

UNITED STATES DEPARTMENT OF STATE

April 2001

# State

Magazine

*President  
Praises  
'the Troops'*



# Contents

Department of State • United States of America



Gathering information at the visa center.

## 7 Post of the Month: Mongolia

History unfolds along the Old Silk Road.

## 11 Office of the Month: Special Negotiations

This negotiator's role is special indeed.

## 15 State After Dark

For some employees, lunch break is at 3 a.m.

## 20 Passport, Visa Centers

New England centers exploit new technology.

## 23 Spouses Find Work Overseas

With planning, spouses can find jobs in their field.

## 25 FLO Unveils Latest Jobs Book

New resource guide gives tips on job searches.

## 26 Secretary Tours Foreign Service Institute

FSI visit underscores that diplomacy begins with training.

## 28 Open Forum

Former Defense secretary calls for changes.

## 34 Diplomats Need More Than Diplomacy

To succeed, diplomats must be leaders and managers.



Mongolian in native dress with local transportation.

### C O L U M N S

2 From the Secretary

6 Direct from the D.G.

### D E P A R T M E N T S

3 Letters to the Editor

4 In the News

30 Medical Report

31 People Like You

32 Obituaries

36 Personnel Actions



### On the Cover

President Bush visits State.

Photo by Michael Gross



## FROM THE SECRETARY

SECRETARY COLIN L. POWELL

# President Delivers on Promise

President Bush got a warm reception here but the value of his visit went well beyond cheers and applause in the C Street lobby. In the Benjamin Franklin Room, the President attended graduation ceremonies of our newest Foreign Service class and in the Bureau of Western Hemisphere Affairs he got a briefing on Mexico from five mid-level officers. I was glad he got both a good look at the Department's future and a sense of how serious we are about giving our line officers responsibility.

The President told me he was impressed by what he saw and heard. But I think all of us were impressed by the President. In his remarks, he offered a brief but serious treatment of national security issues. And the promise he made—his affirmation that he was going to be State's "domestic constituency"—was warmly received.

It's a promise the President has already delivered on. State operations won a 17 percent increase in this budget even as other departments faced cutbacks.

As all of you know, I've taken these increases to the committees on Capitol Hill. Here's what they will mean:

- More than 360 new hires in the Foreign Service and Civil Service. With long-vacant slots filled, essential personnel can be freed up to help with training for the first time in years.
- \$270 million will get everyone Internet access and deliver a secure cyber system to our overseas posts. (Hard as it is to believe, many of those bureaus didn't have a classified means of communicating with Main State or each other.)
- \$126 million to fund American and Foreign Service National pay raises, cost-of-living adjustments and offsets to domestic and overseas inflation.
- \$63 million for support of overseas bureaus by restoring equipment and vehicles and by making FSN wages competitive.
- \$665 million for embassy construction, plus 185 additional security personnel as well as 51 new diplomatic security agents. New embassies and a safe environment in our existing ones are a priority.

Members of Congress have been very responsive to the case we have made for these increases. Their support—and President Bush's—means we can make long strides this year towards bringing "the bestest" and "the mostest" to the front lines of diplomacy. ■

## Vienna Responds

In your January feature on the International Organizations Bureau, which included the U.S. Mission to UN System Organizations in Vienna, you overlooked the Vienna mission's top priority: promoting U.S. national security through the nonproliferation activities of the International Atomic Energy Agency.

In cooperation with our colleagues in Washington, we are helping the IAEA develop a global regime of strengthened nuclear safeguards designed to detect and deter a clandestine nuclear program such as the one undertaken by Iraq before the Persian Gulf War. We have also been working with the Provisional Technical Secretariat of the Comprehensive Nuclear Test Ban Treaty Organization to develop the infrastructure needed to verify a global ban on nuclear explosions.

As you reported, we are closely engaged with UN agencies in Vienna to promote nuclear safety, fight international crime and narcotics trafficking and advance U.S. interests in international trade and space issues.

In your sidebar on the UN Commission on International Trade Law, you mistakenly assigned Foreign Service officer Kit Traub to that organization. While he covers the commission, he is a member of our mission.

### Laura Kennedy

*Acting U.S. Representative  
U.S. Mission to UN System  
Organizations  
Vienna*

### Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at [statemagazine@state.gov](mailto:statemagazine@state.gov).

## From Our Neighbors to the North

The sad fact is we don't have a departmental employee magazine, only a newsletter, *Bout de Papier*, published by the Professional Association of Foreign Service Officers, which only goes to members of that organization.

We realize that our organization needs to improve its internal communications by communicating with employees on departmental matters. One of the challenges has been the dearth of vehicles to transmit information. We do not have a staff magazine and much of the communicating we do is through e-mail broadcast messages. But e-mail overload is a

common complaint and "automatic delete reflex" is an illness for which we have yet to find a cure.

So now's the time for us to cast our eyes elsewhere and learn from best practices. We have been greatly impressed with *State Magazine* and believe it could serve as a useful model. Our audiences are alike and our areas of interest similar. We too want to inform, engage and present opportunities for dialogue.

### Carol Bujeau

*Acting Deputy Director  
Communication Programs and  
Outreach  
Department of Foreign Affairs and  
International Trade  
Ottawa, Canada*

## From the Editor

A new word has slipped into the Department's vernacular. When President Bush made his first visit to State during National Security Week in February, Secretary Powell proudly introduced him to "the troops of the State Department." We're likely to hear the term "troops" used often as the Secretary takes his message to the Congress and American people that diplomacy is the nation's first line of defense. The President said as much when he told employees who packed the C Street lobby that "You resolve a crisis before a shot is fired."

Language, we recognize, is nothing more than symbols. The more familiar the symbols, the clearer the message. More people are likely to know someone in uniform than in the Foreign Service. Thus the Department is wise to begin aligning its message to correspond with its mission. By doing so, the new vocabulary may prove more than just an exercise in semantics.

Our posts, as the Secretary has acknowledged, are far-flung. Mongolia, our Post of the Month, is a prime example. Symbols of endless desert, nomads, camels, goats and yaks are familiar from our history books. The ancient and the modern merge in this unfolding drama along the Old Silk Road. I encourage you to read this article as well as our Office of the Month, Special Negotiations.

Like New York, the State Department never sleeps. In this month's issue you'll meet some of the men and women who keep the Department's lamps burning. The graveyard shift may not be for everybody, especially if you don't fancy having your lunch at 3 a.m. Welcome to State after dark.

With planning, spouses can find meaningful work overseas. The Family Liaison Office, which has traditionally focused on finding work for spouses within the mission, is now exploring ways for them to find gainful employment beyond the embassy and consulate. If a pilot project in Mexico is successful, it will be expanded to other countries.



# President Praises Employees' Sacrifice, Commitment

By Paul Koscak

President George W. Bush marked National Security Week by visiting the State Department to thank employees for promoting American values and traditions abroad and for being the nation's first line of defense.

"You do so much to sustain America's position in the world; so much to foster freedom in the world and for that we are grateful," the President told hundreds of employees who packed the C St. entrance.

Secretary Colin Powell, who joined his boss at the podium, said that after the President's recent visits to the troops at Ft. Stewart, Ga., Norfolk, Va. and the West Virginia National Guard in Charleston, National Security Week was a fitting occasion to visit "the troops of the State Department."

The audience roared with applause.

The President recognized much of the unsung work quietly performed by both Civil Service and Foreign Service employees. "You solve the problems before they become headlines," he said. "You resolve a crisis before a shot is fired. And when tragedy or disaster strikes, you're often the first on the scene."

He said the long row of flags adorning the C St. entrance and representing the nations the United States maintains diplomatic relations with is a constant reminder that the work of the Department never ceases.

"It's sometime said that the State Department is one of the few federal departments that has no domestic constituency," President Bush continued. "Well, whoever said that was wrong. Let me assure you that between me and Secretary Powell you do have a constituency."

The President also outlined his vision for America's foreign policy, calling for close ties with our European allies, engaging Russia and China with "patience, principle and consistency" and increased trade in Africa. He predicted a more prosperous Western hemisphere "from the Arctic to the Andes to Cape Horn," and a "clear, constant and vital foreign policy." He envisioned "a century of the Americas" and a strong partnership with Mexico with an emphasis on fighting drug trafficking and organized crime.

"America will set its own priorities so they're not set by our adversaries with the crisis of the moment," he said.

During his visit, President Bush addressed the 100th graduating class of Foreign Service officers in the Ben Franklin Room. The occasion, broadcast to more than 10,000 State employees in Washington and another 37,000 at 250 posts worldwide, marked the first time in memory that a President has presided at a graduation of Foreign Service officers and specialists. ■



Photo by Ann Thomas

*The author is a writer-editor for State Magazine*

## Once Again, Department Surpasses CFC Goal

The Department of State has surpassed its 2000 Combined Federal Campaign goal of \$1.6 million, according to the Office of Employee Relations, which coordinates the annual drives.

Employees pledged more than \$1.665 million, an increase of 7 percent over 1999's contributions. The number of employees participating in the campaign also increased—by 9 percent—officials said.

The Department has exceeded its campaign goals for four of the past five years, earning the coveted Pacesetter Award from the National Capital Area Combined Federal Campaign. Former Transportation Secretary Rodney Slater chaired the 2000 campaign. An award ceremony officially recognizing individual bureaus and campaign workers was scheduled for late March.

## Secretary Relaxes Restrictions

Retirees can now enter certain areas of the Harry S Truman Building unescorted thanks to a revision in security policy by Secretary of State Colin Powell. Under the change, effective Feb. 12, retirees may visit the basement as well as the first and second floors with a temporary building pass. To visit other floors, they will still need an escort.

"I believe these revisions will properly balance security requirements with reasonable access to the more public areas of the building," Secretary Powell said. "I encourage you to stay in touch with your colleagues in the Department and to visit us frequently."

Retirees can use their normal credentials to obtain a temporary building pass. Those who require access to other parts of the building for official business must obtain a regular building pass. Applications for the passes can be obtained and submitted at the following union offices: American Federation of Government Employees, Room 1247, and the American Foreign Service Association, 2101 E St., N.W. Nonmembers should inquire at Diplomatic Security, Room 6316, or at the building pass office, B-226.

## Graduates Get Presidential Send-Off

The Foreign Service's centennial class launched their new careers with an inspiring send-off from President George W. Bush.

"You've just become part of the best diplomatic corps in the world," the President proclaimed. "I want you to remember that you'll be the image of America, the face and voice of her values....You'll represent the strength of America, our compassion and our humility. It's a high calling and a difficult one, and your country appreciates your work."

The President, who addressed the 37 graduates, their families and friends during National Security Week, said that as they go about their work with "little fanfare," most Americans will never hear about their successes. "The problem that is solved hardly makes the evening news."

Still, the President said, "our job is to support you as you sustain America's interests and ideals throughout the world."

President Bush made his remarks after Secretary of State Colin Powell formally led the swearing in of the 100th Foreign Service class since the Foreign Service Act of 1980. Just before the ceremony, Secretary Powell asked the graduates to applaud their families for raising, nurturing and supporting them.

There was a lighter moment.

"We teach 63 different languages at the Foreign Service Institute, so this should be easy," remarked an enthusiastic Ruth Davis, the school's director, as she gave a rousing, sermon-like introduction to the President. "But I don't think words can express our sincere delight with having the President of the United States with us....But I think, Mr. President, I need to give you fair warning that every junior class will be calling you to swear them in."

When President Bush stepped to the podium he quipped: "Ambassador Davis, you remind me of my mother!"

The room erupted in laughter.

Secretary Powell said of the graduates, "I know the day will come when we will greet them back here as career ministers and ambassadors. That is my hope and expectation."



President Bush congratulates newest members of the Foreign Service.

Photo by Michael Gross

## *Role of HR/EX Affects Entire Workforce*

This month I am pleased to introduce Ruben Torres, HR's executive director. Ruben keeps this bureau funded and running smoothly while also managing crucial Department-wide personnel information systems. Prior to joining HR/EX in 1999, he served as executive director of the Bureau of Finance and Management Policy and as the deputy executive director in the Office of the Inspector General.

Deputy Kaara Ettesvold and a hard-working team of personnel and information technology specialists support Ruben.

Although the core functions of most executive offices in the Department are similar, HR/EX also has a corporate role that affects the diplomatic readiness of the entire Department workforce. Ruben's staff must ensure that State gets the right people to the right place in a timely fashion, and that their records are correct and current.

Getting our employees and their families to their posts quickly and efficiently is critical to our ability to support our nation's foreign policy objectives. Working with FMP, HR/EX has brought the account that funds this travel "into the 21st century," providing better and faster service to our Foreign Service employees.

Ruben champions technology that reduces the flood of paper in our offices. One of his goals is to convert the files of every State Department employee into e-files, a project already under way. And his Records Management Center has been scanning the official personnel folders of Foreign Service officers for the past two years to create imaged files. Soon, employees with a password will be able to view their folders electronically from any unclassified Department computer anywhere in the world.

The Executive Office provided developmental and technical support for our pilot 360 Review and Resume Builder projects. The projects embrace the Overseas Presence Advisory Panel and McKinsey recommendations that the Department increase emphasis on leadership, management and career development. The 360 Review process is already available. The Resume Builder application (available soon on the HR Intranet web site) will replace the employee profile (PAR), enabling employees to tell their own career story.

The most challenging task facing HR/EX has been stabilizing and enhancing the Department-wide system that



Ruben Torres

tracks all personnel actions. You may know it as GEMS (Global Employment Management System). Working with the Bureau of Information Resource Management and many others at State, we are well on the way to making this the best tool it can be.

HR's new web site owes its design and much of its content to the creative information technology professionals in Ruben's shop. We wanted to make HR information and services easily accessible to all Department employees worldwide, and thanks to Ruben and his staff, we have succeeded. This web site, which is indexed by content and office, contains everything you ever wanted to know about Human Resources. It is an incredible resource for Department employees and human resource professionals alike. If you log on at <http://hrweb.hr.state.gov>, you'll see what I mean.

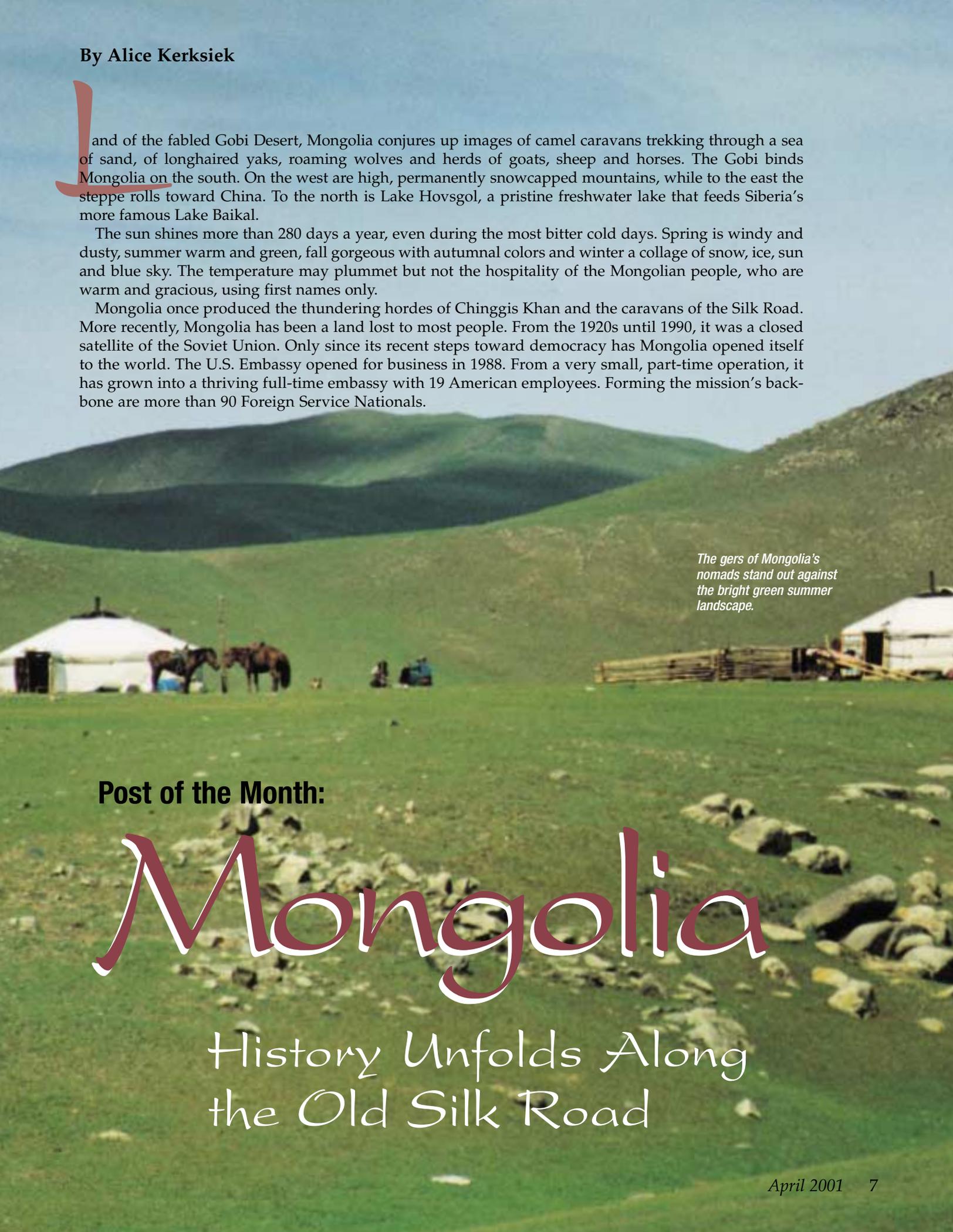
Next month, you'll meet Cee-Cee Cooper, director of our Office of Retirement. ■

By Alice Kerksiek

Land of the fabled Gobi Desert, Mongolia conjures up images of camel caravans trekking through a sea of sand, of longhaired yaks, roaming wolves and herds of goats, sheep and horses. The Gobi binds Mongolia on the south. On the west are high, permanently snowcapped mountains, while to the east the steppe rolls toward China. To the north is Lake Hovsgol, a pristine freshwater lake that feeds Siberia's more famous Lake Baikal.

The sun shines more than 280 days a year, even during the most bitter cold days. Spring is windy and dusty, summer warm and green, fall gorgeous with autumnal colors and winter a collage of snow, ice, sun and blue sky. The temperature may plummet but not the hospitality of the Mongolian people, who are warm and gracious, using first names only.

Mongolia once produced the thundering hordes of Chinggis Khan and the caravans of the Silk Road. More recently, Mongolia has been a land lost to most people. From the 1920s until 1990, it was a closed satellite of the Soviet Union. Only since its recent steps toward democracy has Mongolia opened itself to the world. The U.S. Embassy opened for business in 1988. From a very small, part-time operation, it has grown into a thriving full-time embassy with 19 American employees. Forming the mission's backbone are more than 90 Foreign Service Nationals.



*The gers of Mongolia's nomads stand out against the bright green summer landscape.*

**Post of the Month:**

# Mongolia

History Unfolds Along  
the Old Silk Road



Located in the northeastern part of Ulaanbaatar, the embassy occupies about two acres. Staff face many challenges, such as communication breakdowns, scarce recreational facilities, poor infrastructure and limited commodities. The extremes in climate (summer to winter temperatures can differ by almost 140 degrees Fahrenheit) cause problems in the embassy's day-to-day operations. But most Americans find that the beauty and fascination of Mongolia more than compensate for the difficulties.

A few short miles from the city, modern life gives way to the nomadic lifestyle of centuries past. Round, felt-covered tents called "gers" dot the landscape, interspersed with herds of cattle, goats, sheep and horses and the occasional camel or yak. The few existing roads end abruptly in the middle of nowhere. Anyone venturing out of the city is encouraged to take extra gas, at least two tires and a global positioning system. That said, you are never alone in the countryside. The nomads are very hospitable. They might not have the tire you need, but they will offer you a warm ger, food and interesting conversation. Unless you speak Mongolian, however, conversation consists

*Above, Ambassador John Dinger reviews the presidential guard. Below, enjoying the annual winter picnic are, from left, June Carmichael, Colette Baker, Alice Kerksiek, Mark Willis and Kristy Hogan.*



mostly of gestures, facial expressions and smiles. And they can always lend you a horse to ride to the nearest town, where you may find a tire.

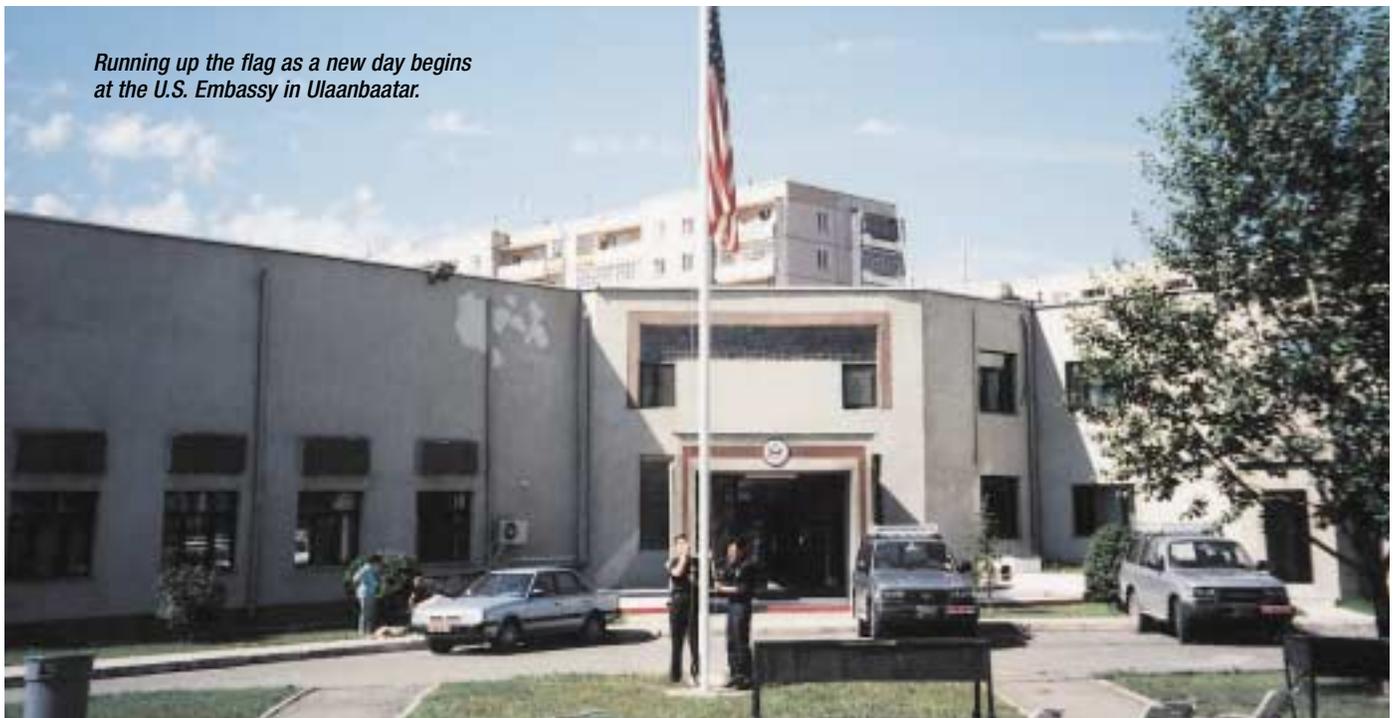
Almost a third of Mongolia's population lives in Ulaanbaatar, where cultural events reflect Russian influence. The ballet, opera and symphony, for example, now have a permanent place in Mongolia's culture. Both European and traditional Mongolian music is performed in many venues. New cafes and restaurants spring up overnight. In addition to the traditional mutton and dumplings, there is an ample variety of food from other countries. The circus and the wrestling palace offer yet another kind of entertainment. Wrestling is a national sport of Mongolia, along with archery and horse racing (the latter two are usually exhibited only in the summer). The city even has a bowling alley.

Democracy is only 10 years old, but the Mongolians have made great strides toward developing an open society. The embassy encourages and supports Mongolia in



*Foreign Service National employees enjoy the annual winter picnic. They are, front row, from left, Enkhbayar, Sukh, Gantulga, Gankhuleg; back row, Gantsogt, Battumur, Batbayar and Enkhtuvshin.*

its quest to build democratic institutions and a market economy. The political and economic staff cooperates with the government, nongovernmental organizations, private businesses and other missions in this endeavor. Political officers pay particular attention to human rights, law enforcement and transnational crime, women's issues and the environment. Free and fair elections have



*Running up the flag as a new day begins at the U.S. Embassy in Ulaanbaatar.*

*Counting the votes during the elections of July 2000.*



become the norm, and the people take their right to vote very seriously.

The economic and commercial staff promote policy reforms and advocate for American trade and investment. Mongolia is building a free enterprise system and is fast becoming one of the more open markets in the region. The government is reforming basic laws concerning investment, banking and accounting to strengthen the legal and financial environment for business. The economy remains overly dependent, however, on a few exports, especially copper and agricultural products. The challenge is to produce more finished goods, further develop mineral

resources and find new areas for growth. The U.S. Agency for International Development has numerous projects that promote privatization, rural development, export competitiveness and economic, financial and judicial reform.

Consular employees serve a growing number of Americans living, working and traveling in Mongolia and facilitate travel to the United States for an increasing number of Mongolians. The defense attaché works closely with the ministries of defense and justice and concentrates on peacekeeping, civil defense and border security. Off-duty activities include friendly marksmanship contests with Mongolian associates and Chinese and Russian counterparts. Public affairs staff conduct cultural and educational exchange programs that champion democracy and rule of law and private enterprise, and they work closely with Mongolian media to foster the principles of free and independent media, a very new concept in Mongolia. Young journalists appear to be embracing this concept eagerly.

Peace Corps volunteers work with local Mongolian agencies to provide technical assistance in education, health and the environment. Currently, there are 82 volunteers stationed in the country. Although the United States and Mongolia have known each other only a short while, the two countries are developing a remarkable friendship and discovering kindred spirits. The U.S. Embassy in Ulaanbaatar is proud to be part of this unfolding history. ■

*A monument to Gen. Sukhbaatar, founder of the Independent Peoples Republic of Mongolia in 1921, dominates Sukhbaatar Square. The opera house is in the background.*



*The author is the community liaison officer at the U.S. Embassy in Mongolia.*

## Office of the Month:

# Special Negotiations

## *Negotiator's Role Is Indeed Special*

By Jon Henick

**I**f ironing out age-old conflicts, negotiating peace or helping to secure the release of war prisoners sounds intriguing, working for the Office of the Special Negotiator might prove satisfying.

But for the many who have never heard of the office, the following chronology will help.

In 1991, when the Soviet Union broke up, 12 new independent states emerged, grabbing the headlines and attention of a world already captivated by the revolutions in the former Warsaw Pact countries and the fall of the Berlin Wall.

The breakup also grabbed the attention of State Department officials.

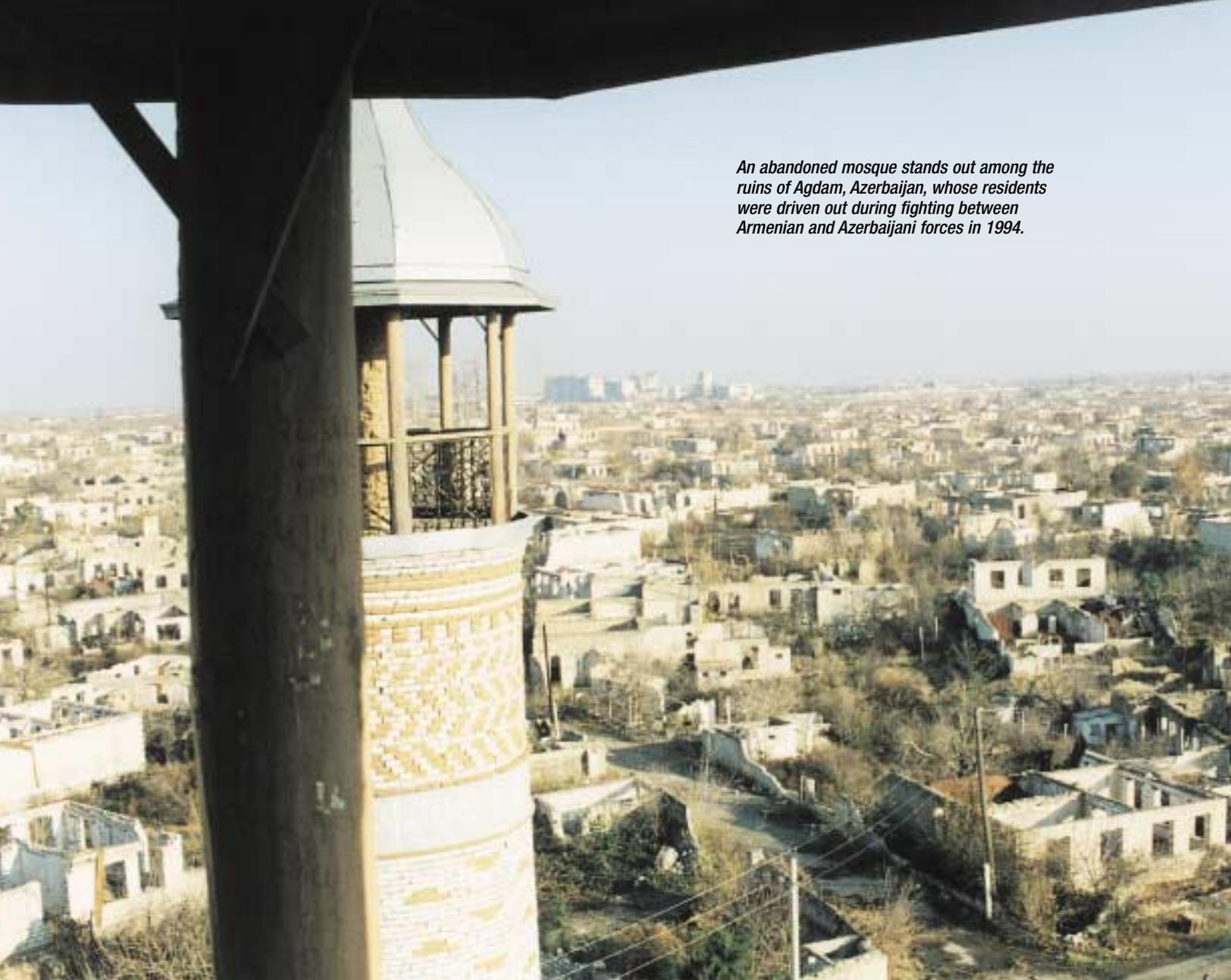
While the emergence of these nations created opportunities for democracy in regions freed from totalitarian

regimes, the absence of Soviet intervention also invited renewed ethnic strife and instability.

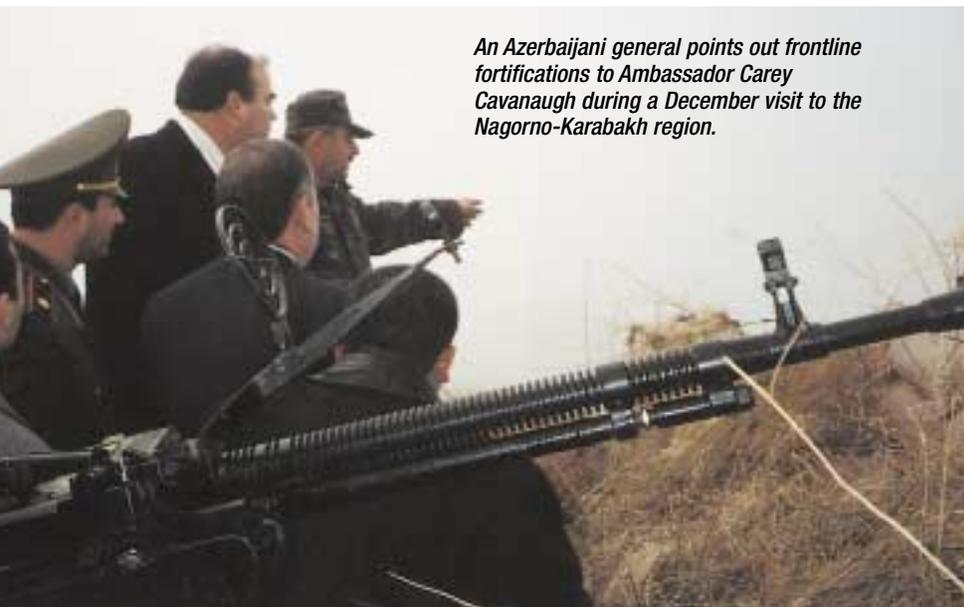
Those concerns proved real. Within two years, an Office of the Special Negotiator was formed to help defuse tensions in the Nagorno-Karabakh region of Azerbaijan. The conflict erupted in 1990 when the large Armenian community in that region, supported by troops from bordering Armenia, forced out the Azeri minority. These rebel forces seized control of Nagorno-Karabakh, captured large swaths of Azerbaijani territory and linked the occupied land to Armenia. In partnership with other nations concerned with the conflict, the special negotiator secured funding for demining, offered peace proposals and reinforced a cease-fire agreement.

Meanwhile, the office expanded its focus outside the Nagorno-Karabakh region and now is helping to mitigate conflicts in nearby Georgia, Moldova and Tajikistan.





*An abandoned mosque stands out among the ruins of Agdam, Azerbaijan, whose residents were driven out during fighting between Armenian and Azerbaijani forces in 1994.*



*An Azerbaijani general points out frontline fortifications to Ambassador Carey Cavanaugh during a December visit to the Nagorno-Karabakh region.*

U.S. efforts to promote peace when similar strife erupts throughout the globe have resulted in multiple special negotiators. For instance, the Department has Offices of the Special Negotiator for Cyprus, the Middle East and the Balkans.

Work in the Nagorno-Karabakh special negotiator office is typical of the other offices. It frequently keeps an action-oriented six-person team on the road to craft strategy and support negotiations at the highest levels.

Destinations include key European capitals as well as regions of conflict. The glamor offered by stops in London, Paris and Vienna is more than offset by travel to the self-anointed “capitals” of Stepanakert, Sukhumi and Tiraspol for negotiations with separatist leaders and warlords.

Photo by Ken Hillas



Photo by Brady Kiesling



Photo by Paul Koscak

Special negotiator staff Jessica LeCroy, left, senior adviser; Ambassador Carey Cavanaugh, special negotiator; Ken Hillas, deputy; Jessi Levine, Azerbaijani desk officer; and Jon Henick, adviser, review their region.

The diplomatic variables can be daunting. On the Nagorno-Karabakh issue, the United States is one of three leading nations, along with France and Russia, in the 12-nation Minsk Group, a coalition of nations dedicated to resolving that conflict. For the conflicts in Abkhazia and South Ossetia, republics along the Black Sea, the United States works as one of the Friends of the U.N. Secretary General. Each conflict demands a unique mix of special negotiators, envoys, leaders and states.

Conflict resolution is an integrated discipline of politics, security, economics, peacekeeping, human rights, refugee assistance and international law. The Department draws directly upon a dozen desk officers and the Bureau of European Affairs and frequently taps the services of other offices and bureaus.

The special negotiator also works with State's U.N. missions and U.S. Embassies to ensure that American policy is followed in this volatile region.

The hallmarks of those who join the special negotiator are diligence, ingenuity, persistence and a sense of adventure. Newcomers quickly realize that work here can take you from ornate presidential offices and grand negotiating halls directly to the frontlines. Working to halt cease-fire violations, the members of a team in the no-man's land between Armenian and Azerbaijani military forces were measured for flak jackets and issued helmets. They crossed a field freshly cleared of mines to bring local

political and military leaders from each side together to explore how to better manage the stalemate. The result: better understanding, new communications and a renewed commitment to protecting the lives of military personnel and civilians on each side.

And if that's not exciting enough, how about navigating treacherous mountain passes or crisscrossing conflict zones in questionably maintained Russian helicopters? Less dangerous, but equally emotional, are visits to squalid refugee camps and the remnants of cities and villages destroyed by the conflicts to assess damage to bridges, railroads and power lines to be restored if peace is achieved.

Public outreach is another important task. With Armenian-Americans numbering more than one million, there's strong domestic interest in U.S. policy and activities in Armenia and the surrounding region. Office staff travel coast-to-coast giving speeches in churches, universities and assembly halls and meeting community leaders. For many residents of Los Angeles, Detroit, San Francisco, Philadelphia and New York, developments in the Caucasus are front-burner concerns.

The same applies to Capitol Hill. The office faces a solid stream of requests for information from members of Congress and staff.

In summary, the Office of the Special Negotiator knows firsthand that successfully advancing U.S. policy doesn't require above-the-fold media coverage, but diplomats dedicated to the lofty objective of peace. It's a worthy goal that may dramatically improve the lives of millions. ■

*The author is an adviser in the Office of the Special Negotiator.*

# Human Resources' New Web Site Has the Answers

'The best serving the best' is now online.

By Jan Brambilla

The Bureau of Human Resources has launched a new Intranet web site with a wealth of data on HR issues and services. The Department's Foreign Service and Civil Service employees alike now have worldwide access to information about professional development, training and quality of life issues, along with commonly used forms and frequently asked HR questions.

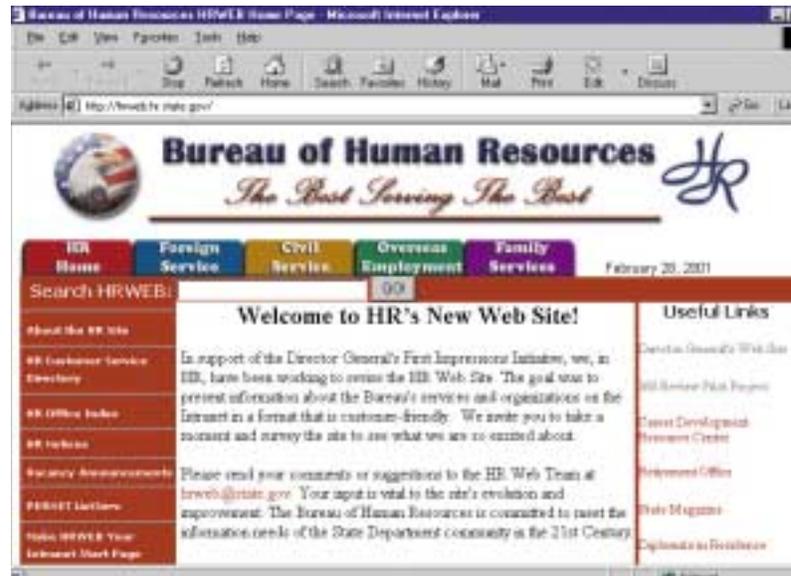
Although this web site was a product of HR's "First Impressions" initiative, to ensure that new employees have access to key information as soon as they arrive, long-time employees and HR professionals will benefit, too.

For many employees, knowing where to go for personnel information always has been frustrating. In response, the bureau redesigned its web site to include a search engine, access to information by office and function and a Customer Service Directory with the phone number, e-mail address and duties of every HR staff member. How can this web site help you? A few illustrations follow:

Do you use Metrochek? Are you thinking about retirement? Would you like to explore telecommuting? You will need to know if you qualify for these programs and you will need application forms. All necessary information is available on the HR web site under "Office of Employee Relations" or "Office of Retirement." You also can type "metrochek," "retirement" or "telecommuting" into the search bar on the HR home page and go directly to the information you need.

Is this your first time writing Foreign Service employee evaluation reports? Go to the Office of Performance Evaluation's web page to view a superb slide presentation on how to write a quality employee evaluation report, or EER.

Going overseas soon? Does your spouse want to pursue employment opportunities? Check out the Family Liaison Office's web page for job-hunting tools in the global economy and with the U.S. government. There are articles about job hunting and the Family Member



Employment Report as well as details about the Mexico City Pilot Employment Program for spouses. FLO's section also has the 2000 Childcare Report, which lists childcare options at U.S. Embassies and consulates abroad.

Ready to bid on your next assignment? Click on the Office of Career Development and Assignments web page, where you can use Bid Express to submit your bid list or make changes to your existing bid list. Once you receive your assignment notification and are working on the timing of your transfer, you can access all the information you will need to prepare for departure.

Are you interested in becoming a Diplomat in Residence? Consult the Recruitment, Examination and Evaluation (REE) web site for DIR contact information.

Future upgrades to the HR web site will include interactive personnel services, replacing paper-based forms for submitting requests for services and information, and the ability to update and make changes to personnel records, such as retirement and Thrift Savings Plan allocations.

The Bureau of Human Resources is committed to meeting the information needs of the State Department's workforce. HR welcomes feedback from its customers on subjects you would like to see featured on this site. Maintaining a web site is always a work in progress. Feedback from HR's customers is vital to the site's continued evolution and improvement. Please send your comments and suggestions to HRWEB@State.Gov. ■

*The author is a senior adviser in the Bureau of Human Resources.*

# State After Dark: Lunch at 3 a.m.

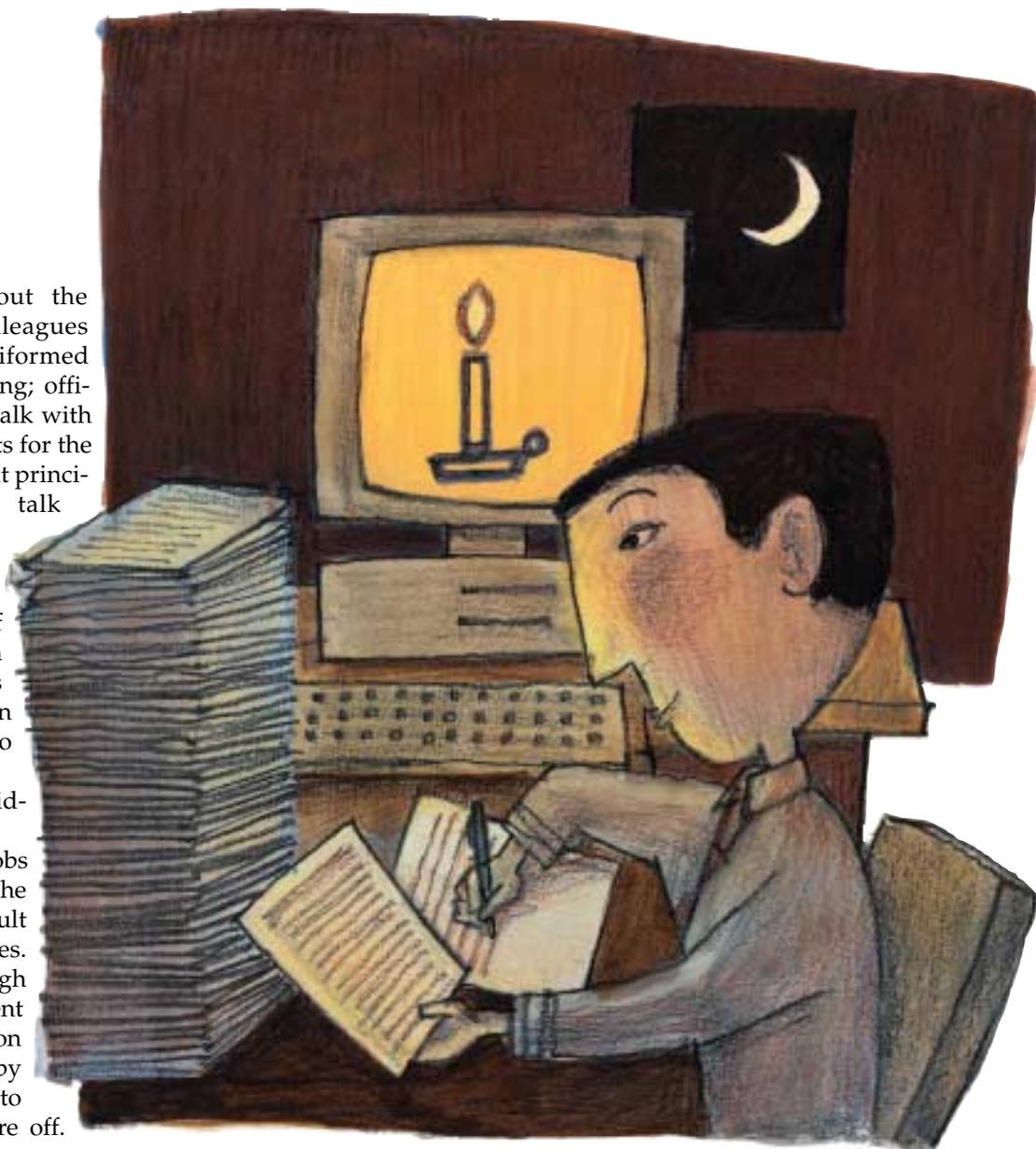
*It's 3 a.m. on a typical Sunday. You're likely to be sound asleep, in the middle of your weekend. Whatever your thoughts or dreams, it's unlikely they concern your job at the Department of State.*

**Story and Photos by  
Kelly Adams-Smith**

**Y**et, in offices throughout the Department, your colleagues are busy working. Uniformed guards patrol the building; officers at 24-hour watch centers talk with posts overseas and write reports for the Secretary and other Department principals; computer specialists talk embassy employees through new software programs; communicators distribute incoming cables; media resource staff scour the press for foreign affairs news; and analysts translate a surprise notification from Russia about its intent to dispose of nuclear weapons.

Welcome to State after midnight!

Few people even consider jobs that require midnight shifts. The odd hours would be too difficult for either them or their families. They would never get enough sleep. Still, the State Department is a 24-hour-a-day organization run two-thirds of the time by dedicated employees willing to work while their colleagues are off.



*Susan Elbow, senior watch officer in the Operations Center, prepares a message to be sent via pneumatic tube to the Secretary's staff.*



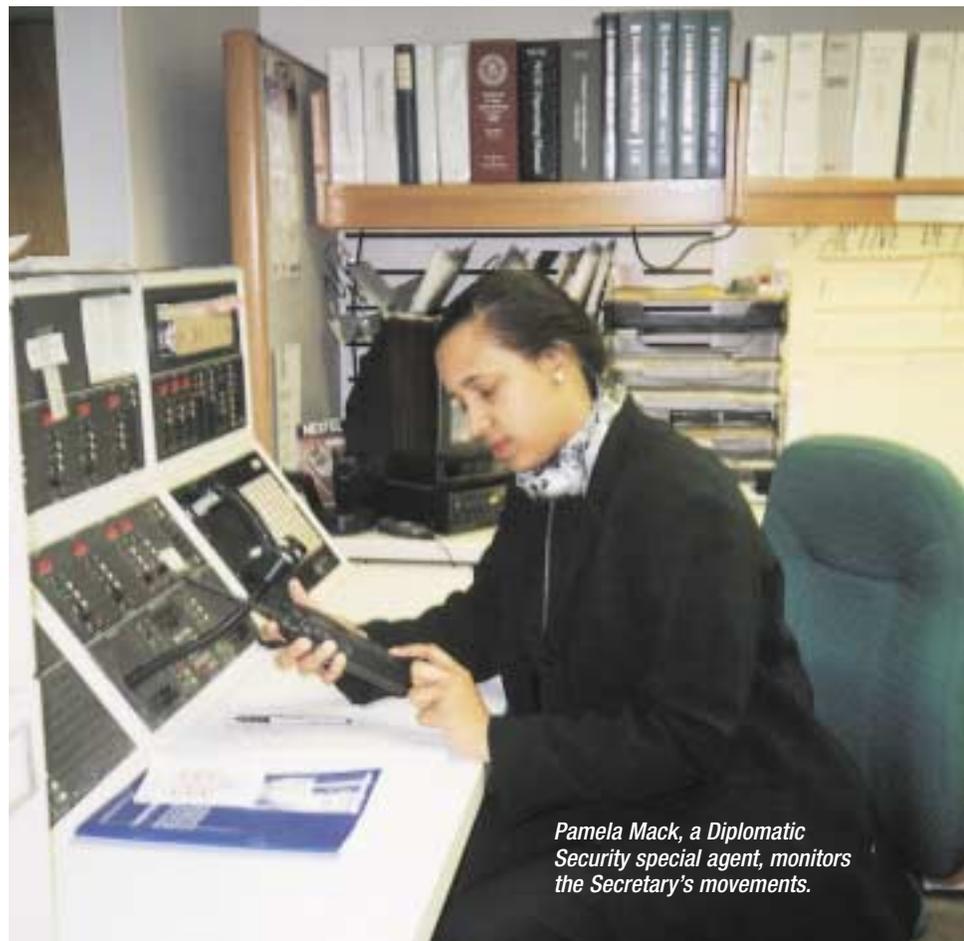
three shifts every two to three days. Since its inception, the Ops Center has worked on this rotating schedule. It allows watch officers to spend a part of every cycle in the building during working hours so they do not lose contact with the rhythms of the building and the needs of the Secretary. Most employees who keep these taxing schedules usually do so only for a 13-month tour, although some Civil Service employees in the Ops Center work rotating shifts permanently. The Bureau of Intelligence and Research's INR Watch delivers current intelligence and independent analysis on foreign affairs events to senior State Department officials and employs Foreign Service officers who work rotating shifts and Civil Service employees who work straight day or night shifts.

Most people who work the graveyard shift, whether constantly or on a rotating schedule, actually enjoy it. They find they have more time with their families, especially their young

International crises and natural disasters don't respect time zones. Critical maintenance must be done to computer and communications systems at all hours. Most overseas posts are well into their day by the time the alarm rings in the typical Washington-area bedroom.

Night-shift work at State comes in different varieties. Employees of the Information Resource Management Bureau and the Executive Secretariat's 24-hour computer staff work the night shift from 11 p.m. to 8 a.m. five days a week, as do those who run the Consular Affairs computer support desk and the Bureau of Public Affairs' media resource unit. Rarely do these same employees rotate to work the 7 a.m. to 4 p.m. day shift or the 3 p.m. to midnight evening shift. The staff at the Nuclear Risk Reduction Center, who transmit and receive communications mandated by multiple arms control treaties, work six to seven days on one shift, take three days off and then switch to the next shift, gradually working all three shifts over time.

Watch officers and Diplomatic Security agents in the Operations Center, the support center for the Secretary and his principal advisers, typically rotate among the

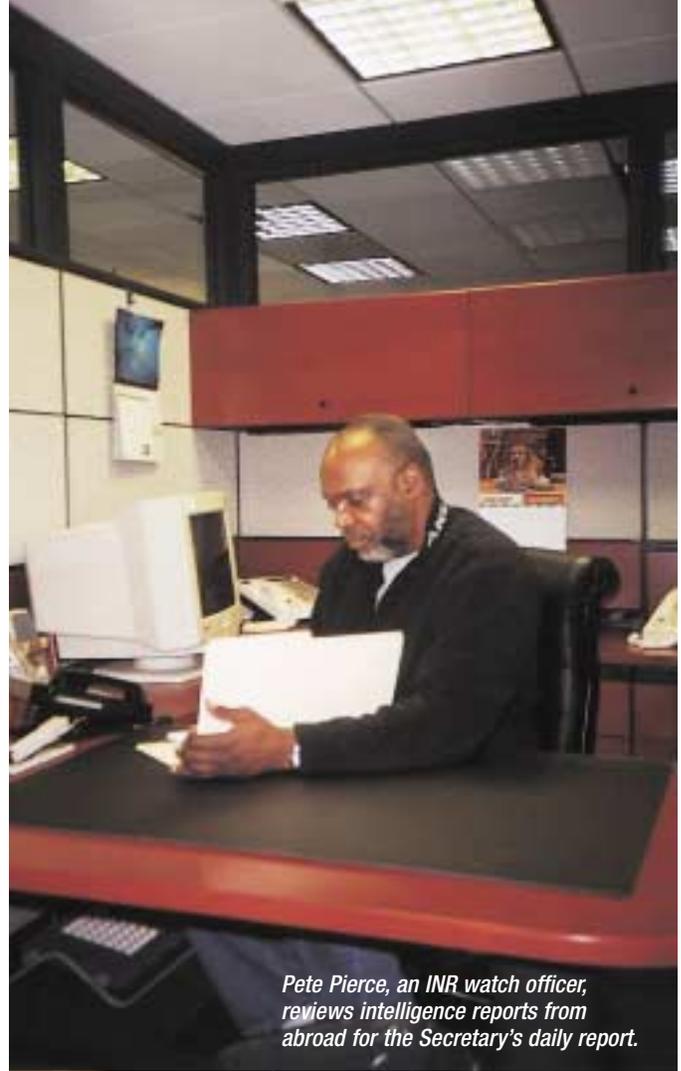


*Pamela Mack, a Diplomatic Security special agent, monitors the Secretary's movements.*

children. They are able to run errands, see movie matinees and visit museums while the masses are at work. Their commutes are much easier since they don't travel during rush hour. In addition to earning a pay differential, most night-shift employees also receive a coveted parking pass. They dress more casually, and there is usually a special kind of camaraderie among these employees not found among traditional nine-to-five staff.

Working nights offers other rewards. Pete Pierce, who has worked midnights on INR Watch for the past eight years, notes the added responsibility night workers have. "If a crisis breaks out in the middle of the night, I have to decide if it's important enough to wake up my supervisors and colleagues," Mr. Pierce says. "At that point, I know more about the crisis than anyone else, and my actions could affect the Department's response to the situation. It's a great responsibility."

Juanita Briscoe, a night-shift employee in the Bureau of Public Affairs' media resource unit, gets special satisfaction from knowing that embassies depend on her, particularly during VIP visits. When the President, Secretary of State and other senior officials travel, our ambassadors and public affairs officers greet their VIP guests on the airport tarmac with the latest news at their fingertips. This is possible because Ms. Briscoe and her colleagues at the media resource unit have been working around the clock collecting real-time information and summaries of foreign affairs news. They know that in the age of CNN, State Department officials no longer have the luxury of a half day to react to international news developments.



*Pete Pierce, an INR watch officer, reviews intelligence reports from abroad for the Secretary's daily report.*



*Michelle Hopkins, watch officer in the Operations Center, studies messages from embassies during her night shift.*



many offices reduce their staffs in the evening, working the night shift can get lonely.

Night-shift employees have found innovative ways to deal with these drawbacks. The Operations Center, for example, surveys each year's employees about the best ways to deal with the sleeping problems that inevitably arise with rotating shifts. Ops Center management shares the results of these surveys and tips from articles with each year's new crop of watch officers. The Operations Center has a strict cleaning regime for all shared equipment. At every shift change, outgoing officers thoroughly clean all equipment with alcohol to reduce the spread of colds. To break up the long night, IRM's Charles Miles

*Bob Tansey, left, senior watch officer at the Nuclear Risk Reduction Center, and Col. Harold Kowalski, the center's director, confer on messages received from abroad.*



sometimes works out in the basement gym during his 3 a.m. "lunch" break. Most 24-hour offices keep the coffee brewing throughout the night to prepare employees for the morning rush, which can begin as early as 5 a.m.

Unfortunately, not all problems associated with working nights can be anticipated. IRM's Lynn Hill found this out in January 2000. After finishing his night shift, he realized his colleagues were unable to relieve him because of a devastating snowstorm. The government was officially closed, but his office remained open. Mr. Hill ended up working 36 hours straight. He took catnaps at his desk and fed himself with vending machine snacks and military MREs (meals ready to eat) left over from Y2K preparations.

Bob Tansey of the Nuclear Risk Reduction Center encountered a unique problem associated with shift work. The supervisor of several employees on different shifts, Mr. Tansey needed to review new procedures with all of them. Rather than ask the night-shift staff to remain on the job after their shift had ended, he called a staff meeting for 4 a.m. and drove to the Department to lead it during their regular work hours.

Most night-shift employees would say the benefits of working at State after midnight far outweigh these inconveniences. So, the next time you wake up in the middle of the night, your thoughts far from your job at the Department of State, take a moment to remember your colleagues on the night shift. They are hard at work, no matter the hour. ■

*Lynn Hill, IRM employee, smiles confidently, knowing that this shift won't last 36 hours as one did during the snowstorm of January 2000.*



*The author is a Foreign Service officer working as a watch officer in the Operations Center.*



*Ronald Locke checks passport applications for accuracy.*

## Story and Photos by Paul Koscak

**G**etting people in and out of the country is all in a day's work at the National Passport and Visa Centers at Portsmouth, N.H., and at the Boston Passport Agency.

That might be an understatement, so don't be fooled: it takes a lot of work and dedication to process 2.3 million passports and half a million visa applications. Those are the figures for the three facilities in 2000.

Although the volume of passport applications can seem mind boggling, producing passports is a well-organized, well-honed—not to mention well-automated—four-step process: applications arrive by mail or from walk-in customers; adjudicators review the applications; passports are assembled; and the product is inspected by quality control staff before being sent to the applicant.

The cycle takes about four weeks, according to Jeff Najarian, the Boston agency's senior customer service manager. But for those in a hurry, the job can be done in just three days for an extra \$35.

The agency, located in the Tip O'Neill Building in downtown Boston, serves Massachusetts, Rhode Island, New Hampshire, Vermont, Maine and upstate New York. A staff of just 45—12 of whom are contractors—handles that vast area. Although the agency has been around for 74 years, the demand for more passports each year made the operation difficult to manage.

Workspace was cramped and the operation was labor intensive, Mr. Najarian said.

Until now.

In January, the agency opened its doors in a refurbished workplace. The new 14,686 sq. ft. space was formally reopened by Mary A. Ryan, assistant secretary of State for Consular Affairs. The refurbished facility, with its state-of-the-art passport processing machines, is located in the same space it has occupied in the Tip O'Neill Building since 1988, but in terms of capacity and service, it's light years away.

Gone is the cramped waiting room and its open service counter that could accommodate perhaps four people. On busy days it



# Passport and Visa Centers

wasn't uncommon for lines of applicants to file out the door and wind around the building's second-floor perimeter.

"This is a milestone in the history of the Boston Passport Agency," Ambassador Ryan remarked at the January ribbon-cutting ceremony, complete with a U.S. Customs color guard and bagpiper.

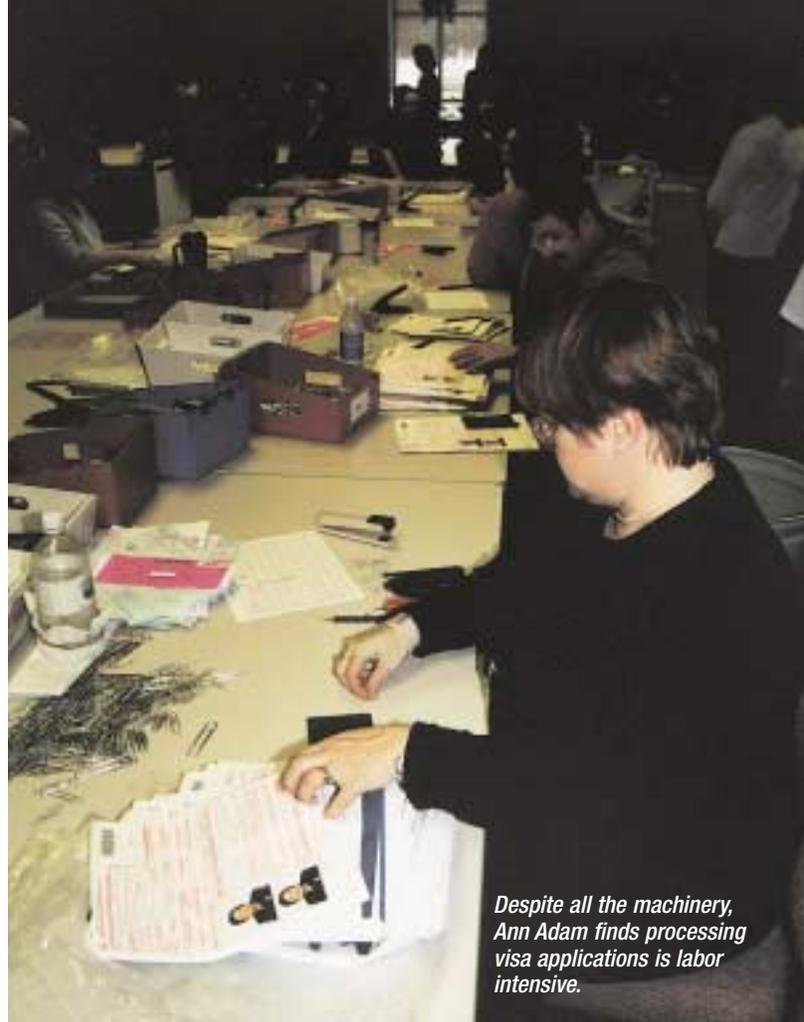
The facility's bright and spacious visitor's area resembles a bank lobby, with a row of teller stations shielded by thick Plexiglas. To further enhance service, cut down on waiting and eliminate lines, the Boston office uses an appointment system. Customers arrange appointments automatically by telephone.

"You just show up 15 minutes prior to the appointment," Mr. Najarian said.

The facility is equipped with computer-driven processors that create photodigitized passports. It works like this: A photo is printed on a thin and durable film that's bonded to the passport. The overlay is then protected by a colorful holographic image. The technology vastly reduces the potential for fraud. Since the image becomes part of the book's paper, forgery is nearly impossible.

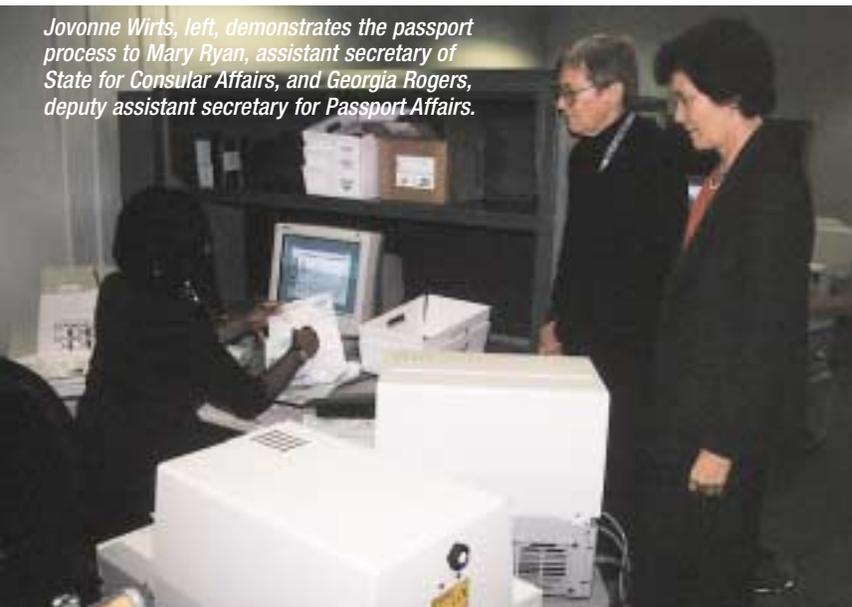
Passport renewals from throughout the country as well as overflow work from other centers is handled in nearby Portsmouth, N.H. The National Passport Center, one of 15 facilities nationwide and collocated with The National Visa Center, occupies part of the former Pease Air Force Base. The passport center was once the base exchange; the visa building, the base commissary.

The similarities to the Boston Passport Agency are striking. One difference though: since the center doesn't handle



*Despite all the machinery, Ann Adam finds processing visa applications is labor intensive.*

*Jovonne Wirts, left, demonstrates the passport process to Mary Ryan, assistant secretary of State for Consular Affairs, and Georgia Rogers, deputy assistant secretary for Passport Affairs.*



walk-ins, all passport applications arrive by mail from Pittsburgh's Mellon bank. Under a Treasury Department contract, the bank receives the applications, cashes the checks, enters the data and then electronically sends it to both Boston and Portsmouth.

The 45,000 sq. ft. passport center is busy enough to keep two shifts humming. Last year, the facility processed 2,172,746 passports. That's nearly a third of the 7.8 million passports processed by the Department in 2000.

As in Boston, the passports are photodigitized. And also like Boston, contractors do most of the work. About 75 percent of the passport center's staff work for Stanley Associates. The arrangement works well because the passport business is seasonal. From mid-winter through the summer, the workforce swells to nearly 300. When it's slow, employees take three to four months off, said Ann Barrett, passport center director.

At the visa center, the prime contractor is Statistica, whose workers handle all clerical and administrative tasks in as many as 19 languages.

# Exploit New Technology



Paige C. Button, left, and Mara Piro provide customer service at the National Visa Center.

"Using a private contractor works well for us," said Elizabeth Thompson, visa center deputy director. "Since there are no [visa] adjudications or governmental functions performed here, we don't need federal employees."

The 70,000 sq. ft. center processes about 60,000 pieces of mail every week. Employees create files, enter data and communicate with applicants. They also field thousands of weekly telephone and written inquiries from Congressional offices, U.S. Embassies and Consulates, the Immigration and Naturalization Service and the White House.

In addition to processing immigrant visas from 126 overseas posts, the center is a repository for more than two million files, since some visas have long waiting periods.

Both facilities are having an impact on the local economy, jobbing out substantial printing, mailing and shipping needs. "We spend \$75,000 in postage per year," according to Sandra Shipshock, visa center director. "DHL handles our overseas mail."

The biggest challenge in running the centers, Ms. Barrett said, is simply "keeping up with the increased workload. It's been going up every year." ■

## Career Criminals Usually Behind Phony Applications

By Paul Koscak

**D**espite all the new safeguards in processing passports, there still are those who will do just about anything to get one.

"The U.S. passport is one of the world's most coveted documents," observed Mary Ryan, assistant secretary of State for Consular Affairs.

Knowing that, an applicant's documents are carefully scrutinized before a passport is approved. Evidence of citizenship, birth certificates and any previous passports are checked, according to Mary Soctomah, an adjudicator at the Boston Passport Agency.

"The majority go through without a problem," she said.

Those that don't, however, end up on the desk of fraud coordinator Duncan Maitland. If they seem fishy, he investigates. If they are, he refers them to Diplomatic Security. Applications with lots of blank items, post office boxes for permanent addresses and discrepancies in signatures and dates are red flags for investigators, he said.

"When someone assumes another identity, it sometimes catches them off guard," he said. "They may start signing their real name and then cross it out."

One common thread among applicants who try to obtain a passport illegally, said Mr. Maitland, is a history of crime.

Last November Diplomatic Security agents in Boston arrested a suspected heroin smuggler after discovering he had four different passports, each with a different

identity. The man was previously arrested for armed robbery, drug trafficking and weapons violations, said Robert Goodrich, one of 12 special agents in the Boston field office who investigate passport fraud cases.

"We frequently arrest drug dealers who are illegally in the country," he said. "These criminals are eventually deported." Last year the Boston agents removed more than a dozen such dealers from the streets of New England, he added. Other illegal aliens also seek passports. A U.S. passport for such a person is like having "instant naturalization," according to Maitland.

Many applicants are fugitives with outstanding warrants. Others are on probation or have "past convictions that limit movement and make them ineligible" for a passport, Mr. Maitland said.

In one case, a Rhode Island postal clerk received an application that didn't seem quite right and referred it to Mr. Maitland. The man, it turned out, was a fugitive wanted by California authorities for child molesting. He was apprehended and convicted of both the California crime and the passport violations.

Last year the Boston office, which averages 60 arrests per year, investigated about 200 cases, notes Mr. Goodrich. Those convicted of the federal felony face up to 10 years in prison, 15 years if related to narcotics trafficking and 20 years if related to acts of international terrorism.

---

*The author is a writer-editor for State Magazine*

# With Planning, Spouses Can Find Challenging Work Overseas

By Sarah Genton

**T**he American work force has changed dramatically during the past quarter century, with an ever-increasing number of “dual career couples.”

The State Department tries to accommodate tandem couples who want to be assigned together overseas, but it's often difficult to find meaningful work for noncareer spouses, including those with skills that qualify them for professional positions outside the embassies and consulates.

As Foreign Service employees relocate, spouses who wish to work must search for employment at each new post. They often face downtime in their careers and loss of pay with each transfer. Family members must accept the fact that being flexible and resourceful is the key to finding work opportunities in a foreign country.

The Family Liaison Office has focused on finding employment inside the mission for family members as well as facilitating work agreements allowing employment of diplomatic spouses in the local economy. With work agreements in place in 138 countries and more on the way, opportunities for family members to pursue gainful employment beyond the embassy are increasing.

“Prospects in the local economy seem to hold greater promise today in the expanding global economy,” said Faye Barnes, director of the Family Liaison Office.



*Kelly Marple, left, and her Foreign Service husband Lee enjoy the Marine Ball in Addis Ababa.*



*Jon Hawley, husband of Foreign Service nurse practitioner Charlene Burns, has marketed his skills successfully overseas.*

Reinforcing the recommendations of the McKinsey Report and the Overseas Presence Advisory Panel, the office has launched a pilot spouse employment program at three posts—Mexico City, Guadalajara and Monterrey. The program will help spouses identify and compete successfully for jobs in the local economy.

As part of the pilot program, a specialist in international employment searches has been hired to perform a full range of employment counseling. These include employee self-assessment; tips on writing resumes; resume posting; advice on interviewing; and negotiating and salary scales. Job trends by career fields, licensing and certification requirements for professionals, employment resources and employer contacts are also part of the package. The goal is to develop a comprehensive, long-term job support program for spouses in Mexico. If it works in Mexico, the program will be expanded to 10 additional countries.

Employment services for spouses was one of Secretary Powell's first quality of life initiatives, which he announced during his first town hall meeting with Department employees.

Spousal employment figures heavily in the decision to bid on overseas assignments, according to Ms. Barnes. The ability of the spouse to locate employment can make or break a tour or a career. The McKinsey and OPAP recommendations were wake-up calls that intensified Department efforts to help spouses find jobs overseas, she added.

As in corporate America, successful job hunting requires time, effort and planning. "Career management is the key to success," says Debbie Thompson, FLO's employment program specialist.

Two Foreign Service family members thriving in a dual-career, globe-trotting marriage are Jon Hawley in Rabat and Kelly Marple in Addis Ababa.

Mr. Hawley is no stranger to foreign travel. He joined the Washington-based consulting firm of Management Systems International in 1993. With undergraduate degrees in journalism and international studies and a master's in South Asian studies, he has provided technical assistance and training in strategic planning and performance monitoring for the U.S. Agency for International Development as well as nongovernmental organizations in Armenia, Albania, Botswana, Ghana, Jamaica, Paraguay, Thailand and Uganda.

While on a consulting trip to the USAID mission in El Salvador, he met and later married Charlene Burns, a Foreign Service nurse practitioner at the U.S. Embassy. Next came the challenge of finding gainful employment while keeping up with his wife. He notified his employer and USAID that he was relocating to El Salvador, where he established himself as an independent consultant. Building on his contacts, experience and relentless networking, he landed contracts on projects in Cairo, Jamaica and El Salvador.

"I don't have a management degree," Mr. Hawley says, "but I do have a master's degree in the international arena. I learned all the management stuff on the job, and I apply my skills to the sector I happen to be working in."

When his wife was assigned to Rabat, he again contacted MSI. "I let them know way ahead of time so they could start thinking about ways to use my expertise, in advance." After he worked one month as a USAID contractor, his employer gave him a full-time position as strategic management specialist with the Morocco Education for Girls Project.

Mr. Hawley has been successful in marketing and applying his skills in strategic planning and performance

monitoring in education and the environment. He describes himself as a very fortunate man.

"It's a combination of karma and skills that I have been able to move with my wife and land very interesting and challenging work. But it takes a bit of blarney," he admits. "You've got to be able to sell yourself. This is the most important skill going—the ability to convince people that they need you."

Kelly Marple's choice of careers was far more calculated. With a graduate degree in government from Johns

Hopkins, she knew she had to choose an international firm to advance her career. Her husband, Diplomatic Security employee Lee Marple, was soon to be posted overseas. With a background in budget and loan management, she joined Price-Waterhouse-Coopers, an international company that would open doors for her overseas. While still in Washington, she worked on projects with the Small Business Administration, the Department of Veteran's Affairs and the Treasury Department.

With an overseas move imminent, Ms. Marple told her firm that she was relocating. "You have to remain flexible," she says. "U.S. expertise is the best thing going overseas. As a Foreign Service spouse, I already had

housing. I had benefits. All I had to do was let an employer know I was in the country." She adds, "It's much easier to make the sales pitch once you're on the ground. You need to tell them 'I can help you in these ways.'"

With several overseas tours behind her, the Foreign Service spouse has found work with two of the six largest U.S. accounting firms. "It's easier to sell yourself because you're there. The big six firms have the ability to fly anyone in, but if you're already there and you have the expertise, it's a win-win."

The Marples' next move—to Ghana—should prove interesting as she once again looks for opportunities on the global job market.

"Spouses need to develop an overall career plan and build upon it as they move around the world," says FLO's Thompson. "At one post, the job may not be in one's professional field, but may add the necessary skills needed to take the next step. And it may be that a volunteer position provides the opportunity to broaden skills."

Career management, according to Ms. Thompson, involves both partners. "International moves need to be carefully researched so that both members of a dual-career couple land in a positive place. And lots of networking has to take place." ■

**"It's a combination of karma and skills that I have been able to move with my wife and land very interesting and challenging work. But it takes a bit of blarney."**

**—Jon Hawley**

---

*The author is publications coordinator for the Family Liaison Office.*

# FLO Unveils Latest Jobs Book



Photo by Ann Thomas

*Alma Powell, left, wife of Secretary of State Colin L. Powell, talks with the family of Michael Ann Dean—daughter Catherine, son Phil and husband Dale—during the unveiling of the late author's jobs guidebook for Foreign Service family members. The Family Liaison Office sponsored the event.*

The Family Liaison Office has unveiled its new resource guide for Foreign Service family members. The 360-page publication, *Employment Options for Foreign Service Family Members*, contains practical job-hunting strategies and career management advice for job seekers at all levels of professional development.

Michael Ann Dean, a Foreign Service family member who died just days before the launching ceremony Feb. 7 at the Department, compiled the guide. Her husband, retired Foreign Service officer Dale Dean, described his wife's work as a "labor of love."

Director General Marc Grossman, who presided at the event, said that to achieve diplomatic readiness, attention has to be paid to Foreign Service families. "The sacrifice and service that our families give to our country is what forms the core and basis for diplomatic readiness.

"Paying attention to families includes employment opportunities for spouses who want to work. This book is a very important contribution," the director general said.

Honored guests at the ceremony in the Delegates Lounge included Alma Powell, wife of Secretary Colin Powell; Stephanie Tenet, wife of CIA director George Tenet; and Ambassador Clyde Taylor of the Cox Foundation.

The 2001 edition focuses especially on the Internet and the impact the technology is having on the employment process. The guide is available through the Family Liaison Office, the Department's Intranet site at <http://hrweb.hr.state.gov/flo/publications> and on the Internet at <http://www.state.gov/www/flo/publications>.



# Secretary Endorses Training During FSI Visit

*Diplomacy begins with training offered at the Foreign Service Institute.*

By Paul Koscak  
Photos by Bob Kaiser

Visiting the Foreign Service Institute in January for a first-hand look at the facility, Secretary of State Colin L. Powell told more than 600 students, faculty and staff that training ranks high in maintaining America's diplomatic readiness.



*Secretary Powell draws a warm welcome during his visit to the Foreign Service Institute.*

*The Secretary samples a German language lesson with instructor Nikolaus Koster.*



The Secretary selected the institute for his first bureau-level visit to underscore the importance of training.

"You are the front-line presence of democracy," Secretary Powell said to the cheering crowd. "It begins with the training you get here."

The Secretary said the institute is the foundation for leadership, which he defined as the ability to influence people.

"You've got to convey your enthusiasm," he said. "You have to be an apostle of what you believe in."

Secretary Powell said such drive and commitment is needed to promote America's values throughout the world, so "people can see what's practical if you believe in freedom, practice democracy and have elections."

Promoting American ideals, in part, brought down the Soviet Union, he said. "We didn't defeat the

Soviet Union by fighting them on the plains of Northern Germany. We beat them on the field of ideas."

To support training, about \$250,000 is being set aside this year for Department-wide professional development that includes conferences and university training, said FSI executive director Catherine Russell.

"People are using it," she said of the money. "We could easily double that amount."

Getting people trained, especially those in leadership and management positions, is also high on Vince Battle's agenda. He heads the Bureau of Human Resources' Office of Career Development and Assignments, which ensures that directors, deputy directors and section chiefs receive training slots. There's also an entry-level training division for new employees, he added.

"There is more language training," Mr. Battle said. "Language training is longer, even for information management."

During his visit, Secretary Powell donned earphones and joined instructor Nikolaus Koster's German class. He later met with FSI language teachers and staff who are developing computerized teaching materials as well as working with commercial software designers to make mastery of languages easier.

In his presentation, the Secretary signaled his interest in technology. "The power to move education, data and capital is changing the world," he said.

The Secretary also visited the consular training area, complete with a mock visa interview room in which junior officers practice their supervisory skills. ■

---

*The author is a writer-editor for State Magazine.*

# New Leadership Offers Best Hope For Improvement: Carlucci

By Paul Koscak

**M**anagement isn't a priority at the State Department, and it shows. That scathing assessment was offered by former Defense Secretary Frank Carlucci who now heads the Independent Task Force on State Department Reform.

Mr. Carlucci, who also served as President Reagan's national security adviser in 1987, made his remarks to a nearly full house of employees in the Dean Acheson Auditorium during a Secretary's Open Forum, Feb. 23.

"We never put a premium on good management," said Mr. Carlucci, who was a Foreign Service Officer from 1956-1980.

As a result, the Department is plagued by obsolete telecommunications, unsafe and unhealthy buildings, a dysfunctional personnel system and a lack of clout over other agencies, he said. Much of the problem, Mr. Carlucci added, is that former Secretaries never considered themselves managers.

Although the task force's report on the current state of State isn't good, it did offer an optimistic blueprint for improvement that directly involves the Secretary, the President and the Congress.

The President, Mr. Carlucci said, must make

Department reform a top national security priority, clarify the roles of other security agencies and issue a directive that the "Secretary of State is his principal adviser." In addition, the ambassador should be recognized as the top official overseas with "the authority to send people home when they're out of line."

Culturally, the Department needs to be more open, he said. It needs to cultivate support through a home-based constituency that reaches beyond government agencies.

He praised the nomination of Richard Armitage, a former Pentagon official, as deputy secretary of State, noting that the Department needs a strong chief operating officer.

Among the other task force recommendations:

- Open a legislative affairs office on Capitol Hill and hold regular meetings with Congressional leadership.
- Consolidate the Department's budget with other national security agencies and use the Defense Department, not the Justice Department, as a benchmark for funding.
- Junk the "up or out" policy of Foreign Service career progression, where employees are forced out if they don't get promoted.
- Contract for a new telecommunications system. "Go for broke," Mr. Carlucci said.

Although the task force painted a gloomy picture of the current Department, Mr. Carlucci was confident that improvements are imminent. "Why will it work now?" he asked. "We have a Secretary of State who's managed large organizations, who can articulate clear goals." He



Photo: Ann Thomas

Open Forum Chairman Alan Lang, left, presents the forum's Distinguished Public Service Award to Mr. Frank Carlucci for "outstanding contributions to national and international affairs."

noted that Congress and the President are poised to support the Department.

Randy Fleitman of the Middle East Bureau told Mr. Carlucci that he observed "an adversarial relationship" between the Department and Congress. The approach has been " 'any information you give Congress will be used against us, so don't give them anything.' "

"I know the consequences of not providing information to Congress is worse than providing it," Mr. Carlucci replied. "You receive setbacks dealing with other nations. You receive setbacks dealing with Congress. But you plow ahead because you have to do it. Without their support, you're going nowhere."

Still, Mr. Carlucci portrayed the Department's relationship with that august body as a "Catch-22." "Without resources, you can't do much of what's needed," he said. "Without reform, you won't get the resources from Congress."

Colleen Hinton, who works for the corporate information security office, asked what could be done about protracted decision making. "We are having the same meetings over and over," she said. "When a problem is identified we have endless meetings. When I came on board in June 1999, I was enthusiastic. We're still covering the same things over and over."

Secretary Powell's policy of half-hour meetings, Mr. Carlucci said, may set an example for the Department. "Hopefully there will be a trickle down." In business, "you take layers out of the establishment" to cure chronic indecision. To further his point, Mr. Carlucci said as secretary of defense he held just three 15-minute staff meetings per week.

Mr. Carlucci suggested rewarding good managers with promotions and the highest pay.

"We have the right leadership, the right Congress," to make the improvements, he said. "It's the right time." ■

# Employees Take Diplomacy to Students

**D**uring the school year, about 30 Department volunteers visit one of five District of Columbia high schools for an hour each week to discuss international diplomacy with students participating in the Model United Nations Partnership program. These visits, coordinated by the Bureau of International Organizations in cooperation with the U.N. Foundation, help students grapple with today's global issues as they improve their public speaking, writing and negotiating skills.

The program culminates in late March with a mock U.N. Security Council session at the Department. With help from their volunteer coaches, the students prepare rigorously to understand the issues and take the roles of representatives from member nations in a mock session conducted according to Security Council rules and procedures.

It is a program that rewards both students and Department volunteers. Employees interested

in volunteering for the program in the next school year should watch for the Department Notice in the early fall and call Ray Wiblin in the Bureau of International Organizations at (202) 647-1803. ■



*Eastern High government teacher Reynauld Smith, center back, poses in Main State with his students, Secretary Powell and State volunteers Buddy Silverman, partly obscured to the right of the Secretary, Margaret Colaianni, second from right, and Cookie Clark, far right.*

Kevin Brown

# Be Prepared

By Judy Sutton

No family wants to experience a disaster. Yet, my experience—in hospital emergency rooms, fighting forest fires and assisting in flood relief—has taught me that “be prepared” is more than a Scout motto. It’s a code that should guide us all.

Northern Californians waiting in line for portable generators will testify that residents of the Third World aren’t the only ones forced to adjust to disruptions in vital services. And while earthquakes, droughts and terrorist attacks can be devastating, less catastrophic events—labor disputes, economic forces or simple technical glitches—also can sever services.

Are you prepared to survive without these services for two or three days? Are you posted in a place with limited services in the best of times?

Now is the time to take stock and prepare an emergency response plan. Where do you begin?

How about with a first-aid course? During home leave, your family can sign up for a short basic course. Perhaps you can enroll at your current post. Ask your health unit staff to suggest a place where you could receive dependable training.

Having first-aid skills is not the end of preparedness. It is the framework for the rest of your preparations. The next step is to make a risk assessment, a search around your environment for the most likely emergency events. Your post report may aid in your search, and the post differential report, if you have one, may be even more helpful. Ask yourself:

Is this an earthquake risk area?

Is the area subject to flooding or severe wind damage?

Is this a tornado, cyclone or hurricane area?

Is there a threat of terrorist attack?

Is there any possibility of being stuck in the car for long periods of time under severe conditions?

What kind of factories are within a 5- to 10-mile radius? Do they involve heavy metal byproducts, chemicals or other hazardous materials?

Is there a nuclear power plant in the vicinity?



The answers to these questions should guide you in your preparation. For all emergency situations where basic services are disrupted, you should have a “72-hour kit” of basic essentials. It

should be easy to carry and include, among other things, two liters of potable water for each person per day; water purification tablets; three days of nonperishable food for each person; waterproof matches; a first-aid kit; flashlights with spare batteries; a pocket knife; money in small denominations; and other necessities you might take on a brief trip.

Finally, how do you avoid emergencies? You don’t have any influence over typhoons, terrorist acts or earthquakes, but you can avoid injuries in automobile accidents by wearing your seatbelt.

Practice the plan. Each member of the household needs to know what to do in the event of an emergency. Include the children in the planning and in the practice, too.

There is good information available on emergency preparedness on the Internet. Here are some of the better sites:

- [www.prepareamerica.com/preparedness.html](http://www.prepareamerica.com/preparedness.html)—pamphlet on preparedness
- [www.emprep.com](http://www.emprep.com)—emergency supplies and kits
- [www.burgoynes.com/pages/gpope/epm/](http://www.burgoynes.com/pages/gpope/epm/)—LDS online manual for preparedness
- [www.nursehealer.com/Safety.htm](http://www.nursehealer.com/Safety.htm)—basic preparedness
- [www.lunchpail.com/poorman/](http://www.lunchpail.com/poorman/)—basics of survival on the cheap
- [www.uwex.edu/ces/news/handbook.html](http://www.uwex.edu/ces/news/handbook.html)—floods, fire, drought and winter storms
- [www.earthquake.com](http://www.earthquake.com)—links to global earthquake info and preparedness
- [www.redcross.org](http://www.redcross.org)—online registration for Red Cross First Aid Classes in your Zip code
- [www.Amazon.com](http://www.Amazon.com) and [www.barnesandnoble.com](http://www.barnesandnoble.com) for books on preparedness ■

*The author is the Foreign Service health practitioner at the U.S. Embassy in Nairobi.*

*Chuck Hunter, center, harmonizes with the Harmonizers during a recent rehearsal in Alexandria.*



Photo by Paul Koscak

# People Like You

## He Doesn't Sing for His Supper, Just for Joy

When Chuck Hunter isn't working, he's harmonizing.

Mr. Hunter is a member of the Society for the Preservation and Encouragement of Barbershop Quartet Singing in America. He directs the Washington, D.C., chapter's chorus, and he's also assistant director of the Alexandria Harmonizers, another barbershop group.

"Whenever you hear chords lock and ring without instruments, it can make the hair stand up," Mr. Hunter said about the music's appeal.

Maybe that helped the 19th century barbers do better work. Actually, a shave, a haircut and some songs to boot became standard at some shops. But the musical style didn't start there.

Immigrants to America brought hymns, psalms and folk songs often sung in four parts with the melody set in the second-lowest voice. The style also borrowed from the minstrel shows of the mid-1800s, when white singers in black-face performed songs and sketches. As vaudeville eclipsed the minstrel shows, the close-harmony quartets remained, often as a "four-act" combining music and ethnic comedy.

The "barbershop" style of music was further refined during the 1870s by black southern quartets who improvised harmonies. Black quartets "cracking a chord" were common at places like Joe Sarpy's Cut Rate Shaving Parlor in St. Louis or in Jacksonville, Fla., where "every barbershop seemed to have its own quartet," writes historian James Weldon.

"The music enjoyed a golden age from 1890 to 1930," Mr. Hunter said.

The Harmonizers keep him busy. In addition to the group's weeknight meetings and weekend rehearsals, there's an ambitious performance schedule. The group has appeared at Wolf Trap in Vienna, Va., the Kennedy Center and at New York City's Carnegie Hall.

"We work hard to entertain our audiences with a varied repertoire," he said of the organization. "We're going for our fifth gold medal in Nashville."

In 1998, the Harmonizers won their fourth gold medal in Atlanta.

A District resident and former U.S. Information Agency employee, Mr. Hunter directs press relations for the Department's Bureau of Public Affairs and Diplomacy. He moves to Jerusalem in 2002.

"I've already been in touch with a barbershop group there," he said. "It gives you a ready-made family."



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



*Jeannette Christian, 75, a retired Civil Service employee, died of cancer Jan. 28 at her home in Dallas. Ms. Christian served as secretary to three U.S. directors of the Strategic Arms Limitation Talks, as administrative assistant to the U.S. Ambassador to the former Soviet Union and as assistant to the ambassador-at-large for cultural affairs during the Reagan Admin-*

*istration. Her service involved extended periods abroad in Moscow, Helsinki, Geneva and Vienna.*



*Vina R. Hall, 74, a retired Foreign Service secretary and communications operator, died Jan. 9 in Abilene, Texas. Ms. Hall joined the Foreign Service in 1965 and served in Vientiane, Manila, Taipei, Brasilia, Abidjan, Montevideo and Karachi. She retired in 1989.*



*Bernard J. Humes, 93, a retired Foreign Service officer, died Jan. 12 of a heart attack at his home in Fairfax, Va. Mr. Humes, a recognized authority on international postal matters, was the U.S. representative on the four-power postal committees in Berlin and Frankfurt. He served in Frankfurt as chief of the regional courier office before retiring in 1967. During*

*World War II, Col. Humes was chief of Army and Air Force postal operations in the European Theater.*



*Arthur Hummel Jr., 80, a retired Foreign Service officer who served as U.S. Ambassador to four nations, died Feb. 6 at his home in Chevy Chase, Md. Born in China of missionary parents, Mr. Hummel was teaching English in Beijing when World War II broke out. He was interned in a Japanese camp until 1944, when he and a colleague escaped and joined the*

*Chinese Nationalist guerrillas in the provinces. He joined the Foreign Service in 1950, serving with the U.S. Information Agency in Hong Kong, Tokyo and Rangoon. He was deputy director of the Voice of America and Assistant Secretary of State for East Asian and Pacific Affairs. After serving as U.S. Ambassador to Burma, Ethiopia, Pakistan and China, Mr. Hummel retired as a Career Ambassador in 1985, the senior diplomat in the U.S. Foreign Service.*



*John N. "Hutch" Hutchison, 89, a retired Foreign Service officer, died of emphysema Feb. 20 at his home in Sebastopol, Calif. He was labor information officer for the Marshall Plan, headed the press and publications division of the U.S. Information Agency and served in Paris, London, Manila and Wellington. During World War II, he was Gen. George Patton's*

*press officer, handling the controversial general's relations with war correspondents.*

*Mary Stevenson Johnston, 86, a retired Foreign Service officer, died Oct. 31 in New York. She joined the Office of War Information in London during World War II and later transferred to the Department. Ms. Johnston served in Sofia, Conakry, Lagos, Canberra, Athens, Manila and Washington, D.C., before retiring in 1966.*



*William B. Kelly, 83, a retired Foreign Service officer, died Dec. 7 of prostate cancer in Colorado. Mr. Kelly joined the Foreign Service after serving as an officer in the U.S. Navy during World War II. He served 29 years at diplomatic posts in Europe, Southeast Asia and Canada.*

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

*Margaret W. Kerr*, 88, wife of the late Foreign Service officer Peyton Armstrong "Andy" Kerr, died of emphysema Feb. 6 in the home of her daughter in Reston, Va. Mrs. Kerr joined her late husband on assignments to Tokyo, New Delhi, Rangoon, Tehran and Washington, D.C. She also accompanied him on World Bank assignments to Seoul and Bogota.



*Dorothy Wallace Martin*, 91, widow of the last U.S. Ambassador to South Vietnam, Graham A. Martin, died Dec. 21 of congestive heart failure at her home in Winston-Salem, N.C. Mrs. Martin accompanied her husband on Foreign Service assignments to Paris, Geneva, Bangkok, Rome and Saigon. He was ambassador at their last three posts.

*Alice Morrissey McDiarmid*, 91, a retired Civil Service employee, died July 13, 1999, of a heart attack in Falls Church, Va. Ms. McDiarmid joined the Department in 1942 and worked in the International Organizations division. She attended the events leading to the founding of the United Nations and contributed to the drafts of the U.N. Charter, the statute of the International Court of Justice and the Universal Declaration of Human Rights. From 1960 until her retirement in 1970, she worked in the office of the Legal Adviser.



*Lucy E. Mello*, 75, a retired Civil Service employee, died March 3, 2000, at Western Massachusetts Hospital in Westfield. Ms. Mello, a telecommunications supervisor for 30 years, retired in 1985.



*Mary Meloni*, 76, a retired Foreign Service secretary, died Feb. 6 of cancer in New Port Richey, Fla. Ms. Meloni joined the Foreign Service in 1966 and served in Vienna, Sofia, Tegucigalpa, La Paz, Port-au-Prince, Nassau, Mexico City, Managua, Guatemala City and Beijing.

*Marsha Nelson*, 55, a Foreign Service office management specialist, died Jan. 27 in Richmond, Va. Ms. Nelson joined the Foreign Service in 1970 and served in Moscow, Canberra, New Delhi, Vienna, Wellington and The Hague.



*Elmo G. Poole*, 76, a retired Foreign Service Reserve officer, died Jan. 21 in Elmhurst, Ill. Mr. Poole was a special agent with Diplomatic Security in St. Louis, Dallas, San Francisco, El Paso and Washington, D.C. He was regional director in charge of Diplomatic Security at the Chicago office of the U.S. Passport Agency from 1966 until his retirement in 1983.

*Stanley Rubin*, 62, a Civil Service employee, died Jan. 11 of brain cancer at his home in Bethesda, Md. In a Civil Service career that spanned three decades, Mr. Rubin worked with the U.S. Information Agency's Bureau of Programs (later the Department's Office of International Programs).



*Charles J. Weiss Jr.*, 79, a retired Foreign Service Reserve officer, died Nov. 19 at Malcolm Grow Hospital at Andrews Air Force Base, Md. Mr. Weiss joined the Department in 1964 after retiring from the U.S. Air Force. He served a tour as the chief of technical security in Frankfurt and spent the remainder of his 13-year career with the Bureau of Diplomatic Security in Washington, D.C. During World War II, Mr. Weiss was a pilot with 15 combat missions to his credit. Shot down over St. Nazaire, France, he guided his crippled fighter to a southern England field and survived the controlled crash.

# Diplomats Need More Than Diplomacy To Succeed

By Vladimir P. Sambaiew

**T**oday, good diplomats not only need to see the big picture of world events, they also must be leaders and managers. It's an ideal combination yesterday's diplomat may find—no pun intended—foreign.

Throughout the past few decades, the ability to motivate and lead has become as important as influencing host governments and foreign officials. We may enjoy the thrill of being a hit at a large international conference, but most of us will spend more time running sections and offices.

Each day, we set priorities, make decisions, manage resources, motivate people and act as role models. Today, most diplomatic offices abroad are complex enterprises representing numerous agencies and employing large host nation staffs. They're a far cry from the days when many missions had only one American and a few local assistants.

That's why people skills and diplomacy go together. We need to persuade and cooperate with others abroad and at home to get our point across. Communications must be short, to the point and clearly understood.

Leadership, by contrast, is a different story. During a recent Foreign Service Institute visit, Secretary of State Colin L. Powell defined leadership as the ability to influence and motivate. "You've got to convey your enthusiasm," he said. "You have to be an apostle of what you believe in."

Leadership is an art. Management, a skill. But they're both equally important diplomatic tools.

A sense of expediency wouldn't hurt either. Civil wars, terrorism or a health crisis in distant nations can easily become top news requiring a quick U.S. policy response.

In our hemisphere, border issues loom. They are often difficult and involve crosscutting political, economic and environmental interests in the United States, Mexico and Canada. They require the cooperation of many agencies such as customs, immigration, law enforcement, agriculture as well as state and local governments.

Take global warming, for instance. Everyone's got an opinion, it seems. Competing national interests, the



*William Weech, executive programs trainer, leads a group of students in the course "Starting Right; A Seminar For Program Directors."*

Photo: Bob Kaiser

media and differing scientific claims make it tough to draw conclusions. All we can do is stay informed and use our best professional skills to support American interests. The trained diplomat, however, will do a better job.

Dealing with issues that don't easily lend themselves to solutions means that training is critical. We can't expect our employees to learn only on the job or to "wing it" when so much is at stake. While training is not a panacea, it's an important way to grow professionally. After all, you're learning from the best practices of others to avoid common mistakes.

The Foreign Service Institute is one of the best sources of that training. "FSI exists to train the men and women of the United States of America to defend our nation's interests and provide international leadership," is how Director Ruth Davis puts it.

Not everyone needs a course in advanced negotiations or specialized arms control issues. But we all can benefit from training in languages, area studies, public diplomacy and, of course, leadership and management, to name just a few.

FSI offerings are available on the Department Intranet at <http://fsiweb.fsi.state.gov> (<http://99.4.241.2/>).

Director General Marc Grossman summarized what it takes to be a 21st century diplomat during a recent Georgetown University speech.

Diplomats, he said, need to not only speak the language but understand the culture. They must get the most from their employees while developing them to their fullest potential.

They must have the negotiating skills to deal effectively with governments, the media and the business world. And they must be comfortable sitting down at a computer.

The challenges facing the United States abroad require a high level of diplomatic professionalism and readiness. That's why the State Department needs employees who are leaders and highly qualified across a range of skills. A strong commitment to training is one important way that we can realize the full professional potential of our many talented employees. ■

---

*The author, a Foreign Service officer, is studying French at FSI before reporting to Paris as the economic counselor.*

# International Visitors Experience American Culture Up Close

**T**wo foreign groups—one older and experienced, the other younger, but both anxious to learn—visited the United States to observe the American legal system and explore what citizenship means thanks to the Bureau of Educational and Cultural Affairs.

Latin American judges, lawyers, constitutional scholars, ministry and senior law enforcement officials and journalists—24 in all—examined "the culture of lawfulness" to increase their understanding of the U.S. criminal justice system, according to a bureau news release.

The officials learned how courts and cases are managed, how juries work and how the legal system is using alternative ways to settle disputes.

The group began its tour in Washington, meeting with Nan R. Shuker, an associate judge on the Superior Court of the District of Columbia and Gary Weaver, a professor at American University's School of International Service, who gave them an overview of American society, culture and the federal system.

To learn more about the state courts and the history of American legal and judicial systems, the group traveled

to Richmond and Williamsburg. Williamsburg is home to the National Center for State Courts, considered one of the best training centers in the country.

Then it was off to San Francisco to examine municipal courts, jury selection and the role of prosecutors and public defenders and on to San Juan, Puerto Rico, to observe criminal and civil trials.

In another Bureau effort, more than 100 high school students from the emerging nations of the former Soviet Union participated in a democracy education workshop known as The Future Leaders Exchange. The goal is to provide the students an understanding and appreciation of democratic fundamentals such as civic responsibility, citizen empowerment, volunteerism and community action.

During their stay the students met with Department officials and members of Congress. The program, which brings specially selected students from the newly independent countries to the United States for nine months, offers first-hand exposure to American society and a market economy. More than 8,000 students have participated in the program since 1993. ■

## PERSONNEL ACTIONS

### Foreign Service Retirements

Danzig, Mark  
Doraiswamy, Balaji  
Gentile, Alan E.  
Junker, Delvin W.  
Malott, Frank Stephen  
Parker, James R.  
Proctor, Nickolas W.

Reiersgard, Linda  
Frances  
Roy, J. Stapleton  
Schermerhorn, Lange  
Shanahan, Joseph M.  
Williams, Domenica G.

### Civil Service Retirements

Berinson, Robert  
Bolten, Eric Jon  
Buckheit, Patricia J.  
Bynum Jr, Square H.  
Coles, Jamie D.  
Croissant, June

Davis, Cornell  
French, Mary Mel  
King, Elizabeth R.  
Krisher-Cliver,  
Margaret A.  
Lettice, Paula G.

Loy, Frank Ernest  
Mendelsohn, Allan I.  
Pincus, Ann Terry  
Rosenstock, Robert B.  
Schifter, Richard  
Sherman, Robert M.

Soltis, Marjorie Ann  
Stevenson, Barbara A.

## Foreign Service Grievance Board Summary

In this issue, *State Magazine* continues publishing summaries of selected Foreign Service Grievance Board decisions. Our aim is to help employees better understand the important role the board plays in resolving disputes between employees and the Department, as well as to highlight examples of board decisions that might be of particular benefit to employees and supervisors.

Reported cases will provide general information about matters that can be grieved, remedies available through the grievance process and significant board precedent. As a principle of good management, disputes and grievances should be resolved through discussion among the parties or mediation at the lowest possible level. An employee whose grievance has been denied by the agency or has not been resolved within the 90-day statutory period for agency review, however, may appeal to the Foreign Service Grievance Board.

Further information on the grievance process is available in 3 FAM 4400-4470 and at the grievance staff (HR/G) home page on the Department's OpenNet at <https://hrweb.hr.state.gov/grievance/index.html>.

## Grievance Dismissed as Time-Barred

A Foreign Service officer grieved the absence of adequate performance evaluation reports in his personnel file covering a period of service, 1990 to 1993, in a highly classified operation.

During that time, he received very general and nonspecific unclassified evaluations along with separate evaluation reports that could be reviewed only by promotion panels composed of specially cleared persons. But in 1993, the Department ceased convening such special selection boards.

The Department dismissed the grievance as time-barred under provisions of the Foreign Service Act that then provided that a grievance is forever time-barred unless filed within a period of three years after the occurrence.

The grievant argued that the "occurrence" was his failure to be promoted by the fall of 1997. He contended that in 1993, when the special selection boards were abolished, he could not have guessed what harm lay ahead. He thus had no basis for a grievance until 1997, when the effects of the 1993 action—the inadequacy of his performance file and consequent nonpromotion—became apparent. The grievant also charged that each successive decision by a selection board after 1993 could be seen as a further act of harm against him, starting the three-year limit anew.

The board dismissed the grievance appeal as time-barred. The board decided that the act that caused the absence of significant performance evaluations from the grievant's personnel file was the pre-1993 practice of special boards reviewing officers such as the grievant while bland evaluations were placed in their personnel files. The withdrawal of this personnel practice in 1993 was the "occurrence" giving rise to the grievance. By way of analogy, the board cited the principle enunciated by a federal court (*Abramson v. University of Hawaii*) in distinguishing causes from the effects of causes: "The proper focus is upon the time of the discriminatory acts, not upon the time at which the consequences of the acts became most painful."

In May 2000 the time limitation for filing most grievances was reduced to two years.

# Diplomacy Is America's First Line of Defense.



We are America's first line of defense. We are the men and women of today's State Department.  
We represent the diversity that is the United States.  
We protect and defend the rights of Americans abroad. We keep America secure and prosperous.  
We are the people who take on the global challenges of American diplomacy in the 21st century.



UNITED STATES DEPARTMENT OF STATE