

UNITED STATES DEPARTMENT OF STATE

April 2002

# State

Magazine

## Waging War on Land Mines



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Department of State • United States of America



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Photo by Dave Krecke

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Photo by Steve Vidler/PictureQuest

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## On the Cover

An Afghan searches for land mines near Kabul.

Photo by Brennan Linsley/AP Photos



## FROM THE SECRETARY

SECRETARY COLIN L. POWELL

# Making Our Case on Capitol Hill

It's that time again, the beginning of the annual congressional appropriations process.

Last year, we made a strong case to Congress for the additional resources we need to strengthen our ability to conduct the American people's foreign policy. At my first appearance in support of the FY 2002 budget, back in March 2001, I warned the committee that I was going to break the mold and focus on the financial condition of the Department. The resources challenge for the State Department had become a serious impediment to the conduct of the nation's foreign policy, and we needed to start fixing the problem. Congress heard us and responded with increased funding to begin implementing our plans.

In February and March of this year, I testified on the Hill in favor of our new budget request for FY 2003. As I told the committees, this was a budget request to build on our progress over the past year and keep the momentum going.

Last year, I laid out my priorities for improving our ability to conduct foreign policy. These are to recruit the best people to plug the staffing gap and provide for a training float, to give every one of you world-class training, to provide secure and work-friendly facilities and to equip you with the technology you need to do your jobs.

These priorities haven't changed for 2003. We've accomplished much together, but we still have much to do.

In our FY 2003 budget, we ask for funding to continue our successful initiatives to recruit, hire, train and deploy the right workforce. With the money we request, we will be able to bring 399 more foreign affairs professionals on board. That will put us well on our way to repairing the large gap in our personnel structure and, in the process, ease the strain put on you by a decade of too few hires, too many unfilled positions and too little training.

If we are able to hire these 399 people in the coming fiscal year and then hire a final group of about the same number in FY 2004, our three-year effort to fix overseas staffing will be complete. We will then be able to establish the training pool that is so important if you are to have the time to complete the training you need in your jobs.

We are also asking Congress to keep funding our programs to upgrade and enhance our worldwide security readiness, including money to hire security agents and conduct counterterrorism programs. The President's budget request contains money for upgrading the security of our overseas facilities by improving physical security, correcting serious deficiencies that still exist and providing for security-driven construction of new facilities at high-risk posts around the world.

Finally, the budget requests funds to provide state-of-the-art information technology to all of you, wherever you serve. We are asking for resources we need to extend classified connectivity to every post that requires it and to expand desktop access to the Internet.

All of these initiatives are critical to the conduct of America's foreign policy. As I told Congress, if I had to put one of these priorities at the very pinnacle of our efforts, it would be our hiring effort.

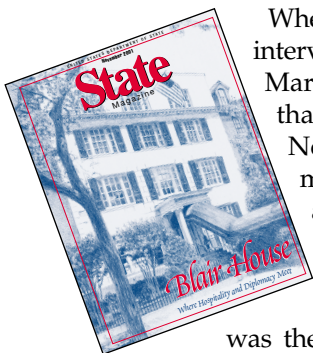
We must sustain the strong recruiting program we began last year. At the same time, we will measure our progress not simply by the numbers hired, but by how our new hires enhance the Department's mission. We want a Department where you can undergo training without seriously jeopardizing your missions or offices; where you don't have to fill two or three positions at once; and where you have a chance to breathe occasionally.

I think morale here has taken a definite swing upward, and we want to continue that trend. High morale, combined with superb training and adequate resources, is the key to a first-class offense—and that is what you are, America's first line of offense.

Taking care of you—the great men and women who carry out America's foreign policy—is as vital a mission in my view as helping to construct and shape that foreign policy. The budget request reflects President Bush's commitment, and my commitment, to creating a strong, well-managed State Department within which all of us can do our jobs and have satisfying careers.

In return, we need your continuing commitment to using these resources wisely on behalf of the American people. You have come through magnificently so far. I know you will continue to do so. ■

## The Mystery Marine Ball—Solved



When *State Magazine* interviewed me for the Marine Ball article that appeared last November, I said my husband Tom and I were posted to Ouagadougou from 1990 to 1993, when he was the PAO and I was the CLO.

The “low-key” Marine Ball I referred to was held at Ambassador Brynn’s residence, around the pool, during the Persian Gulf War when Americans were not allowed to congregate in public places.

My apologies if it was unclear that I was talking about a Marine Ball of the early 1990s, not last year.

**Sarah Genton**  
Publications Coordinator  
Family Liaison Office

## Corrections

The Overseas Briefing Center and the Foreign Service Youth Foundation deserve great credit for encouraging young people to produce videos

through the KID VID program, publicized in your last September issue.

Three Gaborone contestants, aged 10 to 13, were motivated to plan, organize and film aspects of American community life in Botswana. We showed their 23-scene video one evening at the Marine House.

I would appreciate your correcting one small mistake in your article. One of the Gaborone winners’ names is properly spelled Julia Lange.

**John E. Lange**  
U.S. Ambassador  
Gaborone, Botswana

There is one small mistake in your obituaries in the February issue.

Pamela Marx, who died recently in London, was not retired at the time of her death, as you reported. Rather, she was working right up until the end.

I was a friend and colleague of hers from 1999 to 2001 in Havana, where she was our information management officer. She worked hard and very successfully through an extremely difficult situation.

She is greatly missed by both a large number of friends and the Foreign Service.

**Craig Tymeson**  
Director  
HR/CDA/ML

## Letters to the Editor

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

## From the Editor

While the U.S. war on terrorism in Afghanistan is the most visible action, another kind of war—against land mines—is being waged methodically and patiently behind the scenes with allies.

Slightly smaller than Texas, Afghanistan is infested with land mines and unexploded ordinance. It experiences about 200 known casualties monthly, but many others go unreported. Through its partnerships with other countries and organizations, the United States is leading land mine removal and education efforts to reclaim the country for its citizens. Our cover story starts on page 14.

In other behind-the-scenes action, the Bureau of Political-Military Affairs is supporting the war against terrorism in Afghanistan through a Coalition Working Group whose members received personal praise from the man in charge: Army Gen. Tommy R. Franks, commander in chief of the U.S. Central Command. The group’s support for “Enduring Freedom” starts on page 23.

On the domestic front, the energetic Office of Civil Rights is working behind the scenes to reduce the backlog of complaints and, through alternative dispute resolution, the number of formal complaints filed. The Office of the Month begins on page 11.

The United States has been sending diplomats to Tunisia for more than 200 years. Those serving in Tunis now appreciate our strong ties with this moderate Arab nation bordered by sea and desert. Employees are eagerly awaiting the opening of a new U.S. Embassy there this fall. The Post of the Month coverage begins on page 7.

This month’s People Like You features an outside-of-work activity we’ve never covered before. Learn all about the merits of belly dancing on page 27.

### Visit Us on the Web

[www.state.gov/m/dghr/statemag](http://www.state.gov/m/dghr/statemag)



## Ground Zero Exhibit Opens at State



The Ground Zero exhibit clearly moves LaShon Price from IO Bureau.

An exhibit of photographs by Joel Meyerowitz of images from Ground Zero after Sept. 11 opened Feb. 28 at the Exhibition Hall in the Harry S Truman Building.

The exhibition, inaugurated Feb. 27 by Secretary of State Colin L. Powell, also recognized the work of Department employees who have served on special task forces since the terrorist attacks on the World Trade Center and Pentagon.

Starting in March, the exhibit of photos—titled “After September 11: Images from Ground Zero”—will tour 25 major cities around the world.



IRM's Kathleen Palcher studies a photo picturing a ground zero hero.

Photos by Dave Krecke

## IRM Distributes Pay Statements Electronically

The Bureau of Resource Management is now distributing earnings and leave statements electronically.

The new system, which became effective March 21 with pay period four, affects all employees paid by the State Department except employees of the Broadcasting Board of Governors.

Employees can view and print their electronic earnings and leave statements using E\* Phone, which is accessible on OpenNet and ClassNet. Employees who are not connected to OpenNet or ClassNet can view and print their statements at [www.EmployeeExpress.gov](http://www.EmployeeExpress.gov) using an Internet connection and PIN that they received when Employee Express was implemented in August 1998. Those employed since that time have received PIN letters in the mail. Employees who have misplaced their PIN can call (478) 757-3030 for a replacement PIN.

If you have further questions about the new distribution system or do not have access to online resources, contact the American Payroll Resolution Center at (877) 865-0760.

## USRO in Dili Opens

The Department has opened a U.S. Representative Office in Dili, East Timor, to provide limited consular services for American citizens, including registration, notarial and emergency services. Visa services are not included. The office will forward U.S. passport applications to the U.S. Embassy in Jakarta for issuance.

The Department expects to enter into full diplomatic relations with East Timor and establish a U.S. Embassy in Dili upon East Timor's independence on May 20.

## OPM Announces Long-Term Care Insurance

The U.S. Office of Personnel Management has announced an early enrollment period of March 25 through May 15 for federal long-term care insurance and a regular open season registration for July 1 through Dec. 1.

Those eligible to apply, OPM said, include current civilian and military employees as well as civilian and military annuitants, spouses of employees and annuitants, adult children who are at least 18, parents, parents-in-law and stepparents of employees.

LTC Partners, a joint venture by Metropolitan Life and John Hancock, has been selected to provide long-term care insurance.

Long-term care insurance offers services needed by people with chronic illnesses or other conditions that limit their physical or mental abilities. It covers a broad range of health and social services as well as assistance with activities of daily living such as bathing, dressing, eating and moving from place to place. The care can be provided in the home, in a community setting such as an adult day care center or in a residential facility such as a nursing home, a board and care home or an assisted-living facility.

Forty percent of Americans receiving long-term care are under age 65, according to the Health Insurance Association of America. The current national average cost is \$20,000 annually for home care and \$50,000 for nursing home care. By 2030, these costs are expected to increase to \$68,000 for home and \$190,600 for nursing home.

Current insurance programs were not designed to cover long-term care, OPM said.

To learn more, call (800) 582-3337 Monday through Friday from 8 a.m. until 8 p.m. or visit the web site [www.ltcfeds.com](http://www.ltcfeds.com). Or contact the Department coordinator, Eliza Bethune-King, at (202) 261-8173.

# Panel Brings Expertise to Overseas Buildings Operations



Photo by Adelet Kegley

By Sandra Piech

**W**ith a portfolio of more than 13,000 properties valued at about \$12 billion, the Department's Overseas Buildings Operations is looking to private industry for better ways to manage its vast holdings.

The nine-member Industry Advisory Panel, chartered in November of last year under the Federal Advisory Committee Act, met for the first time Feb. 21 in the Harry S Truman Building.

"We are very pleased to have such an exceptional group of dedicated and knowledgeable professionals to share the wealth of their experience with us," said Charles E. Williams, OBO's director and chief operating officer.

The members will bring to the Department industry's and academia's latest concepts, methods, best practices and ideas related to property management and oversight of the Department's real property assets overseas. The panelists are expected to offer insights on "cutting-edge" developments and their application to the OBO setting. The objective, officials noted, is to ensure that the most efficient processes and optimal solutions are used.

The OBO faces complex and far-reaching challenges in providing safe facilities for U.S. diplomatic personnel in more than 260 locations around the globe.

Derish Wolff, a panelist representing the American Council of Engineering Companies and the Building Futures Council, said, "I recognize what a difficult and demanding mission you have, and I am looking forward to assisting you in any small way I can."

Federal employees and the American Foreign Service Association will also participate in the panel's quarterly meetings, OBO officials said. ■

*The author is a special assistant for special projects and interagency affairs.*

## Panel Members and Their Affiliations:

- Harold Lynn Adams, chairman of RTKL Associates Inc.—American Institute of Architects;
- Jeffrey L. Beard, president and chief executive officer of the Design-Build Institute of America
- Harvey M. Bernstein, executive director of the Building Futures Council—Civil Engineering Research Foundation;
- Ida B. Brooker, manager for Construction and Environmental Contracts at The Boeing Co.—Women Construction Owners and Executives;
- Harvey L. Kornbluh, chairman and chief executive officer of Construction Consultants International Corp.—Associated Owners and Developers;
- David H. Ready, president of OR Partners, Inc.—National Association of Minority Contractors;
- Thomas J. Rittenhouse III, principal of Weidlinger Associates, Inc.—American Society of Civil Engineers;
- Derish M. Wolff, president and chief executive officer of The Louis Berger Group—American Council of Engineering Companies and the Building Futures Council; and
- Joel Zingesser, director of corporate development for the Grunley Construction Company Inc.—Associated General Contractors of America.

# Evaluating Performance



In my last two columns, I've talked about the importance of customer service. My focus has been on how our human resources team and I can serve you better. This month, however, I want to turn the tables and talk about the service many of you are called upon to perform and how that performance is evaluated.

The Civil Service cycle has just been completed and the Foreign Service cycle will end April 15. For supervisors, the task is the same—to give our employees honest, fair and timely evaluations. This is a task vital to our institutional health. There is also a second important contribution many of you are called upon to perform as well—to serve on the promotion panels.

For supervisors who are about to tackle the Foreign Service evaluations, I hope you will set aside the time to devote the thought and care that honest evaluations require. A molehill of examples cannot support a mountain of superlatives. Furthermore, your credibility as a rater will plummet if a board finds misspelled words, garbled sentences or other signs of haste and sloppiness. Finally, I ask you to take the same care with the evaluations of specialists that you give to generalists. Please remember that our specialists are reviewed annually by promotion panels as well.

While our Foreign Service National employee evaluations are managed at each post, I don't want to let this occasion pass without mentioning how important these evaluations are. Our FSNs deserve the very best from us. We all know how much we benefit from their efforts, and our evaluation process is another way we can recognize them as part of our "One Team, One Mission."

I cannot emphasize too strongly the importance of getting your evaluations delivered to Washington in a timely way. Each year, the Bureau of Human Resources receives more than 16,000 evaluations. They are processed by the Offices of Performance Evaluation and Civil Service Personnel as well as the Executive Office. Each year, the director general faces the painful task of noting tardy evaluations in supervisors' personnel files.

If that doesn't get your attention, consider this: supervisors responsible for delinquent reports are ineligible for performance pay, presidential awards or meritorious step increases for one year. In almost every case, a careful look at the calendar and a determination to stick to a disciplined timetable will prevent these problems.

As you no doubt saw in the February edition of *State Magazine*, we are moving more and more toward a paperless system. Boards are starting to work with the reports in an electronic format. This should take care of the "pouch ate my homework" excuse, but it cannot take care of the timeliness and substance of a good evaluation. Time and time again, promotion panels have reported to me that the officers whose supervisors spent the time necessary to sketch out the performance and potential of a real person are most likely to get their employees tenured, promoted or rewarded financially.

As for the promotion boards, I ask you to volunteer with enthusiasm for this important "community service." There are approximately 17 of these boards each summer, ranging from career ambassadors to the most junior specialists, so we need help from a wide range of people within the Department. Throughout the rest of the year, many other boards meet as well: Tenure Boards, Performance Standards Boards and Reconstituted Boards. The work is often hard on the eyes, I grant you, and it certainly is a challenge to your judgment as you attempt to rank order levels of exceedingly good performance. On the other hand, nothing gives you a better insight into good writing (and bad) or the range of issues we perform in the Foreign Service than a stint on the promotion panels. It is definitely time well spent.

Finally, I would like to remind employees, Civil Service and Foreign Service, to take time to review their own performance files every so often. Despite what you may have heard, we are not perfect; things can get misplaced or go missing. We welcome you to review your individual file and tell us if you think something is amiss. That's another way we can continue to serve you with the high quality that you expect and deserve. ■



*The Roman coliseum of El Jem.*

Photo by Steve Vidler/PictureQuest

## By Beth Robinson

Tunisia lies just 100 miles south of Sicily, at the northernmost tip of Africa, and extends from the azure blue waters of the Mediterranean to the depths of the great Sahara Desert. Slightly smaller than Missouri, Tunisia packs a surprising amount of scenery, history and climatic variation into a small area. In the north, Tunisia is recognizably Mediterranean in character and predominantly European in style. In the south, it spans the great Sahara Desert, with its colossal dunes and lush oases.

Tunisia's complex history of Punic, Roman, Byzantine, Arabic and French conquests has resulted in a unique blend of cultures and civilizations. From the founding of Carthage by the Phoenicians in 814 B.C. to the Muslim conquest in the 7th century to the French colonization of the 19th century, Tunisia's singular past offers a fascinating glimpse into many worlds. Within miles of each other stand the somber ruins of Carthage, a 9th-century mosque and a 19th-century French boulevard.

Many consider Tunisia the most socially advanced and economically developed country in the region. Its stan-

dard of living is one of the highest in the developing world, and the equality of rights for Tunisian women, a 65 percent literacy rate, the wide availability of health services and university-level education have helped put Tunisia on track to becoming a fully developed modern society.

The United States has maintained a diplomatic presence in Tunisia for more than 200 years. Today, the U.S. Mission in Tunisia is composed of the Department of State, U.S. Defense Attaché's Office, Office of Defense Cooperation, American Battle Monuments Commission and the Office of Agricultural Affairs. The work force includes more than 200 U.S. direct-hire employees, eligible family members, contractors and approximately 170 Foreign Service National employees.

Tunisia has long been a voice for moderation in the Arab world, and the country is a key partner of the United States. The U.S. relationship with Tunisia rests on many shared interests. Strategically located in the Mediterranean, Tunisia seeks full membership in the global economy. The country was the first Southern Mediterranean nation to sign a partnership agreement with the European Union, resulting in progressively lower trade barriers. Tunisia has succeeded in attracting a substantial foreign investment



*Architect's rendering of the new U.S. Embassy in Tunisia.*



Courtesy Tai Soo Kim Partners, Hartford, Conn.

and is actively seeking stronger trade and investment links with the United States. Tunisia is, therefore, a central player in the U.S.-North African economic partnership that encourages economic cooperation and private sector development in the Maghreb, the North-African states that border the Mediterranean.

Tunisia's successful economic and social policies, coupled with its history as a force for moderate political dialogue in the region, make it a key U.S. partner. The U.S. Mission manages this bilateral relationship and works with the Tunisians to promote economic liberalization, democratization and human rights, peacekeeping and the Middle East peace process. Tunisia has also supported the global coalition against terrorism.

The current location of U.S. Embassy-Tunis is on a tree-lined street just a few blocks from the entrance to the Old Medina, a labyrinth of souks interspersed with the Great Mosque known as Ez-Zitouna, the National Library and former palatial homes transformed into museums. Currently, official embassy business is conducted from five different office compounds. But not for long. A groundbreaking ceremony in January marked the beginning of construction of a new embassy in Aïn Zaghouan, a rapidly developing residential suburb of Tunis.

This modern facility, just minutes from downtown Tunis and the Mediterranean coast, carefully balances the special needs of a modern,

secure embassy with a desire for a building that is gracious, welcoming and evocative of the distinctive architecture of Tunisia. The shorter commute for many employees, the location of the American Cooperative School of Tunis directly across the street and the nearness to many shopping and entertainment complexes are features that will make Tunisia an even more attractive place to serve. Except for the monuments commission and the Arabic Field School, all mission offices will be consolidated in one accessible, modern embassy complex, scheduled for completion in the autumn of 2002.

*Groundbreaking for the new embassy.*





*Human Resources' Barbara Ensslin briefs Ambassador Rust Deming on ceremony.*

Tunisia attaches great importance to its tourist sector and the country boasts a wide range of sightseeing and cultural opportunities, as well as many modern Western-style hotels and resorts that attract more than 5 million visitors annually. Just a few short hours from the hustle and bustle of the capital city are the Roman ruins of Dougga, Bulla Regia, Sbeitla, or the El Jem Coliseum, third in importance after the Rome and Verona amphitheaters. In Kerkouane, included on the UNESCO World Heritage list, is the vestige of an entire Punic city. Kairouan, in central Tunisia, was once the third most important center in Islam and today boasts one of the world's oldest mosques.

## Arabic Field School and Cemetery



A unique part of the U.S. Mission in Tunisia is the Foreign Service Institute's Arabic Field School, located in the picturesque suburb of Sidi Bou Saïd. One of four Foreign Service Institute field schools for advanced language training overseas, the campus offers 10 months of Arabic language and area studies training for officers and family members assigned to posts throughout the Arab world. The language-training center has provided the U.S. foreign affairs community with a steady stream of graduates with Arabic language proficiency since 1975 when it moved to Tunis from Beirut.

Another unique aspect of the mission is the North Africa Cemetery, located among the scattered ancient ruins of Carthage. The American Battle Monuments Commission, a small independent agency of the Executive Branch of the U.S. government, administers the cemetery. Both the 27-acre cemetery and its Wall of the Missing, engraved with the names of 3,724 who rest in unknown graves, commemorate those who gave their lives during World War II in the liberation of Tunisia and while serving in the Persian Gulf Command in Iran. The cemetery represents one of 24 permanent U.S. military burial grounds on foreign soil.





*Awards ceremony at the ambassador's residence gets under way.*

In Tunisia, dramatic Saharan landscapes are just 250 miles from downtown Tunis. For nature lovers, there are oak and cork forests, mountains, lakes, orchards, vineyards and wheat plains. Each year, during November and December, more than 200,000 migratory birds flock to Lake Ichkeul, creating a mecca for bird-watchers.

The city itself offers plenty for the young. Belvedere Park is the site of a pleasant zoo and Park Nahli is a vast urban park equipped with a large playground, hiking trails and pony rides. The Tunisian amusement park, Dah Dah, offers a variety of attractions for all ages, from a merry-go-round to a roller coaster.

Tunisia's mild climate and exceptionally beautiful beaches have firmly established Tunisia's reputation as a seaside resort destination. Residents and tourists alike can enjoy all types of water sports, from the catamaran and water skiing to parasailing and jet skiing. A new gen-



*The Roman ruins of Dougga.*

Photo by Linda Bartlett/Folio Inc.



*A traditional Tunisian dancer entertains employees during a holiday party.*

eration of five-star hotels offers fine dining and, for those wanting to unwind at the end of the day, an assortment of spas. Shopping opportunities also abound in Tunis and its surrounding suburbs.

Tunisia is a country of contrasts with modern development competing with the architecture of the past and Roman ruins with the labyrinthine structures of the Arab souks. This fascinating country, with its turbulent ancient history, social and economic progress, and active engagement in the region and beyond, is standing on the brink of becoming a modern, First World nation. ■

*The author is the co-community liaison office coordinator.*

# Diversity of People and Ideas



By Szu-Nien Su

**Y**ou have seen the Office of Civil Rights in action at commemorative events such as the “standing room only” Dr. Martin Luther King Jr. holiday observance with actor, director and humanitarian Danny Glover. Perhaps you remember receiving instruction from an OCR staff member at the orientation for new Foreign Service and Civil Service employees. For sure, the office’s role in the Department is much more than meets the eye.

Secretary Powell’s commitment to the well-being of all Department employees drives the office. During his confirmation hearing, he told the U.S. Senate, “I have a responsibility to the men and women of the State Department to give them the very best leadership that I can....”

In addition, the Secretary established a commitment to change: “I am going to start taking action as quickly as I can to make those organizational changes, and to look at the various irritants that might exist in our family unit and see what we might do to change things.”

These were the Office of Civil Rights’ “charging orders.”

During the past year, the OCR has instituted a number of operational changes in resolving outstanding complaints, improving customer service and providing training and outreach that will affect all Department employees.

Office of the Month:

# The Office of Civil Rights



*Assistant Secretary Barbara Spyridon Pope, not shown, leads an OCR staff meeting.*

Photo by Dave Krecke

Assistant Secretary Barbara Spyridon Pope considers equal employment opportunity much more than a regulatory issue. “EEO is a leadership issue,” she says. “Strong leadership not only promotes a work environment free from hostility, it encourages each employee to make a contribution. Diversity of people and ideas contributes to a better process or product.

OCR has redirected its resources to be more responsive to employees’ discrimination complaints. As of January, the Department’s inventory of formal-stage EEO complaints was at its lowest level since 1988. Specifically, OCR eliminated 96 percent of the EEO case backlog, processed 55 percent more cases and had 63 percent fewer open cases than during the preceding calendar year.

Under a new policy, the portion of EEO complaints under OCR control—from acceptance through resolution or appeal—is being completed within 180 days. No other federal agency has adopted such a stringent policy, according to the director of the Equal Employment Opportunity Commission’s Office of Federal Operations.

These achievements have been accomplished by OCR’s team of 24 staff members working in four sections: complaints management; EEO counseling/alternative dispute resolution/training; affirmative employment/outreach; and civil rights compliance. As the principal deputy, Hattie P. Baldwin oversees day-to-day operation of the four sections. An EEO assistant supports the assistant secretary and the deputy and coordinates the assistance of three part-time stay-in-school interns. An attorney-adviser and two staff attorneys advise the office on legal issues.

Photo by Ann Thomas

The complaints management section is a team of EEO specialists who process the Department’s formal-stage EEO complaints. In keeping with the new, streamlined processing policy, they also monitor contract EEO investigators, who do most of the time-consuming, complaint investigations.

Another vital link is the EEO counseling/alternative dispute resolution/training section. The section’s ADR program has played a major role in lowering the number of formal complaints the office receives by successfully mediating and resolving EEO complaints at the informal stage. The section also conducts ad hoc and formal training to educate managers and employees about their rights and about prohibited employment practices.

Efforts to increase awareness and understanding of diversity issues center in the affirmative employment/



*Judy Mann, Washington Post columnist, chats with a Department employee after her keynote talk commemorating Women’s History Month in March 2001.*



*Transportation Secretary Norman Minetta congratulates Japanese dancer Shizumi Shigeto Manale at a program commemorating Asian Pacific American Heritage Month last May.*

Photo by Ann Thomas

outreach section. This section's EEO managers and specialists organize commemorative programs such as Mr. Glover's appearance to honor Dr. King. They also coordinate activities that reach out to persons with disabilities, African Americans, Hispanic Americans, Asian Americans and Pacific Islanders. The section analyzes and monitors the Department's diversity profile and produces reports for the Office of Personnel Management and the Equal Employment Opportunity Commission. The section also represents the Department on four White House civil rights initiatives.

Diversity in the workplace includes looking for qualified employees for the Foreign Service and the Civil Service in all areas of American life. OCR staff regularly serve as volunteers with the Department's recruitment staff and participate in the new Hometown Diplomat program. The affirmative employment/outreach team also coordinates various outreach activities with the U.S. Agency for International Development and a variety of employee organizations.

The office has an alternative dispute resolution program to help resolve outstanding cases. ADR encompasses a range of



Photo by Dave Krecke

*Arlene Brandon, left, Gloria Slater and Robert Nealy practice alternative dispute resolution techniques in a mock ADR exercise.*

problem-solving processes designed to resolve employee concerns before a formal complaint is filed. OCR offers mediation as a form of ADR to provide an alternative to the administrative procedure of processing EEO complaints.

More than 70 percent of the discrimination complaints submitted for mediation are resolved. Even when a case is not resolved, mediation may be helpful in clarifying issues. ADR's benefits include protecting the workplace relationship and saving time and money. Mediation generally results in a settlement both parties can accept and support, promotes better communications between them and encourages a respectful and cooperative future relationship.

Customer service remains an OCR priority. The office debuted a web site on the Department's Intranet that can be reached through workstation browsers at <http://socr.state.gov/>. Managers and employees serving overseas can access this online resource center for relevant laws and statutes concerning EEO and civil rights. The site includes frequently asked questions on EEO issues. Further assistance on questions concerning compliance or possible violations may be e-mailed to OCR at [socr\\_direct@state.gov](mailto:socr_direct@state.gov). Most inquiries are answered within two business days. The office will soon offer an interactive online training program.

Training is one of the best ways to educate employees about EEO laws and to reduce complaints. OCR has developed a vigorous training curriculum that consists of an EEO reference guide and a lively presentation. The office's training section travels to overseas posts and to the Department's domestic locations to conduct on-site training. On-site training offers valuable opportunities for employees to ask direct questions. Frequently, on-site training encourages OCR counseling on EEO issues and provides another avenue for complaint resolution at an early stage. A training program using videoconferencing will be available this year. ■

*The author is special assistant to the assistant secretary for Civil Rights.*

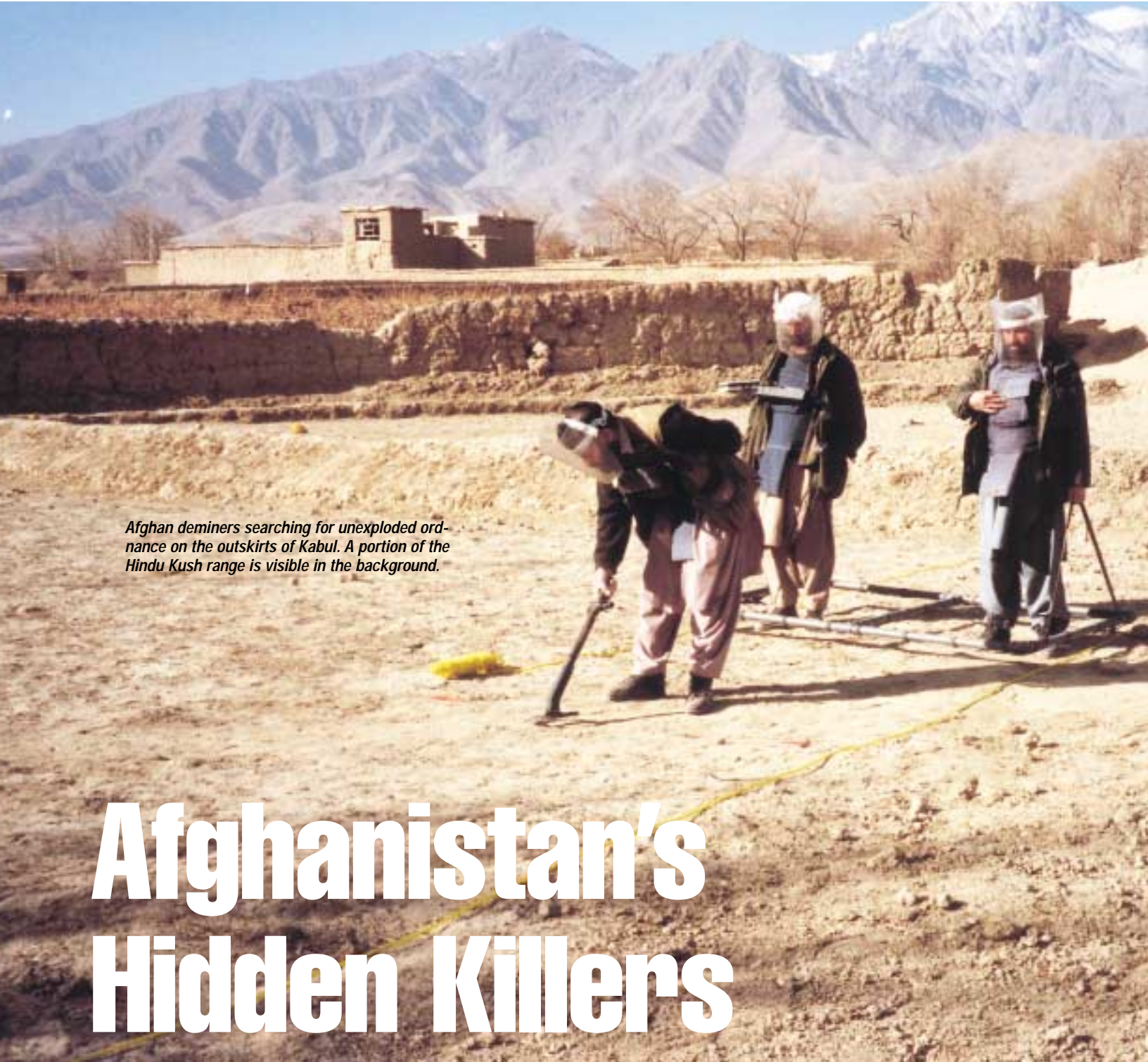


Photo by Dave Krecke

*Ambassador George Moose, center, senior fellow at Howard University; Pierre Prosper, ambassador at large for war crimes issues; and Ms. Pope, in red blazer, listen to a participant during a Black History Month lunchtime mentoring session.*

## The commemorative month celebrations for 2002 are:

January 21	Dr. Martin Luther King Jr. holiday
February	Black History Month
March	Women's History Month
April	Holocaust Remembrance Month
May	Asian/Pacific American Heritage Month
June	Gay and Lesbian Pride Month
August 26	Women's Equality Day
Sept. 15–Oct. 15	Hispanic Heritage Month
October	Disability Awareness Month
October 30	National Disability Mentoring Day
November	Native American Heritage Month



*Afghan deminers searching for unexploded ordnance on the outskirts of Kabul. A portion of the Hindu Kush range is visible in the background.*

# Afghanistan's Hidden Killers

## Land Mines

By John Stevens

**A**fghanistan, a country slightly smaller than Texas, is so infested with land mines and unexploded ordnance that it averages 200 known casualties monthly. Villagers trying to disarm and recycle land mines continue to be maimed and killed, even though 7 million of the approximately 26 million inhabitants have received some form of mine awareness education.



Photo courtesy of the Mine Action Center Afghanistan.

“Desperation causes some folks to engage in amateur demining even though they know the danger and may have received mine awareness training. This behavior is not unique to Afghanistan,” notes Donald “Pat” Patierno.

He heads the Bureau of Political-Military Affairs humanitarian demining assistance programs to Afghanistan as well as 35 other countries, plus Kosovo and Northwest Somalia.

While people are still killed or injured by accidentally tripping mines, according to Mr. Patierno, there’s been a downward trend in land mine casualties worldwide—about 10,000 known casualties in 2000. He attributes this, in part, to programs to educate threatened populations, but even more due to actual clearance.

Before Sept. 11, the bureau was seeing progress in Afghanistan, too, where casualties were reduced by 50 percent since 1998. The mine action programs backed by the United States and other donor nations are making a difference, the official said.

Land mines were introduced to Afghanistan during the Soviet occupation (1979 to 1989) and were widely sown by Soviet troops, their Afghan cohorts and Mujahadeen freedom fighters. When the Soviets withdrew, these “hidden killers” remained and the warring factions planted more.

Approximately 800 square kilometers, or 497 square miles, of Afghanistan contain an estimated 4 million land mines.

Unknown quantities of unexploded ordnance also litter the country. They infest agricultural and grazing fields, irrigation canals, urban areas, homes, roads, power stations, airfields and other facilities. The greater Kabul area itself is heavily mined. With limited



Photo by Kamran Jibriili/AP Photos

An Afghan woman passes a billboard about land mines.



Photo by John Moore/AP Photos

arable land and scant infrastructure, the impact of all of these mines and unexploded ordnance is more horrific than the percentage of affected land might suggest.

The United States has been accused of “walking away” from Afghanistan after the Soviets were expelled.

“This is false,” insists Lincoln P. Bloomfield Jr., assistant secretary of





Photo by Bullitt Marquez/AP Photos

*Afghan deminers search field near former Taliban prison.*

State for Political-Military Affairs and special representative of the President and Secretary of State for mine action.

“In fact, the United States recognized the magnitude of Afghanistan’s land mine problem years before the Soviets departed,” Mr. Bloomfield said, “and designed a humanitarian demining strategy and, with other donor nations, began rendering demining assistance there in October 1988.

“U.S. taxpayers have ceaselessly supported the Afghan people in their struggle against land mines for over 13 years,” the diplomat said.

Since FY 1993 alone, the State Department and U.S. Agency for International Development have contributed nearly \$28 million dollars to humanitarian demining efforts in Afghanistan. In FY 2002, the Bureau of

Political-Military Affairs is providing more than \$7 million for mine action there. A portion is for a contract with a U.S.-registered nongovernmental demining organization to hire, train and equip 800 additional local humanitarian deminers, reinforcing the 4,500 local deminers already employed around the country.



*A Mine Clearing Planning Agency (MCPA) survey team supported by mine detecting dogs (MDDs) prepares to deploy. The U.S. introduced the first MDDs in Afghanistan and remains committed to their use in all appropriate settings.*

*An MCPA survey team during the technical survey of a mine field.*

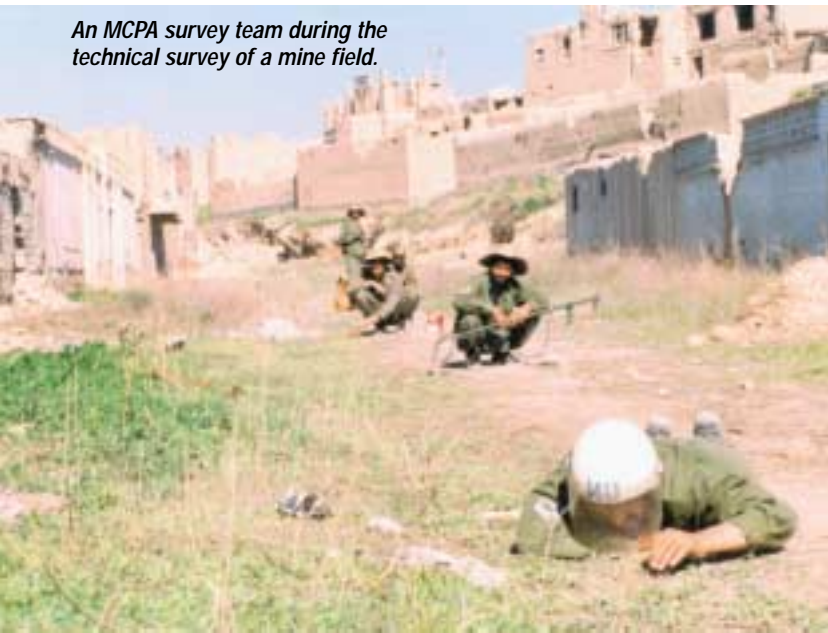


Photo courtesy of MCPA, via the Journal of Mine Action/MAIC/JMU.

In addition, two bureau officers recently were in Afghanistan to give on-site technical and management support to the U.N. Mine Action Program Afghanistan. The bureau has also arranged for technical advisers from the NGO to train local mine clearers and field managers on removing unfamiliar land mines and unexploded ordnance such as U.S. cluster munitions and replacing equipment lost, stolen or destroyed by the Taliban and al Qaeda.

*Afghan civilians attend mine-awareness training in Herat.*



Photo by Hasan Sarbakhshian/AP Photos

Finally, a portion of the \$7 million is supporting additional mine awareness programs in coordination with UNICEF. This aid is being supplemented by demining assistance from the Department of Defense and the Centers for Disease Control and Prevention. The CDC, for example, is working with the Vietnam Veterans of America Foundation on land mine surveys and disability assistance for survivors.

“Official humanitarian demining efforts require reinforcement from the private sector if the world is to be made mine safe within the next few decades,” explains Jim Lawrence, who heads the bureau’s private sector support effort for mine action.



Photo by Joe Raedle/Getty Images

*Norwegian soldier straps on special demining shoes.*

Mr. Lawrence hopes to secure the California wine industry’s interest in demining the once-fertile Shomali Plain north of Kabul, where the Taliban destroyed vines, orchards and irrigation systems—all aggravated by drought. Even if all of the ordnance is cleared, it will take time, he said, before this area’s productivity is restored.

“But we have to give the farmers a chance to repair and replant without being maimed or killed. The rains will come again, but land mines wait forever.” ■

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*The author is a public diplomacy officer with the Office of Mine Action Initiatives and Partnerships in the Bureau of Political-Military Affairs.*

# Director General Heads Delegation to Air War College

*Delegates learn more about the military's commitment to education and training.*

By Earle Scarlett

Ambassador Ruth A. Davis, director general of the Foreign Service and director of Human Resources, led a delegation in late January of two dozen Department officers to the Air War College at Maxwell AFB in Montgomery, Ala., for a day-long program to intensify contact between the Department and the college.

The Air Force arranged an aircraft—a Marine Corps jet from Cherry Point Air Station, N.C.—to transport the large group from Andrews Air Force Base in Maryland to Maxwell.

The group's host was Maj. Gen. Bentley Rayburn, commandant of the Air War College, and a 1992 graduate of the Department's Senior Seminar.

Director General Davis, who delivered the keynote speech, cited her experience as a former director of the Foreign Service Institute and praised the military's commitment to education and training throughout a soldier's professional career. She underscored the importance the Department is now giving to training to career advancement. She highlighted the need for the Defense and State cultures to understand and appreciate their complementary roles. She suggested that the college



*Air Force Maj. Gen. Bentley Rayburn, right, commandant of the Air War College, welcomes Director General Ruth A. Davis to the Montgomery, Ala., campus. The author, center, joined in the welcome.*



*During her visit to Alabama, Director General Ruth A. Davis, right, lunched with Tuskegee airman and fighter pilot Col. Herb Carter and his wife Mildred.*

students look beyond the military-to-military aspects of the countries they are about to visit and focus on understanding the breadth and continuity of the U.S. diplomatic effort.

More than 200 Air War College students convened in smaller sessions with the Department's country and area experts. This included an informal lunch followed by a structured seminar session of brief presentations and detailed question-and-answer periods. Topics ranged from the security dimension of AIDS in Africa to the nuances of relations with the Russian Federation. The Department officers heard the concerns of those who will soon be in significant national security jobs on the Defense side, while the Air War College students had the chance to talk to people with the most current knowledge of the issues.

While in Montgomery, considered the cradle of the U.S. civil rights movement, Ambassador Davis visited the Dexter Avenue Baptist Church, where the Rev. Martin Luther King Jr. was pastor for 10 years, and stopped at the Civil Rights Memorial. She lunched with Tuskegee airman and fighter pilot Col. Herb Carter and with Dr. Joe Lee, who heads the historically black Alabama State University. She encouraged both to pass the word that the Department is recruiting, as it never has before. Montgomery Mayor Bobby Bright, a guest at the luncheon, said the city's new motto, "From Civil War to Civil Rights," mirrors the changes the city has seen in the past several decades.

The afternoon program also included sessions with the Air War College faculty and deans, visits to several of the seminar sessions and a quick "windshield tour" of the base. On the flight back to Andrews, the director general surveyed members of the delegation and found them eager to return next year. ■

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*The author is a senior adviser for international affairs at the Air War College.*

## Secretary to Open Foreign Affairs Day

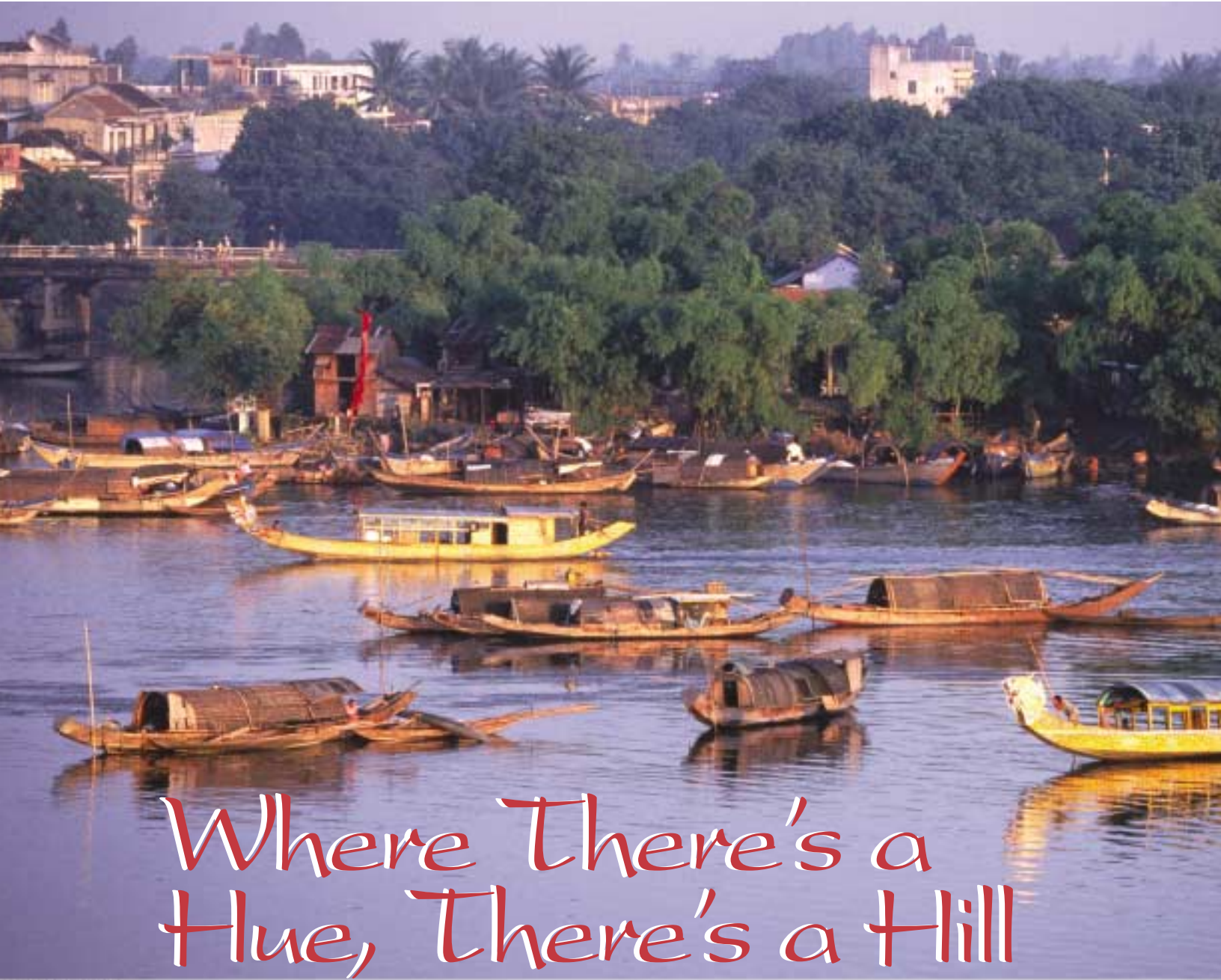
Secretary Colin L. Powell will deliver the opening remarks May 10 at Foreign Affairs Day, the Department's annual homecoming for retired Civil Service and Foreign Service employees.

Director General Ruth A. Davis said that in response to feedback from last year's participants, this year's morning program would contain more substance. Following the AFSA Memorial Plaque ceremony, regional bureaus and Department principals will host off-the-record seminars on a variety of topics, including the Department's role in the War on Terrorism.

The traditional luncheon will again be offered in the Eighth Floor Diplomatic Reception Rooms. It sells out every year, so attendees are encouraged to sign up early.

The invitation list is made up of the cumulative list from last year's event plus all new retirees—both Civil Service and Foreign Service—since March 2000. If you'd like to attend and you're not sure you fall into either of those categories, send an e-mail to [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov) or telephone Patricia Able at (202) 663-3600.

Foreign Affairs Day comes at the conclusion of Public Service Recognition Week, which recognizes the contributions of local, state and federal employees.



# Where There's a Hue, There's a Hill

By David Wise  
Photos by Robert Porter

**H**ue, Vietnam's imperial capital, means different things to different people. For the Vietnamese, the city, which straddles the Perfume River, is one of the country's main cultural, educational and religious centers. Hue reminds many Americans of the 1968 Tet Offensive, when Viet Cong and North Vietnamese forces captured and held the city for nearly a month. The effort to retake the city cost thousands of lives and caused extensive damage to areas inside and outside the ancient Citadel, including, tragically, the Forbidden Purple City, the area reserved for the personal use of the emperor.

## A Language Immersion Trip to the Ancient Vietnamese Capital

For a group of employees from the U.S. Embassy in Hanoi, Hue was the destination for a mid-January "language immersion weekend," an opportunity to learn about some of Vietnam's historical treasures and to practice their Vietnamese at the same time. The language study, supported in part by the Foreign Service Institute, stipulated that guides explain as much as possible in Vietnamese, a challenge for both guides and embassy staff, since the visitors' language skills ranged from near fluent to rudimentary.

Clad in a beautiful *ao dai*, the Vietnamese national dress, tour guide Nguyen Thi Huong warmly greeted the

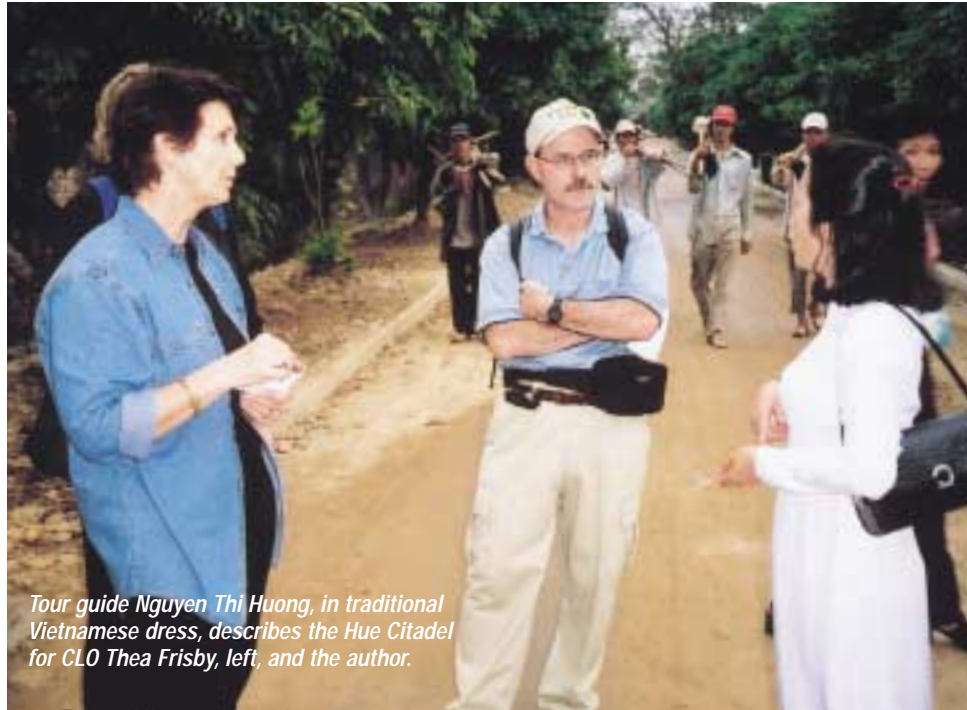


Boats on Hue's Perfume River.

Photo by R. Ian Lloyd/Masterfile

group at the airport and directed them to the bus to the city. On the way, she explained in Vietnamese that many of Hue's residents consider themselves descendants of Vietnamese emperors and keep statues and other royal commemorative items in and around their homes. En route, two other guides, Truong Thi Thuyet from Hue University and Le Thi Thanh Binh from Hue's foreign language center, joined the group. With three guides, it was possible to divide the group according to language skills into smaller units.

Touring various sights around the ancient Citadel that afternoon, Ms. Huong explained that much of the area is being renovated to preserve and reinforce Hue's royal past. Intricately designed gates with detailed artwork were especially colorful. Despite the ongoing work, parts of the impressive moat surrounding the Citadel were visible from the bridge, suggesting how ancient invaders might have viewed the scene.



Tour guide Nguyen Thi Huong, in traditional Vietnamese dress, describes the Hue Citadel for CLO Thea Frisby, left, and the author.

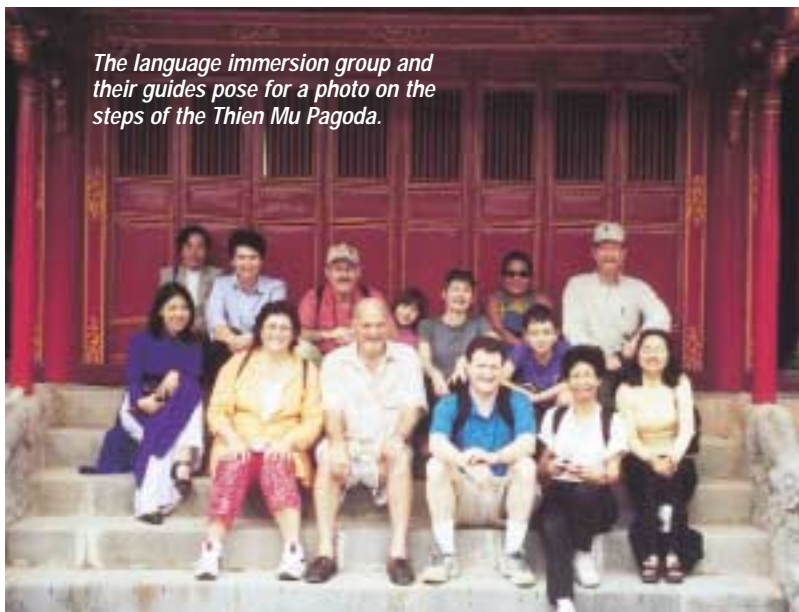
The next day, most of the group rented bikes and pedaled the 15 kilometers between Hue and the area's famous pagodas and tombs. What had seemed like a great idea in the planning stage soon soured when the cyclists discovered their bikes were heavy, old, broken-down models and none of the guides would be joining them on bikes. They preferred the comfort of the bus or motorbike. At that point, the visitors from Hanoi suspected they had a tough day ahead of them.

The morning, however, was anything but tough. Wobbling at first on their bikes, they braved the relatively light Hue traffic and rode a short distance to the quay, where they loaded their bikes onto a boat that took them along the Perfume River to several historical sites. After cruising for about 45 minutes, they arrived at the Thien Mu Pagoda, one of Vietnam's most famous structures. Ms. Huong explained that the seven-story tower was constructed in 1844 during the reign of Emperor Thieu Tri. Strangely, the Austin car that transported the monk Thich Quang Duc to the site of his 1963 self-immolation in Saigon is displayed behind the main sanctuary, a sober reminder of Vietnam's turbulent past and the role that Buddhist monks played.

The next stop was Minh Mang's tomb. Ms. Huong said many Vietnamese consider this tomb, built between 1841 and 1843, one of the most majestic of all the royal tombs because of its harmony with the surrounding area.

After a box lunch on the boat, it was again time to face the reality of the bicycles. Unlike flat Hanoi, where bicycling takes little effort, Hue is hilly and a much greater challenge for a cyclist.

The group huffed and puffed its way to Khai Dinh's tomb, drawing stares from villagers, who seemed to wonder what a group of foreigners was doing struggling along a country



The language immersion group and their guides pose for a photo on the steps of the Thien Mu Pagoda.

road on a hot day. Once they arrived and pulled themselves together, Ms. Huong told them this was the only royal tomb where the coffin's location is known for certain. Built in 1921, it is a unique blend of Viet-nameese and European architectural features.

This was only a warm-up for the trek up to Tu Duc's tomb, where one member of the group lost a pedal and others arrived in various states of disrepair and fatigue. Ms. Huong explained that Tu Duc ruled Vietnam for 35 years, the longest reign of any Nguyen monarch. And though he had 104 wives and numerous concubines, Tu Duc left no offspring. As Ms. Huong talked about the tomb, a group of Vietnamese schoolchildren "joined" the tour. They seemed perplexed that the guide was speaking Vietnamese with a group of foreigners, and they appeared amused as the students asked questions in northern accents (the Hue accent is quite different) and rudimentary grammar.

Finally, fortified with snacks and water, the group began the eight-kilometer trek back to the city, arriving shortly before dark. Everyone was happy to hand back the bicycles and head for the showers. Dinner that evening was a subdued affair. There were unconfirmed reports of a run on the local version of Ben-Gay.



*A view of the Citadel in Hue.*



*OMS Enid Anglero models a royal dress while perched on a throne at a temple at Tu Duc's tomb.*



*Political Counselor Scott Bellard practices his Vietnamese by explaining the subtleties of U.S. foreign policy to a group of workers at the Hue Citadel.*

It rained heavily the next morning, limiting the group's outdoor activities. But they did view some of Hue's impressive silkscreen paintings and conical hats, two of the city's signature products. Ms. Huong said the city's specialty is "poem hats" that contain illustrations representing various poems between the hats' layers. As Ms. Huong noted, "We are a city of poets, which is one reason we are rather poor."

After a quick lunch, the group headed for the airport. Ms. Huong recited a poem about the sadness of departing. The language students agreed it had been a tiring but stimulating visit to one of Vietnam's real treasures. ■

*The author is a political officer at the U.S. Embassy in Hanoi.*

# Political-Military Bureau Supports ‘Enduring Freedom’

Story by Air Force Lt. Col. Doug Tucker

Photos by Bill Harris

The United States reacted decisively to the terrorist attacks of Sept. 11 by launching—within 26 days—devastating attacks on the Taliban and al Qaeda terrorist networks in Afghanistan and destroying their military infrastructure there.

While the American public followed the impressive efforts of U.S. Armed Forces and coalition partners on an hourly basis, the resounding success of this initial phase of the war against global terrorism would have been impossible without the Department’s intensive and wide-ranging diplomatic efforts behind the scenes.

Soon after Sept. 11, State employees in nearly every bureau and at posts worldwide went into over-

drive in building a coalition that made the overwhelming military victory possible. From the beginning, the Bureau of Political-Military Affairs has been a key player in achieving the diplomatic victory.

The bureau provided representatives to the Department’s Task Force US01 on Sept. 12. Since then, a PM staff member has been on 24-hour duty seven days a week. The need for long-term PM involvement quickly became apparent, prompting the Department to form a PM cell separate from the main task force. The need for this cell to coordinate the diplomatic and military aspects of the war effort continued even after the Department stood down Task Force US01 on Oct. 21. This led to the formation of the Coalition Working Group-Political Military in a room tucked away, appropriately enough, in the old War Department corner of Main State.

The nucleus of both working groups has been PM’s Office of International

*“One of our most important tasks is providing Department leadership information on the War on Terrorism.”*

*—Air Force Col. Chuck Wilson, ISO director and State’s senior military rep.*



*Army Gen. Tommy Franks, center, commander in chief of the U.S. Central Command in Tampa, Fla., meets with staff of the Bureau of Political-Military Affairs at the Department in January.*





*Air Force Col. Chuck Wilson, director of the Bureau of Political-Military Affairs' Office of International Security Operations, confers with Sheila Peters, director of the bureau's Coalition Working Group.*

Security Operations, State's primary liaison with the Defense Department on operational military matters. The first PM personnel to stand watch with the first task force on Sept. 12 came from the bureau's Office of International Security Operations. In subsequent months, the office provided much of the bureau cell's backup support, developed standard operating procedures and trained new teams to assume watch duties. The working group's interaction with the security operations office was so close that it eventually folded into ISO.

"One of our most important tasks is providing Department leadership information on the War on

## War on Terrorism Expands

The U.S. War on Terrorism has expanded beyond Afghanistan, where American forces and Afghan allies are battling Taliban and al Qaeda fighters in the Shahikot mountain range in the eastern part of the country that borders Pakistan.

While Afghanistan is the only country where U.S. forces are directly engaged in combat, the United States has deployed members of the military to the Philippines, the Republic of Georgia and Yemen, where their roles are being confined to training and logistical support.

It was in October 2000 that terrorists, believed linked to al Qaeda, bombed the destroyer USS Cole as it was preparing to refuel in the Yemen port city of Aden. The blast killed 17 sailors and injured scores of others.

Terrorism," said Air Force Col. Chuck Wilson, ISO director and State's senior military representative.

For those who were part of either PM cell, the work has been arduous but rewarding. From the beginning, the PM cell had its hands full obtaining agreements from foreign governments to grant clearances for U.S. cargo aircraft to cross their airspace or to refuel at their airports. Afterwards, when Gen. Tommy Franks, commander in chief of the U.S. Central Command, began requesting the forces he would need to fight the war, the Pentagon again called on State for help. It then fell to the first working group to coordinate diplomatic efforts needed to obtain permission for U.S. forces to establish bases in the countries bordering Afghanistan.

As foreign governments offered military forces to join the United States in its fight against terrorism, the PM cell's work multiplied. The team expressed official U.S. gratitude to cooperating states and drafted instructions to U.S. Embassies requesting permission to base U.S. forces on the host nations' territory or accepting offers of forces for the coalition. In all, the cell analyzed, summarized and acted on more than 43,000 cables related to Operation Enduring Freedom.

During its first weeks, the PM cell was staffed by PM volunteers and augmented with Defense personnel. Later, the evolving work of the cell called for assigning semipermanent watch teams drawn from PM as well as the other "T Bureaus"—Verification and Compliance, Arms Control and Non-proliferation. During the first 100 days, the task forces invested a staggering 6.7 work-years supporting the operation.

In a January press briefing in Tampa, Gen. Franks acknowledged the role the Department had played in the success of his forces in Afghanistan: "We also have a robust representation from the State Department in my command. As a matter of fact, I have a political adviser of ambassadorial rank who facilitates a 24-hour-day dialogue with counterparts in the State Department."

When Gen. Franks visited State in January, he stopped by to personally meet members of the coalition working group on duty at the time.

The President has cautioned the nation that the War on Terrorism will not be won overnight. Just as the job of the U.S. Armed Forces will continue, so will the diplomatic efforts of the State Department. And PM's coalition working group will continue to quietly synchronize their efforts. ■

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*The author is an Air Force officer serving in the Bureau of Political-Military Affairs.*

# FSI Issues New and Updated Continuums

By Atim George

***As the nation's premier training institution for the foreign affairs community, the Foreign Service Institute is constantly seeking new and better ways to accomplish a core mission of ensuring U.S. diplomatic readiness.***

In keeping with this mission, FSI recently issued a "Training Continuum for Civil Service Employees" and an updated "Leadership and Management Training Continuum." The publications underscore Secretary Powell's commitment to training and professional development for all Department employees.

The "Training Continuum for Civil Service Employees" describes how employees can acquire the

knowledge and skills needed for successful performance and professional growth. FSI encourages Civil Service employees and their supervisors to use the continuum as a guide for fostering professional development through formal classroom training, job assignments and other learning activities.

The continuum also provides brief descriptions, eligibility criteria and links to web sites for a variety of training and career development opportunities. In addition, there are training paths for acquisition, consular, foreign affairs, human resource management and office support professionals. Additional continuums are under development for information technology, financial management and security personnel.

For now, the "Training Continuum for Civil Service Employees" is available only online at the FSI web site <http://fsiweb.fsi.state.gov/fsi/continuum/default.asp>. fsi added a user comment sheet at the end of the training continuum to encourage feedback on the document from employees, career counselors and supervisors. FSI will update the training continuum based on feedback received.



The updated “Leadership and Management Training Continuum” empowers employees to guide themselves in acquiring competency-based leadership and management skills throughout their careers. Managers and supervisors can use it to identify relevant courses and other training services provided by FSI’s Leadership and Management School. Like the Civil Service training continuum, the updated continuum is available on the Intranet at [HTTP://FSIWEB.FSI.STATE.GOV/FSI/LMS/TRAINING/DEFAULT.ASP](http://FSIWEB.FSI.STATE.GOV/FSI/LMS/TRAINING/DEFAULT.ASP).

FSI Director Kathy Peterson urges managers and supervisors to use both documents as resources to encourage and support training. ■



Photo by Bob Kaiser

*The author is director of marketing and outreach for the Leadership and Management School.*

*Grant Green, under secretary for Management, and Ambassador Ruth A. Davis, director general of the Foreign Service and director of Human Resources, display new and updated training documents. Joining them are Ambassador Kathy Peterson, left, director of the Foreign Service Institute, and Ambassador Aurelia Brazeal, dean of FSI’s Leadership and Management School.*

## Courses: National Foreign Affairs Training Center

# Education & Training

Course	May	June	Length
<b>TRANSITION CENTER</b>			
<b>Security</b>			
SOS: Security Overseas Seminar MQ911	6, 20	10, 24	2D
ASOS: Adv. Security Overseas Seminar MQ912	14	4	1D
TDY Security Overseas Seminar MQ913	6, 20	10, 24	1D
Security Overseas Seminar, Youth MQ914		11, 25	1D
<b>Foreign Service Life Skills</b>			
Regulations Allowances & Finances (MQ104)	14		3D
Deputy Chief of Mission, Spouse (MQ110)		17	3D
Making Presentations: Design to Delivery (MQ111)	21		3D
Explaining America (MQ115)	11		1D
Protocol & U.S. Representation Abroad MQ116		22	1D
Going Overseas for Singles & Couples Without Children (MQ200)	18		4H
Going Overseas for Families (MQ210)	18		4H
Going Overseas – Logistics for Adults MQ220	18		2.5H
Going Overseas for Children (MQ230)	18		2.5H
Young Diplomats Day (MQ250)		24	1D
Encouraging Resilience in the Foreign Service Child (MQ500)	1		2.5H
Post Options for Employment & Training (MQ703)		8	1D
Targeting the Job Market (MQ704)		6	2D

Course	May	June	Length
Long Distance Relationships (MQ801)		15	4H
Communicating Across Cultures (MQ802)		28	1D
Realities of Foreign Service Life (MQ803)		1	1D
Legal Considerations in the Foreign Service (MQ854)	29		2.5H
Overseas Health Concerns (MQ857)		12	2.5H
Foreign Earned Income (MQ858)	8		2.5H
Emergency Med. Care and Trauma Wkshp. (MQ915)	8	29	1D
<b>Career Transition Center</b>			
Retirement Planning Seminar (RV101)		18	4
Financial and Estate Planning (RV103)	2	20	1D
Annuities and Benefits and Social Security (RV104)	1	19	1D

**Dates for FSI Transition Center courses are shown above. See the Department Notices for announcements of new courses and new course dates. For information on courses, visit FSI’s schedule of courses on the Department’s Intranet at [www.fsiweb.gov](http://www.fsiweb.gov).**

**See your bureau training officer for information about attending FSI-sponsored, two-week residential management seminars and long-term career development training opportunities. Length: H = Hours, D = Days**

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

# People Like You

## A Belly Dancer in Our Midst

Azza Mounib-Zaki, in red, conducts a class in Beledi dancing.

**A**zza Mounib-Zaki can belly dance with the best of them, judging from her many students and those who have seen her perform at Wolf Trap, Constitution Hall and other venues. But strictly speaking, the program officer in the Bureau of Educational and Cultural Affairs performs and teaches Egyptian-style *Beledi* (country) dancing, a folk dance popular in the Middle East.

Raised in Egypt, the daughter of a senior Foreign Service National employee who worked in the information section of the U.S. Embassy in Cairo, Azza immigrated with her family when she was in fourth grade. Her father taught Arabic at the Foreign Service Institute and later worked for the Voice of America and the U.S. Army.

"When we came to the United States," Azza remembers, "We had four records of Egyptian music in our house. I listened to them for hours and danced on my own." She debuted as a dancer at her elementary school's international festival.

Her parents weren't surprised to discover their daughter had talent. Performing ran in the family. Azza's paternal grandmother, Mary Mounib, was a famous comedienne, considered the Lucille Ball of the Middle East. So, once they recognized their daughter was a dancer, her parents encouraged Azza by arranging lessons.



Determined to build bridges between Egyptian and American cultures, Azza's father formed the Egyptian Ethnic Dance Troupe, featuring Azza and her brother Amr, who danced a popular cane dance with his sister. The troupe included musicians and singers gathered from the Egyptian community in the Washington, D.C. area.

In 1977, moments before the performers were to take the stage at a large international festival, Azza's father suffered a heart attack. Though she knew her husband had succumbed, Azza's mother told her children their father would want them to perform. She insisted the show must go on. For a year following Mr. Mounib's death, the group was dormant. But Mrs. Mounib, who had always been the group's producer and trainer, resurrected the group and named it for her deceased husband.

Now, after years of performing, Azza has shifted emphasis to teaching dance. She conducts group and private lessons and workshops in Northern Virginia, where she and her husband live with their two children ([www.geocities.com/cazuzaz\\_z](http://www.geocities.com/cazuzaz_z)). "I love teaching," Azza says. "It's rewarding to see the results in the students' progress." Belly dancing requires discipline and strenuous physical exercise. Some of her students take lessons as a fun way of keeping fit, while others enjoy the liberating feeling of getting in touch with their feminine side. Whatever their motivation, Azza's multiethnic students range in age from 15 to 57.

"Take the best from your two cultures," Azza remembers her father saying. As a program officer, dancer and instructor, Azza Mounib-Zaki has lived by that credo.



## Medical Report

# DNA Helps Identify Victims

By Dr. Athena Moundalexis  
and Carolyn M. Mermon

It's never pleasant to think about disasters. But identifying remains quickly after a disaster could help ease the pain and suffering of bereaved family and friends.

The Department's Office of Medical Services is working with the Armed Forces Institute of Pathology in a program to use DNA to identify remains of persons killed in a catastrophic disaster while serving overseas. The process has been available to the U.S. military for more than 10 years. Unlike the Defense Department's program, which is mandatory, State's is strictly voluntary.

The process involves collecting blood samples from fingersticks or venipunctures when employees or family members have their medical exams. The laboratory stains special cards with blood and sends them to the institute, where they are recorded and entered into a data bank. Untyped and unana-

lyzed, the samples are collected and stored for the sole purpose of identifying the remains of deceased persons. When needed, DNA from the blood sample can be matched with human remains from a disaster site. The institute keeps samples in its repository for 50 years or until a request is made to destroy them. Employees or family members may request their blood samples be destroyed at any time.



Carolyn Mermon, left, chief of MED's laboratory, demonstrates signing consent on blood sample card, while Lizette Monart, medical technologist, prepares to stain the card.

The identification program will be available to all official users of the Office of Medical Services system, Foreign Service employees, personal services contractors and eligible family members who go through the medical clearance process and have official access to the Department's overseas health units. Eventually, the program will be offered to Foreign Service National employees as well. The program has already started for employees and family members obtaining medical exams at the clinic in SA-1 and will be expanded to those examined overseas.

### Can I have a copy of my DNA results?

Donors frequently ask for their "DNA results." The results refer to



Ms. Monart stains the card with DNA blood sample.

the graphic representation of DNA typing generated by computer analysis, sometimes referred to as a “DNA fingerprint.” Specimens are not analyzed when they are received. They are merely stored to be retrieved if needed for identification of human remains. The DNA Registry does not perform DNA testing to support civil matters. So someone requiring DNA testing for paternity or other civil matters must contract with a private laboratory.

**When I separate from the Foreign Service, can I have my specimen returned to me or destroyed?**

Donors may request that their specimens be destroyed at any time. They will be automatically destroyed after 50 years. Specimens are not automatically destroyed upon retirement because many Foreign Service employees return as rehired annuitants.

DNA blood sample card.

**What is entailed in the quality control process?**

When the institute receives specimens, they are not typed for identification. Instead, their receipt is recorded and samples are stored in a vacuum-sealed pouch on the same blood-stained card collected in the field. Each card is put into a refrigerated room with many others. To ensure the quality of this work and to confirm that the DNA blood samples are usable, a few randomly selected samples are tested for quality control purposes monthly. DNA typing is done on these samples. The samples and the DNA typing results continue to be kept in the storage once the quality control testing is completed.

**If I were accused of a crime, could my DNA sample be used against me?**

The collection and storage of these blood samples are strictly for the purposes of identifying human remains of employees and family members. Blood samples and any information obtained from the samples are disclosed only when human remains need identifying, when an individual provides a valid consent, or if required by federal statute, congressional subpoena or an order issued by a court of competent jurisdiction. Blood samples and any information collected from the samples cannot be released or used otherwise. Nonetheless, the answer to this question is: yes, if the conditions of the court order are met.



Photo by Bob Anderson/Masterfile

Technician prepares a DNA sample for testing. In the Department's identification program, samples are not typed until necessary.

**Is participation in this program mandatory?**

No, participation in the Department's program is voluntary. Only blood taken after signed, informed consent will be used for this program. The Office of Medical Services views this program as a benefit to employees and their families—one they hope will never be needed. Failure to provide a blood sample will have no consequences other than possibly hindering the identification of remains in the event of a disaster. ■

*Dr. Moundalexis is the emergency medical preparedness coordinator and Ms. Mermon is the laboratory chief in the Office of Medical Services.*

## APPOINTMENTS



**U.S. Ambassador to the Republic of Chile.** William R. Brownfield of Texas, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Chile. He was deputy assistant secretary in the Bureau of Western Hemisphere Affairs from 1999 to 2002. Before that, he was principal

deputy assistant secretary in the Bureau of International Narcotics and Law Enforcement. Mr. Brownfield was chief of the humanitarian affairs section at the U.S. Mission to Geneva. Since joining the Foreign Service in 1979, he has also served in Argentina, El Salvador and Venezuela. He is married to Kristie A. Kenney, who is also a Foreign Service officer.



**Assistant Secretary for Population, Refugees and Migration.** Arthur E. Dewey of Maryland, a part-time consultant for civil and military field training, is the new assistant secretary for Population, Refugees and Migration. From 1997 to 1999, he was a professor in residence at the U.S. Army War College in Carlisle, Pa. Mr. Dewey was executive

director of the Congressional Hunger Center and a consultant to the humanitarian coordinator of the U.N. Department of Humanitarian Affairs from 1993 to 1997. He directed USAID's Office of Emergency Humanitarian Assistance to the New Independent States from 1991 to 1993 and directed international programs for the International Foundation from 1990 to 1991. From 1986 to 1990, Mr. Dewey was U.N. assistant secretary-general and deputy high commissioner for refugees. From 1981 to 1986, he was deputy assistant secretary in the Bureau of Refugee Programs. He was a U.S. Army officer from 1957 to 1981, serving as the executive officer in the Office of the Assistant Secretary of Defense for International Security Affairs from 1978 to 1981. He was an Army aviation officer in Vietnam and earned a Distinguished Flying Cross in 1971. He and his wife Priscilla have one grown daughter.

**Ambassador at Large for International Religious Freedom.** John V. Hanford III of Virginia, a Congressional Fellow in the office of Senator Richard Lugar (R-Ind.), is the new Ambassador at Large for International Religious Freedom. From 1996 to the present, Mr. Hanford has

served as a Congressional Fellow with the National Heritage Foundation in Falls Church, Va. From 1987 to 1995, he was a Congressional Fellow with the International Foundation in Washington, D.C. He directed the Congressional Fellows program in international religious freedom in Arlington, Va., from 1986 to 1987. He was assistant to the pastor at West Hopewell Presbyterian Church, Hopewell, Va., from 1983 to 1985. Mr. Hanford and his wife Laura have one daughter.

**Designated Chief of Mission in Pristina, Kosovo.** Reno L. Harnish III, a career member of the Senior Foreign Service, class of Minister-Counselor, will assume his duties in August as designated chief of mission in Pristina, Kosovo. He was deputy chief of mission at the U.S. Embassy in Cairo and at the U.S. Embassy in Stockholm. From 1992 to 1995, he handled U.S. policy on Central Asian politics and scientific cooperation with the New Independent States. He was environment, science and technology counselor at the U.S. Embassy in Rome and economic and commercial counselor in the U.S. Embassy to the German Democratic Republic (Berlin, East Germany). He has also served in Saipan and Lagos. Mr. Harnish and his wife Leslie have two children.



**U.S. Ambassador to the Republic of Gabon and to the Democratic Republic of São Tomé and Príncipe.** Kenneth P. Moorefield of Florida, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to Gabon and, concurrently, to the Democratic Republic of São Tomé and Príncipe. He was

senior commercial officer at the U.S. Embassy in Paris from 2000 to 2002 and at the U.S. Mission to the European Union in Brussels from 1998 to 2000. Mr. Moorefield was senior commercial officer in Hanoi from 1995 to 1998 and held the same position at U.S. Embassies in London, Caracas and Lima. He served two tours of duty as a U.S. Army officer in Vietnam, first as an infantry officer, where he earned a Silver Star, Bronze Stars and a Purple Heart, and later as special assistant to Ambassador Graham Martin. After his tour of duty with the Army, Mr. Moorefield continued to serve as a civilian with the U.S. Embassy until the fall of Saigon in 1975. He and his wife Geraldine have one daughter.

## APPOINTMENTS

**U.S. Ambassador to Barbados and, concurrently, U.S. Ambassador to Antigua and Barbuda, to the Commonwealth of Dominica, to Grenada, to the Federation of St. Kitts and Nevis, to Saint Lucia, and to Saint Vincent and the Grenadines.** Earl N. Phillips Jr. of North Carolina, president and chief executive officer of Phillips Interests, Inc., a real estate holding company in High Point, N.C., is the new U.S. Ambassador to Barbados, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, the Federation of St. Kitts and Nevis, to Saint Lucia and to Saint Vincent and the Grenadines. Mr. Phillips was executive vice president of First Factors Corp., High Point, N.C., from 1972 to 1983 and president and CEO of the corporation from 1983 to 2000. General Electric purchased the firm in 1998 and changed its name to GE Capital First Factors. He was appointed to the U.S. Small Business Administration's National Advisory Council and served as a member from 1990 to 1992. He and his wife Sarah have two children.



**U.S. Ambassador to the Republic of Mauritius and, concurrently, to the Federal Islamic Republic of the Comoros and to the Republic of Seychelles.** John Price of Utah, chairman and chief executive officer of JP Realty, Inc., of Salt Lake City, Utah, is the new U.S. Ambassador to the Republics of Mauritius, the Comoros and Seychelles. JP Realty, Inc., listed on the New York Stock Exchange since 1994, evolved from a number of predecessor companies involved in construction, development

and real estate ownership. Mr. Price is also the director of the executive committee of Alta Industries. He was a member of the board of trustees of the University of Utah from 1992 to 1999 and served as chairman of the Salt Lake Area Chamber of Commerce. From 1974 to 1994, he was chairman and CEO of Price Broadcasting Co. He served on the government relations and planning subcommittee of the U.S. Olympic Committee during 2001. Mr. Price and his wife Marcia have three children.



**U.S. Ambassador to the Bolivarian Republic of Venezuela.** Charles S. Shapiro of Georgia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Bolivarian Republic of Venezuela. He was deputy chief of mission at the U.S. Embassy in Santiago from 1995 to 1998 and at the U.S.

Embassy in Port of Spain from 1991 to 1994. Mr. Shapiro was political counselor in San Salvador from 1985 to 1988. He has also served in Copenhagen. He served in the U.S. Coast Guard Reserve from 1971 to 1977. He and his wife Robin Dickerson have two sons.

## PERSONNEL ACTIONS

### Foreign Service Retirements

Booth, Jackson B.	Lynch, Christopher F.	Wagenseil, Steven
Burton, Guy	McWhirter, James A.	Williams, Michael A.
Callahan, James Phillip	Olszewski, Arlene C.	
Ferro, Nicholas Anthony	Rabandan, David J.	

### Civil Service Retirements

Bean, Lily Bravo,	Nyhus, Elizabeth Dolbey.
Bennett, Carol Ann	Petchik, Carl A.
Jorgensen, Linda R.	Tyson, Patricia A.
Linhardt, Edward W.	Watkins, Shirley L.



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



*Milan D. Bish, 72, former U.S. Ambassador to the Eastern Caribbean and former chairman of the Nebraska Republican Party, died Nov. 5 in Grand Island, Neb., of complications from Parkinson's disease and cancer. He was appointed ambassador by President Ronald Reagan and served from 1981 to 1984, during the 1983 Grenada intervention. Mr. Bish, a longtime resident of Grand Island, founded Mid-Continent Enterprises, a development and property management company.*



*George E. Brown, 69, a retired Foreign Service officer, died of complications after surgery for lung cancer on Jan. 23 in San Antonio, Texas. He joined the Foreign Service in 1963 and served in Santo Domingo and three separate tours in Brazil. Mr. Brown was one of the Department's most respected Brazilianists. He was the Panama desk officer at the time of the ratification of the Panama Canal Treaty. After retiring in 1987, Mr. Brown returned to Texas, where he perfected his bridge game and attained the rank of master.*



*Howard W. Calkins, 85, a retired Foreign Service officer, died Sept. 24 at his home in Charles Town, W. Va., while under hospice care. He joined the Foreign Service in 1946 and held public affairs positions in Europe, Africa and Vietnam. Mr. Calkins was a World War II veteran who served in Europe in the infantry and specialized in psychological warfare.*



*Woodard E. (Woody) Davis III, 53, an information management specialist at the U.S. Embassy in London, died there Jan. 18 of cardiac failure. A Vietnam veteran, he joined the Foreign Service in 1995 after serving 26 years in the U.S. Army. His first Department assignment was at the U.S. Embassy in Brussels. He would have completed a four-year tour in London this summer. Among IRM's most innovative information professionals, Mr. Davis and a colleague were recognized last year for a technological invention with worldwide applicability.*



*Jim E. Engelhart, 75, a retired communications specialist, died of cancer Oct. 11 in San Antonio, Texas. He served in Asuncion, Caracas, Lisbon, Rawalpindi (Islamabad), Bangkok, London, Nairobi and Mexico City. He was assistant manager for the National Communications System in Washington, D.C. He retired in 1982. Mr. Engelhart earned a Purple Heart while serving in the U.S. Army during World War II.*



*Herbert George Ihrig, 86, a retired Foreign Service officer, died Oct. 8 at his home on Bainbridge Island, Wash., after a three-year illness. He joined the Foreign Service in 1959 and served as a labor attaché in Jakarta, Stockholm and Tokyo. During World War II, Mr. Ihrig was an officer in the U.S. Navy in the Pacific theater. Near the end of the war he received Japanese language training and was appointed temporary governor of the islands of Ponape and the Eastern Carolines. As a U.S. Army civilian, Mr. Ihrig was a labor specialist for 10 years in Japan during the U.S. occupation.*

*Dorothea I. Martin, 85, a retired Foreign Service executive secretary, died Oct. 31 in Hingham, Mass., of Alzheimer's disease. After joining the Foreign Service in 1950, her first assignment was as a court reporter in Bonn, Germany, during the final phase of the Holocaust trials. Ms. Martin also served in Japan, Brazil, India, Cameroon, Yugoslavia, Poland, the Netherlands, Mexico and France. While serving in Mexico, she was selected to accompany President Nixon on his visit to Bolivia. Later, she traveled to Poland with President Ford. After retiring in 1975, she worked in New York City as an adviser to USIA's International Visitor Program.*



*Irwin B. Newman, 66, a retired Foreign Service officer, died of a heart attack Nov. 22 at his home in Las Vegas. Mr. Newman joined the Foreign Service in 1965 and served two tours in Kenya and one tour each in Okinawa, Afghanistan, Cambodia, Indonesia and the Democratic Republic of Congo. While abroad, he was involved in international youth sports and was responsible for starting Little League Baseball in both Indonesia and the Democratic Republic of Congo. Mr. Newman also served in Korea with the U.S. Air Force during the Korean Conflict.*

SPECIAL SNEAK PREVIEW:  
SEASON HIGHLIGHTS  
FROM THE WACKY  
NEW SITCOM  
"EMBASSY!"

SHARE THE WACKINESS AS POLITICAL OFFICER BOYD  
FLAXTON AND HIS SIDEKICK "WOODY" TAKE A NEW  
APPROACH TO DIPLOMATIC DIALOGUE

...WE APPRECIATE THIS FRANK  
EXCHANGE OF VIEWS.

WHAT HE MEANS IS I REFUSE  
TO GET INTO A BATTLE OF  
WITS WITH YOU BECAUSE  
I WON'T ATTACK  
SOMEONE  
UNARMED!



IN A NUTTY CASE OF MISTAKEN IDENTITY, BIGGLES IS  
NAMED ASSISTANT SECRETARY FOR DISCO AFFAIRS...

HERE'S THE LATEST INTEL  
ESTIMATE ON WHETHER  
EVERYONE'S DOING  
"THE LOCOMOTION."

LOVE TO LOVE  
YA, BABY...



BAYWATCH BEEFCAKES TAKE OVER THE  
ECONOMIC PORTFOLIO

THIS NON-TARIFF BARRIER  
ON EDIBLE OILS IS CLEARLY  
IN VIOLATION  
OF WTO  
GUIDELINES!

YOU SAID IT!  
LET'S GO WORK  
ON OUR PECS!



WILL LOVE BLOOM BETWEEN DIRK AND  
CONSULAR OFFICER PHYLLIS?

DIRK, I FIND YOU  
SO INELIGIBLE,  
AND YOU'RE  
OBVIOUSLY  
INTENDING...

CAN'T I  
JUST  
REAPPLY?



AND THE SEASON FINALE CLIFFHANGER: WILL  
AMBASSADOR BLUESTONE RECOVER FROM AMNESIA?

WHO AM I? WHERE AM I?  
AND WHY WASN'T THE  
AMBULANCE FLYING THE  
FLAGS ON THE WAY HERE?

NURSE, GET  
THIS PATIENT  
SOME TALKING  
POINTS STAT!

