

U.S. DEPARTMENT OF STATE

STATE

M A G A Z I N E

Phnom Penh

FEBRUARY 2007

CONTENTS

STATE MAGAZINE + FEBRUARY 2007 + NUMBER 509

10

Department Awards Day

Honorees attest to the diversity of talent at State.



24

Penetrating the Promotion Process

Beware of the conventional wisdom.



32

San Juan Noche

A DS tour in Puerto Rico can be rewarding.



ON THE COVER

The spires of the Royal Palace of Phnom Penh rise above the banks of the Mekong River.

Photograph by Corbis



Post of the Month: Phnom Penh

Forming a bright future from a dark past.



26

15 **Dr. Jessie Colson, Legend**
Hundreds benefited from her mentoring.

16 **'Keys of Paradise'**
State celebrates National Adoption Month.

18 **FS Promotion Statistics**
Five-year trends are up.

22 **Shared Services in Jakarta**
Embassy takes consolidation to the next level.

34 **Stress Relief**
Returnees from high-stress posts get help.

35 **The New EUR-IO/EX**
Merger is not just a change of office designations.

COLUMNS

- | | |
|-----------------------------------|-----------------------------|
| 2 FROM THE UNDER SECRETARY | 38 STATE OF THE ARTS |
| 3 READERS' FEEDBACK | 39 OBITUARIES |
| 4 DIRECT FROM THE D.G. | 39 RETIREMENTS |
| 5 IN THE NEWS | 40 THE LAST WORD |
| 36 SAFETY SCENE | |

Working with USAID On Management Issues

One of my most enjoyable responsibilities as Under Secretary for Management is to serve as the co-chair of the Executive Committee of the State/U.S. Agency for International Development Joint Management Council, which was created to pursue opportunities where the Department and USAID can create more integrated management structures in support of our joint policy priorities. Jim Kunder, deputy administrator of USAID, serves as my partner in this exciting effort.

Our goals advance the “Overseas Rightsizing” initiative of the President’s Management Agenda, which directs agencies to “reconfigure U.S. government overseas staff allocation to the minimum necessary to meet U.S. foreign policy goals.” One of the key tenets of this process, managed by the Department of State’s Office of Rightsizing the U.S. Government Overseas Presence, is to eliminate duplicative activities, thereby enhancing efficiency, limiting security risk and reducing the construction costs for new embassy compounds.

The JMC’s integration efforts began in 2004 with four pilot projects in four International Cooperative Administrative Support Services cost centers at the U.S. Embassies in Cairo, Dar es Salaam, Jakarta and Phnom Penh. While all four pilots yielded some cost savings and increased efficiency, it quickly became apparent that we needed to adopt an even more collaborative effort, and to harmonize the often differing regulations, information systems and business processes that our two agencies use to deliver administrative services worldwide. The ambitious \$17.5 billion building program of the Bureau of Overseas Building Operations offered an excellent opportunity through state-of-the-art facilities to further explore consolidating operations and save considerable construction funds in the process, and our Office of Rightsizing began developing staffing projections for new embassy compounds based on a single administrative platform.

To this end the Joint Management Council this past July adopted a new strate-

gic vision that projected as its end-state joint overseas administrative support platforms at all posts where State and USAID are co-located. The services subject to consolidation include all general services functions, as well as information management, a number of human resources functions, payroll and cashing.

We have agreed that the first tier of consolidations will take place on October 1, 2007, at all posts where the two agencies are already co-located, and have determined through a cost-benefit analysis that there will be savings to the U.S. government. Fiscal Year 2007 will operate as a “virtual year” for planning purposes. This first tier constitutes 40 of the 80 posts where State and USAID are present. Further consolidation will take place as OBO constructs additional embassy compounds.

The resultant administrative platforms will be leaner, more flexible and more able to respond to the needs of both agencies. They will be headed by management personnel selected from the best of both State and USAID. Consolidation of our administrative platforms means reengineering our business practices so that the consolidated organization is not just streamlined but also more cost effective and efficient, and provides high-quality services. The JMC working groups, now reorganized along business lines to mirror an overseas management section, are conducting thorough, comprehensive, results-based analysis of the processes and regulations within each of their areas of responsibility.

Our first tier of overseas posts is now actively involved in mapping their business operations to optimize efficiency, determining how to make the best use of each agency’s human resources and to empower locally employed staff more effectively, and

ensuring that the resulting operation achieves its goals of enhanced customer service at lower cost to the U.S. taxpayer.



To assist as a catalyst and adviser in this process, the two agencies have called on the services of the Joint Business Analysis Team, a group of talented, creative and engaged business analysts from both State and AID. The JBAT’s first order of business has been to create a JMC Web site at <http://jmc.state.gov>, which contains a wealth of guidance

related to JMC activities as well as a mailbox for the field to ask questions or make suggestions. The JBAT, Patrick Truhn of State and Carla Royalty of USAID constitute the JMC Directorate, a new organization responsible for the day-to-day management of JMC activities.

We are all embarking on an era of unprecedented cooperation, which will improve the efficiency and effectiveness of our management operations and provide both the operational flexibility and the fiscal integrity for our organizations to meet the challenges and demands of transformational diplomacy and sustainable development. As in any pioneering effort, we need to be resourceful, flexible and above all respectful. We need to help colleagues who may feel uneasy taking on new functions, operating in a new environment or interacting with new customers. We need to communicate that we are indeed acting with one purpose and speaking with one voice. As in any partnership, the fundamental requirement is trust—in our respective capabilities and engagement, in our ability to overcome self-interest for the common good and in our commitment to all our customers. This trust is the basis of our strategic vision and will be the measure of its success. ■

A Jewish Odyssey

The article "The Tie That Binds" (December issue), on the role of Recife in U.S.-Brazilian relations, missed an interesting and important event in U.S., Brazilian and Jewish history.

The Jews of Spain and Portugal had been subject to centuries of repression, including forced conversions in Spain in 1391 and Portugal in 1498. Many of these converts settled in the farthest reaches of the Iberian colonies to evade oversight by the state, church and Inquisition.

In 1630, the Dutch occupied the region of Pernambuco, which included Recife. Dutch tolerance allowed these converts to openly revert to the practice of Judaism. The Jewish community, which included new Dutch immigrants, formed a synagogue, Jewish schools and a Jewish cemetery. The community became so prominent it dominated the city.

In 1645 the Portuguese began the reconquest of Pernambuco. Converts who had reverted to Judaism were now heretics in the eyes of the church—potentially a capital offense. Most Jews fled to Dutch colonies.

Some Jews, fleeing to Holland, were attacked by Spanish pirates, who destroyed their ship. They were rescued by a French captain, who took them to the Dutch colony of New Amsterdam. Twenty-three Jews petitioned for the right to stay. The colony's governor, Peter Stuyvesant, opposed their request, but he was overruled by the Dutch West India Company. This group of refugees from Recife became the first Jewish settlement in the territory that became the United States.

Jeff Gorsky
Bureau of Consular Affairs



Merry Christmas

Despite widespread efforts to put Christmas back in Christmas, the ongoing struggle to be politically correct is nowhere more glaring than on the cover of the December issue of *State Magazine*. Instead of "Merry Christmas," *State* chose the expression "Happy Holidays."

It's worth remembering that the nation's founding fathers were Christians, that Christian faith underpins much of our national identity, that every president of our republic has been a Christian and that our nation's start was predicated on and remains true some 230 years later to fundamental principles rooted in Christian doctrine. In other words, we believe in Jesus Christ and in Christmas.

What I'd like to know is, what's wrong with that, and why is it so hard to say "Merry Christmas"?

Bob Cumming
Retired Foreign Service officer



Let Us Hear from You

Mailing Address

State Magazine
2401 E Street, NW
HR/ER/SMG, SA-1, Room H-236
Washington, DC 20522-0108



E-mail

statemagazine@state.gov



Phone

(202) 663-1700



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Setting the Record Straight

This month, I thought it might be worthwhile to debunk several widely held myths about the Foreign Service, all to correct the record on things we all think we really know, but find we don't.

Myth: Entry-level Foreign Service officers are increasingly required to do back-to-back consular tours.

Fact: Of the last 951 bidders that CDA/EL has assigned a first-to-second tour since winter 2005–06, only 16 percent have been assigned to a second two-year consular tour. These jobs are assigned according to the rank-order preferences of the officers. More than 80 percent has received one of their top five choices, indicating that a second two-year consular assignment was their preference.

In the summer 2007 cycle, 40 percent of those assigned to a second two-year consular tour bid it as their number one choice. For 78 percent of those who will serve a second two-year consular tour starting summer 2007, it was one of their top five choices.

Also,

- In our just-completed summer 2007 cycle, one-half of all bidders across all equity groups received their first choice of assignment.
- 86 percent of all bidders received one of their top five choices.
- 97 percent of high-equity bidders (30 to 70 points) received a top-five bid.
- All entry-level bidders coming out of Iraq and Afghanistan received their first choice.
- 92 percent of all bidders across equity groups received a top-10 choice.

Myth: Employees who are granted preference in their onward assignment following tours in Iraq, particularly those eligible for one of their top five choices because of service at Provincial Reconstruction Teams, are requesting choice assignments in Europe.

Fact: While some employees coming out of Iraq are bidding on European posts, the majority are not. Instead, we are finding that many of them are bidding on other posts in the Middle East, Washington, D.C., AF, WHA and SCA.

Furthermore, only those serving at Iraq PRTs and Regional Embassy Offices are

guaranteed a firm commitment to one of their top five choices for an onward assignment. Those serving elsewhere in Iraq and Afghanistan are given consideration in an onward assignment, though there are no guarantees. The five choices must be at grade, in-cone (IROG-type jobs will be considered in-cone for all generalists) or in-specialty, and not require a language waiver. DCM and Principal Officer positions are also not eligible.

Myth: The Department continues to fall short in Arabic language training.

Fact: Since September 11, 2001, State Department enrollments in Arabic language training at our Foreign Service Institute have nearly quadrupled, and the number of Arabic speakers at the level of 3/3 (general professional proficiency) and above has increased from 198 to more than 240. While more speakers are needed, the Department continues to make every effort to hire and train even greater numbers of personnel to fill critical language-designated positions.

Myth: Despite the clear need to talk directly to the Arab street, the Department does not provide Arabic language training beyond the general proficiency level.

Fact: The full Arabic program is 88 weeks, including 10 months at the Institute's field school in Tunis. Students are expected to reach general professional proficiency in that time frame, but there is nothing preventing the motivated and talented student from reaching higher levels. Several officers are currently assigned to beyond-3/3 training at FSI Tunis. Others have studied advanced Arabic at university programs in the Middle East.

Myth: Distance learning is not accessible at all posts and is not open to LES.

Fact: Since distance learning courses were offered starting in 1999 through the FSI Internet-based Learn Center, there have been more than 28,000 course completions—more than 12,000 by Locally

Employed Staff, 9,600 by Foreign Service generalists and specialists, 4,830 by Civil Service employees and 1,400 by State Eligible Family Members and others—from all posts throughout the world.

Myth: The attrition rate for Foreign Service officers has increased significantly over the past five years.

Fact: Actually, the trend is in the opposite direction. The Department's overall Foreign Service Generalist attrition rate has decreased from 5.1 percent in 2001 to 4.2 percent in 2005. While the Senior Foreign Service attrition rate did increase from 10.3 percent to 11.1 percent over the past five years, the attrition rate among entry-level officers has decreased from 2.7 percent to 1.4 percent. Among mid-level officers, the rate decreased from 4.6 percent in 2001 to 4.3 percent in 2005. However, we do see a mini-retirement surge on the horizon, which will drive overall attrition from 4.3 percent to 4.7 percent between now and 2010.

Myth: Employing a Community Liaison Office Coordinator at post will negatively impact the hardship differential paid to those at post. Similarly, an unaccompanied post can not have a CLO.

Fact: The presence of a CLO does not impact the differential. It is the services available in the wider community that have potential impact. While it is unusual to have a CLO when a post is unaccompanied, the decision on whether one is needed is between the post/bureau and the Family Liaison Office.

As you can see, there are quite a few myths floating around the Department. When they are repeated often enough, they are generally accepted as being true without any questions asked.

You have the opportunity to get the facts. If you have any questions or comments, I encourage you to send them to me via unclassified e-mail at "DG Direct." ■



NEWS



State Collects a Mountain of Toys for Tots

A stuffed animal seems to be climbing the podium as Secretary Condoleezza Rice makes her remarks. In front of her and behind the Marines sit some of the 5,000 toys donated by Department employees.

A few days before Christmas, Secretary Condoleezza Rice presented about 5,000 toys donated by Department employees to representatives of the U.S. Marine Corps, including Brig. Gen. Robert Milstead, director of public affairs, and members of the Marine Security Guard Battalion.

Also participating in the ceremony was Richard J. Griffin, assistant secretary for Diplomatic Security. DS leads the Department's Toys for Tots campaign.

The Department's donations each year surpass those of every other federal agency, Secretary Rice noted. The combined value of toys and donations in the 2006 campaign, which will benefit needy children in the Washington area, was about \$100,000—the highest total in the six years of the toy drive at State.

By supporting the program, "We are brightening children's faces and brightening their lives," Secretary Rice said.

PLUS>>> STATE WINS AWARD FOR RNET + TEAM-BUILDING SPARKS CREATIVITY + EVANGELINE MONTGOMERY SCHOLARSHIPS AWARDED + MISSION MEXICO BLOG EMPOWERS EMPLOYEES + AAFSW HONORS STATE'S BIG-HEARTED VOLUNTEERS + EMBASSY PERU JOINS ARMY FOR HUMANITARIAN EXERCISE + FSI OFFERS STREAMLINED COURSE ON FINANCES + RETIREES ACCEPT A GRATEFUL NATION'S THANKS

State Wins Management Excellence Award for RNet

The Department of State has won the prestigious 2006 President's Award for Management Excellence for RNet, its online interactive retirement network, as a talent management system. This is the third consecutive year the Department has received such an honor.

Administered through the President's Quality Award Program, the award is the highest award given to Executive Branch agencies for management excellence. This year, the Department was the only agency cited for strategic management of human capital, a significant part of the President's Management Agenda.

The Department has begun to fashion its retiree community as an integral part of its potential talent pool. Rather than



viewing retirement as a definitive break in the employment relationship, the Department has created a unique mechanism to redefine retirement as a transition to a different and more focused employment relationship.

The Department's approach uses technology to create a unique personnel management system. Combining the standard Web site with the traditional concept of a university alumni network, the system uses electronic Web-delivered services to

retirees as a vehicle to create a workforce continuity mechanism. Retirees receive services and establish an ongoing employment relationship through the same electronic vehicle.

The Department's efforts will mitigate the impact of increased retirements and serve as a catalyst for modernizing workforce management.

At this time, the RNet concept is unique in the Federal sector. RNet can be found at www.RNet.state.gov.

TEAM-BUILDING SPARKS CREATIVITY

Creativity was the order of the day for 24 Locally Employed Staff one rainy July afternoon at the Nonimmigrant Visa Section of the U.S. Embassy in Manila. A door design project was the highlight of three weeks of team building facilitated by Consular Officer Heather Smith.

"We embarked on the team-building activity to generate team spirit, raise morale and continue high productivity," Smith said.

Productivity and morale are two things the Manila NIV unit needs in abundance on a daily basis. Processing an average of 1,200 nonimmigrant visa applicants a day, the unit is one of the busiest in the world.

Four teams competed for the top prize: the Frontliners (the staff responsible for receiving applications), the Runners (responsible

for making sure information gleaned from the application forms is entered correctly into the system), Team Talahib (responsible for printing and quality control of visas) and CSI-Manila (the Communications and Records team, responsible for attending to the hundreds of queries that arrive weekly through e-mail, fax, regular mail and phone calls).

On judging day, the Frontliners dressed smartly in blazers and exuded professionalism and efficiency. The Runners wore jerseys and had an intricate diorama of the various sections within the unit. Team Talahib (Wildgrass) dressed up its area in green crepe-paper bunting made to look like wild grass. CSI Manila put up a dramatic black door patterned after the top-rated television crime drama CSI. The team also prepared an inter-active skit with a "dead body" on the floor.

After viewing the various displays, Consul General Richard Dale Haynes paid tribute to the creative energies generated by the entire NIV team. CSI Manila won the prize for having the most creative display and incorporating a skit into its presentation.

Every member of the NIV section enjoyed the exercise. "It was a welcome break from the routine of work," one staffer said. It also highlighted for them the importance of putting together a winning and highly efficient team.



From left, Kathrina Gigante, Lourdes Basconillo, Judith Octavo, Eiselle Omampo, Heather Smith and Catherine Guballa pose beside the CSI Manila door.

Evangeline Montgomery Scholarships Awarded

Last summer, the Carl T. Rowan Chapter of Blacks In Government hosted its second annual Evangeline J. Montgomery Scholarship Awards program and made awards

totaling \$4,000 to five Washington area high school graduates.

The scholarship fund is named in honor of Evangeline J. Montgomery, a long-stand-

ing member of the Carl T. Rowan Chapter and a respected artist. She works in the Department's Bureau of Educational and Cultural Affairs as a program officer in the Office of Citizen Exchanges. She exhibits her artwork throughout the world, including in ambassadors' residences.

She and other renowned artists contribute art to be sold to support the chapter's scholarship effort. Annually, a Howard University student majoring in art or art history receives a \$1,000 scholarship award, along with four to five graduating high school seniors from the metropolitan area.

This year's recipients were selected from more than 130 applicants. They were accepted to attend George Mason University, Prince George's Community College, Savannah College of Art and Design in Atlanta, Shaw University in North Carolina and the University of Maryland-Eastern Shore.

Evangeline Montgomery, fourth from left, poses with the scholarship winners. At right is Darlene Young, national president of Blacks In Government.



Mission Mexico Blog Empowers Employees

Wouldn't it be great to give overseas mission employees an interactive forum to voice their viewpoints? The recently established Mission Mexico Blog (<http://transition.intelink.gov/state/mexico/>) and the growing number of pioneering blog sites on eDiplomacy's Community of Practice home page (<http://transition.intelink.gov/state/>) do just that.

Web logs, or blogs as they are commonly known, are widely used in the cyber world to exchange ideas, but they're still new and underutilized in the Department.

Using this innovative information resource expands the U.S. Mission in Mexico's outreach to more than 2,000 employees dispersed among nine consulates, thirteen consular agents and the largest embassy in the Bureau of Western Hemisphere Affairs.

In collaboration with the Office of eDiplomacy, the U.S. Mission in Mexico launched the blog to collect ideas, solicit feedback and promote an open dialogue between the front office and employees. Ambassador Antonio Garza strongly believes

employees work smarter when they listen to each other's ideas and focus on teamwork. The blog gives anyone with Intranet access the opportunity to engage directly with the mission's management team.

Deputy Chief of Mission Leslie Bassett plans to use the blog to engage employees on a wide variety of management issues. News from the Ambassador, Consular Affairs, News from the Consulates, and Public Affairs are just a few of the blog categories.

The Executive Office is using the blog to elicit feedback from entry-level officers on the mission's ELO rotational program and career development opportunities. There was no other method to easily chronicle ELO concerns or career aspirations. The blog provides a solution that is expected to spark a lively discussion.

In another innovation, the U.S. Missions in Mexico and Canada are working on a together to implement a North America blog to share border security information with Department of Homeland Security and foreign affairs community partners.

AAFSW HONORS STATE'S BIG-HEARTED VOLUNTEERS

Director General George M. Staples recently presented the 2006 Associates of the American Foreign Service Worldwide Secretary of State's Award for Outstanding Volunteerism Abroad to five winners from different geographic regions.

The December ceremony took place in the Benjamin Franklin Diplomatic Reception Room.

The awards recognize U.S. government employees and family members at embassies and consulates who gave exceptional volunteer service to their communities or rendered outstanding assistance in emergencies. This year's winners were Nelda Villines, Mbabane, Swaziland; Kathy Hansen, Seoul, South Korea; Thomas Yazdgerdi, Athens, Greece; Steven Carroll, Kabul, Afghanistan; and Marian McGowan, Santo Domingo, Dominican Republic.

"The value of volunteer work is an indispensable part of what we do in the State Department and a big part of implementing our foreign policy objectives overseas," said DG Staples. "It shows we are a generous, giving people who care about others."

A summary of each winner's activities follows:

Steven Carroll—While serving a one-year tour in Kabul, he organized clothing drives for the Window of Hope orphanage, collecting donations from U.S. school children and delivering them in an armored vehicle. To raise funds for firewood for heating and cooking at the orphanage, he organized a fund-raising charity dinner that raised post morale and \$1,500. He helped a nongovernmental organization raise \$2,700 to fund book bags for children across the country, and arranged for the U.S. military to donate 16 containers of surplus food and drugs to the poor.

Kathy Hansen—An Employed Family Member in Seoul, she has dedicated two years to volunteer services benefiting U.S. government employees through her involvement in the American Forces Spouses Club, Seoul Elementary School, Embassy Book Club, Yongsan Vacation Bible School, Yongsan Library and providing

financial support for the adoption of children from Korea, Vietnam and China, among many other activities. She is especially valued for her ability to recruit, direct and advise other volunteers for community projects.

Marian McGowan—She has been a tireless volunteer with Jackie's House, a home that provides a safe and nurturing environment for 36 children with mental or physical handicaps, children who have been abused and neglected and children of parents who cannot provide for them. She teaches them English and has established a network of donors to help support the home. With these donations, she provided paper, crayons, school supplies and even a television and VCR. She encouraged other embassy volunteers, who now regularly teach English and become mentors to the children.

Nelda Villines—A full-time embassy employee, she has dedicated time and money to help HIV-positive orphans and women in Swaziland for two years. She has visited 30 schools and hospitals distributing food, clothing, books and school supplies, blankets and toys. She assists self-help projects and convinced new arrivals to the embassy to donate their shipping crates so they could be used to build tables or benches for rural schools. She and her husband were instrumental in the building of the Samukelwe Family Centre and the Hope Heals Centre.

Thomas Yazdgerdi—Many of his efforts benefited the burgeoning immigrant community in Athens. He organized the refurbishing of the Multicultural Daycare Center, worked to get Thanksgiving turkeys for The Ark, the Mother Teresa Center and Helping Hands (Athens Refugee Center) and headed the Community Service Network, spurring embassy personnel to help with clothing drives. He helped create a Katrina Relief Organizing Committee which organized a benefit concert that raised nearly \$100,000 for Katrina victims.

Embassy Peru Joins Army for Humanitarian Exercise

The U.S. Southern Command and the U.S. Embassy in Lima teamed up for a successful joint U.S.-Peruvian military exercise in northern Peru last August and September.

Working with Peruvian national and regional authorities, U.S. Army South, the U.S. Southern Command's Army Service Component Command and the embassy's Military Assistance and Advisory Group office planned New Horizons 2006 to be a civic-humanitarian exercise. It focused on delivering medical attention, building and furnishing two health clinics, building a two-room school and drilling water wells in villages throughout the Lambayeque region. Three U.S. military medical readiness teams treated more than 20,000 patients in six weeks.

Working through two U.S. nongovernmental organizations, Counterpart International and Vida International, embassy community members organized the donation of more than \$200,000 in medical supplies to furnish

and equip the two clinics. The Embassy Association covered port costs to assemble and load the supplies in California, and the California Maritime Academy transported the equipment and supplies free of charge to Peru. When the supplies arrived in Peru, the

Peruvian Ministry of Health delivered them to Lambayeque.

"We wanted to make sure that the two clinics built by our military had all the supplies and equipment necessary to see patients from the day they were finished," said Ambassador Curt Struble. "Luckily, we had the talent and initiative in our mission family to make it happen, with the help of some very engaged U.S. NGOs."

USSOUTHCOM organizes a series of "New Horizons" exercises every year in various countries in Latin America to demonstrate U.S. dedication to regional security and offer U.S. and local soldiers opportunities to use their talents in realistic training situations.



Ambassador Curt Struble greets students at the dedication of a new school built by U.S. troops in Hornitos, Lambayeque.

FSI OFFERS STREAMLINED COURSE ON FINANCES

For officers at all stages of their careers, the complicated issues of Foreign Service finances loom large. The Transition Center at the Foreign Service Institute offers targeted courses designed for specific career stages, but the information in the Regulations, Allowances and Finances course (MQ104) affects everyone.

This popular workshop grew out of the experiences of the spouses of the Iran hostages in 1979. Unfamiliar with the Department's bureaucracy, they faced various hardships trying to negotiate the labyrinth from the outside. Staff in what was then known as the Overseas Briefing Center realized that both officers and family members needed to be educated about the provisions applying to them. Thus the RAF course was born.

In December, the Transition Center offered for the first time a new, streamlined version of the course, reducing it from

three days to a more manageable two. It features experts from Transportation, Allowances, Employee Relations, Medical Services and the Family Liaison Office.

In addition to explaining the relevant rules and regulations, presenters answer questions and leave participants with excellent resources for future reference. Alongside the internal experts, private sector practitioners cover topics such as insurance and tax issues, providing the tools needed to avoid costly financial missteps.

The next Regulations, Allowances and Finances classes will be offered at FSI February 13–14, April 25–26 and June 21–22. For registration information, see <http://fsi.state.gov/admin/reg/default.asp?EventID=MQ104> on the Intranet or e-mail your training officer.



RETIREEES ACCEPT A GRATEFUL NATION'S THANKS

At the annual retirement ceremony in December, Secretary Condoleezza Rice paid tribute to the men and women of the Foreign Service and Civil Service who are “the backbone of our foreign policy” and make up “the finest diplomatic corps in the world.”

She noted that those assembled in the Dean Acheson Auditorium represented 5,700 years of dedicated service under 10 presidents. They averaged more than 29

years of service in 175 posts and spoke 35 foreign languages, she said.

During their careers, they “helped to open freedom’s promise to those trapped in tyranny during the Cold War,” she said, and then helped navigate the post–Cold War and post-9/11 periods.

“You have labored for the idea that a better and more hopeful future of freedom and prosperity is the right of every man, woman and child,” she said.

She asked the retirees to encourage every young American they meet to consider following in their footsteps—“not for great wealth or personal glory, but the knowledge that you have earned the thanks of a grateful nation.”

Director General George Staples reminded them that they are still part of the State Department family. He read their names as each walked up on stage for a photo with Secretary Rice. Following the ceremony, the retirees were invited to a champagne reception in the Benjamin Franklin Room.

STATE MAGAZINE

MAGAZINE STAFF

Rob Wiley
EDITOR-IN-CHIEF

Bill Palmer
WRITER/EDITOR

Jennifer Leland
WRITER/EDITOR

David L. Johnston
ART DIRECTOR

ADVISORY BOARD MEMBERS

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State Magazine (ISSN 1099–4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, D.C. Periodicals postage paid at Washington, D.C., and at additional mailing locations.

CHANGE OF ADDRESS

Send changes of address to *State Magazine*, 2401 E Street, N.W., SA-1, Room H-236, Washington, D.C. 20522-0108. You may also e-mail address changes to statemagazine@state.gov.

SUBSCRIPTIONS

State Magazine is available by subscription through the U.S. Government Printing Office by telephone at (202) 512-1800 or on the web at <http://bookstore.gpo.gov>.

SUBMISSIONS

For details on submitting articles to *State Magazine*, request our guidelines, “Getting Your Story Told,” by e-mail at statemagazine@state.gov; download them from our web site at www.state.gov; or send your request in writing to *State Magazine*, 2401 E Street, N.W., HR/ER/SMG, SA-1, Room H-236, Washington, DC 20522-0108.

The submission deadline for the April 2007 issue is February 15. The deadline for the May 2007 issue is March 15.



A Job Well Done

DEPARTMENT HONORS EXCELLENCE AND DIVERSITY ON AWARDS DAY
BY BILL PALMER

PHOTOGRAPHS: (ABOVE): BILL PALMER; (OPPOSITE PAGE): MARGARET ANN THOMAS



Left: A large crowd filled the Benjamin Franklin Room to watch Under Secretary for Political Affairs Nicholas Burns, holding plaque, present the awards. Director General George Staples is at the podium. Above: The award winners pose with Under Secretary Burns, seated at center.

“You have represented our country well.”

That was Under Secretary for Political Affairs Nicholas Burns’ tribute to outstanding employees who had come from Washington and around the world to the Benjamin Franklin Room in November to be honored at the 2006 Departmental Awards Ceremony.

After the presentation of colors by the Armed Forces Color Guard and the playing of the national anthem by the U.S. Air Force Band, Director General George Staples opened the ceremony by acknowledging those present, thanking the private donors who made possible many of the most prestigious awards and introducing Under Secretary Burns.

Under Secretary Burns praised the award winners for embodying qualities such as leadership, creativity, effectiveness, efficiency and a sense of mission.

“We honor our collective values and

beliefs,” he said. “We know these values of patriotism, support for democracy, ethical behavior and putting forward the best of America overseas is what our Foreign Service and Civil Service represent.”

He said dissent is also an American tradition and value, and Secretary Rice honors people who have the courage to dissent.

Honorees attest to the diversity of talent, background, ethnicity and experiences in the Department, he said, adding, “We are stronger because of this diversity.”

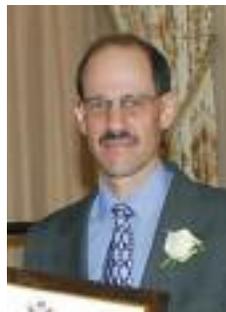
The Foreign Service National of the Year awards were presented in October, but the main awards ceremony had been rescheduled for November so that Secretary Rice could be present, Under Secretary Burns noted. It was not to be. He brought greetings from the Secretary, who was in the Middle East that day with President Bush.



Award for Excellence in Labor Diplomacy

Jennifer S. Spande

In recognition of her contributions toward reversing a downward trend in worker rights in Cambodia and with appreciation for her work on human rights.



James Clement Dunn Award for Excellence

Robert I. Blau

With appreciation for his excellent performance and creative leadership in carrying out U.S. government policy to support Cuba's democratic opposition.



Award for Excellence in Labor Diplomacy —Special Recognition Award

Randolph H. Fleitman

In recognition of his many contributions toward combating child labor and trafficking in persons and with appreciation for his efforts to improve labor institutions in Kenya and Uganda.



Equal Employment Opportunity Award

Cecelia A. Cooper

With appreciation for her efforts in making equal employment opportunity and diversity an important part of the Department's values.



Warren Christopher Award for Outstanding Achievement in Global Affairs

Gregory S. Wiegand

In recognition of his excellent performance and courage in carrying out U.S. government policy to support Cuba's dissident movement.



Robert C. Frasure Memorial Award

Donald Y. Yamamoto

In recognition of his exceptional service to the U.S. government and with appreciation for his efforts to promote peace and civil justice in Africa.



Civil Service Secretary of the Year

Patricia A. Moeller

With appreciation for her courage and dedication and in recognition of her contributions to addressing the security challenges in Iraq.



Swanee Hunt Award for Advancing Women's Role in Policy Formulation

May Qasem Barghouthi

In recognition of her commitment to Mission Jerusalem in supporting women's empowerment through promoting Palestinian women's participation in politics and civil society.



Diplomatic Security Officer of the Year

Roger S. Owens

In recognition of his outstanding contributions on a wide range of security projects in Iraq and with appreciation for his achievements to enhance the security of the U.S. mission in Iraq.



Cherrie S. Daniels

In recognition of her dedication to promote the role of women as peacemakers in the Israeli-Palestinian conflict.



Mary A. Ryan Award for Outstanding Public Service
Catherine Berry

With appreciation for her unwavering courage and strong commitment to serve American citizens and foreign nationals who seek to travel to the United States.



Frank E. Loy Award for Outstanding Environmental Diplomacy
Stephanie J. Caswell

In recognition of her outstanding management of the Office of Ecology and Terrestrial Conservation and for her exceptional performance representing the U.S. government for nearly 20 years.



Innovation in the Use of Technology Award
James W. Bayuk

In recognition of his work to develop a new State Department travel medicine information Web site and with appreciation for his contributions to improving vital medical services for State Department employees and their families representing the United States around the world.



Edward R. Murrow Award for Excellence in Public Diplomacy
Alberto M. Fernandez

In recognition of his engagement with Arab media to better inform audiences in the Near East and North Africa about U.S. government policies.



Herbert Salzman Award for Excellence in International Economic Performance
Andrew J. Quinn

In recognition of his many efforts to expand the U.S.-Pakistan economic relationship and with appreciation for assisting in the coordination of the U.S. response to the October 8 earthquake.



Arnold L. Raphel Memorial Award
John W. Dinkelman

With appreciation for his professionalism and in recognition of his commitment to developing the skills and potential of the 2,330 Foreign Service officers he trained as deputy coordinator of A-100.



Rockwell Anthony Schnabel Award for Advancing U.S.-EU Relations
Kenneth R. Propp

With appreciation for his dedication to U.S. law enforcement and intelligence issues in building cooperation with the European Union and EU member states.



Barbara M. Watson Award for Consular Excellence
Laura F. Dogu

In recognition of her dedication to consular diplomacy, strong leadership and superlative performance at the American Embassy in Ankara.



Director General's Award for Impact and Originality in Reporting
Gregory M. Marchese

In recognition of outstanding reporting and analysis that contributed to the U.S. government's understanding of Lebanon's 2005 "Cedar Revolution."



Leamon R. Hunt Award for Management Excellence
Charles L. Eaton

In recognition of his outstanding performance as management officer of the U.S. Embassy in Chisinau, Moldova, and with appreciation for his efforts to improve the physical infrastructure, work environment, operational efficiency and management controls of the embassy.



Linguist of the Year Award
Paul F. Fritch
In recognition of his extraordinary command of Russian, French and German, which contributed to the critical policy and program efforts of the U.S. Mission to NATO.



James A. Baker III—C. Howard Wilkins Jr. Award for Outstanding Deputy Chief of Mission

Robert P. Jackson
In recognition of his exemplary leadership and in appreciation for his many contributions to the U.S. Embassy in Dakar from 2004 to 2006.



Thomas Morrison Information Management Award
Kevin A. Gatlin
In recognition of his outstanding performance in providing the U.S. Department of State with the latest information technology tools and services and with appreciation for his contributions to supporting effective American diplomacy in the information age.



Luther I. Replogle Award for Management Improvement
An Thanh Le
In recognition of his outstanding contributions to the operation of the U.S. Diplomatic Mission in Korea and with appreciation for his efforts to improve the living and working environment for staff and family members.



Office Management Specialist of the Year Award
Laney L. Goodall
For her brave dedication to fostering a democratic and prosperous Iraq.



Cordell Hull Award for Economic Achievement by Senior Officers
William T. Monroe
In recognition of his many contributions in advancing U.S. government economic and commercial interests in Bahrain and in appreciation for his leadership in guiding the U.S.-Bahrain Free Trade Agreement through the ratification, implementation and promotion process.

Dr. Jessie Colson, Legend

DEPARTMENT PACESETTER SETS AN EARLY STANDARD IN PROFESSIONALISM **BY JESSIE'S LEGACIES**

Before we had the Foreign Service Institute's School of Professional and Area Studies, Curriculum and Staff Development or the Office of Management Training, there was the School of Communications and Clericals Programs. If you wanted a career in the secretarial field or staff support area or just wanted to perfect your communications skills, you signed up for training under the auspices of Dr. Jessie Colson, director of the CCP.

Under Dr. Colson's tutelage, you gained skills and knowledge that could lead to positions of greater responsibility, not to mention a higher salary. Dr. C gave typing courses that made your fingers glide across the keyboard at 50, 60 and even 120 words per minute. As an extra bonus, you could even learn shorthand.

Dr. Colson introduced students to a new language on their first day in shorthand class. She referred to the Pitman and Gregg methods of shorthand, which she told us were especially useful for taking notes during meetings. After one day with Dr. Colson, we found ourselves forming little half circles and lines with curls, each of which was a symbol representing a word. As one student said, "This shorthand must be a language written on Mars."

Dr. Colson's CCP predated personal computers and other modern office technology, so shorthand and typewriters were the order of the day. Memos, letters and other correspondence were dictated to the secretary, who would record every word in shorthand notes and would then type from the notes to produce the final document.

Dr. Colson was mentor to hundreds and hundreds of employees who were seeking ways to improve themselves. She counseled her students on Occupational Choice/A Conceptual Framework; Early Determinants of Vocational Choice; A Sociological Approach to the Analysis of Preparation for Work Life; The Skills of Coping; and Learning a Culture. She made us focus on ourselves by asking, "Who are we?" and "What are our goals in life?"

To be better professionals, we also focused on eating smarter, telling the truth, being ourselves and never losing sight of

our career goals. On a daily basis, we received guidance concerning such issues as judgment and decision making, coping with change, problem solving and more.

For any State employee seeking a more professional career with the Department of State, the Bureau of Personnel—now Human Resources—directed the employee to enroll with Dr. Colson; you were guaranteed to come away more professional and better prepared than the day you entered the Department. All those who came to CCP, either to observe or to participate, lauded her mentoring program.

Following her retirement in 1989, Dr. Colson was asked by several other federal

which opened to the public in Washington, D.C., in 1987 and has established a nationwide membership that is the third largest in the country. On behalf of the museum, she has sponsored several fundraisers, raising more than \$100,000 for new works by women artists.

She maintains an active role with the State Department Federal Credit Union. She is the president of a number of committees at her church, and she sits on several church boards.

With her excellent knowledge of the Department's infrastructure coupled with her common sense strategies, Dr. Colson is a true pioneer of today's FSI Management and Leadership training. She was one of the first to foster mentoring for State personnel.



Dr. Jessie Colson, left, enjoys a happy moment with one of her proteges, Ruth Walker.

agencies to establish similar programs. She continues to foster career enhancement programs at U.S. military facilities and in the private sector. For more than 30 years, she has been the inspiration to hundreds of men and women in the federal government. Today, Dr. Colson continues to encourage the careers of many young adults through speaking engagements and through her Web site.

Never one to sit idly, Dr. Colson is currently a volunteer on the staff of the National Museum of Women in the Arts,

Her passion was career enhancement for all persons, and that is what she preached and practiced. What mattered to Jessie Colson was that anyone who wanted a better, more interesting career be provided the opportunity to work toward and achieve it.

Dr. Colson continues to be a Department legend to all who were fortunate to have been under her tutelage. ■

The authors are a few of the many former Dr. Colson students.

Centers for Disease Control Malawi's Mark Pelletier and wife Beth discuss their adoptions from Kenya and Ethiopia.



A photograph of Mark and Beth Pelletier sitting at a table with microphones. Mark is on the left, wearing a light blue shirt and a dark tie, looking towards Beth. Beth is on the right, wearing a black top, looking towards the camera. Nameplates in front of them read 'Mark Pelletier, Centers for Disease Control' and 'Beth Pelletier'.

'Keys of Paradise'

STATE DEPARTMENT CELEBRATES NATIONAL ADOPTION MONTH COMPILED BY CHRISTOPHER LAMORA AND NYDA BUDIG

November 2006 marked the 30th anniversary of National Adoption Month, a time each year to recognize the importance of adoption and conduct pro-adoption outreach. In the United States, many family courts set aside a specific day in November to finalize hundreds of adoptions. The Bureau of Consular Affairs, the Employee Relations Office, the Family Liaison Office and numerous consular sections around the world celebrated with special outreach events, panel discussions and ceremonies.

Guangzhou Tradition

By Akunna E. Cook

On November 17, families arriving for their adoption oath-taking ceremony at the U.S. Consulate General in Guangzhou—the Department's largest orphan visa-processing post—were met with a celebration. In the presence of invited guests, including Chinese government officials and the consulate general's panel physician, Consul General Robert Goldberg adminis-

tered the oath to 60 families preparing to take their newly adopted children home to the United States.

While American parents are always happy to see the U.S. flag in the consular waiting room, there were few dry eyes during the ceremony as families celebrated the end of their long journey. Guangzhou had also purchased new children's furniture and toys for the visa waiting room, allowing older siblings accompanying their parents to the visa interview to stay occupied while they waited. Guangzhou is planning to make the swearing-in ceremony a new annual tradition.

The author is a consular officer at the U.S. Consulate General in Guangzhou.

Lilongwe Forum

By Mitchell Moss

Malawi may not be the first country that comes to mind in discussions about inter-country adoption—at least not until the

high-profile case in October 2006 of a 13-month-old Malawian boy who went to live with a well-known American pop singer and her family in the United Kingdom. That case made front-page news around the world and generated a great deal of talk about adoption in Malawi.

On November 22, U.S. Ambassador Alan Eastham hosted a National Adoption Month forum at the U.S. Embassy in Lilongwe titled "Finding Families for Children," which highlighted the nebulous state of Malawian law and regulations governing adoption and allowed U.S. government officials to explain American views of inter-country adoption and its benefits for children in need. The Malawian government had approved only 20 legal adoptions in 2006, although it is estimated that the small country has more than 1 million orphans.

Malawian government and human rights officials participated in a panel discussion, while Mark and Beth Pelletier of

the local Centers for Disease Control office gave a moving account of how they had adopted their daughter from Kenya and are now adopting a second child from Ethiopia.

The author is a public affairs officer at the U.S. Embassy in Lilongwe.

Kyiv Media Program

By Landon Taylor and Erik Black

On November 28, the U.S. Embassy in Kyiv hosted a program on Family and Child Welfare for the Ukrainian press. Journalists from Ukraine's largest TV stations and newspapers attended the two-hour program that included presentations by Assistant Secretary of Consular Affairs Maura Harty (by DVC), the deputy chief of mission and consul general, the country director from Holt International's Ukraine program, as well as representatives from Ukraine's government ministries responsible for child welfare and adoptions.

The program emphasized the U.S. commitment to be a partner with Ukraine in addressing the challenges of child welfare issues and the need to facilitate a fair and transparent adoption process. It also stressed the same "Families for Children" message emphasized in Lilongwe and elsewhere. Ludmyla Balym, deputy director of the Ukrainian State Department for Adoption and Protection of the Rights of the Child, spoke about the importance the Ukrainian government is now placing on child protection and welfare.

She stressed that domestic adoptions are the top priority for Ukraine now, but noted that when it is impossible to place a child into a Ukrainian adopting family, intercountry adoption is the next best solution for an orphan. Participants also screened new public service announcements promoting domestic adoptions in Ukraine.

Mr. Taylor is the consul general and Mr. Black a vice consul at the U.S. Embassy in Kyiv.

Moscow Overview

By Constance Anderson

Immigrant Visa Unit Chief Connie Anderson, joined by Locally Employed Staff colleagues and a local Department of Homeland Security officer, led a well-received brown-bag discussion on November 15 with approximately 25 other embassy personnel about adoptions in Russia.

Anderson and her team presented an overview of the situation of Russian orphans as well as the U.S. process for allowing foreign-born orphans to immigrate to the United States. Brown-bag participants who were themselves internationally adoptive parents shared their own stories and insights.

The author is the immigrant visa unit chief at the U.S. Embassy in Moscow.

Department Guides

The Bureau of Consular Affairs' Office of Children's Issues, which has primary responsibility within the State Department for intercountry adoption matters, premiered its "Guide for Prospective Adoptive Parents" (http://travel.state.gov/pdf/Prospective_Adoptive_Parents_Guide.pdf), which explains how adoption processing will work when the United States ratifies the Hague Adoption Convention. On a parallel track, the Family



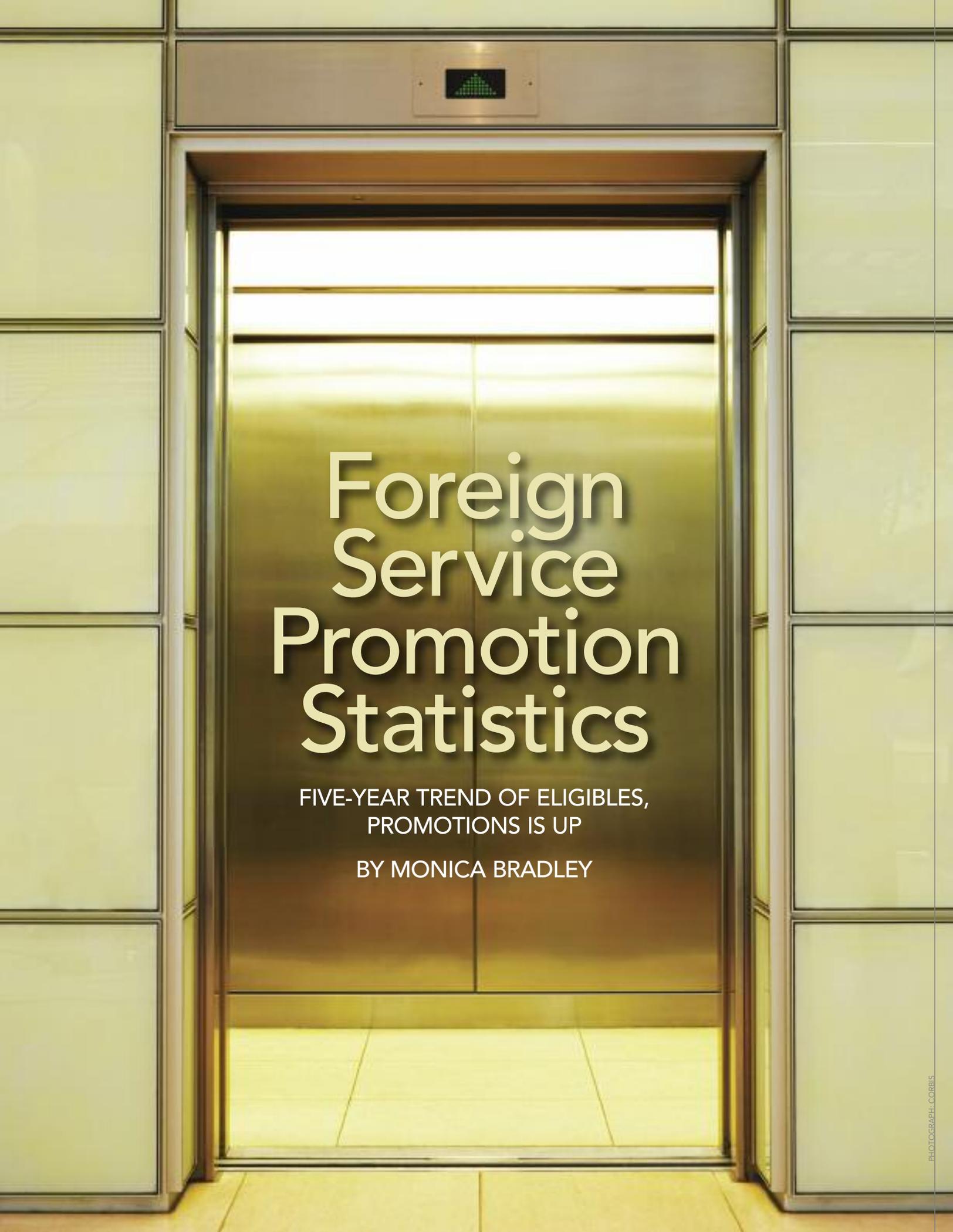
Top: Adoptive American parents take the oath before meeting consular officers to have their children's visa applications reviewed. Above: U.S. Consulate General in Guangzhou officials with some of the American families and adopted Chinese children at the Nov. 17 event.

Liaison Office issued its revised "Intercountry Adoption Guidelines for the Foreign Service Family" (www.state.gov/documents/organization/77317.pdf).

Both are available online from www.state.gov. The two offices joined forces on November 29 to present a two-hour discussion session on this same topic as part of the Bureau of Human Resources Office of Employee Relations' Work/Life Program series. A Work/Life presenter gave an overview of adoptions in general, after which a panel of three officers from Consular Affairs' Office of Overseas Citizens Services, who are also internationally adoptive parents, shared their experiences and offered insights for the 40 Department attendees.

The event included a lively question-and-answer period and was recorded on audio tape. The audio file, transcript and handout materials from the session are available to all State Department families worldwide by contacting Nyda Budig in Consular Affairs at budign@state.gov or Mary Jean Dixon in Employee Relations at dixonmj2@state.gov. ■

Christopher Lamora is the chief of the Intercountry Adoption Unit in the Bureau of Consular Affairs. Nyda Budig is the public outreach coordinator in the Hague Adoption Convention Implementation Unit.



Foreign Service Promotion Statistics

FIVE-YEAR TREND OF ELIGIBLES,
PROMOTIONS IS UP

BY MONICA BRADLEY

The 2006 Foreign Service Selection Board results by class and cone for both generalists and specialists have been compiled. The tables provided show promotion numbers and rates, average time-in-class and average time-in-service for each competition group. This year's promotion rates have been compared to 2005 and a five-year average (2002–2006).

The overall promotion rate of eligible FS employees for 2006 was 26 percent, compared to 27 percent in 2005. The 2006 rate equaled the previous five-year average.

The number of eligibles competing for promotion in 2006—5,376—is more than a thousand higher than in 2002 and more than 500 higher than the five-year average. The annual number of promotions increased by 347 between 2002 and 2006.

Promotion opportunities are determined by service needs and budgetary constraints. Reviewing statistics for an individual year can be misleading, but comparing the 2006 statistics to previous years is useful to provide a reasonable idea of what promotion rates may look like over time by both cone and class.

Generalists

Overall, generalist promotion rates have increased from 26 to 31 percent since 2002. The 2006 promotion rate of 14 percent for the Senior Foreign Service is slightly lower than the previous five-year average of 15 percent. However, promotion numbers and rates into and within the Senior Foreign Service have remained constant since 2004.

The number of promotions and promotion rate from FS-02 to FS-01 of 150 and 16.6 percent, respectively, in 2006 were lower than 2005's 158 and 17.7 percent. Although the number of promotions in 2006 equaled the five-year average, the promotion rate is slightly lower than the five-year average of 17.1 percent.

At 49.7 percent, the FS-03 to FS-02 promotion rate is slightly higher than 2005's 48.5 percent. It is also higher than the five-year average of 44.5 percent, even though the actual number of promotions in 2006—198—is lower than the five-year average of 205.

Generalist promotions from FS-04 to FS-03 increased to 372 in 2006 from 357 in 2005, although the promotion rate decreased by 10 percent. In looking at the last five years, 2006 promotions were more than double the 150 promotions in 2002. This increase is due to the increased hiring under the Diplomatic Readiness Initiative.

Classwide generalist promotions ranged from 25 percent of the promotions from FS-03 to FS-02 to 53 percent of the promotions from FE-OC to FE-MC. In 2005, the percentages ranged from 24 to 52 percent. It is difficult to predict which cones will receive the class-wide promotions.

It is still too early to determine whether a trend is developing in class-wide promotions. However, numbers and rates in 2006—158 and 8 percent—were down from 195 and 10 percent in 2005.

To ensure that the needs of the service are being met, functional promotion opportunities are allocated using each cone's proportion of the total functional positions. In this way, each cone receives its share of needed promotion opportunities to fill critical staffing gaps, while promotions are also provided for employees the selection boards determine have the broad experience necessary to assume future leadership positions.

Although it will take several more years before the mid-level deficit is eliminated, it has begun to close. A recent analysis showed that 2006 promotions reduced the 15 percent mid-level deficit that existed in September 2006 to approximately 7 percent. Attrition is projected to drive the deficit back up to approximately 11 percent by next September. Assuming positions, hiring, promotions and attrition rates remain constant, the mid-level deficit should be eliminated at the end of the 2010 promotion cycle.

Specialists

As in previous years, specialist promotions vary by class and specialist groups. In 2006, the percentage of all eligible specialists who were promoted—21 percent—

equaled that of 2005 and the five-year average. Given the wide range of specialist groups, examining promotion rates for each group is not a good barometer. However, changes in a few skill groups are worth noting.

In 2006, Human Resources officers and General Services officers had separate competition groups for promotion across the senior threshold, and one employee in each skill group was promoted. In the past, these skill groups competed with management officers across the threshold.

Promotion numbers and rates for office management specialists in 2006 increased to 78 and 14 percent, respectively, from 67 and 13 percent in 2005. The five-year average was 73 and 14 percent.

The number of promotions for security officers increased to 215 in 2006 from 191 in 2005; however, the promotion rate dropped from 37 to 31 percent because of the increased number of eligibles. While the 2006 promotion rate is the same as the 2002 promotion rate, the number of promotions has increased 48 percent since 2002.

There were no real surprises in the information technology skill groups. At 109, the overall number of promotions for all three skill groups was two less than in 2005 and one less than the five-year average. However, as with many other skill groups, the increased number of eligibles resulted in the promotion rate dropping from 16 percent in 2005 to 14 percent in 2006.

In conclusion, as the Department moves forward and the next generation prepares to assume the leadership reins, changes in the way business is done will likely result in changes to the promotion process. To stay competitive, not to mention eligible for promotion, employees should pay close attention to requirements in the Career Development Program and the precepts. ■

The author is a management analyst in the Office of Resource Management and Organization Analysis.

Promotes' Average Length of Service
 Average Length of Service Completed
 Promotes' Average Time-in-Class
 Average Time-in-Class of Completed
 % Completed/Promoted
 Number Promoted
 Number Completed

CATEGORY: MC TO CM

CLASSWIDE MANAGEMENT	27	0	0.0	6.4	0.0	28.7	0.0
CLASSWIDE CONSULAR	19	1	5.3	6.3	7.7	30.1	30.3
CLASSWIDE ECONOMIC	36	1	2.8	6.1	6.6	30.3	28.7
CLASSWIDE POLITICAL	59	3	5.1	6.0	6.2	29.9	29.5
CLASSWIDE SCIENCE OFFICERS	1	0	0.0	7.7	0.0	28.7	0.0
CLASSWIDE PUBLIC DIPLOMACY	23	0	0.0	5.9	0.0	26.7	0.0
CLASSWIDE INFO TECH MNGR	1	0	0.0	6.6	0.0	32.1	0.0
CLASSWIDE PSYCHIATRIST	2	0	0.0	11.7	0.0	20.9	0.0
CLASSWIDE MEDICAL OFFICERS	9	0	0.0	8.4	0.0	18.0	0.0
CLASSWIDE FINANCE	1	0	0.0	4.3	0.0	20.2	0.0
CLASSWIDE TOTAL	178	5	2.8	6.3	6.6	28.7	29.5

CATEGORY: GENERALIST FEOC TO FEMC

CLASSWIDE MANAGEMENT	55	6	10.9	4.4	4.9	24.5	24.9
CLASSWIDE CONSULAR	45	4	8.9	3.9	5.6	25.3	25.2
CLASSWIDE ECONOMIC	48	6	12.5	4.2	4.6	24.7	24.3
CLASSWIDE POLITICAL	53	4	7.5	3.9	4.0	25.3	26.3
CLASSWIDE PUBLIC DIPLOMACY	50	3	6.0	4.2	5.8	23.2	22.6
CLASSWIDE TOTAL	251	23	9.2	4.1	4.9	24.6	24.7
MANAGEMENT	49	7	14.3	4.4	4.7	24.4	22.1
CONSULAR	41	2	4.9	3.8	4.9	25.4	27.0
ECONOMIC	42	4	9.5	4.1	4.6	24.8	26.5
POLITICAL	49	4	8.2	3.9	4.7	25.2	25.7
PUBLIC DIPLOMACY	47	4	8.5	4.1	4.4	23.3	21.8
FUNCTIONAL TOTALS	228	21	9.2	4.0	4.6	24.6	24.0
COMBINED TOTALS	251	44	17.5	4.1	4.8	24.6	24.4

CATEGORY: GENERALIST FS01 TO FEOC

CLASSWIDE MANAGEMENT	66	0	0.0	5.5	0.0	20.5	0.0
CLASSWIDE CONSULAR	66	3	4.5	6.0	3.4	22.0	19.1
CLASSWIDE ECONOMIC	86	10	11.6	5.9	5.4	21.8	20.1
CLASSWIDE POLITICAL	125	13	10.4	6.0	6.9	22.4	21.4
CLASSWIDE PUBLIC DIPLOMACY	74	5	6.8	6.2	5.1	20.9	20.4
CLASSWIDE TOTAL	417	31	7.4	5.9	5.8	21.6	20.6
MANAGEMENT	66	12	18.2	5.5	4.6	20.5	19.6
CONSULAR	63	5	7.9	6.1	5.7	22.1	20.0
ECONOMIC	76	6	7.9	6.0	5.9	22.1	19.4
POLITICAL	112	8	7.1	5.9	7.3	22.5	24.0
PUBLIC DIPLOMACY	69	10	14.5	6.3	6.7	21.0	20.6
FUNCTIONAL TOTALS	386	41	10.6	6.0	5.9	21.7	20.7
COMBINED TOTALS	417	72	17.3	5.9	5.9	21.6	20.7

Promotes' Average Length of Service
 Average Length of Service Completed
 Promotes' Average Time-in-Class
 Average Time-in-Class of Completed
 % Completed/Promoted
 Number Promoted
 Number Completed

CATEGORY: GENERALIST CLASS 02 TO CLASS 01

CLASSWIDE MANAGEMENT	148	5	3.4	5.8	6.3	16.9	16.8
CLASSWIDE CONSULAR	150	6	4.0	4.9	3.9	16.5	13.8
CLASSWIDE ECONOMIC	212	10	4.7	5.2	7.2	16.1	17.8
CLASSWIDE POLITICAL	273	28	10.3	5.2	5.6	16.0	14.9
CLASSWIDE PUBLIC DIPLOMACY	118	5	4.2	5.6	5.7	15.6	16.1
CLASSWIDE TOTAL	901	54	6.0	5.3	5.8	16.2	15.6
MANAGEMENT	143	19	13.3	5.8	6.6	16.9	18.5
CONSULAR	144	12	8.3	4.9	5.3	16.6	15.9
ECONOMIC	202	18	8.9	5.1	6.5	16.0	15.9
POLITICAL	245	20	8.2	5.1	6.1	16.1	16.1
PUBLIC DIPLOMACY	113	27	23.9	5.6	5.8	15.5	15.1
FUNCTIONAL TOTALS	847	96	11.3	5.2	6.1	16.2	16.2
COMBINED TOTALS	901	150	16.6	5.3	6.0	16.2	16.0

CATEGORY: GENERALIST CLASS 03 TO CLASS 02

CLASSWIDE MANAGEMENT	47	4	8.5	3.7	3.0	7.5	7.3
CLASSWIDE CONSULAR	112	12	10.7	4.1	3.8	8.8	7.9
CLASSWIDE ECONOMIC	110	16	14.5	4.0	3.5	8.3	7.7
CLASSWIDE POLITICAL	85	11	12.9	3.6	3.4	8.2	7.7
CLASSWIDE PUBLIC DIPLOMACY	44	7	15.9	3.8	3.1	8.2	7.3
CLASSWIDE TOTAL	398	50	12.6	3.9	3.5	8.3	7.7
MANAGEMENT	43	26	60.5	3.7	3.0	7.5	7.0
CONSULAR	100	26	26.0	4.1	4.2	9.0	10.0
ECONOMIC	94	30	31.9	4.0	4.5	8.4	9.0
POLITICAL	74	38	51.4	3.6	3.3	8.2	7.7
PUBLIC DIPLOMACY	37	28	75.7	4.0	4.2	8.3	8.4
FUNCTIONAL TOTALS	348	148	42.5	4.0	3.8	8.4	8.4
COMBINED TOTALS	398	198	49.7	3.9	3.7	8.3	8.2

CATEGORY: GENERALIST CLASS 04 TO CLASS 03

CLASSWIDE MANAGEMENT	91	56	61.5	2.9	2.9	4.3	4.1
CLASSWIDE CONSULAR	100	76	76.0	3.0	3.0	4.6	4.7
CLASSWIDE ECONOMIC	113	81	71.7	2.6	2.6	4.1	4.1
CLASSWIDE POLITICAL	113	80	70.8	2.8	2.8	4.1	4.2
CLASSWIDE PUBLIC DIPLOMACY	117	79	67.5	2.6	2.5	4.0	3.9
CLASSWIDE TOTAL	534	372	69.7	2.8	2.7	4.2	4.2

Promotes' Average Length of Service
 Average Length of Service Competed
 Promotes' Average Time-in-Class
 Average Time-in-Class of Competed
 % Competed Promoted
 Number Promoted
 Number Competed

CATEGORY: SPECIALIST OC TO MC

FINANCE	4	0	0.0	4.0	0.0	25.3	0.0
INFO TECH MNGR	14	2	14.3	4.2	3.1	25.7	17.8
DIPLOMATIC COUR	1	0	0.0	3.6	0.0	19.7	0.0
PSYCHIATRIST	2	0	0.0	3.4	0.0	8.6	0.0
SECURITY OFF	10	1	10.0	2.8	2.5	21.5	18.8
CONSTR ENGR	3	0	0.0	4.5	0.0	19.4	0.0
MEDICAL OFFICERS	6	0	0.0	6.9	0.0	14.2	0.0
HEALTH PRACTITIONER	3	0	0.0	6.2	0.0	27.9	0.0
PRINTING	1	0	0.0	6.6	0.0	17.8	0.0
FUNCTIONAL TOTALS	44	3	6.8	4.4	2.9	21.8	18.1

CATEGORY: SPECIALIST 01 TO OC

FINANCE	20	1	5.0	6.5	7.7	20.4	22.0
HUMAN RESOURCES	5	1	20.0	6.3	5.7	22.4	25.3
GENERAL SERVICES	6	1	16.7	4.9	3.7	19.8	23.3
INFO TECH MNGR	19	5	26.3	5.4	5.9	22.7	23.8
DIPLOMATIC COUR	2	0	0.0	5.2	0.0	21.3	0.0
PSYCHIATRIST	2	1	50.0	4.3	4.0	4.3	4.0
SECURITY OFF	28	8	28.6	3.9	3.3	20.8	19.8
SECURITY ENGINEER	10	2	20.0	6.5	6.2	19.1	18.3
CONSTR ENGR	7	2	28.6	6.7	13.7	16.5	21.1
FACILITIES MAINT	3	0	0.0	5.7	0.0	13.8	0.0
ENGLISH LANG PGMS	2	0	0.0	11.8	0.0	23.2	0.0
INFO RESOURCES	3	1	33.3	9.6	18.4	18.2	29.7
MEDICAL OFFICERS	7	2	28.6	5.6	7.4	5.6	7.4
HEALTH PRACTITIONER	5	1	20.0	6.3	6.7	20.3	23.5
FUNCTIONAL TOTALS	119	25	21.0	5.7	6.3	19.3	20.0

CATEGORY: SPECIALIST 02 TO 01

FINANCE	50	5	10.0	6.0	6.5	10.6	9.6
HUMAN RESOURCES	11	5	45.5	4.6	4.7	18.5	18.1
GENERAL SERVICES	20	3	15.0	5.9	5.0	18.7	18.1
INFO TECH MNGR	147	12	8.2	5.7	5.0	19.2	18.6
DIPLOMATIC COUR	5	1	20.0	5.5	2.7	16.9	14.5
SECURITY OFF	184	23	12.5	5.7	6.3	18.5	18.6
SECURITY ENGINEER	46	4	8.7	8.6	11.5	15.9	18.7
CONSTR ENGR	8	5	62.5	4.2	3.7	8.9	8.8
FACILITIES MAINT	7	3	42.9	5.4	3.4	12.3	10.7
ENGLISH LANG PGMS	3	0	0.0	6.6	0.0	15.2	0.0
INFO RESOURCES	5	0	0.0	3.1	0.0	8.8	0.0
MEDICAL TECH	2	0	0.0	6.7	0.0	26.3	0.0
HEALTH PRACTITIONER	17	1	5.9	4.8	6.7	11.7	17.2
PRINTING	1	0	0.0	2.7	0.0	6.2	0.0
FUNCTIONAL TOTALS	506	62	12.3	5.9	5.8	17.1	16.6

Promotes' Average Length of Service
 Average Length of Service Competed
 Promotes' Average Time-in-Class
 Average Time-in-Class of Competed
 % Competed Promoted
 Number Promoted
 Number Competed

CATEGORY: SPECIALIST 03 TO 02

FINANCE	39	11	28.2	3.3	3.8	3.4	3.8
HUMAN RESOURCES	10	6	60.0	3.1	3.1	11.7	7.6
GENERAL SERVICES	51	8	15.7	5.3	5.2	10.8	11.7
INFORMATION MGMT	169	24	14.2	4.7	4.8	14.0	13.2
INFO MGMT TECH	45	7	15.6	5.4	6.1	11.4	12.0
DIPLOMATIC COUR	9	2	22.2	5.1	5.2	13.7	16.2
SECURITY OFF	200	49	24.5	4.4	3.4	9.6	8.1
SECURITY ENGINEER	18	10	55.6	3.6	3.3	7.0	7.3
SECURITY TECHNICIAN	2	0	0.0	2.7	0.0	6.8	0.0
CONSTR ENGR	5	3	60.0	3.1	3.4	5.6	5.6
FACILITIES MAINT	18	5	27.8	5.0	4.5	10.0	9.2
ENGLISH LANG PGMS	6	4	66.7	3.4	3.7	3.4	3.8
INFO RESOURCES	5	2	40.0	3.5	3.1	3.5	3.1
MEDICAL TECH	5	0	0.0	5.1	0.0	15.3	0.0
HEALTH PRACTITIONER	26	3	11.5	3.4	3.0	3.5	3.0
OFFICE MGMT SPEC	14	0	0.0	5.2	0.0	27.7	0.0
FUNCTIONAL TOTALS	622	134	21.5	4.5	4.0	10.7	8.8

CATEGORY: SPECIALIST 04 TO 03

HUMAN RESOURCES	24	9	37.5	2.3	2.7	4.9	5.1
GENERAL SERVICES	50	15	30.0	3.6	4.1	5.3	5.1
INFORMATION MGMT	323	46	14.2	3.2	3.8	5.9	6.2
INFO MGMT TECH	44	13	29.5	2.7	3.2	4.2	4.8
DIPLOMATIC COUR	38	2	5.3	5.8	5.0	10.8	7.6
SECURITY OFF	267	134	50.2	1.6	1.6	4.2	4.3
SECURITY ENGINEER	19	11	57.9	3.6	3.5	4.1	4.3
SECURITY TECHNICIAN	37	3	8.1	2.8	3.4	5.6	7.2
CONSTR ENGR	13	5	38.5	2.1	2.3	2.1	2.3
FACILITIES MAINT	39	14	35.9	4.2	4.8	4.2	4.8
OFFICE MGMT SPEC	108	6	5.6	5.1	9.0	21.1	25.6
FUNCTIONAL TOTALS	962	258	26.8	3.1	2.8	7.1	5.3

CATEGORY: SPECIALIST 05 TO 04

OFFICE MGMT SPEC	163	23	14.1	4.1	4.7	13.8	14.9
FUNCTIONAL TOTALS	163	23	14.1	4.1	4.7	13.8	14.9

CATEGORY: SPECIALIST 06 TO 05

OFFICE MGMT SPEC	281	49	17.4	3.7	5.1	6.3	8.0
FUNCTIONAL TOTALS	281	49	17.4	3.7	5.1	6.3	8.0

The State/USAID Shared Services Committee accepted Under Secretary Fore's challenge to move Shared Services to the next level. Serving on the committee were, from left, Anita Brown, Katherine (Dare) Morgan, Henry Kaminski, David Yeutter, Justinus Nugraha, Lawrence Mandel, John Peevey, Ralph Hamilton, William Hansen and Tracy Harding.



Challenge Accepted

JAKARTA TAKES SHARED SERVICES TO THE NEXT LEVEL **BY CHRISTOPHER ASHE**

On October 1, 2006, the U.S. Embassy in Jakarta entered its second phase of consolidating administrative services between State/International Cooperative Administrative Support Services and the U.S. Agency for International Development, merging its Warehouse, Procurement and Locally Employed Staff Human Resources sections. Phase II is the result of a challenge from Washington, Ambassadorial leadership and close working relationships between the State and USAID management staffs. Here's how it happened.

During a February 2006 visit to the U.S. Embassy in Jakarta, Under Secretary of State for Management Henrietta Fore challenged Post management to take its initial round of Shared Services initiatives—Motor Pool, Residential Leasing and Residential Maintenance—to the next level. Phase I came as a result of Jakarta's inclusion as one of four posts selected in the pilot program; Phase II was a voluntary effort.

Phase I reduced the number of drivers and dispatchers employed by the embassy motor pool and consolidated duplicative leasing functions

by State and USAID. Phase II went after the big financial gains that result from eliminating direct-hire American positions.

Following Under Secretary Fore's visit, Ambassador B. Lynn Pascoe asked State management counselor Larry Mandel, USAID Mission Director William Frej and Supervisory Executive Officer John Peevey to identify new areas for consolidation that could enhance the quality of ICASS services, reduce costs and eliminate redundancies. Beginning in late February 2006, the U.S. Embassy in Jakarta's Shared Services Working Group initiated weekly consolidation meetings, attended by Human Resources, Warehousing, Procurement and



The consolidated Human Resources staff includes, first row, from left—Rah Rahardjo, Tina Joedowidagdo, Fatty Trianasari, Agung Hernawan, Anita Brown (seated) and Anthe Julianti; and second row, from left—Vinecia Mulyono, Katherine (Dare) Morgan, Ochee Siswoyo, Rheva Pesik and Carolina Purwanti.



Finance representatives. Additionally, the U.S. Embassy in Jakarta consulted with other Shared Services posts and with staff from the Office for Global Support Services and Initiatives in the Bureau of Administration to identify Department-wide best practices.

Once the Shared Services Working Group identified its three areas for consolidation—warehousing, procurement and human resources—smaller technical teams including LES staff were formed to work on the integration of the respective administrative services. The ICASS Council reviewed and approved new service standards in the affected areas.

At the end of the process, Post has identified at least two direct-hire American positions as candidates for elimination, one from State and one from USAID, potentially saving hundreds of thousands of dollars for the U.S. government each year. In the warehouse consolidation alone, USAID expects to save \$140,000 annually.

On October 1, the fruits of the Working Group's labor were realized in the formal

consolidation of Human Resources for LES staff and Procurement within State/ICASS as well as the transfer of all warehousing functions to USAID. As part of each consolidation, both staff and administrative processes were transferred between State and USAID. USAID transferred two LES staff employees to the State Human Resources Office and two vacant positions to State/ICASS Procurement, with USAID taking over the supervision of State's warehouse staff.

Financial Management Officers from State and USAID were also intimately involved at every step to make sure that there was funding for each necessary change and to fund critical integration start-up activities. Together they came up with a mechanism to tie funding together without setting up separate Alternate Service Provider accounting, so that each agency participating in ICASS could receive a single consolidated invoice. Their "one invoice" proposal is being considered in Washington, and could be an easy and

acceptable alternative to the complicated billing situation that would result under separate ICASS invoices. Similarly, the U.S. Embassy in Jakarta requested waivers of some regulatory requirements from USAID to enable USAID's warehousing function to adopt State's best practices for determining which inventory items to count.

While the U.S. Embassy in Jakarta has made significant progress in the coordination of Shared Services initiatives with its tenant agencies, Post management is committed to finding further opportunities to streamline and consolidate operations.

"At Embassy Jakarta, our two agencies already work seamlessly together on the programmatic side, on issues as diverse as avian influenza, tsunami relief and good governance," Ambassador Pascoe said. "State and USAID working more closely together on the resource side is essential, allowing us to better achieve our goals as a single mission." ■

The author works in the Consular Section at the U.S. Embassy in Jakarta.

One-Two-Three

PENETRATING THE PROMOTION PROCESS
BY CHARLES A. RAY



Why did employee X get promoted while Y did not? Each year after the promotion lists are published, this question, in one form or another, is asked. This is the time when the conventional wisdom generator goes into high gear, cranking out the “real” reasons behind promotion decisions. Much of this conventional wisdom is, unfortunately, neither conventional nor wise.

It was my privilege to serve as chair of the 2006 Information Resource Management panel, which looked at IRM specialists from entry-level to FS-01. Members of the panel were all seasoned professionals, and our consensus on what makes employees eligible for promotion came fairly early in the process. I believe most panels developed similar views.

Begin at the Beginning

Beginning at the beginning is always a good way to start, and for promotions in the Foreign Service, it all begins with the “decision criteria for tenure and promotion in the Foreign Service,” or Precepts. These provide the guidelines for boards as they make promotion decisions. They also define the skills to be considered, as well as the level of accomplishment expected at various grades within the service. In addition to the basic precepts, promotion boards are given specific precepts relating to certain career fields.

The basic skill areas evaluated by the boards are leadership, management, interpersonal communications and foreign language, intellectual and substantive knowledge. Description of the kind of performance expected of each in these skill

areas is further divided into three grade levels: entry, mid-level and senior.

These form the starting point for the board’s deliberations, but they are by no means the only considerations. Service in hardship or danger posts, broadening assignments outside the primary skill area and the quality of writing in the Employee Evaluation Report are also factors that boards take into account.

Employees who show continued growth and development throughout a career, who have sought increasingly challenging assignments and who have taken care to ensure that their accomplishments are described in detail in the annual EER have a decided advantage in the competition for advancement. It is not enough to say an employee “produced results in a most effective manner.” For an employee to be competitive, the report must describe what results were produced and, ideally, show how these results contributed to the mission of the organization. Laudatory

comments without details do not impress promotion boards.

Another thing that does not favorably impress boards is an EER with misspellings, typos and other errors that indicate a lack of careful preparation. While rating and reviewing officers are often criticized for poorly prepared reports, the rated employee will also suffer. Remember that the official EER is all a promotion board has on which to base its decision. The employee who allows a sloppy report to be submitted is not putting his or her best foot forward.

A third area that has a significant impact on promotion potential is the "Area for Improvement." Too many rating officials neglect to take this section of the EER seriously, ignoring the evaluation guidelines and not addressing areas that, if improved, would increase the employee's value to the Foreign Service. Failure to seriously address this area weakens the credibility of the entire report. Even more serious is a substantive area for improvement that is repeated in two or more reports (the boards normally review reports for the most recent five years, at a minimum) that shows no effort or action by the employee to improve.

Each year the Department publishes guidelines on EER preparation. It would benefit each employee to read and heed them, as they provide excellent information on the mechanics of the EER.

Along with proper EER preparation, there are a number of things employees can do to enhance their chances for promotion. The three areas of most importance are assignments, training and performance.

Onward Assignments

In seeking onward assignments, employees should be mindful of the need to show positive career progression, including assignments outside the primary skill code. The needs of the service will sometimes result in less than desirable assignments, but a pattern of assignments showing a lack of upward progression or expanding skills will not help in the quest for advancement. Likewise, employees should be aware of "homesteading," or staying away too long from primary skill code assignments.

Willingness to serve in danger or hardship posts has always been a plus for promotion potential. It should be stressed, however, that this refers to more than just "being there." An employee serving in a danger area who has an EER indicating substandard or mediocre performance will

not be given preference for promotion over superior performers serving in other areas.

Far too many Foreign Service employees continue to consider training assignments other than language training as detrimental to career advancement. Recent decisions regarding mandatory training requirements (especially leadership training) will help change that mind-set. Employees who combine periodic educational opportunities with superior job performance are far more valuable to the service in the long run than those who chose to avoid training in order to stay in the rating system.

Leadership skills are critical to mission success. The higher employees climb on the grade ladder, the more critical they are. If we as a department are to be relevant in the foreign policy arena, we simply must have leadership that is both broad and deep. Many people believe the only way to demonstrate leadership skills is to occupy formal leadership positions. Not so. Employees at all levels and in all positions can demonstrate the ability to lead and be credited with leadership skills in the annual evaluation. A junior officer who volunteers to run the post blood drive, for example, is demonstrating basic leadership skills. Participation in VIP visits, special ceremonies and local community activities is also an excellent way to showcase leadership.

Limit the Limitations

What are some of the things that limit an employee's chances for promotion? I have already mentioned poorly prepared EERs. Typos, misspellings, run-on sentences and sentence fragments all contribute to a negative impression of everyone involved in the rating, including the rated officer, who should care enough about his or her career to ensure correction of any such errors.

Raters should be wary of attempts at humor or cute turns of phrase in EERs. Unless a word or phrase is universally understood, it should perhaps be avoided. If it can be interpreted in both a negative and positive way, it should definitely be avoided.

A history of lack of interpersonal skills or ability to recognize and deal effectively with authority relationships definitely hurts promotion chances. Failure to take corrective action on areas of improvement will also limit upward mobility.

Communication skills are essential in our profession. Employees who can't read or write effectively don't contribute as effectively to mission accomplishment as they could.

One final area worthy of mention is the "Rated Employee Comment Section." Despite instructions on preparation of this section and common sense, far too many people blow it. Not for nothing is it called a "suicide box." Statements that are too long, too short, whiny or filled with grammatical errors and typos hurt the employee more than most people appreciate. An example that always comes to mind is the employee who used three pages of single-spaced text to explain why a rater who described him as verbose was wrong.

This is not an exhaustive list, but I believe it is reflective of how many people who have served on boards think. Specific lists might differ, but the areas I have mentioned demonstrate an individual's ability to lead and manage effectively.

No Secrets

So what is the secret to getting promoted? The secret, is there is no secret. Promotion is recognition of your potential to contribute to the accomplishment of Department and Foreign Service goals, as reflected in your overall performance during the rating periods being reviewed by the promotion board.

The Precepts, which are available to every employee, accurately and completely describe specific skills and levels of performance for entry-level, mid-level and senior employees. Get a copy and read them carefully. As you prepare your EER input, or write EERs on subordinates, have them at hand. Do the descriptions of performance conform to the precepts? Are detailed examples given to support laudatory comments? If the answer to both questions is yes, promotion chances are increased.

Does your EER describe performance that sets you apart from your peers, or does it say you did well what everyone else is also doing well? Glowing prose stating that you did what everyone is expected to do pales beside descriptions of actions beyond the daily routine. Strive for performance that raises you above the herd. Do that, and promotion potential rises yet again.

It's as easy as one-two-three. One, make sure your performance conforms to expected standards but is not simply what you are required to do; two, ensure it is adequately and properly documented; and three, your chances for promotion just increased. ■

The author is a deputy assistant secretary of defense and previously served as U.S. ambassador to Cambodia.

A fisherman watches as the sun rises over a lake on the outskirts of Phnom Penh.





Phnom Penh

FORMING A BRIGHT FUTURE FROM A DARK PAST

BY NATHAN SPANDE

Phnom Penh

represents in microcosm the exciting transformation under way in the tiny Southeast Asian nation of Cambodia. And the character of the city, situated on the banks of the Mekong River, reflects perfectly the character of its people: heartbreakingly beautiful, unexpectedly complex and charmingly mystifying.

While Cambodians are still struggling to come to terms with their past and the trauma inflicted by the Khmer Rouge nearly three decades ago, the country is looking ahead and working to build its future.



Flying kites in Hun Sen Park is a popular springtime activity for both Cambodians and expatriates.

Cambodia is perhaps best known for the breathtaking ruins at Angkor Wat. Even well-traveled and otherwise jaded tourists who have seen the Pyramids, the Great Wall, Stonehenge and Greek and Roman ruins, exclaim that there just isn't anything quite as stunning as these temples, which were declared a UNESCO World Heritage site in 1992.

Cambodia's economy continues to expand, jumping from a 5.3 percent growth rate in 2002 to an estimated 10 percent in 2004 and 13.4 percent in 2005. While Cambodia remains one of the poorest countries in the world, with a gross domestic product in 2005 of \$5.4 billion, or \$390 per capita, the Royal Cambodian Government has undertaken a program of economic reform, aided by the International Monetary Fund, the World Bank, the Asian Development Bank, the United Nations Development Program and other bilateral and multilateral donors.

Progress has also been made in the areas of human rights, workforce development, labor rights and democratic institution-building.

The Mission

The U.S. Mission is housed in a new compound, which is at once secure and welcoming. Located at the very heart of the city, literally in the shadow of Wat Phnom, where the city was founded, the one-year-old embassy is already a tourist attraction and the favorite locale for Cambodians to get their wedding photos taken. It is the first permanent home of the U.S. government despite unbroken diplomatic relations with Cambodia since 1950.

The embassy welcomes public tours, opens its library and Internet access for students and makes the compound a focal point for social activities, ranging from a Christmas party for hundreds of vulnerable children to more traditional events like a Ramadan Iftar meal for Cambodia's Chams (Muslims).

In a country with limited infrastructure for tending to the sick and poor, volunteerism becomes more than a gesture of goodwill. Whether it is the newly arrived Marine detachment's building houses or embassy personnel's caring for HIV-infected children, hosting a party to raise funds for a hospital and organizing a blood drive, charitable activities bolster the high regard Cambodians have for Americans and for many things American.

The arrival of the Peace Corps in January should help Cambodians fulfill their dream of learning English and practicing the principles upon which the United States was founded.

The Country

Phnom Penh lies at the confluence of the Mekong River, the Bassac River and the channel flowing from Tonle Sap Lake. The capital of Cambodia since the mid-15th century and the country's largest city, it has a population estimated at 1.3 million. The city has seen rapid population growth since 2001, and is experiencing a major construction boom.

The country is seeking to resurrect its cultural institutions. Buddhism is the state religion, but religious tolerance is a hallmark of Cambodian culture. Every male Buddhist is expected to become a monk for at least a short period of his life.

Siem Reap is a popular travel destination. The temples at Angkor Wat, built between the 9th and the 14th centuries when the Khmer Empire was the most powerful in Southeast Asia, are among the most spectacular sights in the world and represent Cambodia's biggest tourist attraction. Swaths of untouched rain forests and abundant fauna, ranging from elephants to Asian black bears, attract ecotourists.

The beautiful sandy beaches at Sihanoukville, on the Gulf of Thailand, are only a four-hour drive from Phnom Penh and are as attractive as Thailand's beaches.

Current Issues

Cambodia is enjoying a measure of peace and stability it has not seen in more than a generation.

Relations with the U.S. improved in 2006, as did the domestic political climate. Political prisoners have been released, the leader of the political opposition returned from exile and criminal charges were dropped against some political opponents.

AT A GLANCE



Country name Cambodia	Per capita income \$2,500
Capital Phnom Penh	Population below poverty line 40 percent
Government Multiparty democracy under a constitutional monarchy	Imports Petroleum products, cigarettes and gold
Independence November 9, 1953, from France	Import partners Hong Kong (16.1 percent), China (13.6 percent) and France (12.1 percent)
Population 13.8 million	Exports Clothing, timber and rubber
Languages Khmer (official), French and English	Export partners United States (48.6 percent), Hong Kong (24.4 percent) and Germany (5.6 percent)
Total area 181,040 square kilometers	Internet country code .kh
Approximate size Slightly smaller than Oklahoma	
Currency Riel (KHR)	

SOURCE: CIA World Factbook 2007

The Cambodian government has also moved in other positive ways, launching a Burma caucus in its National Assembly and—after being one of the primary recipients of U.N. peacekeeping in the early 1990s—sending peacekeepers to Sudan and East Timor.

Cambodia still struggles, however, to deal with its dark past. The Khmer Rouge genocide and the ensuing 20 brutal years of civil war took a heavy toll on the country and its people. The last Khmer Rouge surrendered less than 10 years ago; their ghosts—and those of their countless victims—still haunt the survivors. It will take several generations to overcome the loss of a whole generation of doctors, lawyers, teachers and parents.

The nascent international tribunal, which will try senior Khmer Rouge leaders for crimes against humanity, will, it is hoped, bring a sense of justice to their victims.

The embassy works to encourage good governance and a more open society, and also focuses on labor rights, the environment, education, health and trafficking, especially of children. Numerous embassy elements—State, the Centers for Disease Control, the U.S. Agency for International Development, the U.S. Naval Medical Research Unit and Defense—work together on all these areas, but especially health.

In less than a decade, the HIV prevalence rate has been halved, largely due to the extraordinarily good cooperation between the Cambodian government and the embassy. More remains to be done, as both maternal and infant mortality rates are disturbingly high, but with the help of donor countries, Cambodia is making headway.

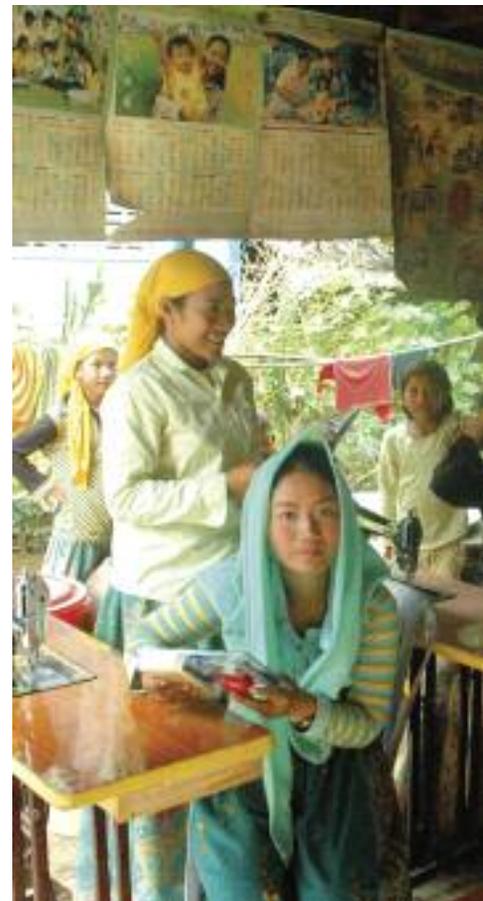
Cambodia is the youngest ancient country in the world. The temples at Angkor are a striking reminder of the historic greatness of the Khmer people. “As rich as Cambodia,” an old Chinese saying goes, and the irony is not lost on inhabitants of this nation once so rich in material wealth, culture and power.

With prosperity returning to Cambodia, and Phnom Penh’s growing vitality becoming more apparent on every street corner, the Chinese adage may once again become an accurate description of this beautiful and mystifying country. ■

The author is an Eligible Family Member who manages special projects for the U.S. Embassy in Phnom Penh.

Above left: A child tweaks Ambassador Mussomeli’s nose at a local orphanage. Below left: Riding an elephant is the way to arrive in style at Angkor Wat. Middle: General Services Officer Dana Williams distributes sewing machines to a Cham village. Far right: Phnom Penh’s riverfront, lined with restaurants and cafes, is a popular place for an evening stroll.

Phnom Penh’s iconic Independence Monument was designed by world-renowned Khmer architect Vann Molyvann.





Left: Traveling around Phnom Penh by "cyclo" is popular with locals and tourists alike. Above: The new embassy's central atrium makes an elegant setting for large events such as the July 4th reception.



Diplomatic Security special agents arrive via ferry in the British Virgin Islands to conduct a passport fraud investigation.



San Juan Noche

SMALL OFFICE PLAYS A BIG LAW ENFORCEMENT ROLE **BY CHRISTOPHER TREMANN**

The largest of the Lesser Antilles, Puerto Rico is an island of contrasts and incredible beauty. It is a territory of the United States, so a tour there is considered a domestic assignment. But with its different language and culture, it can be an exciting, rewarding and culturally enriching experience.

While most Puerto Ricans are proud of their U.S. citizenship, a small but vocal minority has advocated complete independence. Terrorist organizations mounted attacks against military, federal and law enforcement personnel throughout the 1950s and 60s. In the most famous attack, two Puerto Rican nationalists killed a U.S. Secret Service Uniformed Division police

officer in 1952 in a foiled attempt to assassinate President Truman.

In 1999, protests over the U.S. military presence in Puerto Rico came to a head when a civilian guard was killed on the island of Vieques, to the east of Puerto Rico. Vieques, two-thirds of which was owned by the U.S., was used by the Navy as a live-weapons testing ground. The protests received international attention, and in 2003 the Navy left Puerto Rico and Vieques.

In September 2005, agents from the Department of Justice attempted to arrest Filiberto Ojeda Ríos, a former independence leader on the run for nearly two decades. He was killed in a shootout after shooting two federal agents. Puerto Ricans took to the streets in protest for many

weeks. Even as late as last December, anti-American graffiti could be seen scrawled on highway ramps and the sides of buildings.

The only permanent Department of State representation on the island is the San Juan Resident Office, which reports to the Bureau of Diplomatic Security's Miami Field Office. It has both Foreign Service and Civil Service positions: an FS resident agent in charge, three FS special agents and a CS investigative assistant. The office is expanding to include two Puerto Rico police officers as part of the Identity Fraud Task Force.

The SJRO conducts passport and visa fraud investigations and coordinates with foreign consulates in Puerto Rico and the U.S. Virgin Islands. The office works closely



Above: Puerto Rican police maintain vigilance in historic downtown Old San Juan. Upper right: A cruise ship docks in Old San Juan. Many Caribbean cruises start and end in Puerto Rico. Lower right: Resident Agent in Charge Christopher Tremann and Acting Director of the Police of Puerto Rico Ismael Morales García conduct a press conference concerning the arrest of a fugitive and the creation of the Identity Fraud Task Force.

with the assistant regional security office investigators in embassies in the region, and has jointly worked investigations in the British Virgin Islands and on St. Maarten, Netherlands Antilles. The office also assists the Office of Foreign Missions in Miami to ensure that foreign consulates comply with the Vienna Convention and U.S. law.

Arguably one of the busiest domestic offices in DS, the SJRO created the first task force headed by the bureau on visa and passport fraud. It has hosted conferences on the dangers of identity theft in Puerto Rico and Overseas Security Advisory Council meetings for U.S. businesses located in the U.S. Virgin Islands and Puerto Rico.

In addition, SJRO agents have conducted protective details for dozens of foreign dignitaries traveling through the international airport in San Juan, dealt with hundreds of leads for passport fraud investigations and conducted searches, arrests and seizures. During the past two years, agents were involved in more than 100 arrests.

The office attracts singles and families. Singles and couples enjoy the nightlife, numerous events and variety of outdoor activities available. Families can send their children to the English-speaking school run by the Department of Defense at Ft. Buchanan at State Department expense.

Although it is possible to enjoy a tour in Puerto Rico without Spanish, many local government contacts do not speak English, so speaking Spanish makes it far easier to take advantage of Puerto Ricans' legendary hospitality. The Department recently approved positions in Puerto Rico to be language-designated.

Though only 100 miles by 36 miles, Puerto Rico packs a lot of punch for its size. Most of the island is very safe for tourists and residents. The cultural, economic and governmental center is San Juan. With a population of more than 1 million, San Juan has museums, casinos and theaters, as well as colonial architecture and history in Viejo San Juan, the original Spanish capital. With its vibrant nightlife, narrow cobblestone streets and ancient forts, Viejo San Juan transports visitors to another era.

San Juan is a top cruise ship destination and tourists regularly flood the streets during the high season, shopping or simply relaxing in an outdoor café with a mojito or piña colada. Isla Verde, beyond Viejo San Juan, is lined with high-end hotels and casinos, and the beaches are full of friendly locals and tourists from all over.

The western side of Puerto Rico, anchored by the city of Mayagüez, is home to some of the best surfing anywhere in the

United States. In that area are the Caves of Camuy, a beautiful and immense series of caverns carved out of limestone by underground rivers, and the Arecibo Observatory, the largest radio telescope in the world, made famous by such movies as *Contact* and *Goldeneye*.

The eastern side of Puerto Rico is the sailing capital. From the town of Fajardo, one can easily sail to Culebra, the jewel of the Spanish Virgin Islands, or continue eastward to the U.S. Virgin Islands. Located in the mountains in the center of the island is El Yunque National Park, the only tropical forest in the U.S. National Park System.

Puerto Rico has numerous cultural events. On Noche de San Juan (San Juan Night), locals light bonfires on the beach and party until midnight, when they walk backward into the ocean 12 times to symbolize good luck and starting life afresh.

For DS agents, a tour in Puerto Rico offers the opportunity for challenging and rewarding work in a stunning and diverse area. Whether Puerto Rico votes to become a state, remain a territory or become an independent nation, a tour here can be exciting, enjoyable and career-enhancing. ■

The author is the resident agent in charge of the San Juan Resident Office.

STRESS RELIEF

FSI PROGRAM HELPS EMPLOYEES RE-ADJUST FROM HIGH-STRESS POSTS

BY JAN FISCHER BACHMAN

True or False: The best part about an assignment to a high-stress, unaccompanied post is coming home.

The answer to this question may seem obvious. However, officers returning from these posts—and family members who have been left behind—may carry heavy baggage of a type that cannot be checked at the airport.

“The most amazing thing is to talk to people and see in their eyes their surprise at how difficult it is to come back,” says Ray Leki, director of the Foreign Service Institute’s Transition Center and a facilitator for the Department’s High Stress Assignment Out-brief Program. “A large number do well with it eventually, but it’s really tough.”

Many new returnees face a bone-deep exhaustion that stems from more than jet lag and a long, tiring journey. Nan Leininger, program specialist for unaccompanied tours with the Family Liaison Office, says, “Over there, the level of tension is high, and so pervasive that it becomes normal. It can take weeks or months to come down from that level of hypervigilance.”

“They underestimate the physiological changes their bodies have gone through,” adds Dr. Ray De Castro, director of the Office of Mental Health Services. Employees can expect to be somewhat “fuzzy”—unfocused, bored or more irritable than usual for several weeks or longer, until the adrenaline fades and sleep patterns begin to readjust, he says.

Meanwhile, loved ones at home expect to be overjoyed, but may encounter an undercurrent of anger and resentment.

“Sometimes I felt better if I was angry at my husband for leaving,” says one spouse. “I think it’s a natural defense mechanism to deal with the separation. If I hadn’t built up the emotional wall, then I would have fallen apart.”

Those walls need to be demolished and a new relationship built once the employee has returned. It’s not necessarily a process that can occur overnight.

“People are surprised that roles need to be renegotiated,” Leki says. “It tests the assumptions that both parties have about their relationship.”

The High Stress Assignment Out-brief Program, offered monthly at the Foreign Service Institute and many locations overseas, can help reduce the impact of repatriation.

As a spouse said about the program, “It wasn’t until he came home (from the Out-brief) that we started talking.”

For more information on the program, see <http://fsi.state.gov/fsi/tc/default.asp?id=1325> (OpenNet) or www.state.gov/m/fsi/tc/74065.htm (Internet) or e-mail BensonDA@State.gov. ■

“It wasn’t until he came home (from the Out-brief) that we started talking.”

The author is a writer/editor for the Foreign Service Institute’s Transition Center.

PROGRAM OBJECTIVES

State Department employees who have served for a month or more in Iraq must attend the High Stress Assignment Out-brief Program, either in the Washington area or at post. (See State Aldac 156701). Those returning from other high-threat posts are equally welcome. Many officers who have served in Afghanistan, Saudi Arabia and other posts have attended.

The two-hour program helps participants to:

- Understand the challenges and complications of returning from a high-stress environment.
- Learn how to share information with loved ones to help ensure a positive reunion.
- Identify signs and symptoms of possible psychological reactions, including post-traumatic stress disorder.
- Locate additional resources if needed.
- Convey to the Department conditions encountered during the assignment.

For more information, contact the post medical officer or FSI’s Transition Center at FSITCTraining@state.gov or (703) 302-7272).



Department employees who spend a month or more in Iraq must attend the Out-brief Program, which is also available for employees leaving other high-threat posts.

The New EUR-IO/EX

INNOVATIVE REORGANIZATION LEADS TO A SHARED EXECUTIVE OFFICE

By the EUR-IO/EX Staff

The best ideas are most often the simplest. For example, since most of the Bureau of International Organization Affairs' posts are in Europe, why not combine budget operations with the Bureau of European and Eurasian Affairs?

This simple concept marked the beginning of the merger of the EUR and IO executive offices. The initiative began in August 2005 with collaboration between budget sections in the EUR and IO executive offices. Building on this success, executive office directors Martha Campbell (EUR) and Tom Tiernan (IO) decided to join forces in a completely new joint executive office, or JEX.

Team Design and Management

The resulting merger was driven from the bottom up. Employees from the two executive offices worked together to develop a consolidated organizational structure to support two separate bureaus. They identified the best practices of the two legacy offices and devised new approaches to ensure high-quality services to EUR and IO customers.

The joint functional teams were empowered to determine how best to cross-walk positions, redistribute duties and assign office space. An implementation team developed a checklist of necessary integration tasks and tracked them to completion. Another team got the word out to bureau customers, posts and other bureaus.

Real Change

The merger was not a simple change of office designations; incumbents of positions were relocated to optimize operational efficiency of each section in the new joint executive office. Unification kicked into high gear in May 2006. "Change Management" sessions facilitated by the Foreign Service Institute helped employees provide feedback to management and each other and get to know their new co-workers, procedures, responsibilities and surroundings.

With Under Secretary for Management Henrietta Fore's approval, formal letters of



EUR-IO/EX Director Martha Campbell and former IO Executive Director Thomas Tiernan jointly slice the cake at the groundbreaking party kicking off the new joint executive office.

notification were transmitted to the appropriate authorizing and appropriations committees in Congress. The Department's legal adviser approved a Memorandum of Understanding that contained a detailed overview of the operational structure in the new JEX. On July 28, 2006, IO Assistant Secretary Kristen Silverburg and EUR Assistant Secretary Dan Fried signed the MOU to make the merger official.

Serving Two Bureaus

Although JEX is one office serving two separate and distinct bureaus, the new office had to belong to one bureau—one of the two had to get top billing. The official office designation is EUR-IO/EX. The executive director reports to the assistant secretaries of both IO and EUR. The director is assisted by four deputies, one of whom is located in Frankfurt and also serves as the director of the Regional Support Center.

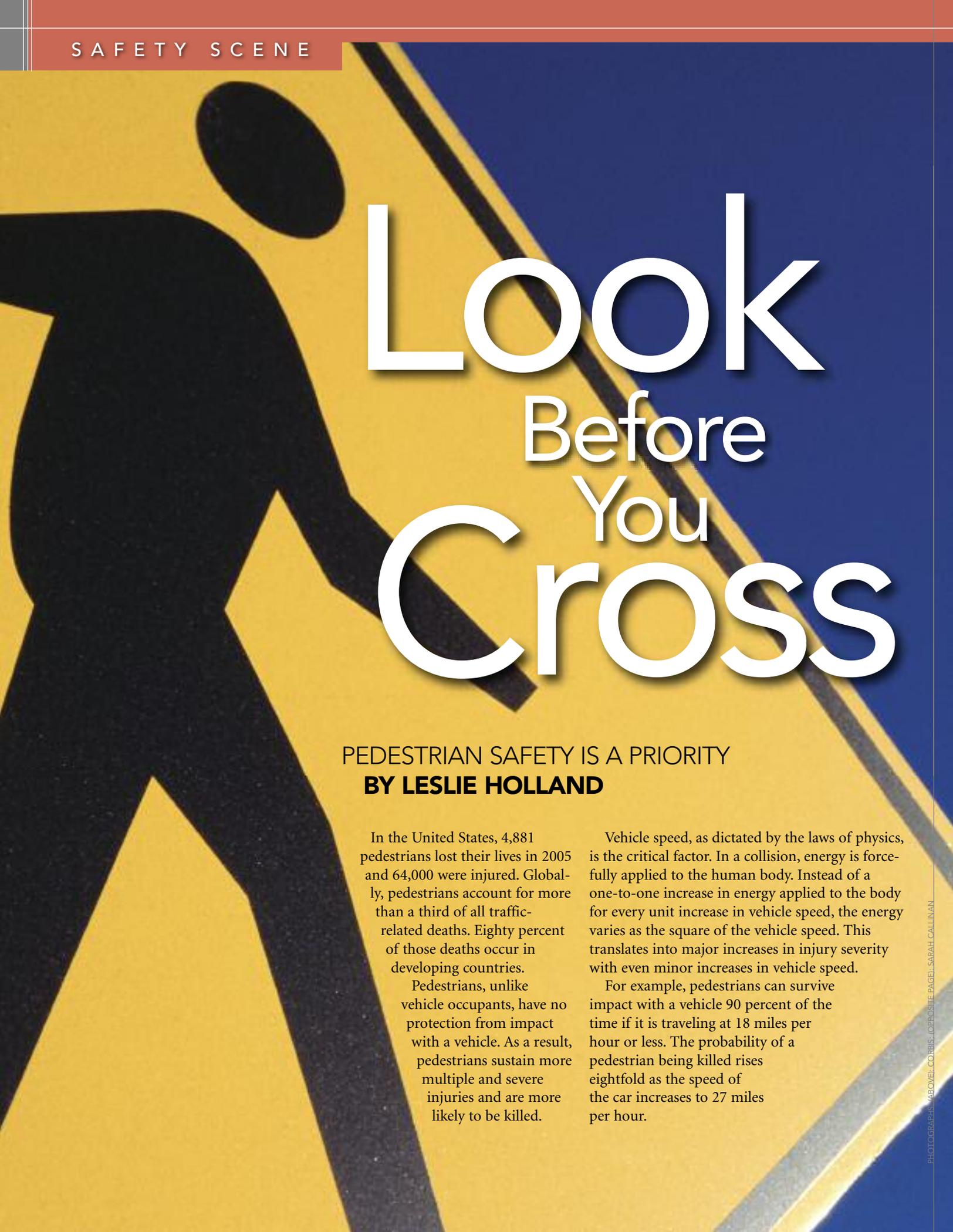
The JEX management team took pains to maintain and maximize the strengths of both legacy offices. Recognizing that bigger is not always better, they were particularly

sensitive to the risk of losing the "personal touch" enjoyed in smaller organizations.

The managers scheduled more frequent staff meetings and reached deeper into the organization for participation. Rather than let customers in IO and EUR find their own way among the sections that comprise JEX, they created a Customer Support Center to help customers in EUR and IO navigate among JEX sections. This one-stop shop provides assistance to employees checking into or out of IO or EUR. In effect, the CSC is a portal through which customers can gain access to all JEX services.

The JEX unified management platform gives both EUR and IO increased opportunities to leverage technology and redesign operations. And although no one lost a job, the merger eliminated seven full-time positions.

Change is never easy. Reorganization takes time, flexibility and attention to detail. Success depends on the degree to which members of the organization are empowered to contribute to the change, and change is always easier when it makes sense. ■



Look Before You Cross

PEDESTRIAN SAFETY IS A PRIORITY BY LESLIE HOLLAND

In the United States, 4,881 pedestrians lost their lives in 2005 and 64,000 were injured. Globally, pedestrians account for more than a third of all traffic-related deaths. Eighty percent of those deaths occur in developing countries.

Pedestrians, unlike vehicle occupants, have no protection from impact with a vehicle. As a result, pedestrians sustain more multiple and severe injuries and are more likely to be killed.

Vehicle speed, as dictated by the laws of physics, is the critical factor. In a collision, energy is forcefully applied to the human body. Instead of a one-to-one increase in energy applied to the body for every unit increase in vehicle speed, the energy varies as the square of the vehicle speed. This translates into major increases in injury severity with even minor increases in vehicle speed.

For example, pedestrians can survive impact with a vehicle 90 percent of the time if it is traveling at 18 miles per hour or less. The probability of a pedestrian being killed rises eightfold as the speed of the car increases to 27 miles per hour.

Age and gender play a key role in pedestrian injury and survival. For example, an elderly female is much more prone to injury and death than a healthy young male.

Most pedestrian fatalities occur in cities and involve alcohol—in either the driver or the pedestrian—in nearly half of the cases.

In the United States, pedestrians crossing at intersections are afforded much greater protection than at other crossing points due to traffic controls and enforcement. This may not be the case, however, in many locations abroad, where there is much more commingling of pedestrians with motorized traffic.

Pedestrians tend to be hit at locations other than intersections and are hit more often in normal weather conditions and at night. Most victims are male.

The elderly are more likely to be hit than younger people, but traffic accidents also exact a heavy toll on the young. The United Nations has announced that Global Road Safety Week, April 23–29, will focus on young road users and feature events in the United States and abroad.

There are measures you can take to avoid becoming a statistic. Whenever possible, cross at a designated crosswalk, even if that means walking a little farther. Wherever you cross, always stop and look left, right and left again before crossing. Take obstructed views into account. At night, wear reflective clothing or carry a lit flashlight. When walking parallel to the street, always walk on the sidewalk. If there is no sidewalk and you are forced to walk in the street, always walk facing traffic.

Whether at home or abroad, drivers and pedestrians share responsibility in avoiding collisions. Drivers must do more than simply follow established speed limits and observe the right of way. In more populated areas, they should assume the presence of pedestrians and adjust vehicle speed downward. Pedestrians, in turn, must never assume right of way and observe oncoming traffic before stepping into the road.

Make pedestrian safety a priority for you and your family. ■

The author is a certified industrial hygienist with the Safety, Health and Environmental Management Division.



Neither Cancer nor Age Slow This Marathoner

David Ollman finished his sixth Marine Corps Marathon last October. "I like to tell everyone that it was my first," he says. "My first since I turned 65 and my first as a cancer survivor."

David, a human resource assistant in the Bureau of Public Affairs, entered his first Marine Corps Marathon when he was 57 on a challenge from his oldest son. As a former Marine, David could hardly pass up the challenge. He and his son ran the next two together. David ran one alone, skipped the next one with an injury, and then spent two years in Israel with his wife Daphne, who was posted to Tel Aviv. After finishing two more—his fourth and fifth—he was guaranteed entry in future Marine Corps Marathons.

But in 2005, David discovered he was anemic. His doctor recommended a colonoscopy, which revealed a large tumor on the wall of the large intestine. A biopsy confirmed it was cancerous. "It was a real shock," he says. "I was a runner. I thought I was healthy."

The cancer had spread to the lymph nodes surrounding the tumor, so Dr. Anthony Felice recommended an intensive chemotherapy regimen to kill any cancer that may have spread to other areas of the body. "The doctors were great," David says. "Two weeks after my colonoscopy I was in surgery, and four weeks later I was in my first chemo session."

He was already in training for the marathon and a few other races. "I was walking on the treadmill two days after

I was discharged from the hospital," he says. A normal day is four to five miles in the early morning and a 45-minute walk at noon.

"I'm old and slow, but I finish the race. I wasn't going to let cancer slow me down," he says.

The oncology staff was skeptical when David announced that he was going to run a marathon, but didn't try to discourage him. There were days when the fatigue and nausea were just too much. He could barely get out of bed, much less run. But his colleagues, family and friends gave him unwavering support.

The chemo treatments ended in August, and Dr. Felice asked David if he was still planning to run the marathon. David assured him he was. Dr. Felice told him he'd been a real inspiration to the staff and patients with his attitude. In fact David's attitude, determination, fitness and diet had probably helped him be one of the few patients to complete the intensive chemotherapy without any setbacks or delays.

More important, several of David's friends and colleagues and his two younger brothers took the first step in preventing colon cancer by scheduling colonoscopies.

"I hope I encouraged a few people to avoid cancer," David says. "I'm cancer free now, but as a cancer survivor, I don't want anyone to have to go through what I went through when cancer can be prevented."

Cultural Performances Celebrate the Holidays

By John Bentel

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently presented an intriguing variety of performers that included pianists, vocalists, a guitarist and even the Diplotots.

Classical guitarist Charles Mokotoff presented music of composers from Japan, Mexico, Poland and Paraguay. Charles, an information technology specialist at the National Institutes of Health, has been hearing impaired for much of his life. Yuquijiro Yocoh's Variations on the Japanese Folk Song "Sakura" brought to mind the music of Japan simply and gracefully. Sensitive pieces by Ponce and Tansman were inspired by the works of famous classical guitarist Andrés Segovia. Charles also played a satisfying selection by Augustin Barrios Mangoré, who billed himself the Paganini of the guitar from the jungles of Paraguay.

Steven Alan Honley, a former Foreign Service officer and *State Magazine* music reviewer who left the Foreign Service to pursue a music and writing career, performed piano music by Bach, Mozart, Mendelssohn, Prokofiev and Shostakovich, as well as his own composition, Prelude and Fugue on "B-A-C-H," which put the audience in the mood for Halloween.

The talented duo of Amy A. Thomas, flute and alto flute, and Fabian Faccio, pianist, performed music by Jesús Guridi and Astor Piazzolla. Guridi's Seis Canciones Castellanas included a soft and dreamlike song, "Mananita de San Juan." Piazzolla's "Histoire du Tango" invigorated the audience and prepared them for their return to work. The interaction of the piano and flute was seamless.

Soprano Sita Chakrawarti performed a concert of sacred Christmas music, accompanied by pianist Sam Brock. Sita is a public diplomacy officer and Sam is the director of the IO/UNESCO office and a



Pianist Fabian Faccio and flautist Amy Thomas prepare to take a bow.

longtime performer in the State of the Arts series. Sita's performance of "Gesù Bambino" by Pietro A. Yon was especially heartfelt, while Sam's arrangement of "Go Down Moses" and "Go Tell It on the Mountain" was inspiring.

Back by popular demand, the Diplotots provided some holiday cheer. They sang traditional holiday songs and even jingled

their merry way around the auditorium and past many proud parents. Classical pianist James Matthews relaxed the audience with a sensitive rendition of some Christmas standards—a fine present for those in attendance. ■

The author is a computer specialist in the Executive Secretariat.

CALENDAR

February 14	Carol Weiss Riches—Music in the Parlor for Valentine's Day
February 28	Antonio Adams—Tenor in honor of Black History Month
March 14	T-Tones
March 28	Frank Conlon—Pianist, Memorial Concert for Emerson Myers
April 11	William and Mary Players, conducted by David Montgomery

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

Benjiman Thomas "Ben" Blue, 66, a Civil Service employee, died Dec. 11 in Falls Church, Va., from pulmonary fibrosis due to Agent Orange exposure in Vietnam. He served with the Air Force from 1960 to 1980. He joined the Department in 1987, where he served with the Travel Division and, since 2004, the Office of the Inspector General. He was active in his church and enjoyed working on cars.



<<< Stephen R. Tripp, 95, a retired Civil Service employee, died Nov. 12 of heart failure in Washington, D.C. He served overseas in New Delhi and Bogotá. After retirement, he worked for the United Nations as a disaster-relief consultant until the late 1970s. He served in the Marines during World War II.



<<< Harold S. Daveler, 71, a retired Foreign Service officer, died Dec. 13 in Alexandria, Va. He served overseas in Laos, Indonesia and Egypt. After retiring in 1993, he accompanied his wife Delberta, a Foreign Service specialist, on postings to Malaysia, Argentina and Peru. In Peru, he worked in the administrative section of the embassy.



<<< Howard Scott Witmer II, 66, a retired Foreign Service officer, died Dec. 16 of complications from Parkinson's Disease in Leesburg, Va. After joining the Department in 1966, he served overseas in Bonn, Frankfurt, Rotterdam, Lusaka, Budapest, Paris and Mexico City. He retired in 1991.

Catherine J. "Kay" Fessenden, 89, widow of retired Foreign Service officer Russell Fessenden, died Oct. 22 in Ashfield, Mass., of congestive heart failure. She and her husband of 57 years served from 1954 to 1974 in Paris, Brussels, Bonn and Washington.



<<< John Ondiak, 80, and his wife **Frederike Susan Ondiak**, 79, died May 3 in a house fire in St. Johann/Pongau, Austria. After serving in the Army, he joined the Voice of America and served

overseas in Thessaloniki, Rhodes, Okinawa, the Philippines, Sri Lanka and Munich. He retired in 1990 after 45 years of federal service and moved to Austria.

In the Event of a Death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

*retirements

Foreign Service >>>

Bakota, Carlos S.
Brazier III, George W.
Daly, Mary Elizabeth
Hegenbarth, Holly Marie
Huggins, Joseph
Klingenmaier, Patricia

Leach, Elaine D.
Marquardt, Arthur H.
McArdle, Patricia Lynn
Newman, David A.
Noel, Bobby R.
Pearson, Margaret C.

Ramos, David Reyes
Sittel, Jan N.
Slezak, Thomas J.
Thompson, Elizabeth D.
Urieta, Santiago

Civil Service >>>

Cundiff, Roger E.
Farris, Leonard Travis
Garcia, Paul
Gonzalez, Rosalia T.
Hicks, Delores A.

Hunter, Charles H.
Panopoulos, Harry N.
Repasch Jr., Thomas A.
Rouse, Sandra H.

Popping the Promotion Myth Bubble

Most Foreign Service officers eagerly anticipate the yearly promotion list. The list provides a barometer of individual career progress as well as a gage of how well the individual fares within his peer groups. The 2006 list dissected in this issue show some interesting trends, such as more than a thousand more FSOs competing for promotions than in 2002. A close study of the analysis put together by the Office of Resource Management and Organization Analysis can give a reasonable idea of how promotion rates will look over time by both cone and class.

The promotion process itself still mystifies many FSOs, with multiple reasons floating about on why X was promoted while Y was not. However, as former ambassador Charles Ray reports, the process isn't all that opaque. Ambassador Ray chaired the 2006 Information Resource Management panel, and he says the process is as easy as one-two-three. One, make sure your performance meets expected standards but goes beyond the minimum; two, adequately and properly document that

post can be complicated and messy for both employees and their families. Some deal with it quickly, while others take a bit



longer to decompress after months and sometimes years of operating at high alert. Recognizing the need to help during the

overseas locations. Employees who have served for a month or more in Iraq must attend the program, and others returning from high-threat posts are also welcome.

Back before Foreign Service Institute's School of Professional and Area Studies, Curriculum and Staff Development, before the Office of Management Training, before the formal mentoring programs offered by the Department, there was Dr. Jessie Colson and her School of Communications and Clericals Programs. Dr. Colson, who retired in 1989, trained several generations of administrative support specialists in skills and knowledge—typing, shorthand, and dictation. She also mentored them in the ways of the professional, showing them how to carry themselves through a lifetime career in the Department of State, where professionalism reigns in every office of every floor. In this issue, some of her legacies pay tribute to this Department legend.

Last but not least, a final salute to our colleagues en route to their final posting: *Benjamin Thomas "Ben" Blue; Harold S. Daveler; Catherine J. "Kay" Fessenden; John and Frederike Susan Ondiak; Stephen R. Tripp; and Howard Scott Witmer II.*

“The promotion process itself still mystifies many FSOs, with multiple reasons floating about on why X was promoted while Y was not.”

performance; and three, watch your chances of promotion grow.

Readjusting to the “normal” world after an unaccompanied tour in a high-stress

readjustment period, the Department started the High Stress Assignment Out-brief Program, which is offered monthly at the Foreign Service Institute and at several

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN MARCH

- Where's My Step Increase?
 - Family Members Find Overseas Work
 - Embassy Embraces Bolivia's Future
 - “Windows on America”
- ... and much more!



Questions? Comments?
statemagazine@state.gov

BELIEVE IT OR DON'T! FUN FACTOIDS ABOUT STATE

IF ALL THE DEPUTY ASSISTANT SECRETARIES IN THE STATE DEPARTMENT WERE PLACED END TO END, THEY WOULD WANT TALKING POINTS.

WELL, I SURE DON'T REMEMBER CLEARING THIS...



THRILLSEEKERS WHO GET BETWEEN THE STATE DEPARTMENT AND THE FOGGY BOTTOM METRO STOP AT 5:01 P.M. ARE OFTEN TRAMPLED IN THE DAILY "RUNNING OF THE BUREAUCRATS."

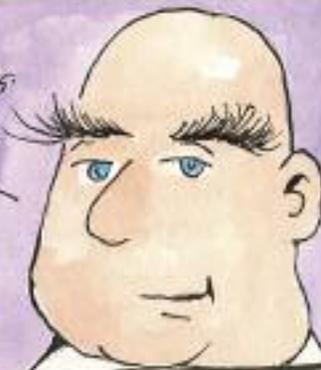
FOR OFFICIAL AMBASSADORIAL PHOTOS, ONLY AUTHORIZED HAIRPIECES MAY BE WORN.



CONSULAR OFFICER LUCIUS BENZ HAS WON THE DEPARTMENT'S COVETED "MERITORIOUS EYEBROWS" AWARD SIX YEARS IN A ROW!

IN THE STATE DEPARTMENT CAFETERIA, A WORMHOLE IN THE SPACETIME CONTINUUM NEXT TO THE "I CAN'T BELIEVE IT'S SPAM" COUNTER MYSTERIOUSLY TRANSPORTS PEOPLE TO THE EMBASSY MEDICAL OFFICE IN BORZASZTOSTAN!

THREE WORDS:
LATHER,
RINSE,
REPEAT.





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