

U.S. DEPARTMENT OF STATE

STATE

MAY 2011

MAGAZINE



Operation Safe Haven

DOS Brings Order
To Evacuation Chaos

Contents

May 2011
Issue Number 556

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Post of the Month: Chişinău, Moldova

Hum of activity belies
'Old Europe' image.

Classical Moldovan architecture
meets modern design
in the buildings of
downtown Chişinău.



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On the Cover

Since December, the Department supported evacuations of employees and family members from six overseas missions, along with thousands of American citizens.

Photographs by Tim Ponce



A Thank You to Those Who Responded to Crises in Japan and the Middle East

During one of the worst natural disasters in the history of Japan and throughout the popular uprisings in the Middle East, State Department and USAID employees exhibited compassion, dedication and professionalism as they worked to assist those in need.

Many people in Japan and the Middle East lost their lives tragically in these recent events, and we grieve along with their families and friends. We were particularly saddened to learn that Khariy Ramadan Aly, who worked for Embassy Cairo for almost 20 years, was killed during the demonstrations while searching for his son. We offer our deepest condolences to Mr. Aly's family and colleagues.

In Washington and all over the world, State and USAID employees worked around the clock to provide emergency and humanitarian assistance services to help those who were in need. I commend them for all that they have done and all that they continue to do.

For example:

- As the crisis in the Middle East began, the State Department immediately established task forces to assist U.S. citizens in Egypt and Libya. These task forces, staffed from bureaus throughout the Department and by interagency partners, answered calls from American citizens, chartered transportation, tracked and responded to key press and policy issues, facilitated the departure of embassy personnel and private citizens from Egypt and Libya, and assisted Embassy Tripoli as it suspended operations.

- Population, Refugee and Migration and USAID coordinated the U.S. government's response to the flow of thousands of migrants from Libya.

- After the disaster in Japan, the Japan Earthquake Task Force coordinated with the Department of Energy and the Nuclear Regulatory Commission on analysis of the ongoing situation at Fukushima Dai-ichi Nuclear Plant, worked with AID/Office of Foreign Disaster Assistance's response management team's efforts to provide humanitarian assistance and supported Mission Japan's response on the ground.

- Consular officers on the ground in Japan and the Middle East worked tirelessly to account for and assist affected U.S. citizens.

- Embassy staffs worked night and day to ensure the safe evacuations of 2,700 U.S. citizens and family members from Tunisia, Egypt and Libya. Colleagues in Istanbul, Athens, Frankfurt and Nicosia received evacuees and facilitated their onward travel.

- Volunteers from Associates of American Foreign Service Worldwide, the Family Liaison Office and the Crisis Support Team of the Office of Casualty Assistance met Egypt evacuees at Andrews Air Force Base, Reagan Airport and Dulles Airport.

- As employees and family members were evacuated from Abidjan, Tunis, Cairo, Tripoli, Sana'a and Manama, FLO office staff answered questions, while providing referrals to and

facilitating communication with each other and the posts they left behind.

- Once evacuees from our missions in Egypt, Tunisia and Libya arrived back in Washington, FLO held special information sessions on completing Subsistence Expense Allowance forms with RM, coordinated town hall meetings for evacuees and worked with MED/ECS to provide mental health information sessions for employees and their families.

- The Embassy Tunis team helped obtain an ambulance that was donated to the Red Crescent so RC could help Tunisians in urgent need of health care.

- The Mission Japan team made arrangements to provide transportation to destinations in East Asia outside Japan for both official and private U.S. citizens. American Institute in Taiwan Taipei colleagues then met and assisted the departing official and private U.S. citizens.

One of the lessons learned from the recent evacuations is that crises and emergencies can happen anywhere. Everyone should attend a Personal Preparedness Workshop at post and keep medical, employment, student records and other important documents in a backpack ready to go. I encourage you to take advantage of all the information FLO provides on personal preparedness, both on its Web site and through the CLOs. I also encourage posts to use the Evacuation Management System, which helped the Department to more effectively monitor and support evacuations. For those in Washington, I encourage you to volunteer to help our colleagues and fellow citizens in their time of need.

If you have suggestions or comments on this or any other HR topics, please feel free to drop me a line at dgdirect@state.gov. ■

Nancy J. Powell
Director General

Enhancing Diversity

Many of our colleagues hail from diverse backgrounds but have one common goal—service to the United States.

So what is this term “diversity”? There are various definitions but one of the important ones transcends all areas: “valuing differences in all forms.”

Getting the word out that discrimination in any form will not be tolerated may help create the necessary atmosphere for developing empathy and respect for the “other.”

The State Department has been in the forefront of valuing differences. It is a prime example of an organization that is truly representative of individuals from myriad cultures. To further enhance diversity, our embassies and consulates worldwide must work more closely with posts’ human resources officers and Equal Employment Opportunity officers. Latest information pertaining to EEO and HR rules and regulations must be disseminated on a timely basis.

In some embassies equal employment officers are chosen by management from a list of volunteers. EEO positions in certain posts are open only to mid- or senior-level officers. This must change, and there must be transparency in the hiring process. One way would be to have elections, so all embassy personnel can choose their preferred candidate.

Kudos to the *State Magazine* staff and the Office of Civil Rights for highlighting issues pertaining to diversity each month.

I truly am proud to be part of this great and diverse institution we call the Department of State.

Krishna Das

*Foreign Service specialist
U.S. Embassy, Bahrain*

**Director of the Office of Civil Rights
and Chief Diversity Officer John Robinson
responds:**

First, the Office of Civil Rights greatly appreciates diversity champions like Krishna Das. Secondly, with respect to titles: “EEO officer” refers to the 25 EEO professionals assigned to SI/OCR’s main office, and “EEO counselor” refers to the more than 270 collateral-duty volunteers who serve at posts and offices worldwide. And, finally, there is no grade level or rank requirement, no ceiling or floor, with respect to service as an EEO counselor.

LE Staff Memorial Plaque

It was heartening to read about the unveiling of a memorial plaque that honors Locally Employed Staff members who died in the line of duty (February issue). I recall making that suggestion in a 1984 letter to the editor. However, the recent unveiling begs the question: Why begin with the year 2004?

(The writer listed the names of 33 additional LE Staff members who died in the line of duty in Beirut prior to 2004.)

I hope that consideration will be given to honor them and all other LE Staff members in similar fashion.

Bernard J. Woerz

*Retired Foreign Service officer
Miller Place, New York*

**Bureau of Human Resources Deputy
Assistant Secretary Bob Manzanares
responds:**

The committee that developed the criteria for the plaques considered how far to go back in time and decided to go back to just after the 1998 U.S. Embassy bombings. There is a separate plaque for the employees who died there.

The committee did not go back further because it would have had to go back to 1789 to provide complete equity, and no records of LE Staff date that far back. The Cox Foundation donated the money for the plaque and agreed with its criteria, which are similar to those for the Eligible Family Members plaque.

Retirees Going Digital

I have downloaded *State Magazine* to both my iPad and iPhone. Please cancel the hard-copy mailing. With the huge savings your innovation will create in

the Department’s budget, I look forward to seeing a sizable reduction in the national debt.

Richard Masters

Apopka, Florida

Please discontinue my hard-copy subscription, since you’ve pointed out that I can read *State Magazine* online (www.state.gov/statemag).

Peter K. Augustine

Retired Foreign Service officer

Now that *State Magazine* is available to read/print online, I no longer need you to send me the printed copy each month (\$\$\$ savings). However, it would be nice to receive an e-mail reminder each time an issue is available. But that is no big deal—as long as my memory keeps functioning!

James F. Prosser

*Retired Foreign Service officer
Green Bay, Wisconsin*

I just downloaded the iPhone app. I do enjoy reading *State Magazine*. Having the material available via the iPhone is a wonderful convenience.

Wayne Adams

*Retired Foreign Service officer
Claryville, Kentucky*





Melanie Harris Higgins, right, stands before the hospital with its director. Inset is a photo of her parents taken during World War II.

New Hospital Wing Honors FSO's Grandmother

For many Pacific islanders, World War II remains palpably present. According to Melanie Harris Higgins, political officer at the U.S. Embassy in Jakarta, Indonesia, leaders in Papua, Indonesia's easternmost provinces, often spontaneously recite family stories of Americans during WWII or raise WWII events when recalling Indonesia-U.S. ties.

In February, Higgins recalled her own family's WWII link to Indonesia when a new hospital wing was inaugurated on the Papuan island of Biak—and named in honor of her grandmother, Margaret Wheeler Mitchell, who lived on Biak for a time as a U.S. Army nurse during the war.



Indonesia

Higgins said her grandmother, who died in December, had told her of the island's beauty and the friendliness of its people. Higgins repeated the recollections to Biak officials such as Yusuf Maryan, who later told Higgins he wanted to name the hospital's new wing for her grandmother.

As a result, Higgins' long-planned trip to Biak to discuss political issues with its leaders became an opportunity to also represent her family.

Her grandparents met during the war—he was a fighter pilot who was nursed back to health by her grandmother in Sydney, Australia. They were separated when she was then sent to Biak, but they reunited in the Philippines and were married during her grandfather's 24-hour leave. They spent their honeymoon in the nurses' tent, which other nurses had graciously vacated, and thus began a 62-year marriage.

Department Celebrates Women's History Month

The Department celebrated Women's History Month in March with two programs in the Marshall Auditorium. Co-sponsored by Executive Women at State, or EW@S, and the Office of Civil Rights, the programs featured journalists and authors Cokie Roberts and Gwen Ifill.

On March 2, Emmy-award-winning journalist Roberts regaled a full-house audience with a presentation entitled "Founding and Running the Country: You'd Think Men Did It Alone." Drawing on research from her books *Founding Mothers* and *Ladies of Liberty*, Roberts highlighted the role of women in early American history, such as Martha Washington's presence at all four Valley Forge winter camps during the Revolutionary War. She also described the experiences of her mother, Lindy Boggs, U.S. ambassador to the Holy See during the Clinton Administration.

Her speech was preceded by a reception attended by EW@S members and senior Department

officials, including Director General Nancy Powell and Assistant Secretary for Consular Affairs Janice Jacobs, who is EW@S's leadership liaison.

On March 24, Gwen Ifill, moderator of *Washington Week* and senior *PBS Newshour* correspondent, spoke to a capacity crowd that included her sister, retired Foreign Service officer Maria Ifill Philip; Under Secretary for Management Patrick Kennedy; and S/OCR Director John Robinson, who gave the closing remarks for both programs.

Ifill's presentation highlighted her media experience and women's advances since she took her first job at the *Boston Herald*. Asked when the United States would see a woman president, she said it will come when a woman candidate can convince voters she has heard and understood their concerns. Asked how to motivate women to aim higher, she said everyone should encourage women and others to seek higher opportunities.



PBS correspondent Gwen Ifill speaks at the Women's History Month event.

Khartoum Memorial Honors Fallen Colleagues

The memorial at the center of the new U.S. Embassy compound in Khartoum, Sudan (shown at left), bears the names of an ambassador, a deputy chief of mission, two gardeners, an administrator, a storekeeper, a democracy and governance officer and a driver. Though of differing backgrounds, they all died while serving the United States.

The embassy erected the memorial to keep their sacrifice from being forgotten. On it are honored Ambassador Cleo A. Noel Jr. and DCM George Curtis Moore, killed by terrorists in Khartoum on March 1973; Andrew Tombe, Baudoin Tally, Chaplain Lako and Dominic Morris, employees of the U.S. Agency for International Development who were killed by Sudanese security officers in Juba in August 1992; and John Granville and Abdelrahman Abbas Rahama, USAID employees murdered in Khartoum in January 2008.

In March 2010, after many years of operating at different locations, the elements of the U.S. Mission in Khartoum came together on a single compound at the southern edge of the city. The memorial, funded by the Bureau of Overseas Buildings Operations, stands at a prominent location between the compound's two main buildings, facing the entrance.

On Jan. 27, Chargé d'Affaires Robert Whitehead and USAID Mission Director William Hammink recalled the service and sacrifice of their colleagues at a brief ceremony dedicating the

memorial. The colorful flowers and plants surrounding the memorial have grown quickly, and as mission employees pass the memorial daily, the words engraved on it remind them that they can best honor their fallen colleagues through their own service:

"May our work here each day be their legacy."



Sudan

Elementary Students Make Flag for PRT

In October, fourth grade student Jasmine D. Kauffeld, daughter of a U.S. Agency for International Development employee deployed to Afghanistan, proposed that her fellow students make an American flag to send to troops. With the help of an art teacher, children at Meadowland Elementary School in Sterling, Va., made the flag by dipping their hands in blue paint for the stars and red paint for the stripes. They then wrote their names underneath their handprints.

The flag was created for the Provincial Reconstruction Team in Farah, Afghanistan. Jasmine's father, Ben Kauffeld, took the flag to the PRT base and gave it to the soldiers to display in the medical unit.

Recently, he returned from Afghanistan with a photo of troops holding the handmade flag and a real American flag he'd been given that had flown over the base. He presented the flag to the school during an assembly.



Members of the PRT in Farah, Afghanistan, display the homemade flag.

DOS Ranked High as Employer

The Department of State ranked among the top five ideal employers in a poll of more than 10,300 professionals conducted by Universum Communications.

The Department was also ranked first among 20 federal agencies by members of minority groups who responded to a survey by the magazine *Equal Opportunity: The Career Magazine for Minority Graduates*.

The Universum ranking of ideal employers is based on professionals' responses to questions about their career expectations, how they perceive companies as employers, and what they associate with those employers. The survey took place from November 2010 to January 2011.

Out of 150 employers, the Department ranked first among professionals with eight or more years of experience, second among veterans and fourth as ideal employer among professionals with one to eight years of experience.

The survey ranked the Department fourth among U.S. employers. That listing is online at <http://www.universum-global.com/IDEAL-Employer-Rankings/Professional-Surveys/United-States>.

In the *Equal Opportunity: The Career Magazine for Minority Graduates* survey, minority respondents named private- and public-sector employers for whom they would most like to work or which they believe

would provide a positive working environment for members of minority groups.

The magazine is distributed to minority college and MBA students and those in entry-level and professional jobs.



Web Site Promotes Aid Transparency

In December, the State Department launched the Foreign Assistance Dashboard (www.foreignassistance.gov) to provide greater transparency on the government's foreign assistance activities.

The public Web site provides user-friendly charts of key foreign assistance information from the State Department and U.S. Agency for International Development, including budget and appropriation data. Foreign assistance stakeholders use the site to examine, research and track U.S. government aid investments around the world and to generate tables and download machine-readable datasets.

The Department's Office of the Director of U.S. Foreign Assistance worked closely with USAID, the Bureau of Information Resource Management and the National Security Council staff to create the site, which responds to the Paris Declaration on Aid Effectiveness and President Barack Obama's Open Government Initiative.

"The Dashboard is a giant step forward for the Department and USAID in making budget data more transparent and is a major deliverable of the Quadrennial Diplomacy and Development Review, which highlights embracing transparency and holding ourselves accountable for achieving results," said Rob Goldberg, deputy director of U.S. Foreign Assistance.

Goldberg said the site has received favorable media and blog coverage. In its first three months, the site was visited by 60,000 people who generated nearly 250,000 page views. The site has been featured on State.gov's and Data.gov's homepages, used on Capitol Hill and presented to the international donor community. It is a model for other donors' aid transparency Web sites.

The Dashboard is still in its early stages, and the Office of the Director of U.S. Foreign Assistance is working with interagency representatives to expand the site to include budget, financial, program and performance data from all U.S. agencies receiving or implementing foreign assistance.



NGOs Showcase Service to Matamoros Residents

One nongovernmental organization displayed home-built, off-road wheelchairs; animal shelters showed puppies and guinea pigs; and addiction-recovery groups touted their successes. The activities were all part of a February gathering of representatives of more than 40 NGOs outside the U.S. Consulate

General in Matamoros, Mexico, during its Community Day.

Co-sponsored by the Matamoros city government, the event brought together the community and local dignitaries to hear traditional music, enjoy perfect weather and strengthen civil society by giving a platform

to a variety of humanitarian and charitable organizations. In a city suffering from more than a year of extreme drug-related violence, the event let people safely gather and discuss how community action could strengthen this border region.

The event began with a live broadcast of "Buenos Días Matamoros," the area's highest-rated morning TV show, from the street in front of the consulate general. The show's presenters interviewed NGO representatives, who stressed the importance of volunteerism in improving the lives not just of those that are helped but of those who volunteer as well.

Matamoros Mayor Alfonso Sanchez Garza said citizen action is crucial to improving the community, and Principal Officer Michael Barkin challenged the crowd to answer Dr. Martin Luther King's famous call, "What are you doing for others?"

Student- and senior-citizen groups as well as citizens passing by attended the five-hour event, including a school-age girl who makes and sells her own organic fertilizer. Several attendees said they were surprised Matamoros had so many NGOs.



A local girl who makes organic fertilizer displays her product in action.

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Submissions

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Critical Conversations

Managing confrontations is a natural part of maturing, surviving and maintaining sanity. We all learn when to discuss difficult subjects, touchy issues or embarrassing and problematic concerns. We also learn humor, innuendo, deflection and a host of other techniques to hedge our bets.

The problem in federal service is that we all too often avoid such conversations until it is too late. At that point, what could have been a critical conversation can become a catastrophic conversation that could end up as an Equal Employment Opportunity case in the Office of Civil Rights. Case in point:

The poor performance of Subordinate A is tolerated by Manager B because he or she is a minority/not a minority, older/younger, a person with a disability, or a previous friend—you fill in the blank. Or it could be that Manager B simply wants to avoid unpleasantness. But when the final performance report includes “does not meet expectations,” the proverbial... hits the fan. Then, we are off to the races, and Subordinate A is off to file an EEO complaint.

Now it is true that tact has been described as knowing the most diplomatic way to tell tough truths, and those totally lacking in tact may be ostracized or condemned. We all know of career-stopping cocktail party conversations and relatives we never invite because of their habit of.... But the bottom line is that performance has to be managed, and that sometimes means having those critical conversations about substandard performance so that it can be corrected.

We can condemn federal organizational culture for discouraging honest feedback. After all, we are, if nothing else, diplomatic. However, the bottom line for leaders and aspiring leaders is that you have to develop your own ability to confront problem subordinates and address difficult topics with clarity and effectiveness. To do so will set you apart in the most positive way compared to your peers.

In the words of Hyman Roth in the film *Godfather II*, “This is the business we’ve chosen.” And if we are going to do it, we must learn to do it well.

So we decide to go into the lion’s den and finally confront our problem employee of the decade, but our effort to give honest feedback still goes wrong. Why? The problem often does not stem from the words we use, but rather four common-sense principles we sometimes fail to employ. They are:

MOTIVATION – First, be honest about your own motivation. Talk it over with yourself or a trusted advisor. Your reasoning needs to be well intended, and if it is not, your true intent will show through and diminish the message. “Getting someone told,” or, in more formal language, venting

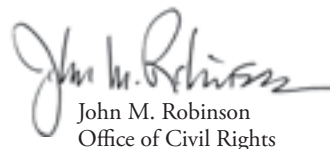
your frustrations to a problem employee, does not work. Making the workplace safe might. Preventing further damage sounds good. How about self-protection? “I will be derelict if I do not speak on this...”

BEHAVIOR – The feedback must be described in behavioral terms. What was observed or reported? Saying “You’re a jerk” doesn’t work. Instead, describe the behavior specifically. For example, it’s better to say “Shouting at co-workers when you disagree on a project is not appropriate.”

PROPORTIONAL – It is not enough to describe the behavior; you must speak to the proportion. If it happened only once, then say so. If it is daily, or periodically, then be honest in reporting the frequency. In some cases, such as sexual harassment, once is quite enough. Without proportion, however, the listener subliminally discounts the message and concludes that your motivation was to smear him or her with rumor and half truth. Note, people may not tell you that, but that is what is internalized.

EFFECT – Finally, the communication is incomplete without describing the effect of the employee’s behavior on the workplace, you, the group, the reputation of the office or some other factor.

With the inclusion of these four principal elements, you have a chance. ■


John M. Robinson
Office of Civil Rights

Going with the FLO

Office helps evacuees land on their feet */// By Gabrielle Hampson*

For the past three months, evacuees from U.S. Missions in Abidjan, Cairo and Tripoli have streamed into the Department's Family Liaison Office or called for support. FLO answers their questions, provides referrals and facilitates their communication with each other and the posts they left behind.

Since December, FLO has supported the evacuation of six overseas missions affecting more than 2,000 employees and family members.

"Every post evacuation is different, and the type and level of support FLO provides reflects these differences," said Charles Roe, FLO's crisis management and support officer. "For a post like Tunis, where the authorized departure in January lasted just 10 days and most evacuees stayed in Rabat, FLO's role was pretty straightforward, but for a post the size of Cairo, FLO has taken on a bigger role to support evacuees and employees who remained at post."

Information Sessions

FLO provided around-the-clock staff support for the task force on Cairo, remaining on call until all the evacuees had arrived at their safe haven locations. It also held information sessions in Washington, D.C., with representatives of the Bureau of Resource Management and Global Financial Services-Charleston to assist evacuees in completing the paperwork to receive allowance payments. Working with the Bureau of Near Eastern Affairs, FLO arranged a town hall meeting with evacuees that included a videoconference with Deputy Chief of Mission Matthew Tueller in Cairo.

"Cairo is a large family post, and no one anticipated we'd ever need to be evacuated," said Jennifer Camp, the embassy Community Liaison Office coordinator, who now works out of FLO's Washington office while her husband remains at the embassy.

"My primary role has been collecting safe haven information for evacuated families," Camp said. "Keeping track of 800 people has been my biggest challenge; I try to connect with everyone and keep them connected."

Joan Polaschik, deputy chief of mission at the U.S. Embassy in Tripoli, receives the U.S. flag from Army Attaché Brian Linvill after the embassy suspended operations.

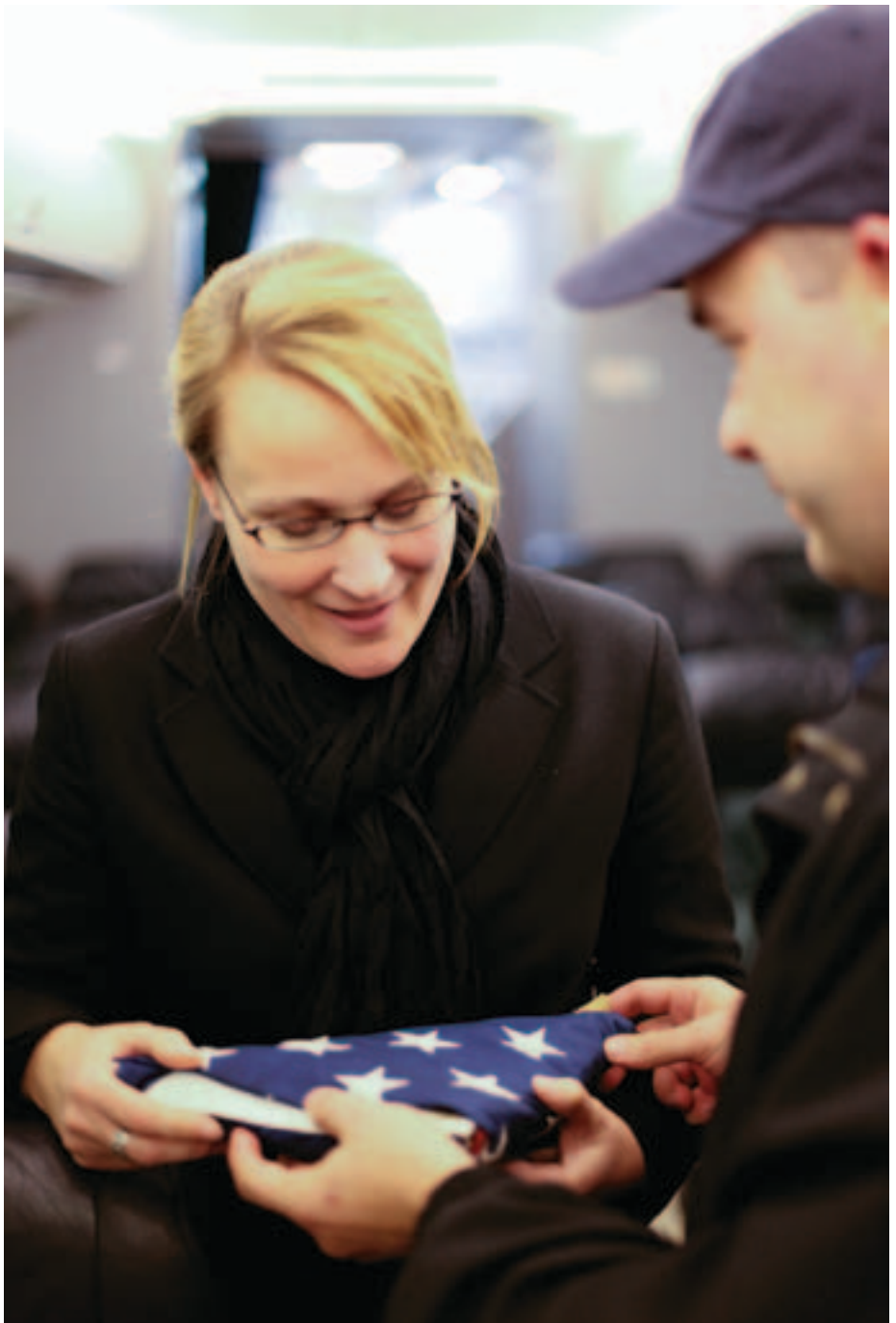
Camp and CLO Assistant Debbie Blome established a Yahoo group for evacuees and are launching a newsletter with information from post.

Meanwhile in Tripoli, Libya, the U.S. Embassy suspended operations in February in

response to civil unrest and sent most evacuees to Washington.

Fast Impact

"I do not think anyone could have fathomed how quickly Tripoli went from being functional



PHOTOGRAPHS: (LEFT) TODD CHENG; (OPPOSITE PAGE, CLOCKWISE FROM LEFT) MICHAEL AVINA, LAURALEE DHABHAR, AND JESSE MONESTERSKY



Clockwise from above: Gear stands ready for use by the evacuation team that accompanied Tripoli evacuees on the chartered ferry to Valletta; Alicia Glenn (striped shirt) from the U.S. Embassy in Paris and Joyce Dixon, center, assist two Tripoli evacuees; U.S. Ambassador to Greece Daniel Smith stands ready to assist alongside embassy volunteers, from left, Vera Davison and Tahwanda Lambert at an information desk the CLO set up for Cairo evacuees transiting Athens.

to taking down the [embassy] flag," said Lauren Bradfield, co-CLO coordinator of the embassy. Bradfield was among the employees and family members who endured two nights and a rocky crossing aboard a chartered ferry to Malta before arriving in Washington.

Marie Farson, the embassy's other co-CLO coordinator, was in the United States when the embassy was evacuated and awaited the arrival of her own family aboard that same ferry.

"I followed the evacuation as it unfolded, providing information on embassy personnel and their family members from first-hand knowledge," Farson said. "I had access to a database I'd already been preparing which contained contact information that became very useful when the Department's e-mail system in Tripoli went down."

In FLO, Farson and Cairo CLO Camp help support their embassy communities. They used e-mail and other social media to connect with their communities and have planned local activities for evacuees. CLOs at posts that served as transit points for the evacuations were also key.

"Embassy Malta really went above and beyond in helping us," Bradfield said. At the U.S. Embassy in Valletta, co-CLOs Lauralee Dhabhar and Rebecca Holguin organized activities for children from Embassy Tripoli and helped adults call family members and handle paperwork required for their pets.

Because of the magnitude of the Cairo evacuation, several European posts served as stopovers. For the Cairo and Tripoli evacuations, co-CLO at the U.S. Embassy in Istanbul, Turkey, Katharine Long helped set up teams consisting primarily of the CLO, consulate health unit and volunteer eligible family members. The teams greeted evacuees at the airport, collected contact information, distributed FLO information and assisted with travel arrangements.

In Frankfurt, CLO Zarmina Rodriquez and CLO Assistant Kris Little helped evacuees in transit from Cairo. In Athens, co-CLO Hans Huenink, co-CLO Dawn McKeever and CLO Assistant Dana Crayton were part of the team helping Cairo evacuees.

"CLOs do a lot more than simply providing comfort items to evacuees," Huenink said.

Be Prepared

The evacuations' chief lesson is to be prepared, said Cairo CLO Coordinator Camp. "Everyone should take advantage of all the FLO preparedness information on its Web site and the materials it provides the CLOs, and preparedness classes should be mandatory," she said. "The U.S. Embassy in Cairo offered a

personal preparedness course every six months."

Sudden departures from post can be in response to more than just civil unrest. "Who would have predicted that we would need to evacuate people from Japan? But the devastating earthquake there in March underscored the importance of personal preparedness at all of our overseas posts," says FLO Director Leslie Teixeira.

One assessment of the help extended to evacuees came from outside the Department. In February, Christian Broadcasting Network correspondent Chris Mitchell, transiting through Frankfurt out of Cairo, said on his blog that official personnel involved "were terrific... dare I say 'angelic'? They were kind, helpful and considerate. They thought of almost everything—water, juices, sodas, snacks, fruit, games, magazines, books, even Girl Scout cookies." ■

The author is FLO's communications and outreach officer.

A crowd of U.S. citizens waits outside Cairo International Airport on the first day of evacuation flights.



Off to Cairo

Staffer joins team supporting evacuation
/// By Tim Ponce

Can you get here by noon? This was the question I was asked by phone—at 11:15 a.m. Since the previous evening, I had been preparing to travel to join a group of temporary-duty employees assembling to evacuate U.S. citizens from Egypt. Thankfully, I had just packed my bags for a flight that evening.

I looked at my wife, and she nodded. “Sure,” I told the caller. “I’ll be there soon.”

After a quick in-brief, I went to Andrews Air Force Base and boarded a military flight, arriving to Cairo International Airport at about 10 a.m. local time. Suitcase in hand, I emerged to see the evacuation was in full swing, with U.S. Embassy in Cairo staff talking to passengers, forming evacuees into lines, promissory notes in hand. Shoving my

suitcase into a nearby corner, I dove into the work of getting fellow Americans and their family members safely out of Egypt.

Leadership Lessons

Over the next eight days, I was witness to what leadership is all about. At every step of the evacuation process, the mission’s consular team had support from the embassy’s management, public affairs and regional security teams. The few Cairo Locally Employed Staff with airport passes were also able to join us despite the curfew and were a crucial help to Americans who ran into difficulties at Egyptian Immigration. An evacuation is a mission-wide effort, and Cairo’s whole team pulled together to make this one a success.

This was no easy task. They helped mothers traveling alone with children, found food and water for Americans waiting hours to leave and made tough calls on who could board and who couldn’t. My colleagues cared for a gunshot victim and his family, an elderly woman who had been trapped in her apartment near Tahrir Square and a journalist who allegedly had been abused by local security personnel.

My colleagues also went to the other airport terminals, carrying an American flag and calling out for American citizens. They left no corner unchecked, despite working in a tense local environment.

Everyone also did their work with a positive attitude. Our laughs, smiles and calm attitudes were infectious and put evacuees at ease as they faced a long journey. Several

expressed their gratitude by asking to have their photo taken with my colleagues and our large U.S. flag.

My colleagues, in fact, did what they do each day—listen, empathize and give U.S. citizens the time to explain what's happening and how we can help. We also made a tough decision when necessary.

None Too Small

No job was too small for those aiding the evacuation. We had plenty of able leaders who took on roles without question. Above all else, we came to serve, doing our best to make order out of chaos despite sporadic access to the embassy and communications networks.

We worked hard to overcome obstacles and answer any question or need brought to us. This effort extended to our colleagues in Athens, Frankfurt, Istanbul and Larnaca, who also served effectively and gracefully, despite several uncertainties due to our limited ability to communicate with them.

Equally vital to the success of our efforts was coordination with Washington, which needed on-the-ground information from us to keep family members updated, inform senior policymakers or provide support and answers to issues we raised. We knew we could call on the relevant task forces for anything. Washington's support to the field was tremendous and reassuring—we knew we were never on our own.

Thousands Helped

We enjoyed the opportunity to serve and the time spent with our colleagues. Ultimately, we helped approximately 2,350 U.S. citizens, family members, other nationals—and a cat named Midnight—evacuate Egypt.



Above: The line forms for evacuation processing of private U.S. citizens. **Below left:** Several Department personnel on temporary duty for the evacuation meet U.S. citizens at Cairo International Airport. **Right:** From left, Public Affairs Officer Adam Lenert and Consular Officer Jessica Adams talk with a U.S. citizen at Cairo International Airport.

In addition to facilitating the evacuation, we responded to thousands of phone calls and e-mails from U.S. citizens, Department task forces and many others. We became a crucial link to create order in an uncertain world.

If you ever have the chance to help in a crisis, do so; assisting your fellow citizens and colleagues in a time of great need brings out the best in all of us. ■

The author is division chief in the Office of American Citizens Services in the Bureau of Consular Affairs.





Road Show

Embassy takes America to Bangladeshi people

/// By Doug Morrow

"America is doing all this? I had no idea."

So spoke the mayor of the Bangladesh community of Khulna when meeting Ambassador James F. Moriarty during the embassy's America Week, which surprises attendees with the extent of U.S. involvement in their communities and reinforces local institutions and community governance.

In late January, more than 75 employees of the U.S. Embassy traveled to the southern district capital of Khulna in one of the more remote corners of the country. Under the banner of partnership, the embassy provided a glimpse of the economic, social and political links between the United States and Bangladesh.

A record 36,000 Bangladeshis attended three days of events, which included outreach and training by local development partners of the U.S. Agency for International Development. There were also meetings with local businesses and chambers of commerce, and engagement events by most of the mission's agencies and offices.



Internal Partnerships

The U.S. mission in Bangladesh emphasizes inter-office and interagency cooperation, and uses America Week as an annual opportunity to demonstrate and practice the skills necessary to maintain such cooperation. Since the week's inception in 2002, a well-run model has emerged in which Public Affairs and USAID partner to organize the event, while other agencies and offices provide ideas, programs, contacts and funding.

Cultural Affairs Officer Garrett Wilkerson orchestrated the event, working with USAID's Meghan Nalbo and Assistant General Services Officer Dwayne McDavid. The public affairs office managed schedules, USAID worked closely with partner agencies and the Department of Defense provided significant funding for design and publicity.

A key America Week goal is demystifying the United States and addressing persistent and often negative myths. Many Bangladeshis believe that the United States is inaccessible, makes study and travel there impossible and

does not welcome Muslims. Ambassador Moriarty's visits to universities and the Muslim academies called madrassas helped dispel these myths, and Deputy Visa Chief William Hammaker reminded students that consular officers want to issue visas to qualified applicants.

A record 36,000 Bangladeshis attended three days of events.

America Week also puts a personal face on the concept of America by creating and renewing interpersonal connections. One of USAID's most successful and well-known projects is "Sisimpur," the Bangladesh version of "Sesame Street," (*State Magazine*, June 2005). Characters from "Sisimpur" appeared at a number of the week's events, delighting the crowd, and even included the ambassador in a brief skit.

Clockwise from left: Ambassador James F. Moriarty greets Sisimpur characters at an event for schoolchildren; a Muslim religious leader trained by the Leaders of Influence program speaks to madrassa students; local children watch members of Rupantor sing a traditional song about leadership.





PHOTOGRAPHS: U.S. EMBASSY IN DHAKA



Clockwise from left: USAID Mission Director Denise Rollins tests a low-cost fertilizer-pellet distributor; USAID-trained shrimp and fish producers harvest a catch; Rollins embraces two Leaders of Influence program-trained poultry farm owners.

Arts and Culture

American arts and culture are always a popular mainstay and a means of sharing ideas. More than 5,000 people crowded one venue to hear American blues guitarist Seth “Pandu” Blumberg play the music of Willie Dixon and Elvis Presley, among others. One enthusiastic attendee said, “I’ve never heard this music before, and I’ve got to learn more!”

USAID’s partner organizations promoted their work at dozens of booths, and these colorful, interactive installations helped teach visitors how to improve their lives. Representatives of some local nongovernmental organizations, such as Rupantor,

performed songs and skits to stress the importance of choosing good local leaders, combating corruption and engaging in other pro-development practices.

Meanwhile, the embassy’s political and economic section met with local businesspeople, politicians, and members of the Bangladesh Parliament. Discussions involved U.S. trade policy on shrimp, local labor practices, infrastructure and climate change. Economic Officer Sophie Gao accompanied Ambassador Moriarty to a meeting where local leaders expressed appreciation for U.S. efforts on democratization, but pressed for more significant economic assistance.

While America Week provides a platform for agencies to showcase their successes, it’s also an opportunity to put U.S. words into practice. The Department of Defense-sponsored Cricket Diplomacy program, for example, brought more than 1,000 cheering spectators together to watch teams of children, local police officers and national cricket champions compete. The popular event has helped to build bridges between communities and the nation’s police forces.

During the week, Ambassador Moriarty and USAID Mission Director Denise Rollins visited with Muslim leaders who are working with the USAID-funded Leaders of Influence program, which trains religious leaders to participate in development work. They also visited a woman-owned poultry farm that arose from the Leaders of Influence program, and later joined more than 100 children to demonstrate the importance of hand-washing to good health.

One enthusiastic attendee said, “I’ve never heard this music before, and I’ve got to learn more!”

America Week has proven to be one the embassy’s most successful means of engaging the local population and changing attitudes. Studies show that the more Bangladeshis know about the United States, the more favorable impression they have. The embassy is already planning next year’s program. ■

The author is a vice consul at the U.S. Embassy in Dhaka.



A bright bedspread decorates a typical room at the PRT in Al Basrah, Iraq.

Diplomacy in Tough Places

With the 2012 bidding cycle set to open next month for Afghanistan, Iraq and Pakistan—the AIP posts—many State Department personnel who have served “outside the wire” in consulates and provincial reconstruction teams say they valued the unique challenges of working outside capital cities.

In Iraq, two former PRT operations will become new U.S. Consulates General, in Erbil and Al Basrah, while others will also take on a

more permanent feel as embassy branch offices. Afghanistan PRT operations will be grouped with other “field platforms,” a name reflecting the diversity of post structures there. Together, these posts will allow the Department’s dedicated and talented men and women to continue serving on America’s front lines of civilian power.

U.S. Embassy in Islamabad Deputy Chief of Mission Ambassador Richard Hoagland began his diplomatic career at Consulate General

Peshawar, eventually moving on to three ambassadorships before returning to Pakistan a few months ago. He said he is “working hard to recruit the best and the brightest, especially for the consulates.”

Hoagland recalled his days in Peshawar in the late 1980s during the Soviet-Afghan War as “the craziest, most intense assignment one could ever imagine. I loved it.” He said he is confident that those serving in field posts now will feel the same way.

Lisa Piascik led the Diyala PRT in Iraq last year and said her time there “was among the most fulfilling assignments I’ve ever had,” one where the accomplishments and satisfaction “far outweighed the austere living conditions.”

She said the PRT was one of the most diverse organizations in which she had ever worked. “Your team-building skills are really tested in this environment,” she continued, citing how she worked with the U.S. Agency for International Development, military

Serving ‘outside the wire’ at AIP posts /// *By Christina Higgins*



Above: The staff of the PRT in Mazar E Sharif, Afghanistan, use convoys to travel to outside meetings.
Below: The team at the U.S. Consulate General in Lahore, Pakistan, holds a final meeting before Secretary of State Hillary Rodham Clinton arrives in 2010.

colleagues and multiple local partners to increase stability and security by putting local merchants back to work. The roughly 1,700 traders had seen the province's largest market area destroyed in fighting, she said. It was rebuilt with U.S. assistance but remained largely empty because credit was not available. As Diyala's team leader, Piascik was a key player in designing and managing a micro-grants program to provide start-up capital that allowed more than 1,500 merchants to return to work, created 6,000 related jobs and indirectly provided financial support for an estimated 25,000 local residents.

"The mayor was an important ally," she said, "as was the provincial banking supervisor, lending critical support and advice throughout."

Galvanizing multiple partners around a common purpose is the name of the game, according to Dawn Liberi, coordinator of the Office of Interagency Provincial Affairs in Kabul. Liberi's portfolio includes coordination of staffing and civilian activities in all Afghanistan field posts.

"Success in the field will require the very best in leadership, especially the ability to listen," Liberi said. "You'll need patience, as simple tasks such as meetings with contacts can require considerable planning and then be canceled at the last minute."

She reminded field personnel to stay healthy, get exercise and take their rest breaks away from post.

The hardships are worth it, Liberi continued.

"I've seen State Department employees literally change the world, at least in their corner of Afghanistan, by bringing books to school children and empowering local leaders, and the personal growth that accompanies that kind of accomplishment can't be overstated," she said.

Ambassador Michele Sison, head of the Bureau of Human Resources' Office of

Assignments and Career Development, sees AIP field service in the context of career planning. "Foreign Service employees are focusing on choosing assignments that progressively build their skills," she said.

AIP service satisfies several career development requirements and is noted by promotion boards and DCM and Chief of Mission selection committees. After hearing from several HR/CDA-organized focus groups of colleagues who had returned from AIP tours, Sison said she sees employees motivated to volunteer for AIP service by a sense of duty and working for a greater good, and that linked assignments and the allowance packages also played a role.

HR/CDA is working with the joint executive office of the bureaus of Near Eastern Affairs and South and Central Asian Affairs to put the final touches on the June 1 launch of the AIP 2012 season. The bureaus say they will be looking to fill more than 700 positions in AIP, more than 150 of them outside the capitals.

Many field positions in Afghanistan are language designated. Jay Anania, director of NEA-SCA/EX, said the opportunity to learn a new language means "not only will you be more effective in your field work, but your new language skills will make you more competitive for future positions in NEA and SCA."

Foreign Service officer Aaron Snipe said his language skills were fundamental to his success, first in an Iraq PRT and now as information officer in Baghdad. He summed up the mission of AIP field service by saying, "in the toughest neighborhoods on earth, diplomacy must be first on the scene. It is neither convenient nor always safe, but it is absolutely necessary if America is to successfully engage the world." ■

The author is a special assistant in HR/CDA.



Hard COR

Employees ensure contracts' implementation /// *By Peter Covington*

The Department's contracting officers' representatives work behind the scenes to bring diverse partners together to correctly implement the Department's contracts.

The work of a COR seems simple—working with a contractor to ensure the work gets done—but this is a huge task. Comprising a large percentage of the Department's workforce worldwide, contractors build embassies, design computer software, provide most overseas security and implement programs domestically and overseas. To manage them, CORs must focus on the program goal, understand contracting, be able to manage and know how to deliver quality services on time and within budget.

The level of a COR's responsibility depends on the size of the contract. Some CORs monitor one or two contractors who operate as direct-hire employees while others monitor multimillion-dollar projects with many stakeholders. Despite these differences, all CORs have key duties to understand the contract, account for costs and manage performance. Thus, a COR has a tremendous opportunity to show leadership and make many contributions to the Department.

Spotting Trouble

COR Dan Hunt, the regional security officer at the U.S. Embassy in Athens, said he knew something was wrong when he took over management of a guard contract in his first overseas posting. He'd noticed that two consulates did not receive the service the contract required, and with the help of the Bureau of Diplomatic Security and the contracting officer, his actions led to the recovery of more than \$1 million for the Department.

Another COR, Aziz Younes of the Bureau of Overseas Buildings Operations, said he often must push, cajole and negotiate with all sides to get construction finished on time. Construction projects' CORs must prioritize requests for last-minute design changes and quickly develop alternatives to keep the price low and construction on time.

Besides keeping costs down and ensuring on-time delivery, CORs manage the quality of the work. COR Amy Nelson managed the effort to create a refugee status tracking system in her bureau, Population, Refugees and Migration. She said that when she didn't see the required improvements in usability in this complex system, she had to work with



Local guards demonstrate their skills in Lilongwe, Malawi. At far right stand Regional Security Officer Jeff Monroe and Chargé d'affaires Lisa Vickers.

PHOTOGRAPHS: (LEFT); MARGARET PHILLI (OPPOSITE PAGE); OVERSEAS BUILDINGS OPERATIONS (TOP RIGHT); BUREAU OF POPULATION, REFUGEES AND MIGRATION



Clockwise from left: A crane is used to build the U.S. embassy chancery in Antananarivo, Madagascar; Regional Processing Center Director Amy Nelson, left, discusses refugee admissions issues with Program Officer Zlatana Jovanivic-Dicker; Construction continues on the chancery of the U.S. Embassy in Baghdad.



the contracting officer to find a new contractor. Clearly, CORs are key to maintaining the quality, price and schedule in large programs.

Constantly Juggling

CORs often speak of constantly juggling competing priorities. For example, Nelson said users of the refugee processing system continue to request improvements, and she must identify which improvements are most important to customers to prioritize them to the contractor.

CORs also provide insight into how a program actually runs and sometimes suggest big changes. When the U.S. Embassy in Lilongwe, Malawi, had difficulty maintaining a high-quality guard force, COR Jeff Monroe, who is also the regional security officer, documented the problems and found they arose from the guards' low pay and long hours. He then worked with the contracting officer and the agencies at post to create a contract that cost more but brought vastly improved security.

In addition to the required knowledge of their own disciplines, CORs must now receive more contract training than ever. One COR said that before his first assignment several years ago he was told to sit in a closet and read the contract. Now, CORs must complete 40 hours of training before they can manage a contract.

CORs also often speak of the high level of responsibility and leadership required of them. Amber Baskette, who manages a contract for worldwide visa support centers, said she succeeds due to her previous experience managing consular personnel and the solid mentoring she received.

Many CORs also speak of needing strong interpersonal management skills. Smith Charles, who manages diverse contracts in Iraq, said he develops trust with a contractor through mutual cooperation, a sense of humor and lots of listening. COR Eric Rumpf said his secrets to success include "a level of fairness, consistency, trust and equity."

Contractor management is not easy but seems to develop strong managers. COR Irving Fontaine asserted said he often must "find timely solutions or fast become overwhelmed." He said a COR must "stay focused, be decisive and deliver."



The Department is continuing to strengthen its CORs. The six bureaus that use CORs a great deal have worked with the Office of the Procurement Executive to revamp training to focus on skill development and the use of real examples from the Department's work. Together, they recently developed a COR of the Year award to recognize a job well done. Other Department COR initiatives include COR mentoring, assurance that CORs receive credit for their work in evaluations and planning for the use of CORs at the start of a project.

CORs help each other improve. For instance, the COR who was told to read his contract in a closet later pushed his bureau to fully train all CORs before they are sent to post. Clearly, the COR corps continues to develop and strengthen. ■

The author is a special assistant in the Bureau of Administration.

A Department of State
S-61 helicopter flies on a
mission in Afghanistan.



High Flyers

INL Air Wing expands
beyond counternarcotics
/// By Marisha Malik

The pilots of the Department's Office of Aviation often fly in unforgiving environments, taking off and landing in hostile areas, spraying illicit crops, performing rescues at a moment's notice and sometimes doing all of this using night vision goggles.

Aviation operations in the Department date to 1978 when the Office of Aviation's parent bureau, International Narcotics and Law Enforcement Affairs, was the conduit to provide excess U.S. government aircraft to support foreign nations' counternarcotics efforts. In 1984, the Department purchased its first aircraft, a T-65 it used for aerial eradication of illicit drug crops in cooperation with the government of Mexico. As aviation became a larger part of the Department's counternarcotics mission, Congress in 1986 authorized an air wing, which today supports several U.S. missions overseas.

Initially, the Department Air Wing's fleet included the T-65 crop duster, UH-1H helicopters, C-123 and C-131 transport aircraft and C-208 utility airplanes. The Wing used the T-65 for aerial eradication missions in

Guatemala and Colombia, UH-1H helicopters to support ground-based eradication operations in Peru and Bolivia, BH-212 and UH-1H helicopters for drug interdiction in Guatemala and Belize, and the cargo and utility aircraft in support operations. In response to frequent attacks from ground fire, the BH-212 was used to provide search-and-rescue operations and defensive support for the spray aircraft.

Largest Program

The Wing's operations in Colombia were its largest program for years. The program involves working closely with the embassy's narcotics affairs section and Colombia's National Police and Army in a counternarcotics effort in which 102 INL-owned aircraft fly eradication and interdiction missions. As part of Plan Colombia in 2000, the program expanded to provide a large quantity of aircraft for Colombia's government to use in its counternarcotics effort.

A significant aspect of the Air Wing's activity in Colombia has involved aerial eradication of drug crops. Since 1994, it has sprayed 1,525,880 hectares of coca in Colombia.

The Wing has also been heavily involved in training the Colombian Army to conduct its own counternarcotics aviation mission. To that end, the Department has given 47 aircraft to the Colombian government and plans to give all INL-owned helicopters operated by the Colombian Army to the government of Colombia by 2012.

Between 1993 and 1997, the Air Wing expanded into night-time aerial interdiction, with pilots using night vision goggles. It also introduced a Multi-Spectral Digital Imaging System to enhance its ability to verify crop destruction and identify additional fields needing eradication.

In 2002, the Air Wing expanded beyond counternarcotics by establishing a program in Pakistan to support that nation's border security operations. Pakistan's Air Wing, part of its Ministry of Interior, aims to combat the smuggling of narcotics, goods, arms and ammunition. The Department's Air Wing supports that effort by providing Huey-II helicopters and training Ministry of Interior personnel to fly and maintain them.

Afghanistan Effort

In 2006, the Air Wing established a program to support counternarcotics missions in Afghanistan. This included supporting the Afghanistan Eradication Force, U.S. Drug Enforcement Agency, interdiction operations, reconnaissance and command and control missions, and light logistical and re-supply operations. The effort also supports medical evacuation and search-and-rescue missions using 10 Huey-II helicopters and various leased fixed- and rotary-wing aircraft.

In 2009, the Wing began transporting personnel under Chief of Mission authority by air to locations around Afghanistan for diplomatic missions. This marked the Wing's first departure from flying traditional INL missions and required it to buy S-61 helicopters and Beechcraft 1900D and De Havilland DHC-8-300 airplanes.

The Air Wing now also supports embassy diplomatic missions in Iraq, providing air transportation for U.S. personnel within the country and providing passenger and cargo transportation to and from Iraq. With the U.S. military's drawdown in Iraq and the poor condition of that nation's roads, the Department decided air transport would offer a secure and speedy transportation solution. The Air Wing is also preparing to conduct medical evacuations and transport Quick Reaction Force teams, as required. For its work in Iraq, the Air Wing uses UH-1N and MD-530

helicopters and DHC-8 fixed-wing aircraft. It plans to buy a significant number of S-61 helicopters.

Humanitarian Missions

The Department's aircraft have also occasionally supported humanitarian efforts, such as when INL helicopters flew reconnaissance and search-and-rescue missions after flooding hit Bolivia.

Responding to Pakistan floods in 2010, INL helicopters conducted search-and-rescue and relief operations, delivering supplies to victims just one day after flooding began. INL also made three Cessna Caravan aircraft available for Pakistan to use in its flood relief effort.

Today, the Air Wing manages more than 230 aircraft in nine countries. Aviation has proven itself in international counternarcotics efforts and as a means of secure transportation for U.S. personnel.



Above: A Department of State S-61 helicopter takes off on a maintenance test flight in Afghanistan. **Below:** The Air Wing's flight crew in Kirkuk, Iraq, shows the flag.

"Being part of the Air Wing means being part of an evolving mission where nothing stays the same, especially here," said Robert Drury, aviation advisor for the Embassy Air Wing in Kirkuk, Iraq. "The challenges make the job interesting, and require planning, problem solving and commitment. It also means meeting new people and forming lifelong bonds." ■

The author is an INL Air Wing logistics management specialist.





Post of the Month

Chişinău

Hum of activity belies
'Old Europe' image

By Valerie Adamcyk Colby

A mantle of snow covers
Moldova's renowned vineyards.





Early spring brings high water to Vadul lui Vodă.

Moldova is a study in contrasts.

A remnant of the former Soviet Union, it looks to a European future. Straddling East and West, it absorbs cultural and political influences from both directions. Nearly all Moldova's citizens speak both Romanian and Russian. It is blessed with some of the richest soil on earth, yet is frequently cited as the poorest country in Europe.

Still undiscovered by tourists and not yet on the backpacker trail, Moldova retains an under-the-radar sense of mystery even for experienced European hands. Since gaining independence in 1991 after the collapse of the Soviet Union, Moldova has become a vibrant young democracy without attracting much attention.

Moldova may be one of the last remaining examples of "old Europe." In the countryside, rolling hills are spangled with sunflowers and woven with grapevines. Villagers get around by horse and cart, water is drawn from community wells and purchases are totted up on an abacus. The capital city, Chișinău, has a central market where you can find anything from luxurious fur hats to sturdy wooden sleds

Big Village

And yet even though Chișinău can sometimes seem more like a big village than a major city, there is a hum of activity indicating a level of progress that belies Moldova's sleepy image. On narrow streets with 19th-century buildings gently crumbling from neglect, new restaurants have appeared with a surprising range of culinary offerings, from Thai to Georgian to sushi. Wi-Fi is readily available, in public parks and coffeehouses. In fact, Chișinău is more wired than many U.S. cities, and Moldova has ranked among the world's top 10 countries for download and upload speed. A new shopping center brings the latest European fashions to the limited segment of the population that can afford them, while Porsches and BMWs jockey in traffic alongside creaking electric trolleybuses.

To be sure, life is not without challenges. Roads, particularly in the countryside, are poor, and infrastructure is aged. An alarming percentage of the working-age population has left the country to work abroad, leaving behind fractured families and an economy dependent on remittances. The Transnistrian region presents an ongoing puzzle, with a separatist regime aspiring to independence yet unrecognized by any nation. The frozen conflict, complicated by the presence—despite Moldova's objections—of Russian troops, typifies the aspects of life that still seem mired in the past.

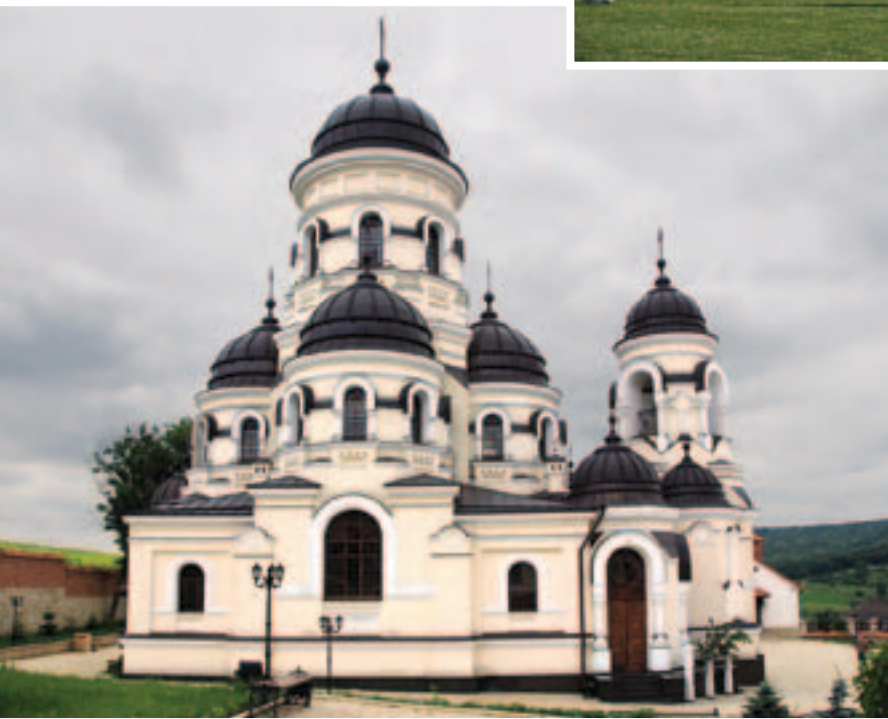
European integration is now at the center of hopes for Moldovan modernization. The generation born after independence increasingly looks to Europe for opportunities and inspiration. The extent and pace of integration is still to be determined, but Moldova's government has taken on this goal with a determination evident in the name of the governing coalition—the Alliance for European Integration.

While Moldova is moving in the right direction, some political uncertainties remain. In April 2009 after eight years of uninterrupted rule by the democratically elected Communist Party, protesters took to Chișinău's streets to dispute the results of parliamentary elections. Repeat elections brought the Alliance for European Integration to power, but the Alliance's failure to elect its presidential candidate triggered a new



Clockwise from left: Organ pipes provide the backdrop for performers at the National Organ Hall; Horse carts are a feature of rural life in Moldova; Colorfully dressed women sell fruit at a roadside stand; The embassy's 2010 Fourth of July celebration featured a Western theme.





Clockwise from left: This church is part of the Capriana Monastery, which dates to the 15th century; Girls and boys from both sides of the Nistru River come together for a friendly soccer tournament sponsored by the embassy's public affairs section; The famous underground wine cellars of Cricova feature floor-to-ceiling storage.



PHOTOGRAPHS (FROM TOP): U.S. EMBASSY IN CHISINAU; GEORGE KETCHUM; AND GREG REITER

parliamentary vote last November. The reconstituted Alliance took power once more but still faces the task of electing its president, so the political drama continues.

The United States counts itself as a strong friend and partner of Moldova, and the U.S. Embassy is playing a vital role in helping Moldova move toward a more stable, prosperous and democratic future. With a staff of more than 50 Americans and nearly 200 Locally Employed Staff spread among 11 offices and agencies, the mission is a hub of activity.

Plenty to Do

The relatively small size of Moldova makes Embassy Chişinău a particularly rewarding place to work, as the impact of U.S. government efforts can be felt across a wide spectrum of issues. Mission programs have advanced electoral reforms, stimulated economic development and investment, empowered youth and women's political organizations, helped modernize the Moldovan military, trained law enforcement personnel, strengthened border protection and assisted in the fight against trafficking in persons and the smuggling of drugs, weapons and other contraband.

To meet the increasing demand for immigrant visas and make it easier for Moldovan applicants who had been required to travel to Bucharest, the consular section recently opened an immigrant visa processing unit. To support development of the Moldovan justice system, the resident legal advisor's office created an internship and training program for young justice professionals that included four weeks observing the U.S. criminal justice system. And to give the mission a first-hand look into Moldova's

complicated electoral processes, the political/economic section sent out American staff, family members and LE Staff to monitor the recent election cycles. These are just some of the mission's creative approaches to advancing U.S. goals.

U.S. assistance programs also reach out across Moldovan society, targeting underserved populations and sectors of the economy ripe for development. The U.S. Agency for International Development provides technological expertise in such promising sectors as information technology and the wine industry, which is the source of deep Moldovan pride. Department of Defense offices facilitate a broad range of humanitarian assistance projects that have provided medical and dental care to needy children, improved the quality of drinking water in schools and supplied much-needed medical equipment to local facilities.

In the biggest U.S. investment to date, the Millennium Challenge Corporation has recently set up shop in Moldova to oversee a five-year, \$262-million compact that will rehabilitate a major roadway and support the transition to a more sustainable agricultural economy. And there is the Peace Corps, with 114 volunteers across Moldova teaching English, promoting health, developing agriculture and rural business, and supporting community and organizational development.

The embassy also helps Moldova by being environmentally sensitive. The management section has implemented several "green" initiatives, including installing solar panels

on compound buildings and the chief of mission's residence. And it teamed up with the public affairs section to launch a recycling program that will make the embassy the first foreign mission in Chişinău to recycle paper and plastic.

The city's easy pace and Moldovans' warmth and hospitality make Chişinău a pleasant and peaceful place to live. Housing at post is top-notch, and many embassy employees walk to work each day through the many parks that make the city one of the greenest capitals of Europe.

Outside the cities, opportunities for exploration include the medieval Orhei Vechi

Chişinău offers a rich and rewarding experience to support a developing democracy.

archaeological complex, the 16th-century Soroca fortress and many beautiful and historic monasteries scattered across the countryside. Wineries boast cellars stretching for miles underground, and an annual wine festival in October celebrates the harvest with music, dancing and much good cheer.

An assignment at Embassy Chişinău offers a rich and rewarding experience to support a developing democracy. Large enough to present a range of challenging issues but small enough that people can see the impact of their work, Mission Moldova is the place to see old Europe changing into new. ■

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

At a Glance >>>

Moldova



Capital: Chişinău

Government type: Republic

Area: 33,843 sq. km.

Comparative area: Slightly larger than Maryland

Population: 3.7 million

Languages: Romanian (officially known as Moldovan), Russian, Ukrainian and Gagauz

GDP - per capita: \$1,516

Export commodities: Food products, textiles and machinery

Export partners: Russia, Italy and Romania

Import commodities: Mineral products, fuel and machinery

Import partners: Ukraine, Romania and Russia

Currency (code): Moldovan leu (MDL)

Internet country code: .md

Source: Country Background Notes



Assistant Regional Security Officer Joe Desmarais, in sunglasses and black shirt, gives directions at the helicopter landing zone as other ARSOs in neon green vests take notes during a March mass-casualty exercise at the U.S. Embassy in Baghdad.

Security Boost

DS meets challenge posed by Iraq drawdown

/// By Ambassador Eric J. Boswell

When Secretary of State Hillary Rodham Clinton addressed the Bureau of Diplomatic Security's Overseas Security Advisory Council in November, she said, "In Iraq, the State Department is beginning a transition which is unprecedented for this agency of the United States government, namely to take over from a massive military presence and footprint and to run the relations with a country that is making progress but still experiencing violence and terrorist attacks on a regular basis."

As the Department transitions from a largely military presence to a civilian-led diplomatic model in 2011, the U.S. Embassy in Baghdad's team is expected to grow from 8,000 to approximately 17,000.

The responsibility of protecting these personnel is "perhaps the most difficult management and operational task the Department has faced in two centuries, and is the most complex challenge DS has undertaken since our bureau was established in 1986," Diplomatic Security Service Director Jeffrey Culver said. "Virtually every component of DS has a role to play in the transition, and a whole-of-DS approach will be absolutely critical to its success."

Contractors Needed

As many as 5,500 private security contractors will be required to provide movement security and perimeter security to support future State Department operations in Iraq. To lead and manage them appropriately, DS continues to expand the ranks of a new category of State Department federal civilian employee: security protective specialists. These

personnel each bring extensive experience conducting and supervising protective security operations in critical-threat environments and provide oversight during protective operations manned by contracted security personnel. In addition, DS has installed video recording systems and tracking systems in Department vehicles, and records and archives all protective security radio transmissions to capture a historical record of events occurring during protective operations motorcade movements.

While DS has a history of providing personal protective and static guard services, the greatest challenge will be replacing capabilities currently unique to the military, such as explosive ordnance disposal and downed-vehicle recovery. DS is working to secure rotary-wing and fixed-wing assets to strengthen its air program. DS also is procuring mine-resistant ambush-protected vehicles and the maintenance, training and sophisticated



ARSO Desmarais, left, observes ARSO Marc Weinstock, center, as he coordinates with a contracted firefighter during Embassy Baghdad's mass-casualty exercise.

technological protective measures they entail.

DS also will secure, test, deploy and maintain an active unmanned aerial vehicle program to support the mobile and static security of each of its diplomatic facilities. The bureau is transitioning from the radio and communications networks traditionally used by embassy and consulate regional security offices to leading-edge Department of Defense tactical radio systems.

DS is also pursuing elements of the military's counter-rocket-and-mortar notification system, which includes some of the most sophisticated U.S. government technology. Though this and other programs are new to the Department, DS will be ready to assume these responsibilities to support the expanded U.S. diplomatic presence in Iraq by Oct. 1.

DS Training

To prepare DS personnel for service in Iraq and other environments challenging for diplomacy, the bureau trained 217 special agents in its High Threat Tactical Training course in 2010, twice the number trained in 2009. This five-week course covers tactical medical techniques, advanced firearms and room-clearing measures, mission planning, low-profile operations, air operations, tactical communications, off-road driving and other skills needed to protect Department employees.

In environments such as Iraq, every Department employee participates in mission security. U.S. diplomatic personnel in Baghdad must have DS training on weapons, emergency medical care, surveillance detection and improvised explosive devices. The DS Training Directorate's Foreign Affairs Counter Threat

course prepared 1,850 Department employees for critical-threat assignments abroad in 2010—a 9 percent increase over 2009.

DS will sustain the robust security required to advance U.S. foreign policy. While the Department's newest posts in Iraq require blast-resistant perimeter guard towers, U.S. diplomats must venture beyond the embassy gates to visit host-nation counterparts, and the mission's experts must be able to do such work as distributing seeds and fertilizer to farmers or

advising local leaders on governance and rule of law. So, despite a profound terrorist threat, DS regional security officers have assembled flexible security programs that protect Department employees while letting them do their jobs.

This level of vigilance is not cheap. The challenging security transition in Iraq helped drive the Department's first Quadrennial Diplomacy and Development Review in 2010, a comprehensive study of strengths and weaknesses, missions and resources that will guide Department policy and funding through the massive security transition in Baghdad and at constituent posts throughout the country.

U.S. Ambassador to Iraq James F. Jeffrey told the Senate Foreign Relations Committee in February, "We face a critical moment now in Iraq, where we will either step up to the plate, finish the job and build on the sacrifices made, or we will risk core U.S. national security interests, be penny-wise and pound-foolish and cede the field to al-Qaeda and other dangerous regional influences."

The transition in Iraq will profoundly impact the Bureau of Diplomatic Security, but it leaves the DS mission unchanged. The task in Baghdad is the same as at any U.S. embassy in the world: DS must, and does, create and maintain a safe environment for the exercise of United States diplomacy. ■

The author is Assistant Secretary for Diplomatic Security.



An emergency response team sets up a decontamination tent during a weapons of mass destruction response drill at Embassy Baghdad in October.



Ambassador David Adelman, center, gets the final game started.

Courting Friends

Embassy connects with community through sports

/// By Joel Ehrendreich and Lou Mazel

Wanting to enhance its reputation and that of the United States through local involvement, the U.S. Embassy in Singapore turned to its basketball lovers, who recently organized a basketball camp for disadvantaged youth in the embassy's neighborhood.

The idea came from the embassy's Corporate Social

Responsibility Committee, whose efforts coincided with a luncheon where U.S. Ambassador to Singapore David Adelman hosted members of Singapore's Parliament, including Indranee Rajah.

During a conversation on what U.S. diplomats could do locally, Rajah, whose constituency includes the area around the embassy compound, suggested using basketball to connect with her district's residents. Nearly a dozen embassy basketball enthusiasts volunteered to organize a camp for 20 children from one of Singapore's poorer public housing areas. Most of the

youngsters had never interacted with Americans, and only two had ever played organized basketball.

The camp was the latest of the embassy's sports diplomacy events. In January, the Bureau of Educational and Cultural Affairs sponsored Public Diplomacy Envoy Michelle Kwan, who visited Singapore to interact with young Singaporeans and bolster Singapore's efforts to develop its first winter Olympic Games. In March, the embassy assisted the former soccer star Pele and the owners of the New York Cosmos team with their Asian tour.

The four-week basketball camp covered dribbling, passing and

shooting, and culminated in a scrimmage before nearly 100 fans.

In organizing the camp, the embassy partnered with American companies in Singapore such as a multinational sporting goods company that donated a new basketball to each camper and a major consumer products company that provided popular snack items. An American citizen who runs a basketball school in Singapore volunteered to help organize the drills and games, and basketball players from the Singapore American School added expertise and energy unmatched by their older colleagues from the embassy.

The embassy also received the support of Singapore's professional basketball team, the Singapore Slingers, which sent a group of players to one of the practices and provided the campers free tickets to one of their playoff games.

The camp solidified the embassy's relationship with its neighbors and gained coverage in the *Straits Times*, Singapore's largest English-language daily, and in one of the Chinese-language newspapers.

At the closing ceremony, Ambassador Adelman and Rajah said the camp had provided everyone involved a chance to make new



Commercial Service Officer
Todd Avery teaches layups.

friends, learn teamwork and discipline and bridge cultures.

The embassy has also worked with a local American company on the Singapore visit of Olympic champion Carl Lewis, and post volunteers are supporting the local Special Olympics.

Since its establishment in September 2010, the CSR Committee has organized a dozen events with embassy volunteers contributing nearly 300 hours to activities such as beach cleanups and charitable runs. ■

Joel Ehrendreich is economic/political counselor and Lou Mazel is deputy chief of mission at the U.S. Embassy in Singapore.

Office of the Month





Economic Indicators

Office promotes global business /// *By Emily Soroko*

Office of the Month

Supporting U.S. economic prosperity by fostering better jobs and economic opportunities for Americans is a crucial task for the Department's Bureau of Economic, Energy and Business Affairs, and within the bureau the Office of Commercial and Business Affairs coordinates and leads the Department's commercial diplomacy efforts.

CBA helps Department principals and U.S. embassies advocate for U.S. manufacturers and services providers that seek export opportunities, including foreign government orders. It also contributes to training for economic and other officers and staff, administers EEB's Business Facilitation Incentive Fund to support U.S. export promotion efforts and training at non-Foreign Commercial Service posts overseas, and provides resources for overseas, economic sections through its intranet Web site.

The office is also the locus of the Department's support for entrepreneurship

and the Global Women's Business Initiative. Special Representative for Commercial and Business Affairs Lorraine Hariton, who leads CBA, is a former Silicon Valley CEO. She brings experience in innovation and entrepreneurship to a team of former private sector executives, Foreign Service and Civil Service employees, Presidential Management Fellows and interns.

Export Initiative

A foremost CBA goal is helping the Department and posts assist U.S. companies in responding effectively to the President's

National Export Initiative, which seeks a doubling of U.S. exports between 2010 and 2014. Working with the U.S. business community worldwide, the office seeks to ensure that business interests are factored into U.S. foreign policy.

CBA works with the White House, the Department of Commerce's Advocacy Center, country desks and embassies in support of business-related advocacy before or during presidential trips and in preparation for meetings with foreign leaders stateside, such as Chinese President Hu Jintao. CBA Senior Advisor for East

Lorraine Hariton heads the Office of Commercial and Business Affairs.



PHOTOGRAPHS: ED WARNER



Asia Jonathan Thompson said China is a crucial market for U.S. exports. Recently, following State and other agencies' advocacy, China made several large purchases, including 200 Boeing jets valued at \$19 billion. Chinese companies also signed contracts worth an estimated \$25 billion in U.S. exports from 12 states.

More U.S. companies will need to export to attain the Initiative's goal, and exporting U.S. companies will need to diversify their foreign markets. With 70 percent of global economic growth over the next five years expected to come from developing and emerging markets, all U.S. embassies have important roles in promoting exports.

CBA's Kimberly Bell manages EEB's Business Facilitation Incentive Fund, which in 2010 funded a staff member of the U.S. Embassy in Chişinău, Moldova, to lead a 13-member Moldovan business delegation to a large U.S. trade show, which resulted in \$1 million in new U.S. export sales to Moldova.

Deputy Special Representative Christopher Beede worked with the Commerce Department to launch a series of online seminars in January on specific export promotion topics of interest to posts. The initial series focused on recruiting foreign buyers for U.S. trade shows, promoting U.S. higher education, promoting U.S. tourism and the Invest in America initiative. Slides and transcripts are at <http://eeb.e.state.sbu/sites/cba/default.aspx>.

Left: Deputy Special Representative Chris Beede shows off his American flag tie.
Below: Gathered in the CBA office are, from left, Kimberly Bell, Mark Khouzam, Jonathan Thompson and the author.



Franklin Fellow Shelly Porges shows how African women are being recognized as leaders.



The CBA Web site also offers a commercial diplomacy toolbox and commercial diplomacy portal on which to post export success stories facilitated by embassies and commercial action plans by embassies for reference by other posts.

During the global chiefs of mission conference in Washington, D.C., in February, U.S. ambassadors said they were energized to be leading cross-agency U.S. export promotion teams in their host countries and eager to discuss host-nation commercial opportunities with U.S. audiences. In 2010, CBA worked with the Bureau of Near Eastern Affairs and the Business Council for International Understanding to program nine U.S. ambassadors from NEA posts to speak to U.S. business audiences about commercial opportunities in their host nations. Similar outreach events are planned with other regional bureaus.

Fostering Entrepreneurship

Beyond leveraging commercial diplomacy in promoting exports, CBA is also working with

the private, nonprofit and academic sectors to create opportunities for emerging businesses overseas. CBA's Global Entrepreneurship Program applies business acumen to unemployment issues in emerging markets. Under the direction of Senior Advisor for Global Entrepreneurship Steven Koltai, a former business development executive and business founder, GEP is implementing Koltai's motto: "world peace through entrepreneurship."

According to Koltai, the United States can use its own experience with entrepreneurship to help spur and catalyze a new generation of entrepreneurs in emerging markets.

According to the Kaufman Foundation, entrepreneurs are the single largest driver of job creation in the United States. In developing nations, small- and mid-sized companies account for 97 percent of all jobs, according to the Organization for Economic Cooperation and Development.

Speaking at the Millennium Development Goals Summit in 2010, President Barack

Obama said, "There are certain ingredients upon which sustainable growth and lasting development depend. We know that countries are more likely to prosper when they encourage entrepreneurship, when they invest in their infrastructure, and when they expand trade and welcome investment."

The GEP brings together private- and public-sector stakeholders in each locality and coordinates ways for innovative, bright and ambitious entrepreneurs to obtain the support to bring new products and services to market and create jobs. Its tactics include "angel" investment networks, business incubators, mentoring services and entrepreneurship training.

For instance, GEP launched full-scale activities in Egypt with a successful entrepreneurship delegation visit to Cairo in early January. The delegation involved 11 prominent U.S. investors and entrepreneurs, including the founder and former CEO of CarMax, an MIT management scientist and

a Silicon Valley venture capitalist. During four days, 105 Egyptian startup companies competed for two \$20,000 prizes of seed funding provided by the delegates.

Recent events in the Middle East and North Africa underscore the need for fostering entrepreneurship to reduce rates of unemployment for youth, improve the potential for economic growth, develop a middle class and achieve social stability.

"While no single company is going to cure unemployment or increase the poverty line, an inspiring story of upward mobility could galvanize a generation of students to aspire to similar achievement," said Seth Goldstein, one of the delegates and a successful entrepreneur.

GEP is also working in Indonesia and Turkey and plans to expand to more countries.

Women's Business

CBA's Global Women's Business Initiative promotes women entrepreneurs and the success of high-potential, high-impact women-owned enterprises to foster job creation and economic growth globally.

In an op-ed article on the Bloomberg News Wire, Secretary of State Hillary Rodham Clinton marked the 100th anniversary of International Women's Day by saying women are a major emerging market. Today, there are more than 200 million women entrepreneurs worldwide. According to Secretary Clinton, women earn more than \$10 trillion every year, and this is expected to grow by \$5 trillion over the coming years. In fact, in many developing countries women's incomes are growing faster than men's.

In the article, the Secretary cited three GWBI initiatives:

- Supporting women worldwide as a critical element of U.S. foreign policy,
- Incorporating women's entrepreneurship into our international economic agenda and
- Promoting women's access to markets through the African Growth and Opportunity Act, the Pathways to Prosperity Initiative and women's entrepreneurship conferences.

Coming women's entrepreneurship conferences include the APEC Women in the

Economy Summit, a San Francisco gathering in September that will focus on women in the economies of the Asia Pacific region. Franklin Fellow Shelly Porges leads the GWBI effort, which also includes the Pathways Access Initiative in Peru.

Through these commercial diplomacy and entrepreneurship endeavors, CBA aims to help

In developing nations, small- and mid-sized companies account for 97 percent of all jobs.

U.S. businesses and jobs to grow, empower U.S. diplomats as effective commercial advocates and inspire foreign entrepreneurs to grow their dreams and economies. ■

The author is coordinator for Women in Business in the Office of Commercial and Business Affairs.



Ready to greet office visitors are, from left, Anne Park, Silki Patel and Vanessa Holcomb.

For Consular Leadership Day, the annual Bureau of Consular Affairs event that promotes adherence to the bureau's leadership tenets, consular officers in Mexico promoted youth fitness, officers at the U.S. Embassy in London did outreach with British students and officers in domestic CA units visited the National Archives to see historic documents related to consular work.

First- and second-tour officers in the consular section of the U.S. Consulate in Guadalajara, inspired by First Lady Michelle Obama's Let's Move campaign, went to four of the city's public schools in February to promote healthy life options.

"In the tradition of 360-degree diplomacy, we set out to create a program that would bring people from different constituencies together and build trust and ongoing relationships," said Teri Keas, the section's nonimmigrant visas chief.

Guadalajara residents love sports and have access to an abundance of healthy food, but Mexico has a high rate of childhood obesity," said first-tour officer Erin Williams. "They have the raw ingredients for success, and we knew that a program that brought us into the community with a valuable message would build lasting relationships," she said.

The initiative involved teams of officers led by vice consuls Williams, T.J. Dunaway, Suzanne Wong and David Stier joining with Locally Employed Staff and family members to visit primary schools and kick off the program with a talk, distribution of healthy foods and dance activities.

"The activities seemed good, the kids were happy and we hope the consulate can send representatives again soon," said one school principal, Maria Guadalupe Cervantes.



U.S. Embassy in London Foreign Service officers Chad Twitty, left, and Howard Betts speak to a class at the Brondesbury School in north London.

A team of volunteers also created a poster contest in which students were asked to draw "What Healthy Living Means to Me." The winners received a practice day with local soccer heroes and traveled to the OmniLife Stadium to play with the Chivas team.

Student Outreach

Meanwhile, at the U.S. Embassy in London in January, 12 entry-level officers from the consular section conducted outreach to British school students, answering such questions as "Why is America so popular?" "What does a

Learning and Outreach

CA Leadership Day sparks worldwide activities

By Julie E. Korb, Esther Pan Sloane and Robin Solomon



First-tour officer Erin Williams leads students from Guadalajara's José Clemente Orozco School. **Bottom:** Leadership Day attendees pose under the seal of the National Archives.

diplomat do?” and “Will there ever be a female president in America?”

The meetings at predominantly low-income and historically underserved schools in London, Birmingham and Bradford involved nearly 600 students. One officer, Sarah Stewart, discussed Afghanistan, Iraq, Guantanamo Bay, Israel and other topics at a Birmingham school.

“I was surprised at how enthusiastic the students were,” she said. “They had very difficult questions, but it was fun because they were so engaged and polite.”

Another ELO, Jonathan Mitchell, spoke at a girls’ school in Birmingham where the students were concerned with the rights of U.S. women and minorities. He said a girl asked whether former Alaska Governor Sarah Palin is good for women in America, “a really insightful and nuanced question.”

Chad Twitty, who visited an Islamic boys’ school in north London, said the schools welcomed the diplomats to counter extremist messages because “The teachers are very concerned about these kids being actively recruited by radical movements in the U.K.”

The officers gave out materials highlighting the U.S. civil rights movement and the accomplishments of American women. They also handed out cards listing Embassy London’s Twitter site and Facebook page, and invited students and teachers to keep in touch via social media.

“This outreach exemplifies a consular and public diplomacy partnership, reflects the consular leadership tenet of developing the next generation and addresses a strategic mission goal of outreach to Muslim youth,” said Consul General Derwood K. Staeben.

Domestic Activity

In Washington, D.C., staff from CA’s Office of Policy Coordination and Public Affairs and CA’s Office of Overseas Citizens Services used the consular leadership tenet of learn constantly in a field trip to the U.S. National Archives and Records Administration facility in College Park, Md., for a briefing, tour and first-hand look at records related to consular history.

A 1934 letter from a Jewish girl considering study abroad in Germany resonated with staff accustomed to drafting warden messages

and answering inquiries from U.S. citizens regarding safety at their destinations. Consular managers saw echoes of their work in an 1853 inventory of supplies from the U.S. Consulate in Liverpool, England. The handwritten inventory was signed by Consul Nathaniel Hawthorne, the literary icon whose favorable biography of President Franklin Pierce earned him the Foreign Service appointment.

“What struck me the most is how much has stayed the same over the centuries,” said Melissa VonHinken of CA/P. “We’re promoting the best interests of the United States, reporting what we see and taking care of U.S. citizens overseas.”

Motivated and energized by the visit, many members of the group said they plan to return to the Archives to conduct their own research.

“Visiting the National Archives was a great way to spend Consular Leadership Day,” said Stacie Hankins of CA/P, “because we were able to see how important consular work was—and still is—throughout U.S. history.” ■

Julie E. Korb is a consular assistant at the U.S. Consulate in Guadalajara; Esther Pan Sloane is a vice consul in the political section of the U.S. Embassy in London; and Robin Solomon is a public affairs officer in the Bureau of Consular Affairs.





Dive Into Reality

Facts and Myths about Swimming Pool Safety III By Lisa Levine

It's a beautiful, warm day and the children are clamoring to go swimming in the backyard or community pool. Everyone's thoughts are focused on jumping, splashing and having fun. Yet dangers lurk in and around the pool that can turn a wonderful day into tragedy in a split second.

The Department's history with pool safety overseas was a sad one until recent years. Drowning in overseas pools was traditionally the top cause of accidental death for toddlers (ages 1-4) and children (5-16); from 1989 through 1998, one or two toddlers drowned each year. The good news is that since 1999 not a single toddler has drowned in our pools overseas. This remarkable shift is due to efforts by post management to bring their pools up to Departmental safety standards, practices by Department offices to focus attention on the issue and fund pool safety barriers and, most important, pool users' efforts to heed outreach messages and become attentive to the hazards.

Arming yourself with knowledge of swimming pool safety can make the pool experience a healthy and safe one for all. Apart from the obvious and essential rules like "don't run around the pool," "no glass in the pool area" or "no horseplay," there are some important pool safety facts—and myths.

Proper pool barriers and appropriate supervision are the two undisputed cornerstones of the Department's overseas swimming pool safety program.

The only effective engineering controls that prevent drowning are barriers such as fences that are at least 48 inches high; surround and isolate the pool five to 17 feet from buildings, exit doors, and other outdoor spaces on the property; are non-climbable; and are equipped with self-closing, self-latching lockable gate hardware with latches placed 54 inches above the ground. The area enclosed by the barrier should allow easy access for emergency response and include only pool-related activities. Inside the pool barrier, dedicated and uninterrupted adult supervision of pool users is the last line of defense to prevent drowning.

Here are some myths and facts about pool safety:

MYTH: No children live in my house, so there is no need for a barrier around the backyard pool.

FACT: Department statistics show that 50 percent of the toddler drowning victims and 75 percent of the juvenile and adult victims were such visitors as children of household staff, local nationals, family friends and visiting relatives. All pools, no matter the age of the home's occupants, must be surrounded by an approved barrier.

MYTH: An alarm on the back door and/or in the pool that monitors water disturbances will alert me when a child leaves the house and gets into the pool unsupervised.

FACT: Door and pool alarms are not reliable drowning prevention methods. Alarms are often turned off when perceived as nuisances stemming from frequent door opening or weather-caused water movement. Alarms will not function if the power supply is interrupted and may not be heard in all parts of the house, or an adult may be too far away to respond before the child enters the pool. The goal is to keep children out of the pool area unless supervised by an adult. Door and pool alarms can supplement but not replace pool barriers.

MYTH: Most swimming pool diving accidents occur while using a diving board.

FACT: Less than 10 percent of all swimming pool diving injuries involve a diving board. Diving from the deck of a pool into water that is too shallow can result in head and neck injuries. The Department prohibits deck diving unless the pool is at least nine feet deep. Check the depth markings on the side of the pool and be alert to "no diving" signs. If unsure, do not dive. Diving boards are rarely seen at Department pools because the water is generally not deep enough for safe diving.

MYTH: Drowning victims violently flail arms and legs trying to stay afloat and scream for attention.

FACT: Drowning is a silent event. An active drowning victim will be struggling to breathe and unable to call for help. He will not show any forward locomotion and his body will be vertical, with his arms pressed along his body. Unless rescued in 20-60 seconds, he will submerge. Passive drowning victims are most often toddlers and children, or adults who suffer a sudden medical crisis, such as a heart attack. These victims simply silently slip under the water surface.

MYTH: It is better to wait for medical help than perform first aid.

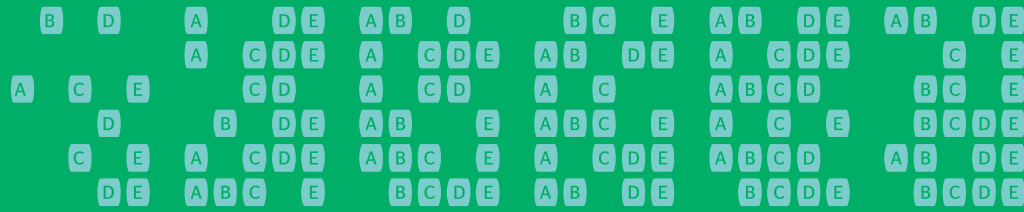
FACT: Immediate resuscitation poolside is critical. Some people hesitate because they lack training or fear worsening a situation. In two instances where toddlers nearly drowned in Department pools,

An active drowning victim will be unable to call for help.

bystanders saved their lives by performing cardiopulmonary resuscitation. Lifeguards and parents of young children who use pools should get first-aid training, including CPR. Overseas posts are encouraged to work with their health units to educate as many people as possible in the techniques of CPR for children and toddlers.

Swimming pools are great for recreation, relaxation, socializing and physical fitness. Enjoy them safely. My office and the Department's swimming pool safety brochure are good resources for more information on residential and community-use swimming pools. ■

Certified Industrial Hygienist Lisa Levine works in the Office of Safety, Health and Environmental Management in the Bureau of Overseas Buildings Operations.



Management Lessons

Fundamentals of Supervision course fills gap

The Foreign Service Institute is now offering a course for new supervisors below the FS-03/GS-13 level—Fundamentals of Supervision. For the better part of a decade, FSI's Leadership and Management School has provided leadership learning opportunities for Foreign Service and Civil Service employees. Training programs like the Basic, Intermediate and Advanced Leadership Skills courses and the Senior Executive Seminar strengthen key competencies at different grade levels.

However, since these courses were all designed for employees at the FS-03/GS-13 level or higher, new supervisors below that level were only able to receive training via modules in their orientation programs or two-day training courses in the Leadership and Management School. Fundamentals of Supervision fills the gap. The school piloted the course in 2009 and expanded it to 10 deliveries in fiscal year 2010. It became so popular that this year FSI is offering it 25 times.

FOS addresses such topics as setting specific performance goals, delegating and monitoring work progress, and managing an effective performance appraisal process. The course

incorporates different learning methodologies to engage students and create a dynamic learning environment. In addition to exploring performance management models, students work in small groups to analyze case studies built around realistic management challenges. The two instructors provide guidance and lead discussions on applying the concepts and models presented. Course manager and chief designer Pete Coursey believes that variety and student interaction are key elements.

"The classroom activities give students a chance to apply what they are learning to true-to-life situations they will likely encounter as supervisors," he said.

A typical FOS class could include newly hired FS specialists and generalists who will be supervisors when they begin their overseas assignments. On the Civil Service side, participants could include newly hired supervisors or employees who have been promoted from an existing position into a supervisory role.

The course does not attempt to cluster participants into groups based on job titles. Leadership Training Division Director Duane Karlen believes the diverse student population is a strength of the class.

"Students trade stories of their supervisory experiences and of effective bosses they have worked for," he said. "This dialogue is

exactly the kind of collective learning activity we want to encourage in the classroom. It allows participants to learn more about the Department and also realize that supervisors face similar responsibilities and challenges regardless of whether they supervise Foreign Service, Civil Service or Locally Employed Staff employees."

Students who have taken FOS have been very complimentary. One participant said, "This course gives me a structure/blueprint that I can immediately implement when I am in a management position and should be mandatory for all FS personnel before heading overseas and assuming a managerial position." Another student found the course content to be a confidence-builder, saying, "I came in with anxiety about supervising because I have no experience. I now feel much better equipped to deal with various problems and situations."

Later this year, FOS students will have the opportunity to reinforce their classroom learning with some new distance learning offerings. FSI and the Bureau of Human Resources are developing three online performance management courses for supervisors of Civil Service, Foreign Service and LE Staff employees. These courses will provide overviews of the three personnel systems and delineate the performance management responsibilities of the supervisor, employee and reviewing officials for each. They will provide a refresher for previous FOS students and a useful resource for Department managers.

As the Department faces the challenges that lie ahead, the caliber of its leaders will remain one of its greatest assets. Through courses such as FOS, FSI continues to strengthen management skills and supervisory practices. This, in turn, helps promote a culture of even more effective leadership. Coursey said new supervisors should enroll in FOS.

"It's worthwhile to get basic supervisory training early in your career so you can develop good habits, avoid mistakes and increase your leadership effectiveness," he said.

For more information contact Pete Coursey, Fundamentals of Supervision course manager at (703) 302-7101, or Duane Karlen, Leadership Training Division director at (703) 302-7016. ■





Kenneth A. Byrns, 99, a retired Foreign Service officer, died March 12 in Columbus, Ohio. He joined the Department in 1941 and served in Mexico, South Africa, Iceland, Belgium, Canada and Izmir, Turkey, where he was consul general. After retiring in 1964, he worked in Turkey for a U.S. firm, as an international trade specialist for the Commerce Department and as an international trade and investment officer for a regional commission of several U.S. states.



Myrtle Louis Crossley, 99, a retired Foreign Service specialist, died Feb. 15. She lived in Brookhaven, Miss. She worked for the Army Air Force during World War II and joined the Foreign Service in 1962 as an executive secretary and administrative assistant in the U.S. Agency for International Development. She was posted to Sudan, Iran, Yemen, Afghanistan and South Vietnam. She retired in 1974. She enjoyed traveling and was active in her community and church.

She was an accomplished bridge player.



Michael J. Carson, 74, a retired Foreign Service communications officer, died Feb. 27 in Palm Coast, Fla. He served in the Air Force before joining the Department in 1962. His postings included Bonn, Lima, Pretoria, Budapest, Rome, Montevideo and Athens. He retired in 1992. He enjoyed playing golf and spending time with family and friends.



William Lester Eagleton Jr., 84, a retired Foreign Service officer, died Jan. 27 at his home in Taos, N.M. He served in the Navy at the end of World War II. His 42-year career took him to Spain, Syria, Lebanon, Northern Iraq, Iran, Mauritania, England, Yemen, Algeria, Libya, Iraq and Syria again as ambassador. After retirement, he worked for the United Nations in Vienna, as special coordinator for Sarajevo and as special representative for Western Sahara. He rejoined the U.S.

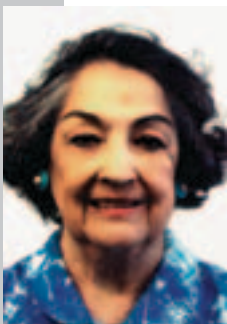
government in 2003 as special advisor for Northern Iraq. He wrote two books about the Kurdish people.



Joseph P. Cheevers, 77, a retired Foreign Service officer, died Jan. 6 of natural causes in Paris, France. He served in the Air Force before joining the Department in 1958. His postings included Ethiopia, Nicaragua, Senegal, Morocco, Spain and France. He retired in 1985 and continued to work for the Department as a consultant until 2002. He was a docent at Hillwood Museum in Washington, D.C., an avid reader and a great gardener.



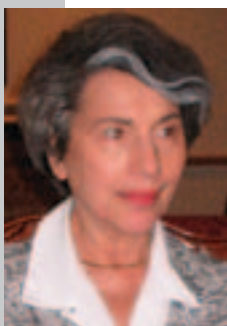
Michael Ross Gannett, 91, died Feb. 9 in Salisbury, Conn., after a brief illness. He lived in West Cornwall, Conn. He joined the Department in 1942, served as a combat infantry officer in 1944-45 in Europe, then rejoined the Department. His postings included the Dominican Republic, Chile, Iran, Italy, Austria and Germany. In retirement, he was Cornwall's town historian.



Maria F. Chociey, wife of retired communicator Dick Chociey, died March 2 from complications related to Alzheimer's disease. She lived in Gulf Breeze, Fla. She accompanied her husband on postings to Brasília, The Hague, Republic of the Congo and Asunción. She had a deep love for languages.



Dr. H. G. Georgiadis, 78, an economist and retired Foreign Service officer, died Jan. 20 in Alexandria, Va. He worked at the State Department and the Organization for Economic Cooperation and Development. He taught at Princeton University and New York University.



Paula M. Kleine, 80, wife of retired Assistant Administrator for Latin America and Deputy U.S. Coordinator for the Alliance for Progress Herman Kleine and mother of Foreign Service officer Michael Kleine, died March 8 at her home in Fairfield, Conn. She met her husband while he was enrolled at the National War College and accompanied him on postings to the United Nations Mission in New York and Brazil. She loved animals and was a talented painter and avid reader.



John Edwin Upston Jr., 75, a retired ambassador, died Dec. 20 of heart failure in Washington, D.C. He held Department positions during four administrations, including ambassador to Rwanda in 1986-87, coordinator for Caribbean Affairs, member of the Management Planning and Policy Implementation staff, and special assistant to the under secretary for Management. He was chairman of the International Trade and Investment Committee of the Minority Business Roundtable in Washington.



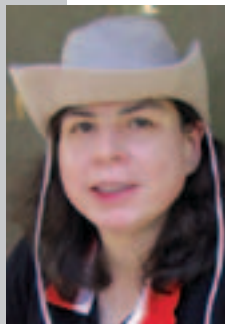
Stan W. Lewis, 74, a retired Foreign Service communications specialist and husband of Foreign Service secretary Sandee Lewis, died Nov. 4 of a massive pulmonary embolism in Spring, Texas. He served in the Army and entered the Foreign Service in 1962. He was posted to London, Leopoldville, Wellington, Manila, Managua, Kabul, Bonn, Monrovia, Copenhagen, Beirut, Tel Aviv and Stockholm. After retiring in 1995, he lived in Pennsylvania before moving to Texas. He enjoyed golf, sports, reading and crossword puzzles.



June Arguimbau Vandivier, a retired Foreign Service secretary, died March 15 at her home in Franklin, Ind., where she had lived since 1975. She served in Manila, where she met and married Foreign Service officer Philip Vandivier in 1951. Their overseas posts together included Indonesia, Malaysia, Germany, The Netherlands and New Zealand. She enjoyed playing bridge and golf.



Richard B. Parker, 87, a retired Foreign Service officer, and his wife **Jeanne J. Parker**, 88, died Jan. 7 and Feb. 8 respectively. They lived in Washington, D.C. Mr. Parker served in the Army during World War II and joined the Department in 1949. He was ambassador to Algeria, Lebanon and Morocco and also served in Australia, Israel, Jordan and Egypt. After retiring in 1980, he was diplomat-in-residence at the University of Virginia and editor of the *Middle East Journal*. He wrote a number of books on the Middle East and took hundreds of pictures of Islamic monuments, which now reside in the Smithsonian Institution. He was founding president of the Association for Diplomatic Studies. Mrs. Parker, who accompanied her husband on his overseas postings, was an accomplished chef and organized theater groups in Cairo and Rabat.



Stephanie Veronica Walton, 47, wife of Foreign Service officer Christopher Walton, died Jan. 29 of complications related to a stroke in London, England. She accompanied her husband and four children to Nairobi, their first posting. A native Californian, she loved cooking, camping and music, especially Van Morrison and Led Zeppelin.



Ethel Mae Worsham, 93, a retired Foreign Service secretary, died March 16 near her family home in Straightstone, Va. Her postings included Kuwait, Dhahran, Geneva, Hermosillo, Kingston, Brussels, Durban, Lagos, San Salvador and Islamabad. After retiring in 1977, she did volunteer work at the White House. In 2001, she returned to her roots in southern Virginia.

Retirements

Foreign Service

Chavera, Raul E.	Smith, Chandra L.
Seldowitz, Stuart M.	Weir, Gail R.
Slotta, Gregory S.	

Civil Service

Crawford, Shirley S.	Neal, Daryl Ernest
Grayton, Ruth A.	Robinson, Maria S.
Ifill, Donna G.	Woods, Ivory
McHugh, Kathleen M.	

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Coming In Our June Issue:



Department Inner-View:
Deputy Secretary
Tom Nides

Mission Critical Teams
Ensure Operational Continuity

Annual Roundup of OBO
Construction Projects

...and much more!



Iraq Security Needs 'Whole-of-DS' Approach

As the U.S. military draws down its personnel in Iraq, the Bureau of Diplomatic Security faces one of its most difficult tasks since the bureau was established in 1986: protecting the growing numbers of civilian DOS personnel in a still-dangerous country. With Embassy Baghdad's team expected to more than double during the transition into a civilian-led diplomatic model, the Department may need to add thousands of private security contractors to protect future operations, and DS bears primary responsibility for managing those forces.

DS has taken several steps to ensure the safety of the diplomatic mission in Iraq and to protect the personnel required to successfully fulfill that mission. To lead those additional contractors, the bureau created a new employee category—security protective specialist—to supervise protective security operations in critical-threat environments. In 2010, DS doubled the number of special agents in its High Threat Tactical Training course, and installed video recording and tracking systems in Department vehicles to record motorcade movements into potential hot spots. The bureau is also looking to acquire mine-resistant ambush-protected vehicles. All in all, says Diplomatic Security Service Director Jeffrey Culver, protecting the Embassy Baghdad team requires “a whole-of-DS approach,” and all hands are on deck.

Evacuations are never easy, especially when events erupt as quickly as the recent upheavals in the Middle East and the natural disaster in Japan. Since December alone, evacuations from six overseas missions affected more than 2,000 employees and family members. For many of the evacuees, the problems of suddenly leaving a home weren't quite as dire because of the Department's Family Liaison Office. This Bureau of Human Resources' office helped keep the evacuations orderly by providing varying levels and types of support to posts and individuals alike. In the authorized departure from Tunis, for instance, FLO's involvement was relatively simple and straightforward. FLO's support in evacuating the much larger post in Cairo, however, was more complex and required many more resources.

The office provided around-the-clock staff support for the task force on Cairo and remained on call until all the evacuees arrived at their safe haven locations. FLO personnel held information sessions in Washington to help evacuees complete the paperwork to receive allowance payments.

Diplomacy is where you find it, oftentimes in some very tough places “outside the wire” and away from the ornate embassy dining hall. With the 2012 bidding cycle for “AIP” posts—Afghanistan, Iraq and Pakistan—set to open in June, several veterans of provincial reconstruction teams and consulates in Afghanistan, Iraq and

Pakistan praise their experiences in those tough places as the “most fulfilling” and “most intense” assignments they've ever had. There are practical reasons to bid on the 700-plus AIP positions opening up for the 2012 season: HR notes that AIP service satisfies several career development requirements, and promotion boards and DCM/Chief of Mission selection committees take special note of such service.

But the most compelling reason to consider an AIP post might come from a colleague currently on duty in Kabul: “I've seen State Department employees literally change the world, at least in their corner of Afghanistan...”

Last but not least, a final salute to our colleagues en route to their final posting: *Kenneth A. Byrns; Michael J. Carson; Joseph P. Cheevers; Maria F. Chociey; Myrtle Louis Crossley; William Lester Eagleton Jr.; Michael Ross Gannett; Dr. H.G. Georgiadis; Paula M. Kleine; Stan W. Lewis; Richard B. and Jeanne J. Parker; John Edwin Upston Jr.; June Arguimbau Vandivier; Stephanie Veronica Walton; and Ethel Mae Worsham.* ■

Rob Wiley
Rob Wiley
Editor-in-Chief

AREAS FOR IMPROVEMENT: POLITICAL OFFICER BLAKE MANHOLDT



WHILE AN IMPRESSIVE FEAT, HIS TIME COMPOSING BRIEFING MEMOS IN CROP CIRCLE FORM COULD BE BETTER SPENT.

IT REALLY IS BETTER FROM THE AIR - THE MARGINS ARE TRULY IMPECCABLE...



AGUELER 2011

BLAKE SHOULD SEEK TO MINIMIZE HIS REFERENCES TO HIMSELF IN THE THIRD PERSON.

RECOGNIZE THAT "MERITORIOUS MANSCAPING" DOES NOT ADVANCE OUR FOREIGN POLICY GOALS.

OH, FOR PETE'S SAKE, BLAKE!

NOT SO SURE BLAKE IS ALL GOOD WITH THAT, WKMA!



OKAY, BLAKE CAN SEE THAT'S MORE OF AN INTERPERSONAL SKILL...



NEEDS TO IMPROVE HIS LEVEL OF PROFICIENCY IN THE LOCAL LANGUAGE

AVOID SUGGESTIONS THAT THE SHEER BRILLIANCE OF HIS POLITICAL ANALYSIS COULD "TEAR A HOLE IN THE SPACE-TIME CONTINUUM..."

SO BLAKE JUST DAZZLED THIS LOCAL GENT WITH THE TRADITIONAL GREETING - WISHING HIS FAMILY WELL IN THE LOCAL LINGO!

(WHY DOES THIS STRANGE MAN WISH PURPLE WEASELS ON MY FAMILY? AND WHO IS BLAKE?)



SEE WHAT I MEAN WITH THE FLICKERING LIGHTS? THEN AGAIN, THAT COULD JUST BE BLAKE'S CLOTHES GETTING DRIED IN THE MICROWAVE...





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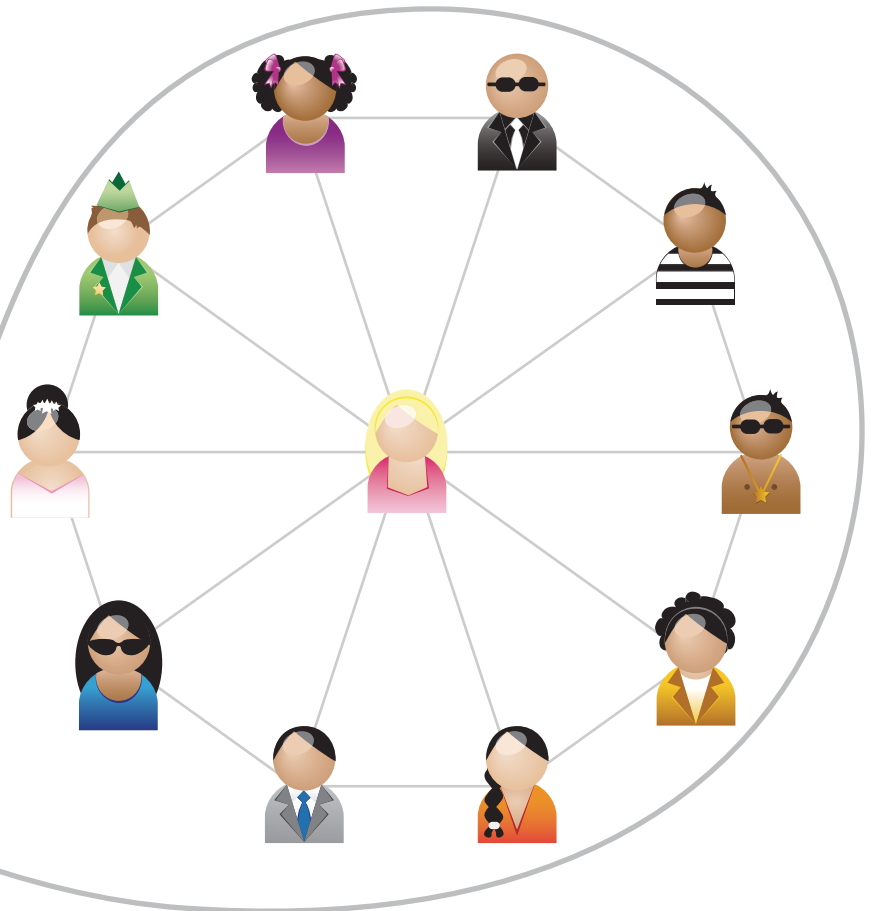
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