reinvigorate the Department's planning function by having the office serve as a catalyst to assist bureau content experts in planning." SPP helps bureaus establish and articulate their priorities.

As the Department's representative on the President's Management Council, Under Secretary for Management Grant Green believes that "OMB and other federal agencies are seized with integrating budgets and performance goals." A key focus for SPP is the President's Management Agenda on Budget and Performance Integration. It is one of the most challenging initiatives, linking performance with budget decisions and improving performance tracking and management. Ultimately, the goal is to have better control over resources and greater accountability. This means making such tough decisions as identifying and curtailing nonperforming programs and channeling more resources to priority areas.

SPP's Malcolm Lawrence, a performance and results officer, believes the Department is now "better prepared to manage for results than previously was the case when it was essentially a one-man show." For example, with more resources and a tighter focus, SPP has worked with the Office of Budget and Planning and the Bureau of Human Resources to conduct a data call for human resources—our most valuable assets—and budget information in bureau planning. The result is clear work force planning and justifications as well as greater management accountability.

Richard Sassoon, a program analyst, formerly at the Federal Deposit Insurance Corp., is attracted to SPP's

“sense of energy, urgency, and openness to new ideas.” Jody Buckneberg, a presidential management intern, says, “It’s exciting to be a part of an office that leads change—empowering bureaus and people to really incorporate planning into their daily activities.”

In the past, senior leadership has tried to address such issues as assigning foreign policy priorities with limited resources, determining the investment needs of the Department and organizing and using resources efficiently. Today, these ideas are yielding concrete actions and results.

Mr. Armitage highlighted the convergence of policy, planning and performance results when he chaired senior performance and budget reviews last summer. He encouraged assistant secretaries to justify all existing programs in terms of performance and common sense.

During the senior review sessions, under secretaries and assistant secretaries made



Paula Dobriansky, under secretary for Global Affairs, makes the case for her resources during the FY04 senior reviews.



The author and Gordon Goeke discuss the budget and performance integration plan with Sid Kaplan.

the case for their bureaus’ funding for the next budget cycle and discussed the performance of current year programs.

“We have to be able to justify every program we propose and every dollar we spend. We have to be able to show U.S. taxpayers how we are advancing the Department’s priorities and U.S. foreign policy,” the deputy secretary said.

One of SPP’s key challenges is nurturing the planning culture within the Department. All employees must

understand how their performance is linked to the Department’s mission and success and why performance tracking should be a daily ritual. Tammy Wincup, senior technology adviser to RM’s assistant secretary and chief financial officer, recently joined the team from the private sector and views strategic planning as “a new frontier in government.”

As with any start-up office, SPP must work to establish rapport with its clients—the Department’s bureaus, missions and other stakeholders—and provide customer-focused services and products. These are the key indicators that will enable the Department to strengthen planning capabilities and carry out its mission. ■

The author is a senior policy analyst in the Bureau of Resource Management.



John Spears, left, Jody Buckneberg and Richard Sassoon celebrate the completion of the FY02 Combined Performance and Accountability Report.

ASSIGNMENT:

American Institute



A Taipei merchant displays his wares.

in Taiwan

Story by Kris Sauer

**Photos by Julian Parker-Burns
and Ronald Deutch**

Serving at the American Institute in Taiwan is not your ordinary assignment. In fact, like Taiwan itself, AIT is not exactly what it seems on the surface. Taiwan has changed dramatically in the past several years into a vibrant democracy that has taken its first major step—with its accession to the World Trade Organization—onto the international stage. And AIT is expanding its outreach and adjusting the way it conducts its business in order to meet these new challenges.

Some call it the embassy that isn't. Established in 1979 by the Taiwan Relations Act, AIT is a private, nonprofit enterprise that represents U.S. interests in Taiwan. That means AIT's employees in Taiwan—100 direct-hire

Americans and 300 local-hires in offices in Taipei and the southern port city of Kaohsiung—are working daily to develop mutual understanding between the United States and Taiwan and protecting U.S. economic and security concerns in the Western Pacific. AIT also hosts the highly regarded Chinese Language and Area Studies School.

Different from serving in an embassy? Yes—and no. The individuals "assigned" to AIT work in an unofficial capacity under the congressionally established rules of the TRA. The unofficial nature of the relationship, coupled with the fact that Taiwan is not a member of the United Nations or its affiliated organizations, means that managing even "normal" bilateral and global issues such as intellectual property rights, counterterrorism, the environment and market access for U.S. goods and services is a creative endeavor.

While unofficial, relations with Taiwan are extensive and comprehensive, ranging from regional security con-

cerns to democracy, trade and law enforcement. Clearly, reducing tensions and deterring conflict in the Taiwan Strait are critical to the stability of the Western Pacific. Nurturing the development of Taiwan's democratic institutions is also important, in light of Taiwan's evolution as China's first and, thus far, only democracy. In 2000, Taiwan experienced the country's first peaceful transfer of power from one political party to another.

As a major U.S. market (per capita, only Canadians eat and wear more American products), Taiwan's entry into the WTO in 2002 was a major development. AIT is working with Taiwan to ensure smooth compliance with its WTO obligations.

People-to-people efforts have brought significant numbers of Taiwan students to American universities and colleges and led to large U.S.-based Taiwan communities. Coupled with the fact that there are some 70,000 U.S. citizens residing in Taiwan, it should come as no surprise that AIT is the world's fifth largest visa processing center, handling some 200,000



New and old Taipei.

nonimmigrant and immigrant applications annually. With 70,000 U.S. citizens residing in Taiwan, it is no wonder that the Taipei American School boasts a student body of 2,150 students and the Taipei American Chamber of Commerce has nearly 800 members.

Kaohsiung, Taiwan's "second city," is the world's fourth largest container-handling port, with a growing American Chamber of Commerce and a thriving American School of its own.

A few decades ago, Taiwan was considered a Third World country, a land of cheap manufactured goods, undistinguished architecture, overcrowded drab cities, constant rain and little to distinguish itself culturally. Fortunately, for those lucky enough to be posted here, that description is outdated.

Early Portuguese explorers called the island "Isla Formosa," or Beautiful Island. Today, Taiwan is turning into a "green silicon island," one of the world's leaders in high-tech, clean industries that value and preserve the environment. As the island has shed its authoritarian political legacy and embraced democracy, a more vibrant, free and exciting society has emerged.

The media, no longer the government's mouthpiece and apologist, is now a freewheeling, no-holds-barred enterprise. Chinese-language newspapers saturate the market, all-news networks report on the latest scandals and several viable English-language newspapers and magazines add color to the local scene.

Despite urbanization and modernization, the National Palace Museum has preserved many aspects of traditional Chinese culture. The museum houses approximately 720,000 works of art: ancient bronzes, porcelains, jades, paintings, calligraphy and embroidery. The collection promotes and maintains the cultural heritage of Imperial China.

Juxtaposed with these traditional Chinese works are modern cultural icons imported from Japan and the



Photo by Eric Trachtenberg

Chien Wang-chen, a retired supervisory language instructor at the Chinese Language and Area Studies School and AIT Foreign Service National Employee of the Year in 1986, accepts the plaque honoring all awardees at a December 2002 ceremony.



The National Palace Museum.

United States, which have had a tangible impact on Taiwan society over the past century. Snoopy, Betty Boop and Hello Kitty products vie with Confucian temples and traditional antique, jade and snake items at night markets.

At the same time, there is renewed interest in the island's pre-Chinese aborigine heritage and culture. Not content to be rooted in the past, modern artistic expression on the island is taking off in new directions. Talented local artists, designers, dancers, movie directors and musicians are expanding and reinterpreting traditional Chinese forms for the 21st century. Connoisseurs of the performing arts will find plenty to keep them entertained: Yo-Yo Ma, Wynton Marsalis, Itzhak Perlman, Taiwan's own Cloud Gate Dance Company and Diana Krall are but a few of the recent selections offered by Taiwan's vibrant performing arts community.

True, Taiwan's cities are still large, crowded affairs with little architecturally to distinguish them. But respite is close at hand. The people are friendly and down-to-earth, the food is fantastic and the weather, except during the typhoon season, is warm and sunny.

Best of all, nature is close. On an island just 245 miles long and 89.5 miles wide at its broadest point, beaches are always close at hand. Most amazing to the newcomer, however, are the mountains. Yang-mingshan, where many Taipei-based expatriates live, boasts mountain vistas and trails too numerous to cover during an average three-year tour. Lakes, waterfalls and hot springs dot the island. And for the truly adventurous, there's always Jade



Robin Young, left, wife of assistant regional security officer John Young, studies Chinese with language instructor Su-lan Wang.



Security "checks" out a visitor.

Mountain to climb. At 12,966 ft., it's higher than Japan's Mount Fuji.

Quality of life issues are just as important to AIT. The organization is upgrading its housing pool and designing a new, modern office building in a Taipei suburb that will be an architectural beacon for the city's eastward expansion. Groundbreaking is anticipated in early 2005, launching a project that will unify all of AIT Taipei's offices and the Chinese-language training facility under one roof.

By no means your ordinary assignment, the American Institute in Taiwan is truly a unique Foreign Service experience. ■

The author is the wife of political officer David Sauer.

State Looks to Army for Leadership Model



Photo by Army Col. Cortez Dial

Participants in a recent leadership workshop at the Army War College.

If you're a manager being encouraged to think like a leader, then maybe someone in your organization just got back from Pennsylvania.

The Department of State is working with the U.S. Army War College in Carlisle, Pa., to explore ways to make managers think more like leaders, a lofty goal likely to require lots of training and support from employees at all levels.

Several ideas for introducing leadership practices in the workplace were hammered out recently at the college during a strategic leadership workshop attended by senior-level employees from State and the U.S. Agency for International Development.

Many of the two-dozen participants, including Deputy Secretary Richard Armitage and Grant Green, under secretary for Management, pointed to a "gap" in communicating leadership skills between junior and mid-level managers and the deputy assistant and assistant secretaries.

Unless that gap is closed, the Department risks losing the knowledge high-level managers have acquired throughout their careers, said Robert Tappan, an assistant secretary for Public Affairs at State. He suggested developing mentor relationships with lower-level managers "so that when people retire, there will be another level of leadership" to replace them.

Surprisingly, that may not be so easy. Prudence Bushnell, dean of FSI's Leadership and Management School, said introducing training and leadership into the Department's culture won't work without the support of employees at all levels. The effort, she said, reflects "a huge psychological shift on the part of office directors."

Particularly in Washington, Department managers have traditionally "focused on the product, not the process" of achieving goals. As long as the product gets out, leadership isn't a concern. This is the outlook that must be changed, she said.

The workshop, which included sessions on creative thinking, managing change and Secretary Powell's principles of leadership, also focused on ways to change employee behaviors, attitudes and policies to apply these practices.

So far, 650 Foreign Service and Civil Service employees have taken the Army's leadership course. By 2006, the Department predicts at least 7,000 employees will have completed the training.

"We're involved in a culture change—from a culture that didn't support leadership training and development to one that values, enforces and practices sound leadership up and down through the chain," said Dawn Frick, FSI's management coordinator. —*Ramona Harper*

PALAU:

OCEAN NATION MAKES ITS MARK

*Coconut Island in
Palau's 300-island chain.*

By Judy Moore

At a Washington ceremony last December Ronald Harms, charge d'affaires of the U.S. Embassy in Koror, and Palau President Tommy E. Remengesau presented a 75mm shell casing to former President George Bush.

It wasn't just any old shell. The memento was retrieved from an armed Japanese trawler that the former president sank in 1944 when he was a Navy pilot during World War II.

World War II put Palau on the map. Some of war's

fiercest fighting happened there. Next year, Palau commemorates the 60th anniversary of the Battle of Peleliu, an island at the southern portion of this central Pacific 300-island nation, and the former president plans to attend the ceremony.

The Palau archipelago is 1,700 miles south of Japan and 600 miles east of the Philippines. Palau's 19,000 citizens inhabit just eight islands with significant foreign communities. The largest group is 5,000 Filipinos. There are sizable Japanese, Korean and Chinese residents as well as 300 Americans.

Strengthening the relationship between the United States and Palau, while promoting regional stability and economic prosperity, are the goals of the U. S. Mission to Koror. The ambassador to the Philippines, Francis J. Ricciardone, is accredited to Palau and Mr. Harms heads the U.S. Mission. As the only American representative to Koror, he manages government relations, consular affairs and a staff of five local national employees. The mission coordinates more than 80 U.S. federal programs.

Anthropologists theorize that people migrated to Palau about 4,000 years ago, possibly from Indonesia. Natives belong to the Melanesian culture and share the Pacific traditions of weaving, seafaring and strong kinship.

Palau has its own architecture, such as the steep-roofed meetinghouse, or bai. Similar structures can be found on Yap and other islands, but bai are decorated with unique painted woodcarvings. The ancient craft continues with modern woodcarvers who create storyboards—pieces of native wood with carvings from ancient mythology. Most residents find storyboards too expensive, but the carvers glean brisk sales from tourists.

Palau's future depends on preserving its heritage while adopting a new way of life. By 2005, the nation's capital will move from Koror—three small islands with the majority population—to Babelthuap, the chain's largest island. This dramatic change is to sustain development. A roadway is under construction on Babelthuap to support the move and ease relocating the national government and the expected population shift. A new airport terminal will soon be completed to accommodate the increased tourism and air traffic.

Independent since 1994, the new nation formed an association with the United States allowing Palau to remain a self-governing democratic republic under U.S. security. Throughout most of the 20th century, Palauans lived under foreign rule. The Japanese controlled the islands from 1914 until the end of World War II. In 1947, the United States oversaw Palau as part of the United Nations Trust Territory of the Pacific.

Palau strives to manage its growth and with assistance from the Peace Corps is working to preserve its extraordinary coral reefs. The Peace Corps is also working to ensure that English is universally spoken. Domestic programs begun during the United Nations Trust era continue, including Head Start and USDA programs to enhance farming.

U.S. support is vital during this critical time in Palauan history. As an emerging nation with amazing unspoiled beauty, Palau moves into an exciting and different future while retaining the strength and resilience of its culture and its past. ■

The author is a consular officer at the U.S. Embassy in Manila.



An island structure called bai in the Palau archipelago.

Photo courtesy of Palau Visitor's Authority

She Spent a Career Collecting Art; Now She's Donating It

By Carl Goodman

The Depression of the 1930s left folks in the Midwest and across America struggling to make ends meet. In Iowa Falls, Iowa, on the banks of the Iowa River, Pat Clark and her twin brothers Don and Duane were, as kids tend to be even in tough times, happy. Their parents worked hard and wanted all three to finish high school—something they had been unable to do.

Standing on the Oak Street Bridge spanning the river, Pat Clark noted license plates of cars passing through her hometown and planes that flew overhead. It was 1939, and even then she wanted to travel and secretly run away to see the World's Fair in New York. Instead, she worked hard and spent many evenings in the Carnegie-Ellsworth Library, where her "dreams of seeing the rest of the world began."

Years later, in 1958, while working for Western Union in New York, she saw a notice in a local paper that recruiters from the Department of State were in town. With visions of foreign travel, she applied, was accepted and began work the following year as a communications clerk. She worked her way up through the ranks and by the time she retired, in 1990, was a consular officer at the FS-01 level.

Fulfilling her dream, she served in Rome, Saigon, Paris, Yaounde, Marseilles, Quito, Copenhagen, Matzatlan, Tijuana, Kinshasa and Frankfurt. Since retiring, she has worked as a rehired annuitant in Freetown, Dakar, Accra, Khartoum, Abidjan, Conakry, Casablanca, Warsaw, Bucharest, Moscow, Almaty and Frankfurt. She lives in Paris.



Art collector-donor Pat Clark with Max Fridell, executive dean of Ellsworth Community College, in her hometown of Iowa Falls, Iowa.

Photo courtesy of the Times-Citizen, Iowa Falls

What she never planned to be was an art collector. Yet, over the years Ms. Clark amassed more than 200 works of art—a collection she recently donated to a foundation in her hometown and dedicated to her brothers, Don and Duane. A former mayor of Iowa Falls, Don died

suddenly in 1994. Duane lives in North Carolina.

She formalized her gift in 1997 to the Ellsworth College Foundation, a nonprofit organization that supports Ellsworth Community College. She credits her sister-in-law Mary, Don's widow in Iowa Falls, with the idea for the gift.

The collection will give Ellsworth students and the community a "window on the international world of art," including oil paintings, watercolors, lithographs, photographs and sculptures by Man Ray, C.A. Schleisner, Anne Grant-Morris, Pat Buckley Moss, Betty Guy, Virginia Daley, Kojiro Akagi and Robert Miles Parker, among other artists.

The collection will be housed in the newly renovated 100-year-old Carnegie-Ellsworth Library, where the collector used to head right after supper and stay until closing time.

"I love this small town and I wanted to do something for the community," said Ms. Clark, who will receive an honorary degree in fine arts from the board of trustees of Ellsworth Community College during its commencement on the morning of May 3. The Pat Clark Art Collection will open that afternoon.

When she gets a free moment she may even stop by the Oak Street Bridge and discover how many more license plates there are now. ■

The author is editor of State Magazine.

FINDING A JOB IN MEXICO—IN A 'SNAP'

By Nadja Giuffrida and Chris Snipes

When Foreign Service officer Paul Schultz and his wife Jennifer Dorroh were thinking about bidding on Mexico City as an onward assignment, they found themselves with a long list of questions. And they wanted answers before committing to an assignment in the world's largest city.

So they investigated the culture they'd be living in, the quality of life, the kind of housing they could expect, traffic conditions and the length of their commute, and the legendary pollution levels.

Their number one concern, however, was determining whether Ms. Dorroh would be able to find a job on the local economy.

In the United States, most families are accustomed to two incomes, and couples make lifelong efforts to ensure the continuity of two upwardly mobile careers. But deciding to move abroad often means one of those careers may suffer. The excitement of experiencing a new culture and the personal growth that goes with it can be spoiled if one spouse cannot find fulfilling employment.

In Ms. Dorroh's case, finding a position in the Mexican job market for a person with her journalistic skills proved relatively easy. The Family Liaison Office in Washington, D.C., gave her information about the Spouse Networking Assistance Program. Established as a pilot project in 2002, the program assists diplomatic spouses in Mexico and eight other countries in finding work outside the embassy.

Ms. Dorroh contacted Nadja Giuffrida, SNAP's local employment adviser in Mexico City, who is responsible for developing new contacts with businesses on the local economy and matching their needs with the skills and career aspirations of diplomatic spouses. Ms. Dorroh e-mailed Ms. Giuffrida her résumé and spoke with her on the phone. The employment adviser set up a telephone interview with *The News*, an English-language newspaper, which offered Ms. Dorroh a job before she arrived in Mexico City.

Not every job search, of course, is such a snap.

SNAP in Mexico City has created a strong network of companies operating locally that are interested in the skills of diplomatic spouses. In only six months, the program has placed 13 family members with diverse professional backgrounds—from administrative assistants and teachers to accountants and consultants—with a variety of national and multinational companies.

Some spouses, like Amanda Marsted, have even started their own businesses. A consultant who offers financial advice and workshops, she connected, through SNAP, with a strong network of contacts to build her clientele. The employment adviser introduced Ms. Marsted to many businesses and helped her form a business strategy for the Mexican market.

It is essential that companies offer spouses competitive salaries and reasonable working hours and that spouses be conscious of the cultural differences they are likely to encounter in nonembassy settings. SNAP in Mexico uses a variety of tools to assist each spouse. The adviser evaluates the professional needs of each job seeker and conducts workshops or one-on-

one sessions to improve the person's résumé. The adviser also shares general and "inside" information with clients about each company before their interviews. With the cooperation of the Community Liaison Office and the administrative section, the employment adviser in Mexico City has established a program to improve participants' computer skills and language skills to make Mexico City's SNAP clients more competitive in the local job market.

So far, SNAP in Mexico City has helped 12 spouses find positions in their fields with local companies and organizations. And the Mexican private sector—more than 160 companies in the city—has strongly supported the program. These connections increase the probability that the current 36 SNAP participants will find local employment. Ninety percent of the post's SNAP participants have interviewed with at least one local company whose work matches their professional background and interests.

Following on the heels of Mexico City's success, SNAP was introduced formally in Monterrey and Guadalajara during the winter. Now clients in each of these three cities will have a professional employment consultant to help them network and search creatively for a local job. ■

Nadja Giuffrida is a local employment adviser with SNAP and Chris Snipes is the community liaison coordinator at the U.S. Embassy in Mexico City.

The Family Liaison Office's Spouse Networking Assistance Program (SNAP) began delivering services in Mexico City, Monterrey, Guadalajara, London, Brussels, Warsaw, Krakow, Cairo, Singapore, Seoul, Tokyo, Santiago, Ottawa, Toronto and Montreal in May 2002. The program is designed to help spouses identify work opportunities on the local economy, outside the U.S. Mission.

Family members interested in pursuing local economy employment who are currently located at or relocating to a SNAP post should contact the local employment adviser. For contact information, e-mail flo@state.gov.

SNAPSHOTS

(Statistics for May through November 2002)

Family members in the program: 251
Potential employers contacted: 772
One-on-one client sessions: 303
Workshops presented: 73
Interviews held: 137
Job offers: 65
Job offers versus jobs accepted: 42



Nadja Giuffrida and Chris Snipes.

Photo courtesy U.S. Embassy

Training Seeks to Close Gap in Human Resources

A survey to improve efficiency and customer service in the Bureau of Human Resources revealed a “gap” in formal training “individuals should possess at the basic, intermediate and advanced” levels of their jobs. The review targeted the State Department’s 130 human resource specialists who work in the executive offices of the bureaus.

As a result, the bureau earmarked \$250,000 to train everyone from entry-level processors to senior managers. The training, provided at the Foreign Service Institute, covers everything from basic staffing and placement to consulting and job classification.

“Here’s an exceptional opportunity to improve the delivery and professionalism of our services,” said Sharlyn Grigsby, director of Civil Service personnel management. “This effort goes a long way in supporting the Secretary’s initiative of maintaining a highly trained work force.”

The gap between job knowledge and formal training evolved slowly through years of on-the-job training. That tradition, small staffs and the typical day-to-day demands of personnel work made it difficult for employees to take a week or even a few days off for classroom

training, according to Paul Lawrence, chief of career development.

“Many people were promoted up the ranks and never given training,” said Mr. Lawrence, who worked in human resources for the U.S. Postal Service before joining the State Department two years ago. Faced with historically slow security clearances and a labor-intensive hiring process, managers found it easier to promote an internal candidate—particularly if a position needed to be filled in a hurry—than struggle with the uncertainties of hiring from outside.

FSI developed 27 human resource courses covering the gamut of personnel services, said Kim Bruner, who manages the program. The training, which is being monitored by Ruth Davis, director general of the Foreign Service and director of Human Resources, isn’t mandatory but those who don’t take the courses will “receive further encouragement,” Ms. Bruner said. “We hope to have the training complete by the end of September.”

In a memo to all bureau executive directors, Ms. Davis stated, “It is my goal to fill every course to its capacity in order to maximize the knowledge, skills and abilities of our HR specialists.” —*Paul Koscak*



Human resource specialists Veronica Robinson, left, and Betty Davidson, center, receive personnel refresher training from Cassandra Jordan, Department of Agriculture instructor.

SEXUAL HARASSMENT THROUGH A DIFFERENT LENS



Photo by Tom Feiler/Masterfile

Inappropriate behavior like touching can lead to sexual harassment.

By Carl Goodman

They joked. They teased. They flirted. They leered. They groped and they taunted. But the message was clear: sexual harassment is more about human dignity and respect than it is about civil rights and the law.

Of course, using actors and skits to convey messages has been around a long time. So has sexual harassment. And these sketches were not, the actors confessed, made from “whole cloth.” They were based on real incidents.

It’s no accident that State Department managers and supervisors have been filing into the Dean Acheson Auditorium during recent months for several hours of sexual harassment training. Not only is sexual harassment against the law, but Secretary Powell has said it won’t be tolerated.

No mandatory training, however, is required to be interesting. But the training’s sponsor, the Office of Civil Rights, chose to explain federal law and Department policy in practical terms.

The office’s director, Assistant Secretary Barbara Pope, believes strongly in “humor in education” and has employed local actors for years to help Defense and now State audiences identify inappropriate behavior before it becomes illegal.

Brian Majewski, an assignments officer in the Bureau of Human Resources, found the use of professional actors “clever and entertaining.” The Foreign Service officer said he had attended many “dry presentations” on the same subject, but this one was “more powerful.”

Noreen Bania, a branch chief in the Bureau of Administration, found the presentation to be very informative. “It also kept your attention.” Had it been all talk, she said, “more than half the room would have been asleep.”

After each skit, members of the audience were asked for their observations.

It’s inappropriate, they agreed, to ask a female colleague to leave a meeting to get coffee for everyone else, but it may very well be appropriate to ask her to take notes, assuming taking notes at the meeting rotates and it’s her turn.

For behavior to be sexual harassment, Ms. Pope said, it must be “outrageous” or frequent. For example, a reasonable person might find a belly dancer at an office party in the United States outrageous, the official said.

The goal is to get people to see their behavior through a different lens, she said.

For sure, work environments have changed as society has changed. So what might have been appropriate behavior yesterday may be inappropriate today. Since the majority of complaints are about inappropriate behavior, the goal is to think ahead and prevent the behavior from becoming grounds for formal sexual harassment complaints.

Individuals and their employers can be held responsible for inappropriate behavior, the senior official said, citing recent court cases.

Sexual harassment is more about the abuse of power than sex, Ms. Pope said. Unwelcome advances, requests for sexual favors or verbal or physical conduct of a sexual nature constitute sexual harassment.

An estimated one in four relationships starts in the work place, so you might expect a certain degree of joking, teasing and flirting. On the other hand, leering, groping and taunting are actions any reasonable person would view as hostile. And they are acts that often escalate to humiliation, violence and stalking.

Ours is not a “zero tolerance world,” Ms. Pope said. “People make mistakes. The challenge is to prevent their recurrence.” And supervisors and managers are role models who should set the tone and enforce the rules.

For more information, contact the Office of Equal Employment Opportunity and Civil Rights at (202) 647-9295 or visit their Intranet web site at socr.state.gov. ■

The author is editor of State Magazine.

Supervisor's Responsibilities

- Establish open lines of communication
- Monitor the environment
- Treat every sexual harassment complaint or allegation seriously
- Inquire into allegations
- Keep a written record
- Take appropriate action

2002 FS Promo Stats

What Do the Numbers Mean?

The results of the Selection Boards are published annually in *State Magazine*. The statistics profile generalists and specialists who competed for promotion and those promoted by class and cone/skill group, providing promotion rates, average time-in-class and average time-in-service information for each group.

These statistics provide employees with information they can use in their career planning. Examining "trends" or averages over a five-year period is generally more useful than focusing on only the most recent statistics because promotion rates and average time-in-class and average time-in-service vary from year to year. Officers often find reviewing the average times-in-class of their current grade over the past few years helpful in planning when they can first reasonably expect to be promoted.

The aggregate data for generalists and specialists for the past five years (1998–2002) show the following trends:

For generalists, the total number of promotions has increased from 595 in 1998 to 622 in 2002, or by roughly 5 percent. This year promotion opportunities to FS02 and FS01 were higher than in 2001. Generalist opportunities to FS02 increased from 180 in 2001 to 203 in 2002 and opportunities to FS01 increased from 129 in 2001 to 136 in 2002. The overall number of generalist promotion opportunities, however, was lower this year than the total number in 2001 because the number of promotion opportunities to FS03 decreased. This reduction was due primarily to the lower number of FS04 employees eligible to compete for promotion.

Overall rates for officers competing multifunctionally for promotion to OC, FS01, and FS02 have increased from roughly 15 percent in 1997 to more than 18 percent in 2002.

Among the specialist skill groups, promotion numbers have varied during the five-year period, depending on deficits in each skill group and changes in administrative promotion levels. Overall promotion rates for specialists for the five-year period have fluctuated between 21 percent in 2001 and 24 percent in 1998. In 2002, the overall promotion rate was 22 percent. Given the diversity of career paths among the specialist skill groups and recent changes in some of the skill groups, examining promotion rates by class does not reveal any significant patterns. —*Cynthia Nelson*

Competition Groups	Number Completed	Number Promoted	% Completed/Promoted	Average Time in Class Completed	Average Length/Service of Promotees	Average Length/Service of Promotees	Average Length/Service of Promotees
FEMC TO FECM (Classwide competition of all eligible officers)							
Administrative Generalist	15	1	6.7	6.8	10.8	27.5	20.9
Consular	12	1	8.3	7.9	9.8	31.4	32.2
Economic	21	0	0	6.7	0	28.8	0
Political	35	3	8.6	7.4	5.1	30.2	26.7
Information Tech Mgmt	1	0	0	6.6	0	36.6	0
Psychiatrist	1	0	0	12.7	0	22.1	0
Security Officers	2	0	0	5	0	27.7	0
Medical Officers	5	0	0	7.1	0	16.1	0
Public Diplomacy	16	0	0	5.1	0	26.2	0
Total	108	5	4.6	6.9	7.2	28.4	26.6
GENERALIST FEOC TO FECM (Classwide competition of all eligible officers and competition by cone)							
Administrative Generalist	46	10	21.7	3.9	4.6	23.4	21.9
Consular	27	4	14.8	4	4.4	25.6	29.1
Economic	38	16	42.1	3.7	4.3	23.1	22.5
Political	56	16	28.6	3.6	4.2	23.4	23.6
Science Officers	2	0	0	3.2	0	24.3	0
Public Diplomacy	52	7	13.5	3.6	4.3	22.8	23
Total	221	53	24	3.7	4.3	23.5	23.3
FS-1 TO FEOC (Multifunctional competition of all eligible officers and competition by cone; eligibles include only those requesting threshold review)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	77	14	18.2	6	4.5	21.6	21.9
Consular	70	9	12.9	6.6	6.8	22.5	21.6
Economic	75	9	12	6	6.5	20.8	19
Political	113	9	8	6	6.2	20.9	20.6
Public Diplomacy	86	14	16.3	8.1	7	19.8	19.9
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	17	1	5.9	6.8	3.8	20.9	14.9
Consular	39	5	12.8	7.4	8	22.5	20.6
Economic	37	5	13.5	6.3	6.1	20.6	18.8
Political	60	9	15	6.3	5.4	21.1	19
Public Diplomacy	8	0	0	8.1	0	17.9	0
Narcotics	2	0	0	6.8	0	12.5	0
Total	443	75	16.9	6.5	6.1	20.9	20.2
FS-2 TO FS-1 (Multifunctional competition of all eligible officers and competition by cone)							
FUNCTIONAL PROMOTIONS							
Administrative Generalist	165	22	13.3	5.7	6.1	16.2	14.8
Consular	132	15	11.4	5.8	6.7	16.5	16
Economic	162	20	12.3	5.3	6.2	15.3	14.3
Political	224	22	9.8	5.6	5.5	16.2	15.4
Public Diplomacy	120	22	18.3	6.9	5.5	14.6	13
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	27	6	22.2	6.1	4.3	17.2	14
Consular	52	5	9.6	6.9	6.9	17.2	17.4
Economic	53	9	17	5.9	5.4	16	13.3
Political	91	13	14.3	7.3	7.9	17.6	17.2
Public Diplomacy	12	2	16.7	6.5	6.1	14.2	13.5
Narcotics	1	0	0	12	0	12	0
Total	839	136	16.2	5.8	6.1	15.8	14.8

Competition Groups

FS-3 TO FS-2 (Multifunctional competition of all eligible officers and competition by cone)

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
FUNCTIONAL PROMOTIONS							
Administrative Generalist	73	32	43.8	4.9	5	10.5	10.4
Consular	127	26	20.5	4.6	5.3	10.4	10.6
Economic	119	33	27.7	4.5	4.8	10.3	10.5
Political	144	41	28.5	4.4	4.7	9.8	10.6
Public Diplomacy	45	21	46.7	4.4	4	9.7	9.3
MULTIFUNCTIONAL PROMOTIONS*							
Administrative Generalist	20	5	25	5.2	6.6	10.8	13.2
Consular	36	8	22.2	5.3	7.4	10.6	12.7
Economic	55	16	29.1	4.8	4.8	10.4	10.6
Political	63	21	33.3	5.1	6.9	10.5	12.8
Public Diplomacy	4	0	0	4.2	0	9.1	0
Total	558	203	36.4	4.7	5.1	10.4	10.8

*A number of officers were competed functionally and multifunctionally. Thus, they are included in both competition groups and the totals are greater than the actual membership of the competition group. Members promoted multifunctionally in the first session were not competed functionally in the second session.

FS-4 TO FS-3 (Tenured junior officers competed classwide; FP generalists competed by cone or administrative subfunction)

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Administrative Generalist	32	27	84.4	2.3	2.4	4.2	4.4
Consular	55	34	61.8	2.7	2.3	4.8	4.4
Economic	49	41	83.7	2.3	2.4	4.2	4.3
Political	53	38	71.7	2.2	2.3	4	4
Public Diplomacy	21	10	47.6	3	2	5	4
Total	210	150	71.4	2.5	2.3	4.4	4.2

Specialists FEOC TO FEMC (Competed by occupational category)

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Financial Mgmt	1	0	0	2.7	0	35.1	0
Information Tech Mgmt	4	2	50	3.4	3.2	23.7	25.6
Diplomatic Courier	1	0	0	2.7	0	35.7	0
Psychiatrist	1	0	0	5.5	0	9.8	0
Security Officer	15	2	13.3	3.6	3.7	25.7	26.7
Construction Engineer	2	0	0	6	0	16.4	0
English Language Specialist	1	0	0	3.9	0	22.6	0
Information Resource	1	0	0	5.1	0	17.2	0
Medical Officer	7	1	14.3	5.7	2.7	11.9	9.5
Health Practitioner	2	0	0	3.2	0	22.8	0
Printing	1	0	0	2.7	0	13.9	0
Total	36	5	13.9	4.1	3.3	21.5	22.8

FS-1 TO FEOC (Eligibles include only those requesting threshold review)

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Financial Mgmt	11	1	9.1	5.3	4.8	17.9	16.9
Information Tech Mgmt	20	5	25	4.5	4	22	22.7
Diplomatic Courier	3	1	33.3	3.8	2.8	24.9	15.8
Psychiatrist	1	1	100	4.2	4.2	4.2	4.2
Security Officer	30	9	30	4.9	5.8	21.6	21
Security Engineer	8	1	12.5	6.6	4.8	16.7	15.4
Construction Engineer	9	1	11.1	7.4	2.8	15.8	13.7
Facilities Maintenance	3	0	0	5.1	0	18.2	0
English Language Specialist	3	0	0	8	0	17.3	0
Information Resource	4	1	25	7.3	6.1	17.6	17.2
Medical Officer	2	1	50	6	6.9	6	6.9
Health Practitioner	4	0	0	4	0	22.8	0
Printing	1	0	0	6.1	0	16.4	0
Total	99	21	21.2	5.4	4.9	19.5	18.7

Competition Groups

FS-2 TO FS-1

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Financial Mgmt	38	3	7.9	5.3	5.8	11.3	10.7
Human Resources	17	3	17.6	5.6	6	23.2	28.9
General Services	21	3	14.3	5	5.8	15.7	15.1
Information Tech Mgmt	103	9	8.7	5.9	6.2	19.2	20.6
Diplomatic Courier	6	1	16.7	5.8	8.8	28.3	33.2
Security Officer	166	15	9	6	7.4	16.8	17.1
Security Engineer	59	1	1.7	7.1	4.8	14.2	12.4
Construction Engineer	12	2	16.7	4.7	7.8	9.6	14.9
Facilities Maintenance	4	2	50	5.5	4.3	10.2	10.9
English Language Specialist	5	0	0	6.8	0	12.8	0
Information Resource	4	2	50	3.8	3.1	11	9.1
Medical Technologist	1	0	0	3.8	0	22.4	0
Health Practitioner	12	1	8.3	4.1	7.8	13.9	17.1
Printing	3	2	66.7	9	6.3	13.2	9.8
Total	451	44	9.8	5.9	6.4	16.5	17.2

FS-3 TO FS-2

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Financial Mgmt	13	7	53.8	2.8	2.6	2.8	2.6
Human Resources	4	4	100	3	3	12.3	12.3
General Services	36	5	13.9	4.9	8.6	13.3	12.1
Information Management	122	24	19.7	4.2	4	15.7	13.4
Info. Management Technical	55	2	3.6	5.9	8.3	14	14.6
Diplomatic Courier	12	1	8.3	6.2	2.8	22.1	10.9
Security Officer	152	30	19.7	5.6	6.3	13.2	13.1
Security Engineer	3	2	66.7	4.4	2.8	7.2	4.8
Construction Engineer	5	3	60	5	5	5.4	5.7
Facilities Maintenance	13	3	23.1	4.7	3.4	8	8
English Language Specialist	1	1	100	2.9	2.9	8.6	8.6
Information Resource	3	3	100	3.7	3.7	5.6	5.6
Medical Technologist	2	0	0	3.8	0	21.2	0
Health Practitioner	20	6	30	2.6	2.8	3.9	4.7
Printing	1	0	0	2.3	0	2.3	0
Office Mgmt Specialist	11	0	0	5.2	0	30.3	0
Total	453	91	20.1	4.9	4.8	13.6	10.8

FS-4 TO FS-3

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Financial Mgmt	3	3	100	4.1	4.1	11.7	11.7
Human Resources	8	8	100	3.1	3.1	7.6	7.6
General Services	35	17	48.6	2.4	2.8	3.7	4.4
Information Management	212	45	21.2	2.6	2.7	9.1	7.9
Info. Management Technical	35	7	20	2.1	3.1	3.7	4.8
Diplomatic Courier	22	2	9.1	5.2	4.8	10	6.6
Security Officer	108	89	82.4	1.8	1.7	4.5	4.4
Security Engineer	17	8	47.1	1.5	1.5	3	4.2
Construction Engineer	6	3	50	2	1.8	2	1.8
Facilities Maintenance	32	5	15.6	4.8	6.3	4.9	6.6
Office Mgmt Specialist	108	6	5.6	5.2	9	22.1	24.2
Total	586	193	32.9	3.1	2.5	9.5	6.1

FS-5 TO FS-4

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Office Mgmt Specialist	162	25	15.4	3.7	4.5	14.4	15.2
Total	162	25	15.4	3.7	4.5	14.4	15.2

FS-6 TO FS-5

	Number Completed	Number Promoted	Average Time in Class of Competed	Average Length/Service of Promotees	Average Length/Service of Competed	Average Time in Class of Promotees	Average Length/Service of Promotees
Office Mgmt Specialist	141	47	33.3	4.2	4.4	10.6	10.3
Total	141	47	33.3	4.2	4.4	10.6	10.3

Crisis Support Teams Stand Ready

May 2000:

Team members distributed programs and greeted families at the dedication of the memorial in Arlington National Cemetery to the victims of the East Africa embassy bombings.

September 2001:

Team members escorted bereaved families at the Foreign Affairs Day ceremony when names of the deceased were unveiled on the AFSA plaque.

March 2002:

Crisis support team members assisted the extended family of Milton and Barbara Green who attended the Andrews Air Force Base arrival ceremony after the terrorist attack in the Protestant International Church in Islamabad.

The state of today's world begs the question: Are we prepared to take care of our people in the event of a critical incident, terrorist episode or mass casualty?

The Department of State has a sophisticated set of responses and contingency plans in place for such eventualities. The Office of Casualty Assistance is an essential component with its three staff members and its six crisis support teams. Each team is composed of 10 volunteers from the Bureau of Human Resources trained to respond to crises, staff task forces and, more important, become a point of contact for bereaved family members and those injured in a critical incident.

The office, established after the East Africa embassy bombings, was charged with assisting anyone serving under chief of mission authority at a U.S. Mission and their family members and Department employees in the United States. Soon after its inception, the office assembled the crisis support teams. Each team is on call on a weekly rotating basis.

For the past three years there has been a team on call 24 hours a day, with other teams standing by if needed. Fortunately, there have been few occasions requiring the teams, but like a human savings account, they are there to be tapped, augmenting the Department's ability to respond to families' needs. They keep their team coordinator informed of their availability, serve as escorts and case-workers, participate in task force exercises, draft memos and organize materials for OCA during a crisis. Each fall, as some team members move to new assignments, OCA recruits and trains more volunteers from the bureau.

For more information about the Office of Casualty Assistance, see the September 2000 issue of *State Magazine* or visit OCA's Intranet site at <http://hrweb.hr.state.gov/oca/index.html>. ■



Ruth A. Davis, seated left, director general of the Foreign Service and director of Human Resources, visits with members of the Red Team and Office of Casualty Assistance. They are, from left, Kendall Montgomery, director of OCA; Steve Ledford, Virginia Chandler, Sally Banner, Carolyn Torrence, Ginny Boncy, OCA; Darlene Whitlocke, Leslie Kilday, OCA; and Sue Beffel, seated.

Safeguarding Against Carbon Monoxide Poisoning

By Lisa Levine

Fireplaces and woolen sweaters may no longer be needed now that spring has arrived. Carbon monoxide, however, is not season bound and poses a threat year round.

The colorless, odorless, nonirritating poisonous gas is generated by the incomplete combustion of organic matter and fossil fuels such as natural or liquefied petroleum gas, oil, wood, coal and gasoline. When inhaled in sufficient amounts, carbon

This unvented instantaneous water heater in an overseas hotel caused carbon monoxide poisoning in two American guests.

monoxide interferes with the body's ability to assimilate enough oxygen to function properly. Symptoms of exposure can mimic the flu, and death is possible if levels are excessive.

The most common exposure to carbon monoxide occurs in our homes. Malfunctioning or improperly vented fuel-burning household appliances and motor vehicles left running in enclosed garages can generate dangerous amounts of carbon monoxide. In the United States, on average, faulty household gas heating systems account for the majority of carbon monoxide fatalities, and water heaters are responsible for a very small percentage.

The carbon monoxide fatalities in Department of State residences overseas have been few. Before 1995, when the last carbon monoxide fatality occurred, gas water heaters had been implicated in the majority of carbon monoxide deaths. This striking difference from U.S. statistics is related to the widespread use of instantaneous water heaters mounted to the walls in bathrooms and kitchens. An

aggressive campaign to remove faulty instantaneous water heaters has helped reverse this trend.

Carbon monoxide, however, continues to be a problem in Department residences and throughout the United States. If your home has a fuel-fired appliance other than a cooking stove or an enclosed garage, at least one carbon monoxide alarm needs to be placed in the home. Carbon monoxide provides no physiological warning before health is impaired. Carbon monoxide alarm technology has advanced dramatically since its introduction on the market several years ago. Reliable alarms evaluated by reputable consumer groups are well worth the investment.

The Department supplies alarms to posts. Since July 2000, carbon monoxide alarms in Department residences overseas have saved 18 adults, children and infants.

Carbon monoxide can also pose a hazard during recreational activities. Don't use kerosene lanterns and portable fuel-fired space and water heaters while sleeping in enclosed areas such as tents, campers and other recreational vehicles during camping trips. Always ensure that the space is adequately ventilated or the equipment is vented to the outdoors. A carbon monoxide alarm may be a valuable addition to camping gear. Swimming behind idling motorboats, ski boats and houseboats has also caused carbon monoxide poisoning. Also ensure there's enough distance from nearby combustion equipment when participating in outdoor activities.

Cars idling inside poorly ventilated garages and long-term power outages after natural disasters pose higher risks for carbon monoxide exposure. To keep warm, people have turned gas ovens on or brought barbecues and portable generators inside their homes. These survival techniques have turned out to be deadly.

Staying in tourist-class hotels overseas can also pose carbon monoxide hazards if instantaneous water heaters are present. It may not always be possible to know if the hotel has a central hot water system or localized one. Taking a carbon monoxide alarm along while traveling is an excellent safety measure. Be sure to remove batteries during air travel and reinstall them once you've settled in.

Adding a carbon monoxide alarm to the home requires attention to emergency planning. Now that homes are wired with many different types of alarms and devices, it's important to understand how the different alarms sound, what to do when they activate and where they are located. Remember that calling emergency responders isn't enough. You need to get outdoors fast to inhale fresh air. It may be necessary to relocate temporarily until the appliance that caused the alarm is repaired.

Department experience over the past two years has proven that carbon monoxide alarms save lives. While you can't predict when a combustion appliance will fail, a carbon monoxide alarm will do that job for you. ■

This author is an industrial hygienist in the Office of Safety/Health and Environmental Management.

Photo courtesy of SHEM





Photo courtesy of Joe Boland

Firing the forge, frontier reenactor Joe Boland strives for the right temperature before shaping metal into masterpieces.

People Like You

Modern Blacksmith Forges Frontier Lifestyle

What started with an outdoor grill, a bag of charcoal and a piece of railroad track for an anvil became a passion for the blacksmith's craft and colonial history.

Joe Boland loves living with one foot in the 18th century, perhaps the perfect antidote to his high-tech State Department job documenting information networks for the Bureau of Information Resource Management.

Mr. Boland, a self-taught blacksmith, studies colonial drawings and other illustrations to replicate in iron the utensils, tools and accoutrements of colonial America: hinges, whale-oil lamps, candle holders, toasters, meat hooks and knives, for example. These artworks are forged from 21st century castoffs—truck springs, saw blades, files, cable—even a railroad spike.

"By these hands, all trades stand," Mr. Boland quotes a colonial blacksmith's proverb, meaning blacksmiths create the tools for all other trades.

When he isn't shaping metal, he's usually re-creating history. His favorite reenactment: a buckskin-clad, flintlock-armed 1760 frontiersman. A modern-day Daniel Boone, Mr. Boland sometimes shares weekends with oth-

er frontier reenactors traversing the Shenandoah Mountains near his Front Royal, Va., home.

A typical weekend immersion as an 18th century pioneer could mean hunting for food or living on dried deer jerky, corn and hard bread. He carries these and other supplies in an authentic satchel-like container colonials called a "possibilities pouch." Mr. Boland fashioned his pouch from deer hide. In keeping with historical accuracy, he tans the hide with acids secreted from deer brains to cure the leather.

As for his metalworking skills, Mr. Boland has watched his metalworking hobby and love of colonial craftsmanship evolve into a personal cottage industry. He displays and sells his works at numerous state and county fairs and takes orders for many re-created and custom wears. Many of his inspirations are taken from actual colonial illustrations, such as a colonial toaster—a simple iron appliance that holds two slices of bread to a fire leaving a heart-shaped impression where the device grips the bread.

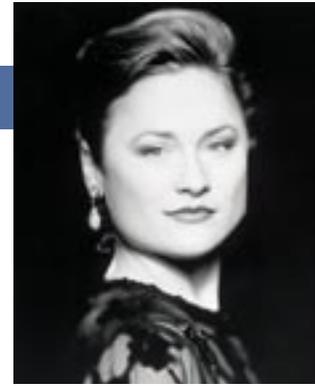
"If you can draw it I can make it," he said. —Paul Koscak

STATE OF THE ARTS

Upcoming Calendar

- ◆ **April 9** Wayne Dorsey, classical pianist
- ◆ **April 23** Louise Wong, classical pianist
- ◆ **May 7** Department of State and Georgetown University piano recital
- ◆ **May 21** The New York Guitar Quartet
- ◆ **June 4** Classical Trio with Li-Ly Chang
- ◆ **June 18** Elizabeth Kluegel, soprano
- ◆ **July 9** Jamie Turner on glass harmonica
- ◆ **July 23** Larissa Smith, classical pianist

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



Elizabeth Kluegel is scheduled to perform June 18.

Encores for Their Energy

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series ended 2002 with a traditional Christmas program by Nick and Mary Greanias and friends, performing for the fourth consecutive year music from a multitude of religions and faiths. They were joined in the holiday salute by the women's ensemble, Venus d minor, and the men's ensemble, The Men's Glee Club.

To ring in the New Year, Venezuelan singer Gabriel Alejandro Martinez and his band offered a rousing selection of original songs combining Latin sounds with Pan-American beats. Mr. Martinez combined range and diversity and his romantic ballad encore was received enthusiastically.

Classical pianist Alan Mandel played colorful selections by Bach, Chopin and Beethoven. The American University music professor and artistic director of the Washington Music Ensemble demonstrated a powerful keyboard tech-

nique and his rousing encores included Paul Pratt's *The Hot House Rag* and Zez Confrey's *Kitten on the Keys*.

To celebrate Black History Month, drummer C. Anthony Bush and his band (John Hicks, piano; John Stubblefield, tenor sax; Donnie West, bass; and Richard Smith, vocalist) performed a selection of gospel and jazz music. Billed as "gospel jazz," or jazz interpretations of sacred music, their selections communicated the spirituality of love on many levels: spouse, family, friends and mankind. The audience's applause prompted an encore. ■



Pianist Alan Mandel.

The author is a computer specialist in the Executive Secretariat.

Photos courtesy of Caryl Traten Fisher



The women's ensemble, Venus d minor.



The men's ensemble, The Men's Glee Club.

Education & Training

Transition Center	May	June	Length
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Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the FSI Schedule of Courses on the Department of State's Intranet at <http://fsiweb.fsi.state.gov>. FY 2003/2004 dates are now available in the online catalog. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI.

Security

SOS: Security Overseas Seminar (MQ911)	5,12	9,23	2D
ASOS: Advanced Security Overseas Seminar (MQ912)	20	3,17	1D
TDY SOS: Security Overseas Seminar (MQ913)	5,12	9,23	1D
YSOS: Youth Security Overseas Seminar (MQ914)		10,24	1D

Foreign Service Life Skills

Regulations, Allowances & Finances (MQ104)		25	3D
Deputy Chief of Mission Spouse (MQ110)		16	3D
Making Presentations: Design to Delivery (MQ111)		17	3D
Explaining America (MQ115)	10		1D
Protocol & U.S. Representation Abroad (MQ116)	10	21	1D
Going Overseas Without Children (MQ200)	17		0.5D
Singles in the Foreign Service (MQ203)	03		0.5D
Going Overseas for Families (MQ210)	17		0.5D
Going Overseas—Logistics for Adults (MQ220)	17		2.5H
Going Overseas—Logistics for Children (MQ230)	17		2.5H
Young Diplomats Day (MQ250)		23	1D
Post Options for Employment and Training (MQ703)		5	1D
Targeting the Job Market (MQ704)		3	2D
Long Distance Relationships (MQ801)		14	0.5D
Communicating Across Cultures (MQ802)	30		1D
Realities of Foreign Service Life (MQ803)		7	1D
Legal Considerations in the Foreign Service (MQ854)	28		2.5H
Overseas Health Concerns (MQ857)		11	2.5H
Emergency Medical Care and Trauma Workshop (MQ915)	28	28	1D

Transition Center	May	June	Length
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Career Transition Center

Retirement Planning Seminar (RV101)		17	4D
Financial and Estate Planning (RV103)	1	19	1D
Annuities & Benefits and Social Security (RV104)		18	1D

School of Language Studies

Increased language enrollments due to the Secretary's Diplomatic Readiness Initiative have required FSI's School of Language Studies to change class schedules. Classes are being run in double sessions. The morning session may begin as early as 7:30 a.m. and the afternoon session may end as late as 5:30 p.m.

FasTrac Distance Learning Program, Learn at Your Own Pace, When and Where You Want

FSI is accepting applications for the FasTrac distance learning program. All State Department employees, FSNs and EFM's are eligible. FasTrac offers over 1,800 courses covering numerous topics. Training is conducted online through the Internet and the Department's Open Net. Students may complete courses for inclusion on their official FSI transcript or take a course module they need to "get the job done." Course lengths vary from two to eight hours and knowledge preassessments may shorten learning plans. To view the complete FasTrac catalog, visit the FasTrac web site at <http://fsi.state.gov/courses/distlern/fastrac/default.asp>. For additional information, please contact the Distance Learning Coordinator at the Office of the Registrar, (703) 302-7497.

Length: H = Hours, D = Days

For additional information, please contact the Office of the Registrar at (703) 302-7144.

PERSONNEL ACTIONS

Civil Service Retirements

Adams, Sheryl Ruth	Gilligan, Brian A.	Palak, Richard G.
Aurilia, Anthony Neil	Gravett, Leonard L.	Parker Jr., Lloyd J.
Billings, Mary Helen	Harden, Colleen B.	Pratsch, Lloyd W.
Brawner, Amelia C.	Hug, Kathleen	Reynolds, Mary J.
Crain, Maggie D.,	Jacobs, Rosalee N.	Rippe, Conrad M.
Cross, Gloria J.	Jones, Delores L.	Sheerin, John C.
Dannheisser, Ralph	Lowell, William J.	Urman, Stephen C.
Dario, Eimo K.	Machak Jr., Frank M.	Wallin, Leroy A.
Deering, John S.	Marcuse, Gisela	Whiting, Albert A.
Everett, Donna M.	Monte-White, Kay J.	Williams, Anita K.
Famili, Catherine A.	Murray, Christine	Williams, Wesley
Ferebee, Nancy L.	Naylor, Marshall A.	
Freeman, Carol A.	Nicholas, James A.	

Foreign Service Retirements

Bindenagel, James D.	Locke, Carol J.
Bradley, Robert D.,	Pazina, Susan L.
Burchfield Sr., Timothy W.	Richards, Anthony Joseph
Crowell, William G.	Rittenhouse, David M.
Curry, Valerie P.	Schollaert, James T.
Dearborn, Douglas B.	Shoupe, Richard A.
Ford, William W.	Tickner, Timothy W.
Iverson, Steven W.	Vandenbroucke, Lucien S.
Kaeuper, David H.	Vieira, John A.
Kurakane, David	Weston, Thomas Gary

APPOINTMENTS



Special Envoy for Holocaust Issues. Randolph M. Bell of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the Special Envoy for Holocaust Affairs. He directed the Office of Austria, Germany and Switzerland Affairs from 2000 to 2002 and the Office of United Kingdom, Ireland and Benelux Affairs from 1996 to

1999. Mr. Bell was director of the Office of Russian and Eurasian Affairs from 1993 to 1996. He headed the political section in Brussels from 1989 to 1993 and the political-economic section in Prague from 1985 to 1988. Earlier in his career he was posted to Frankfurt, Prague, Vienna and to the Operations Center in Washington, D.C. Mr. Bell and his wife Karla Marianne have one son.



U.S. Ambassador to the Republic of Liberia. John W. Blaney III, a career member of the Senior Foreign Service, class of Minister-Counselor, is the U.S. Ambassador to the Republic of Liberia. He was deputy chief of mission in Pretoria from 1999 to 2002 and country director for Southern Africa from 1995 to 1999. He was designated deputy U.S.

Representative to the U.N. Economic and Social Council in 1993 and headed the political section in Moscow from 1988 to 1991. Mr. Blaney was an officer in the U.S. Army in the early 1970s. He and his wife Robin have two daughters.

Assistant Secretary for Verification and Compliance.

Paula A. DeSutter is the assistant secretary of the Bureau of Verification and Compliance. She served for more than four years as a member of the professional staff of the U.S. Senate Select Committee on Intelligence. She was staff liaison to Senator Jon Kyl and was responsible to the full committee for legislation and oversight of intelligence collection, analysis and activities related to proliferation, terrorism, arms control, the Persian Gulf States, India, Pakistan, China and Afghanistan. Earlier, Ms. DeSutter held positions in the Verification and Intelligence Bureau in the U.S. Arms Control and Disarmament Agency.

U.S. Ambassador to Mexico. Tony Garza, former railroad commissioner and secretary of state of Texas, is the new U.S. Ambassador to Mexico. He was elected Texas railroad commissioner in 1998. Prior to his election he was a partner in the Austin office of Bracewell & Patterson, L.L.P., a Houston-based law firm. In 1994, Mr. Garza was appointed secretary of state and senior adviser to the governor of



Texas by then-governor George W. Bush and held the position for three years. As senior adviser, he served as the state's lead liaison on border and Mexico affairs on issues of free trade, the environment and other border-specific concerns. In 1988, Mr. Garza was elected county judge in Cameron County, Texas, working on a number of border-related issues,

including seeking approval and overseeing completion of a second international bridge. He served as county judge until 1995.



U.S. Ambassador to the Republic of Guatemala. John R. Hamilton, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Guatemala. He was U.S. Ambassador to Peru from 1999 to 2002 and principal deputy assistant secretary in the Bureau of Western Hemisphere Affairs from 1998 to

1999. Mr. Hamilton directed the Office of Central American and Panamanian Affairs from 1992 to 1996 and served as chief of the political section in San Jose from 1989 to 1992 and in Lima from 1986 to 1989. He also held posts in Spain, Mexico, Greece and Washington, D.C. Before joining the Foreign Service in 1970, Mr. Hamilton served on active duty in the U.S. Navy Reserve in the Western Pacific. He and his wife Donna, a retired Senior Foreign Service officer, have two daughters.



Assistant Secretary for Consular Affairs. Maura Ann Harty of Florida, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new assistant secretary for Consular Affairs. She was the executive secretary of the Department from 2001 to 2002 and principal deputy assistant secretary for Consular Affairs in the

Office of Citizen Services from 1999 to 2001. Ms. Harty was U.S. Ambassador to Paraguay from 1997 to 1999. In 1995, she was deputy executive secretary of the Department and went on to serve as executive assistant to Secretary Warren Christopher. In 1994, she was managing director of the Directorate of Overseas Citizens Services, where she created the Office of Children's Issues, an office that focused attention and resources for the first time on the tragic problem of international parental child abduction. Ms. Harty

APPOINTMENTS

has also served in Madrid, Bogota and Mexico City. She is married to James F. Larner.



U.S. Ambassador to the Republic of Cyprus. Michael Klosson, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Cyprus. He was U.S. Consul General in Hong Kong from 1999 to 2002 and principal deputy assistant secretary for Legislative Affairs from 1996 to 1999. He was deputy chief of mission

at the U.S. Embassy in Stockholm from 1990 to 1993 and in The Hague from 1993 to 1996. From 1987 to 1990, Mr. Klosson directed Secretariat staff in the Office of the Secretary. He was deputy director of the Office of European Security and Political Affairs in the Bureau of European Affairs from 1984 to 1987. He has also served at the American Institute in Taipei. Mr. Klosson and his wife Bonita, a recently retired Foreign Service officer, have two daughters.



Assistant Secretary for Arms Control. Stephen G. Rademaker, former chief counsel to the Select Committee on Homeland Security of the U.S. House of Representatives, is the assistant secretary for Arms Control. He has held positions on the staff of the House Committee on International Relations for most of the previous decade. He was deputy

staff director and chief counsel from 2001 to 2002, chief counsel from 1995 to 2001 and minority chief counsel from 1993 to 1995. In those positions, Mr. Rademaker played a key role in developing the committee's legislative and oversight agenda. From 1992 to 1993, he was general counsel of the Peace Corps. He held a joint appointment as associate counsel to the President and as deputy legal adviser to the National Security Council from 1989 to 1992, providing legal advice to the President on foreign assistance, arms control, war powers, intelligence, export control, counter-narcotics, international environment and economic matters. Mr. Rademaker is married and has three children.

U.S. Representative to the U.N. Commission on the Status of Women. Ellen R. Sauerbrey, former minority leader of the Maryland House of Delegates and the 1994 and 1998 Republican nominee for governor of Maryland, is the new U.S. Representative to the U.N. Commission on the Status of Women, with the rank of ambassador. President Bush appointed her to represent the United States at the



March–April 2001 session of the U.N. Commission on Human Rights. She also served on delegations to the July 2002 Economic and Social Council and the fall 2002 U.N. General Assembly. Ms. Sauerbrey represented her northern Baltimore County district in the House of Delegates from 1978 to 1994, serving as minority leader from 1986 to 1994.

She chaired the American Legislative Exchange Council, the largest voluntary membership organization of state legislators, from 1990 to 1991. In 1970 she was a district manager of the U.S. Census. She and her husband Wil live on a farm in Sweet Air, Md.



Assistant Secretary for Diplomatic Security and Director of the Office of Foreign Missions. Francis X. Taylor of Maryland, former coordinator for Counterterrorism, is the new assistant secretary for Diplomatic Security and director of the Office of Foreign Missions, with the rank of ambassador. Prior to joining the Department in 2001, Mr. Taylor

was a career officer in the U.S. Air Force, serving in a number of command and staff positions and rising to the rank of brigadier general in 1996. From 1996 to his retirement in 2001, Gen. Taylor headed the Air Force Office of Special Investigations in the Office of the Secretary of the Air Force Inspector General. From 1995 to 1996, he directed special investigations in that office. He served as director of mission guidance in the Office of Special Investigations at Bolling Air Force Base, Md., from August 1994 to 1995. From 1990 to 1994, he headed two Air Force offices of special investigations at higher headquarters and overseas bases. He was deputy commander of the 487th Combat Support Group from 1988 to 1990. He and his wife Constance have three children.

U.S. Ambassador to the Republic of Burundi. James H. Yellin, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Burundi. He directed the Office of Central African Affairs from 1999 to 2002 and was deputy to the President's special envoy to Africa's Great Lakes region from 1999 to 2001. Mr. Yellin was deputy chief of mission at the U.S. Embassy in Bujumbura from 1995 to 1999 and economic section chief in Rabat from 1994 to 1995. He was chief of the political section in Algiers from 1991 to 1994. Mr. Yellin has also served in Lubumbashi, Beirut and Paris.

O B I T U A R I E S

Virginia Dolan Bingham, 73, a former Foreign Service employee, died of cancer Dec. 29 in Sarasota, Fla. She joined the Foreign Service in 1951 and served in Rome and Saigon, where she met Wade Bingham, a CBS news correspondent based in Tokyo. They married in Tokyo and Mrs. Bingham worked for the U.S. Embassy there. She left the Foreign Service when she and her husband returned to the United States and settled in California.



Margaret Marie "Peggy" Higgins-Tagis, 74, a retired Foreign Service nurse practitioner, died Oct. 4 in Oakmont, Pa. Before joining the State Department, she was a project director for the World Health Organization in Nepal and India. She served with the Department in Kabul, Bangkok, Tegucigalpa, Belgrade, Bucharest, Monrovia,

Nouakchott and Jakarta.

Norma Jaeger, 68, a retired Foreign Service secretary, died Nov. 12 in Alexandria, Va., after a long battle with cancer. She served in Germany, Switzerland, Guyana, New Zealand, Moscow, Taiwan, Papua New Guinea, India, Turkey, the United Kingdom and France.

Ralph Anson Jones, 84, a retired Foreign Service officer, died Feb. 10 in Nazareth, Pa. He served in Chile, Brazil, Poland, Thailand, Germany, Spain, the Soviet Union and Kenya. During the 1950s, Mr. Jones was deputy director of the Office of U.S.-USSR Exchanges at a critical time in U.S.-Soviet relations. He served as a U.S. Army officer in the Pacific Theater during World War II.

Edward M. Korry, 81, former U.S. Ambassador to Ethiopia and Chile, died Jan. 29 of cancer at home in Charlotte, N.C. A journalist by profession, he was a correspondent for United Press after World War II and European editor for *Look* magazine. President Kennedy appointed Mr. Korry ambassador to Ethiopia in 1963 and President Johnson named him ambassador to Chile in 1967. President Nixon asked him to stay on.



Maria Cristina Gomez Mazuera, the senior Foreign Service National employee in the consular section's American Citizen Services unit in the U.S. Embassy in Bogotá, died Oct. 12 of cancer. Ms. Gomez served the embassy for 33 years. Mary Ryan, former assistant secretary for Consular Affairs, recognized her in June 2002 for outstanding service to American citizens. In 1996, she was FSN of the Year from the Bureau of Western Hemisphere Affairs.



Helen A. Mendes, 81, a retired State Department employee, died Dec. 9 at Cape Cod Hospital near her home in West Yarmouth, Mass. She joined the Department during World War II and worked in the visa division in the State Department's Boston passport office. Later, she transferred to the field office of the Bureau of Diplomatic Security, where she worked as an operations assistant until her retirement in 1972. She was married to Joseph Mendes Jr., who died in 1985.

Yvette Paule Francoise LeDain Munn, 75, wife of retired Foreign Service officer Lewright Munn, died Dec. 18 of cancer at home in Reston, Va. Born and raised in France, Mrs. Munn met her future husband, a next-door neighbor to her aunt, on a trip to Washington, D.C., in 1947. The couple corresponded even after Mrs. Munn returned to France upon the death of her father. When Mr. Munn was assigned to Bremen, they were married soon afterwards in the Bremen mayor's office in 1951. Mrs. Munn accompanied her husband on assignments to Athens, Tripoli, Lebanon, Palestine, Germany, India, Argentina, China, Korea, Thailand and South Vietnam. After her husband retired in 1975, the family settled in Reston.

Maxwell Rabb, 91, U.S. Ambassador to Italy from 1981 to 1989, died June 9, 2002, in New York City of injuries related to a fall while he was walking to his Manhattan law office. Secretary to the cabinet under President Eisenhower, Mr. Rabb served as a presidential envoy on a variety of international missions over the course of a long, influential career in and out of government. He is credited with negotiating the release of Americans held for espionage in East Germany in the 1960s and arranging the sale of AWACS to Saudi Arabia during the 1980s. Mr. Rabb was a representative to the World Bank's

O B I T U A R I E S

International Center for the Settlement of Investment Disputes and a member of the Presidential Advisory Panel on South Asian Relief Assistance. He was of counsel to the firm of Kramer, Levin, Naftalis & Frankel at the time of his death.

William W. Sabbagh, a retired Foreign Service officer, died Dec. 25 in Baton Rouge, La. He served in Geneva, Dublin and Guadalajara before retiring in 1973.



Charles G. Stefan, 82, a retired Foreign Service officer, died Jan. 30 in Gainesville, Fla. After serving as an intelligence officer in the U.S. Army during World War II, Mr. Stefan joined the Foreign Service and was assigned to Belgrade, where he was among the first to predict Yugoslavia's break with the Soviet Union. After a tour in

Frankfurt, he served under Ambassador Charles "Chip" Bohlen in Moscow from 1954 to 1957. He opened the U.S. Mission to Bulgaria in 1960 and also served in Mexico, Paraguay and Geneva, where he participated in the negotiations of the Helsinki Human Rights Accords in 1973. He retired in 1975.



James R. Todd, 82, a retired Foreign Service officer, died Jan. 3 in Red Bank, N.J. One of the first African Americans in the Foreign Service, Mr. Todd served as a consular officer in Cairo, Tel Aviv, Salzburg, Jakarta, Vienna, Fort Lamy (now N'Djamena), Lusaka, Lagos, Frankfurt, Bridgetown, Karachi and Madras. He retired to Red Bank

in 1980 and helped his wife, Norma direct a local food distribution program.

Daroslav "Darry" Vlahovich, 86, a retired Foreign Service officer, died Nov. 25 in Hartford, Conn. After graduating from high school in Union City, N.J., Mr. Vlahovich traveled to Yugoslavia to pursue a degree in medicine. His studies were interrupted in 1941 when the Germans invaded Belgrade. Returning to the United States, he joined the Army Air Corps and became a highly decorated pilot flying B-24 and B-17 bombers over Europe. When he returned to Belgrade after the war to continue his studies, he was denied readmission. Mr. Vlahovich worked as a translator at the U.S. Embassy in Belgrade before joining the Foreign Service. He served in Warsaw, Kuala Lumpur, Frankfurt and Winnepeg before retiring in 1976.



Mary Voultzos, a retired Foreign Service secretary, died Jan. 5 after a brief illness in Worcester, Mass. She served in Pakistan, Belgium, Nigeria, Brazil, Germany, Hungary, Israel, the United Kingdom, Greece, East Pakistan (now Bangladesh) and Berlin. After retiring, Ms. Voultzos wrote a series of books and articles on Greek immigration to the United States.



E. Margaret "Peggy" Wiener, 86, wife of retired Foreign Service officer Ernest G. Wiener, died Jan. 21 from complications of heart disease in Key Biscayne, Fla. Married 58 years, the couple served together overseas in Berlin, Frankfurt, Bonn, Vienna, Moscow and Brasilia. Their daughter Joan is married to Richard H. Jones, U.S. Ambassador to Kuwait.

In the Event of Death

Questions concerning deaths in service should be directed to the Employee Services Center, the Department's contact office for all deaths in service: Harry S Truman Building, Room 1252, Department of State, Washington, DC 20520-1252; (202) 647-3432; fax: (202) 647-1429; e-mail: EmployeeServicesCenter@state.gov.

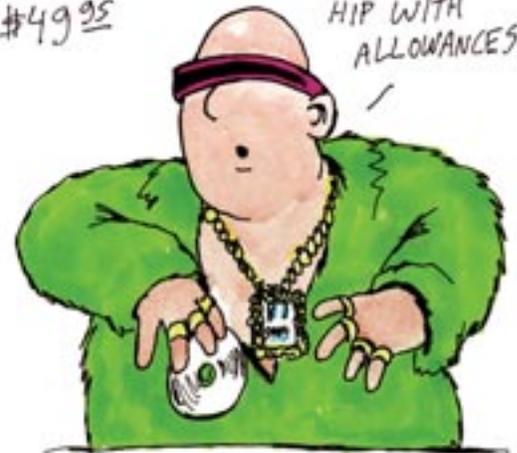
Questions concerning the deaths of retired Foreign Service employees should be directed to the Office of Retirement at (202) 261-8960, Retirement@state.gov.

Questions concerning the deaths of retired Civil Service employees should be directed to the Office of Personnel Management at (202) 606-0500, <http://www.opm.gov>.

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