STATE MAGAZINE

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March 2017

Invisible Bullying

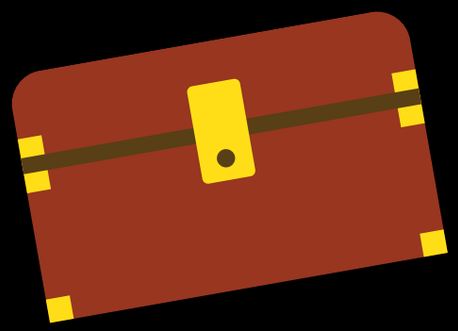
FS youth may encounter social exclusion

Opening Embassies

Relaunch of posts in former Soviet Union recalled

Buried 60 Years

Embassy unearths missing time capsule



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Cyrene was an ancient Greek and Roman city near present-day Shahhat, Libya. It was the oldest and most important of the five Greek cities in the region. It gave eastern Libya the classical name Cyrenaica that it has retained to modern times. The Temple of Zeus at Cyrene was once larger than the Parthenon.

Photo by David Holt

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STATE
MAGAZINE

Direct from the D.G.

ARNOLD CHACON
DIRECTOR GENERAL OF THE FOREIGN SERVICE

Words to Live By: Why We Should All Heed the Secretary's Message

In his first address to the Department workforce, Secretary of State Rex Tillerson highlighted three core principles that should guide everything we do: accountability, honesty and respect. These are basic values, but they're not always easy to execute, which is why the Secretary's message could not have been more appropriate. Whenever I meet with the newest members of the Foreign Service and Civil Service, I emphasize the importance of these values, as expressed in the Department's Leadership and Management Principles (implicitly if not explicitly), as well as the broader issues of conduct, character and civility.

These principles are not only relevant for those employees just starting out. They apply to everyone: as the Secretary noted, from the "from the mailroom to the boardroom," from entry level to chief of mission. Indeed, their salience only increases as employees move up the ranks and take on greater responsibilities. The Secretary's remarks are a welcome reminder of our commitment to live up to the highest ethical standards and, perhaps less directly, to communicate these ideals with humanity, simplicity and directness.

In our achievement-driven society, too often we talk in ways that gloss over our humanity. This is lamentable across the board, but it's especially true for an institution like the Department of State. We're a people organization. People are our number-one asset. But sometimes in our zeal to rightly accentuate the importance of performance and results, we de-personalize the work. Machines can perform and generate results, but only people can be honest, accountable and respectful. Only people can advance our nation's interests and values through diplomacy. Without people, even the best policies and programs would go unimplemented and the public would go unserved. The policies and programs, in other words, are not self-executing. It's people that make mission success possible.

Beyond the Secretary's remarks, I'd like to make a point in favor of plain speaking. Government, like any industry, is heavy in jargon. We have enough acronyms, abbreviations and terminology to fill up an untold number of volumes. While often a necessary evil, bureaucratic speak should not be our default mode when communicating with the public or even each other. There's a time and a place for technical language, but we should try to err on the side of simplicity and plain language. Power and punch require intelligible prose.

As diplomats and foreign affairs professionals, many of us pride ourselves on our ability to nuance. But subtlety should not mean burying the lead. Being direct is not about being abrupt, it's about being clear.

Language is powerful, as the Secretary's remarks attest. When we use language wisely and artfully, it can move, motivate, and inspire. Accountability, honesty, and respect are critical to the health of our institution and instrumental to serving and engaging the American people. These are…words to live by. ▫

Arnold A. Chacon

Diversity Notes

JOHN M. ROBINSON
OFFICE OF CIVIL RIGHTS

Civility, Bystanders and Leadership: Keys to a Respectful Workplace

When you hear the term "harassment," you might automatically imagine some appalling behavior, such as a supervisor coercing sexual favors from an employee or a manager shouting expletives at employees of a particular race. Often, however, the issues seen by the Office of Civil Rights (S/OCR) are more subtle, yet could still constitute violations of the Department's harassment policies (listed at 3 FAM 1525 and 1526).

For instance, the following hypothetical examples may constitute harassment. Perhaps a colleague frequently stares at a co-worker's chest or groin areas. A leader trying to rev up a team makes a rude comment about a rival's national origin. A co-worker trying to establish rapport with someone new tells an inappropriate joke. A colleague with a reputation for "telling it like it is" offends someone's religious practices. After a few drinks at an office party, an employee makes suggestive comments or gets touchy-feely with colleagues. Remember, intent is not a factor in determining whether harassment occurred.

S/OCR receives reports that ultimately do not rise to the level of harassment but are definitely cases of incivility in the workplace; ours is not the only federal agency with this issue. In fact, in June of 2016, the Equal Employment Opportunity Commission's Task Force on the Study of Harassment in the Workplace noted three things relevant to combating workplace harassment: focusing on civility among co-workers, encouraging bystanders to play a community role and having leadership model respectful behavior.

Civility: A single rude comment is rarely sufficient to rise to the level of harassment; Title VII of the Civil Rights Act of 1964 does not create a "general civility code." However, common sense practice of professional courtesy goes a long way toward preventing inappropriate behaviors. An erosion of professionalism can quickly lead to harassment. Sometimes these behaviors may even seem innocuous. General rudeness, for example, is often overlooked or just accepted, but can spiral into something worse as the offender keeps pushing boundaries. In the process, incivility doesn't just harm the recipient; it also makes co-workers and customers uncomfortable and can create less productive work climates. As individuals, we can all make efforts to maintain or improve workplace civility. It starts with reflection and awareness of our own and others' conduct.

Bystanders: According to the EEOC report, bystanders and a sense of community are important to the success of anti-harassment programs. Sometimes it is easier for a third-party observer to identify a behavior as problematic to both an individual as well as to the workplace community. A bystander's role in the solution is simple. If you observe some behavior you think might constitute harassment in the Department of State workplace, you should report it to S/OCR (and managers and supervisors have an obligation to do so). Use the form on our internal website (http://socr.state.sbu).

Leadership: Even the most civil and community-oriented workplace may crumble without the right leadership. As I've often stated, it starts at the top. Good leadership models professional behavior. Good leadership creates and supports a diverse, inclusive and respectful workplace community—one that emphasizes State's policy of intolerance for harassment and reminds employees of their resources. And, when necessary, good leadership takes steps to hold employees accountable for both obvious harassment as well as more subtle, but still problematic, behaviors.

Ultimately, it pays for us all to recognize the responsibilities we have in creating a workplace that does not tolerate inappropriate behavior—as individuals, community members and leaders. Together, we can support a civil, inclusive and respectful workplace. ◻

MRA Mobile Operations

IRM division supports remote access

By Tonya M. Woods-Griffin, branch chief, Mobile and Remote Access Division, Mobile Operations

MRA Mobile Operations staff members include, first row from left, P. Nguyen, C. Tran, M. Davis, H. Sandhu, T. Woods-Griffin, T. Cromartie and B. Gambrah; second row from left, J. Jones, H. Young, A. Henderson-Carlos, M. Budden, R. Miller, J. Hoskote, M. Ferrufino, G. Sands and K. Nguyen; and third row from left, T. Castellano, K. Schanberger and J. Taylor. *Photo by Karras Schaff*

Have you ever composed and/or received OpenNet emails from a mobile device or accessed Department of State applications, intranet sites, office share drives and documents remotely on a personal computer? If so, you are among 65,000 Department employees who have used services provided by the Bureau of Information Resource Management's (IRM) Mobile and Remote Access (MRA) Division. As technologies evolve, IRM's mission of "creating an interconnected, secure, and informed Department through the prioritized, secure, and innovative application of IT resources" is supported by services offered by MRA.

MRA administers and maintains BlackBerry, XenMobile (iPhone and iPad), Global OpenNet (GO) and wireless services (device procurement and carrier plan management). These services provide customers with advanced information and communications technology. MRA is also the Department's primary mobile IT services provider offering call center and end-to-end technical support, such as initial troubleshooting and escalation of help calls to advanced technicians.

The Mobile and Remote Access Division was created in 2013 and is guided by the IRM mission, IT services, | *Cont.* |

best-practice standards and by four objectives outlined in MRA's strategic plan. These are:

- Enable and drive digital diplomacy;
- Host a seamless and secure mobile ecosystem;
- Identify and lead mobile enterprise efficiency, and
- Create the ideal mobile customer experience.

In support of these objectives, MRA is working on a number of initiatives. One is to fully modernize the GO program's infrastructure to include a redesigned website to connect to OpenNet. The modernization's goal is to improve the end users' experience with GO.

MRA was recently awarded the International Standards Organization's ISO/IEC 20000-1:2011 (ISO 20K) Certification. For IT service providers, ISO 20K is considered the "gold standard." By achieving this certification, MRA has demonstrated successful incorporation of best practices and standards into the Service Management System. MRA also demonstrates its commitment to customers and staff by providing high quality services and continual service improvement.

Gaining ISO 20K certification follows MRA's commitment over 18 months to mature and improve its processes and standards. The result has been a robust document management system, a professional training program, a risk review board and a problem management tool. Additionally, a quality assurance team was established to monitor, review and improve processes, policies and procedures, and support IRM's culture of continual service improvement. This has also led to MRA's Service Desk providing resolution of help calls in response to the first call about the problem. Resolving customers' issues within the initial contact drastically reduces the time to restore service. From the moment the Service Desk was established, the quality of customer service improved. More than 100,000 incidents and service requests were resolved in 2015. In addition, we've maintained first-call resolution at near 90 percent of calls, and call response time improved by more than 36 percent. Customer satisfaction has exceeded 95 percent.

Yasmen McPhail and Darius Doss resolve a technical problem.
Photo by Karras Schaff

Tyler Willison, front, works in his cubicle at MRA. *Photo by Karras Schaff*

MRA attributes its success to hard work and commitment to staff and customers, plus implementing industry best practices in IT service delivery. We strive to provide our customers with mobile and remote access choices that meet our customers' requirements, and also ensure strict security compliance to keep DOS employees safe.

Buried 60 Years

Embassy unearths missing time capsule

By Leslie Bassett, ambassador to Paraguay

Opening Spread: The author, fourth from left at rear, poses with members of the Facilities Maintenance team who located the time capsule.

Photo by Embassy Asuncion

AUGUST, 1956

Paraguayan President Alfredo Stroessner and U.S. Ambassador Arthur Ageton pose at the August 1956, groundbreaking, when the time capsule was buried. The house in the background became the landmark for recovering the capsule in 2016.

Photo courtesy of the Howard Gotlieb Archival Research Center

Aug. 18, 1956, was so unusually cold in Asuncion, Paraguay, that then U.S. Ambassador Arthur Ageton briefly considered postponing the ceremonial groundbreaking for the new chancery building. But Paraguayan President Alfredo Stroessner, resplendent in military uniform and floor-length cape, was already on the way to the event, along with his foreign minister and dozens of other dignitaries, so Ageton decided to proceed.

The ceremony included national anthems, speeches that were broadcast on the national radio network, and the burial of a time capsule by the ambassador and the president themselves. The crowd applauded and moved on to other business. Decades passed, and the location of the time capsule was lost to memory.

Sixty years later, Embassy Asuncion was preparing for construction of a new chancery and reviewing the precedents set in 1956 when staff realized the time capsule was still buried on the chancery grounds somewhere. They studied all the embassy archives for clues to its location and even invited the post's retirees, some with four decades of service, to rack their brains to try to recall where the sealed-in-cement capsule was located. Newspapers and historical records were reviewed. The now-aged children dignitaries| *Cont.* |▾

A narrow trench was cut into the ground to reach the capsule.
Photo by Embassy Asuncion

at the 1956 event were interviewed. (They remembered the Marines raising the flag and the cold wind but couldn't remember where the time capsule was buried.)

But it was Ambassador Ageton himself who provided the essential clue. A former U.S. Navy admiral and novelist, Ageton kept a detailed journal of his activities, plus a photographic record, and left it all to the Howard Gotlieb Archival Research Center of Boston University. At the embassy's request, the center's archivist searched the collection, unearthed his diary entry for Aug. 18, 1956, and sent along a collection of photos of the event.

Next, the post's facilities team took over the investigation. Led by Facilities Officer Sharla Magana and Facilities Engineer Anibal Valiente, the team studied the photographs, seeking landmarks that might have endured 60 years of change. One photo, showing the ambassador and President Stroessner saluting on a stage showed the stage in front of a remote house in the background. This proved the key—the house was still standing. The facilities team reviewed the archives, triangulated possible locations based on the photographs and roped off part of the garden near the consular entrance as the likely location.

But finding a time capsule is like locating buried treasure. First, embassy volunteers spent a long Saturday probing the garden for bricks or other signs of construction; they found only a few old bricks and a broken pipe. Next, two experts in metal detection scanned the grounds—no luck, either.

Undaunted, the team returned to its initial calculations and began to excavate. | *Cont.* |

The time capsule is shown within its water-filled container.
Photo by Embassy Asuncion

Facilities Engineer Anibal Valiente prepares to open the time capsule.
Photo by Embassy Asuncion

After digging 4 feet down in the designated area, they found … nothing. But, working as a team and taking shifts at lunchtime and after hours, they agreed to go a foot deeper. Still nothing.

Then, an eagle-eyed team member noticed a trace of brick flooring hidden in the dark shadows at the shaft's bottom. They expanded the perimeter of the dig a bit—and two days later unearthed the crypt where the time capsule lay undisturbed for 60 years.

The team quickly researched excavation techniques with local experts but quickly learned few in Paraguay have experience unearthing time capsules. So, the team went forward and removed the capsule, which was leaking water. Carefully, they opened it to remove the contents and found everything was soaked with water. But they could extract a "silver certificate" dollar bill, a 100-guarani note, Ambassador Ageton's 15-page speech (still legible) and three newspapers of the day. But the newspapers and blueprints of that new chancery were worthless, ruined by water damage.

The find was front-page news in Paraguay, where readers were captivated by the dedication of the facilities team and the history they preserved. For Embassy Asuncion, the time capsule and its contents will feature prominently in its new chancery building, once constructed.

And when we place our time capsule, we will be very careful to mark its location very well!

Facilities Engineer Anibal Valiente dries the capsule's water-soaked contents.

Photo by Embassy Asuncion

EFMs Engage

Jobs, good housing attract spouses to Kabul

By Eligible Family Members Deborah Thornton, cultural affairs specialist, and J.J. Joria, deputy PAO, U.S. Embassy in Kabul

EFM Cultural Specialists Silvia Froats and Deborah Thornton, at left and right center, respectively, conduct a December 2016 workshop for Afghan photojournalists. *State Department photo*

Suppose your FSO spouse accepted a job at the U.S. Embassy in Kabul. Should you remain stateside or accompany him or her as an Eligible Family Member (EFM)? EFMs come to Kabul for many reasons. One, retired Marine Kirk Duryea, now a CLO in Kabul, said he did so because his spouse followed him for his 20 years in the Marine Corps.

"Now, I get to follow her," he said.

As they consider Kabul, EFMs evaluate such factors as safety, and how doing so would impact his or her career development. On the safety side, the Embassy Kabul compound is a self-contained village and is therefore well protected by experienced security personnel. As travel outside the compound is limited, most daily work takes place on compound. Afghanistan certainly has real security challenges, but these are taken very seriously. That, for instance, means all staff, including EFMs, must complete the Foreign Affairs Counter-Threat (FACT) course before arriving.

In practice, the security concern is often offset by high morale. For instance, Cultural Specialist Silvia Froats said her experience had been in more developed countries, and she initially worried about security and compound living and how they'd affect her work and social interactions. What she said she found was a "strong sense of comradery."

Agreeing, Consular Associate Kaui McLean-Harrison said she was "surprised how safe I feel here." She noted the post's number of protective personnel, "and it makes a big difference in calming fears both personally and with family back home."

Embassy Kabul does suffer periodic rocket attacks and persistent seurity threats, but all staff are involved in preparation for crisis management. In fact, several EFMs there serve on the volunteer first responder team and receive regular training in the specialty. Certainly, all Mission Afghanistan personnel must participate in security drills and be familiar with security equipment and procedures. | *Cont.* |▾

While shopping on the compound, EFM Micah Clemens, left, talks with a local carpet vendor in November 2016.

Photo by Musadeq Sadeq

EFM GSO Assistant James Radnor participates in one of the monthly paint nights sponsored by the Community Liaison Office in partnership with Afghan artists.
Photo by Deborah Thornton

Once over the security hurdle, a prospective EFM will likely wonder what sort of work is available. There's a lot. Embassy Kabul has one of the Department's largest EFM programs, with more than 50 State and USAID positions designated for EFMs. "This is my ninth overseas post," said Kabul Management Counselor Rob Needham, "and I've never seen such a comprehensive EFM employment program."

Honeylee Temblador, who served at Kabul as an EFM and is now in the NEA/SCA's bureau as its family member employment coordinator, said her work as an EFM in Kabul was her first U.S. government job and started her on a path to becoming a Civil Service employee.

All of the Kabul EFMs agree: Finding an appropriate position there wasn't difficult. Currently 32 EFMs work throughout the embassy in such offices as public affairs, general services, consular, health unit, diplomatic post office, regional security and human resources.

There are also jobs in development and communications, and as program specialists with USAID. At USAID, Monitoring and Evaluation Specialist Micah Clemens said he's part of a 17-person team that collaborates on such major projects as rethinking performance monitoring. Among the tasks he's taken on was drafting and editing the FY2016 Performance Plan & Report, which measures the results of U.S. assistance in Afghanistan.

EFMs in public affairs have differing backgrounds, including MBAs, social workers, psychologists, teachers and administrative managers. Other EFMs at post receive FSI training as grants officer representatives and then manage grants promoting such mission priorities as English language teaching and educational exchanges. Thus, Cultural Specialist Kim Spivak manages more than $30 million in scholarship grants for | *Cont.* |

Several EFMs at post buy movie tickets from EFM Community Liaison Officer Kirk Duryea, right.
Photo by Musadeq Sadeq

From left, EFMs Scotney Young and Jessica Whitten-Preciado check out the books and movies at the CLO Lending Library. *Photo by Musadeq Sadeq*

students with financial needs, most of them women. Spivak works with universities and students, interviewing applicants and encouraging them. She's also on a task force focused on the embassy effort to help reopen the American University of Afghanistan, which closed following a terrorist attack in August.

Another example of the interesting work available for EFMs at post is the job done by Hayley Patton, the supervisory human resources assistant and the post's EFM coordinator. She works with HR officers on projects to implement ideas that streamline and improve HR processes, and supports the post's other EFMs.

Another EFM at post with a role supporting mission staff is GSO Travel Assistant Scotney Young. Young arranges travel for employees on TDY orders and R&R leave. Young noted that many post employees are separated from their families and cannot leave the compound, "so we are the link between them and the travel management center. We help them get to where they need to go and make sure they receive the benefits they are entitled to under U.S. government and post regulations," she said.

While Embassy Kabul's living conditions and work/life balance are not the same as at, say, Embassy Paris, there are surprisingly fewer challenges than might be expected. According to EFM James Radnor, a GSO administrative assistant, EFMs who come as a couple with their FSO spouse get better housing. "Being a couple," he elaborated "is the key to better living, because there are many single or unaccompanied FSOs assigned to CHUs (compartmentalized housing units)."

He says he jokes with his husband that he "may have brought us to Afghanistan, but I got him the nice apartment."

At Kabul, there are ample one-bedroom apartments available for couples, and all employees' meals are provided free in the post's dining facilities. Those preferring home cooking will find the apartments have a full kitchen, and a concierge service can for a fee buy local fresh groceries.

One reason EFMs at post do well is that the embassy's leaders strongly support the EFM program. In fact, some current and former chief of mission spouses have been in the program, as have been spouses of those in other management positions. Leadership supports the program for its important contributions to post operations and morale, such as by making the post less work-obsessed.

EFMs also take the lead on social events. For instance, Program Assistant Jessica Whitten-Preciado and Cultural Specialist Deborah Thornton took the lead in organizing the PAS entry into the annual Thanksgiving Day Gator Parade. The parade of "gators," actually golf cart-like vehicles used for compound transportation, is a holiday competition in which themed gators from each office paraded to music. The PAS gator in the event won first place.

Other staff leisure activities include jewelry-making, painting, crafts, bridge tournaments, karaoke, quiz nights or enjoying first-run movies offering high-definition visuals and surround sound. Fitness enthusiasts can use the well-furnished gyms or take yoga or spinning classes, or do weight training. The compound's swimming pool provides water aerobics and scheduled swimming, while the tennis and volleyball courts offer other options.

In all, service in Kabul is exciting and fulfilling for FSOs and EFMs.

More information about Embassy Kabul's EFM program or on bidding on Afghanistan assignments is available from KabulEFMEmployment@state.gov or KabulHR@state.gov, or by visiting the post's jobs website.

The Story Behind the Numbers

A look inside the 2016 Foreign Service (FS) promotion statistics

By Jason Williams, Management Analyst, Bureau of Human Resources

The Foreign Service Act of 1980 requires "a regular and predictable flow of talent upward into and within the Senior Foreign Service." Every year, the Bureau of Human Resources (HR) conducts sophisticated computer modeling to determine promotion availabilities by grade for each cone and specialist code, accounting for projected intake of new Foreign Service (FS) employees and their flow-through and outflow. The Director General authorizes the promotion numbers, which are shared with the American Foreign Service Association (AFSA) in advance of the start of the FS Selection Boards.

In the 2000s, owing to the Diplomatic Readiness Initiative and Diplomacy 3.0, FS hiring was above the levels that prevailed in the 1990s. As employees of these later cohorts gained tenure, they increased the numbers within each promotion-eligible competition group. Thus, although the numbers of promotions remained stable, more employees were competing for those promotions. As a result, the promotion rate across all grades and all eligible FS employees (officers and specialists) in 2016 was 20 percent—slightly less than the 2015 rate of 21 percent and the five-year average of 22 percent.

The FS Core and Procedural Precepts underscore that promotion is not a reward for past performance. Rather, selection boards determine which employees have demonstrated the leadership and adaptive capacity to serve successfully at the next higher grade with additional responsibilities and authority. This determination is based solely on documents in the employee's eOPF. The data in the tables below show the number competed, number promoted, promotion rates, average time in class and average time in service for each competition group.

Foreign Service Officers

The FS officer promotion rate decreased slightly, from 25.2 percent in 2015 to 24.3 percent in 2016. For promotions into and within the Senior Foreign Service (SFS), the promotion rate was 21.4 percent—slightly lower than the 2015 rate of 22.5 percent but higher than the five-year average of 20.7 percent. For promotions into and within the midranks (FS-04 to FS-03, FS-03 to FS-02 and FS-02 to FS-01), the overall promotion rate in 2016 was 25 percent.

The promotion rate from FS-02 to FS-01 was 12.8 percent—almost identical to the 2015 rate of 12.9 percent. From 2015 to 2016, the total number of promotions from FS-02 to FS-01 increased from 164 to 170, and this is fairly consistent with the five-year average of 171. From the FS-03 level to the FS-02 level, the 2016 promotion rate was 28.3 percent—lower than the 2015 rate of 30.9 percent. The total number of promotions from FS-03 to FS-02 increased from 257 in 2015 to 265 in 2016—on par with the five-year average of 271. The promotion rate from FS-04 to FS-03 was 38.1 percent in 2016—higher than the 2015 rate of 37.8 percent.

Foreign Service Specialists

In 2016, 15.7 percent of all eligible FS specialists were promoted— close to both the 2015 rate of 16.8 percent and the five-year average of 16.2 percent. The total number of FS specialists promoted was 557— almost identical to the five-year average of 554.

Several FS specialist groups had higher promotion rates in 2016, compared with the rates in 2015, due to changes in their grade structure and workforce size. For example, the promotion rate for information technology specialists increased from 11.5 percent in 2015 to 13 percent in 2016, which is also higher than the five-year average of 11.8 percent. Also, the promotion rate for medical providers increased from 19.7 percent in 2015 to 21.7 percent in 2016—significantly higher than the five-year average of 14.3 percent.

The 2016 promotion rates for other FS specialist groups were higher than the five-year averages. For example, the promotion rate for financial management specialists in 2016 was 19.6 percent—exceeding the five-year average of 17.6 percent. Similarly, the 2016 promotion rate of 8.7 percent for security technicians was higher than the five-year average of 7.8 percent.

Methodology: A Deeper Look

As noted earlier, to ensure a steady progression of FS employees through the rank-in-person system, promotion rates will vary, based on yearly fluctuations in the number of promotion-eligible employees. To do projections, HR applies a computer representation of the workforce that analyzes current and projected needs, intake, career progression and attrition. The model simulates the movement of employees through the FS career system and averages promotion opportunities over multiple years to guard against possible peaks and valleys in promotion rates and create a smoothing effect in closing projected staffing gaps. This methodology ensures a more predictable flow-through, as required by the Foreign Service Act of 1980. If the Department were to promote to fill only current-year gaps, promotion opportunities would vary more drastically from year to year, especially for many FS specialist skill groups.

As part of the Director General's initiative on greater transparency, HR has made available online the 2016 promotion results by gender and ethnicity/race along with detailed breakouts by grade level for each FS generalist cone and FS specialist skill group. The results are also available to the public online at http://www.state.gov/m/dghr/workforce/index.htm.

Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

CLASSWIDE MANAGEMENT	29	1	3.4	6.7	8.5	30.9	28.4
CLASSWIDE CONSULAR	16	1	6.3	6.7	4.5	32	22.8
CLASSWIDE ECONOMIC	25	1	4	6	4.5	31.2	27.2
CLASSWIDE POLITICAL	39	2	5.1	6.3	8.5	32.5	33
CLASSWIDE PUBLIC DIPLOMACY	21	0	0	6.3	0	30.4	0
CLASSWIDE FINANCE	1	0	0	8.5	0	31.2	0
CLASSWIDE INFO TECH MGMT	2	0	0	7.5	0	29.2	0
CLASSWIDE CONSTRUCTION ENGR	2	0	0	6.1	0	31.4	0
CLASSWIDE MEDICAL OFFICER	4	0	0	6.8	0	19.2	0
CLASSWIDE SECURITY OFFICER	2	0	0	8	0	28.7	0
CLASSWIDE TOTALS	141	5	3.5	6.4	6.9	31.1	28.9

Return

2016 FS Promotion Statistics

Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

MANAGEMENT	48	11	22.9	3.7	4	26	25.5
CONSULAR	39	11	28.2	4	4	25.9	24.6
ECONOMIC	55	13	23.6	3.3	3.6	26.6	27.6
POLITICAL	63	16	25.4	3.6	4.3	26.8	27
PUBLIC DIPLOMACY	46	10	21.7	3.6	3.4	25.7	22.4
FUNCTIONAL TOTALS	251	61	24.3	3.6	3.9	26.3	25.7

GENERALIST PROFILE

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Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

MANAGEMENT	42	13	31	5.6	5.3	20.6	18.2
CONSULAR	50	15	30	6	6.6	22.1	21.8
ECONOMIC	86	19	22.1	6.9	7.1	23.9	23.4
POLITICAL	105	28	26.7	5.9	6.3	22.5	21.1
PUBLIC DIPLOMACY	60	16	26.7	6.8	7.4	20.8	20.8
FUNCTIONAL TOTALS	343	91	26.5	6.3	6.6	22.2	21.2

GENERALIST PROFILE

Return

	Number Competed	Number Promoted	Promotion Rate	Avg Time-in-Class of Competed	Avg Time-in-Class of Promotees	Avg Length of Service Competed	Avg Length of Service Promotees
MANAGEMENT	184	35	19	4.5	5.2	13.4	13.9
CONSULAR	249	30	12	5.6	7.1	14.7	16.1
ECONOMIC	291	25	8.6	5.6	6.7	14.8	15.6
POLITICAL	369	45	12.2	5.5	6.6	14.2	15.1
PUBLIC DIPLOMACY	230	35	15.2	4.5	5.6	13.3	14.2
FUNCTIONAL TOTALS	1323	170	12.8	5.2	6.2	14.2	14.9

Return

Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

MANAGEMENT	123	44	35.8	3.8	3.4	9.1	8.6
CONSULAR	252	53	21	4.3	5.4	9.5	10.3
ECONOMIC	205	43	21	4.3	5.6	9.4	10.8
POLITICAL	173	66	38.2	3.6	3.3	8.6	8.2
PUBLIC DIPLOMACY	185	59	31.9	3.8	3.7	8.9	8.6
FUNCTIONAL TOTALS	938	265	28.3	4	4.2	9.2	9.2

GENERALIST PROMOTIONS

Return

Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

CLASSWIDE MANAGEMENT	173	63	36.4	4.1	4.8	5.6	6.5
CLASSWIDE CONSULAR	208	88	42.3	4.2	4.7	5.7	6.2
CLASSWIDE ECONOMIC	190	66	34.7	4.1	4.7	5.5	6.3
CLASSWIDE POLITICAL	211	89	42.2	3.8	3.9	5.5	5.8
CLASSWIDE PUBLIC DIPLOMACY	214	73	34.1	4	4.6	5.6	6.3
CLASSWIDE TOTALS	996	379	38.1	4	4.5	5.6	6.2

Return

Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

SPECIALIST PROFILE

FINANCE	3	1	33.3	4.4	3.4	22.9	19.4
HUMAN RESOURCES	1	0	0	2.2	0	37.2	0
GENERAL SERVICES	1	0	0	2.2	0	37.3	0
INFO TECH MGMT	14	1	7.1	4.6	3.4	27.7	28.8
DIPLOMATIC COURIER	2	0	0	8.1	0	27	0
PSYCHIATRIST	1	1	100	4.5	4.5	9.7	9.7
SECURITY OFFICER	40	2	5	4.2	5	28.2	29.8
CONSTRUCTION ENGR	6	1	16.7	3.9	4.5	21.1	19.4
ENGLISH LANG PGMS	1	0	0	3.4	0	24	0
MEDICAL OFFICER	8	3	37.5	3.6	4.4	11.6	12.1
MEDICAL PROVIDER	1	0	0	7.7	0	31.8	0
FUNCTIONAL TOTALS	78	9	11.5	4.3	4.3	25.6	19.3

Return

Promotion Rate

Number Promoted

Number Competed

Avg Time-in-Class of Competed

Avg Time-in-Class of Promotees

Avg Length of Service Competed

Avg Length of Service Promotees

FINANCE	13	1	7.7	8.3	8.7	19.1	17.6
HUMAN RESOURCES	8	1	12.5	8.2	5.7	25	14.4
GENERAL SERVICES	8	0	0	6.5	0	23.2	0
INFO TECH MGMT	29	4	13.8	6.7	6.5	26.2	25.1
DIPLOMATIC COUR	2	0	0	4.2	0	24.2	0
PSYCHIATRIST	3	2	66.7	6.2	6	6.5	6.3
SECURITY OFFICER	57	9	15.8	5.2	4.8	22.2	19.5
SECURITY ENGR	11	1	9.1	8.1	2.7	24.7	17.1
CONSTR ENGR	8	1	12.5	6.5	5.7	15.9	13.5
FACILITIES MGMT	7	0	0	6.3	0	20.4	0
INFO RESOURCES	3	0	0	4.7	0	13.9	0
MEDICAL OFFICER	15	4	26.7	5.8	6.5	6.1	6.8
MEDICAL PROVIDER	7	1	14.3	5.3	5.7	19.5	19.3
FUNCTIONAL TOTALS	171	24	14	6.2	5.6	20.7	16.5

Return

Promotion Rate
Number Promoted
Number Competed
Avg Time-in-Class of Competed
Avg Time-in-Class of Promotees
Avg Length of Service Competed
Avg Length of Service Promotees

SPECIALIST FS02 TO FS01

FINANCE	58	5	8.6	5.8	6.3	11.1	11.9
HUMAN RESOURCES	26	7	26.9	4.8	4.8	14.7	12.3
GENERAL SERVICES	37	4	10.8	4.8	5.5	15.3	14.2
INFO TECH MGMT	162	9	5.6	6.9	6	19.4	18.1
DIPLOMATIC COUR	5	1	20	6.3	4.7	20.3	17.6
SECURITY OFFICER	280	23	8.2	6.1	8.1	16.9	18.5
SECURITY ENGR	77	3	3.9	6.5	6	14.6	14.1
CONSTR ENGR	12	4	33.3	4	3.7	11.2	10.7
FACILITIES MGMT	14	5	35.7	4.1	4.9	14.5	15.5
ENGLISH LANG PGMS	12	1	8.3	5.1	5.7	9.7	9.8
INFO RESOURCES	10	1	10	4.9	3.7	9.4	9.3
MEDICAL PROVIDER	26	4	15.4	6.3	9.2	12.4	15.1
FUNCTIONAL TOTALS	719	67	9.3	6.1	6.5	16.1	15.7

Return

Promotion Rate
Number Promoted
Number Competed
Avg Time-in-Class of Competed
Avg Time-in-Class of Promotees
Avg Length of Service Competed
Avg Length of Service Promotees

SPECIALIST FS03 TO FS02

FINANCE	23	12	52.2	3.8	3.6	4.9	5.9
HUMAN RESOURCES	20	9	45	3.6	3.5	9.6	9.8
GENERAL SERVICES	68	11	16.2	5.4	5.2	10.8	9.2
INFORMATION MGMT	277	27	9.7	6.3	8	14.2	14.6
INFO MGMT TECH	52	5	9.6	6.3	6.9	12.1	13.2
DIPLOMATIC COUR	8	2	25	5.6	4.2	12.9	14
SECURITY OFFICER	562	47	8.4	5.9	7.1	11.5	12.1
SECURITY ENGR	15	6	40	3	2.7	6.5	6.2
SECURITY TECH	43	0	0	6.9	0	14.4	0
CONSTRUCTION ENGR	5	2	40	3.1	2.7	6.9	6.3
FACILITIES MGMT	62	6	9.7	4.5	4.4	9.3	9.2
ENGLISH LANG PGMS	6	2	33.3	3.6	4	3.9	4.3
INFO RESOURCES	4	1	25	3.5	6.2	3.8	6.5
MEDICAL TECH	4	1	25	10.7	18.8	15.1	22.7
MEDICAL PROVIDER	35	10	28.6	5.6	5.8	5.6	6.1
OFFICE MGMT	36	0	0	5.6	0	24.5	0
FUNCTIONAL TOTALS	1220	141	11.6	5.8	6.1	12	10.8

Return

Promotion Rate
Number Promoted
Number Competed
Avg Time-in-Class of Competed
Avg Time-in-Class of Promotees
Avg Length of Service Competed
Avg Length of Service Promotees

SPECIALIST FS04 TO FS03

HUMAN RESOURCES	14	6	42.9	3.8	4	6	8.4
GENERAL SERVICES	39	15	38.5	4.5	4.4	5.6	4.6
INFORMATION MGMT	219	46	21	4.7	6.7	6.8	9.2
INFO MGMT TECH	29	10	34.5	3.4	3.4	5.4	5.6
DIPLOMATIC COUR	50	3	6	5.5	9.5	9.3	12.4
SECURITY OFFICER	323	110	34.1	3.3	3.5	6.3	6.4
SECURITY ENGR	12	6	50	3	2.9	5.1	4.9
SECURITY TECH	60	9	15	5	4.1	8	7.1
CONSTRUCTION ENGR	9	4	44.4	2.5	3.3	2.8	3.6
FACILITIES MGMT	45	16	35.6	2.4	2.6	2.8	3
MEDICAL TECH	1	1	100	2.8	2.8	4.6	4.6
OFFICE MGMT	117	9	7.7	4.4	3.9	16.6	14.3
FUNCTIONAL TOTALS	918	235	25.6	4	4.2	7.7	6.9

Return

2016 FS Promotion Statistics

	Promotion Rate	Number Promoted	Number Competed	Avg Time-in-Class of Competed	Avg Time-in-Class of Promotees	Avg Length of Service Competed	Avg Length of Service Promotees
OFFICE MGMT	218	26	11.9	4.4	3.9	11.4	9.5
FUNCTIONAL TOTAL	218	26	11.9	4.4	3.9	11.4	9.5

2016 FS Promotion Statistics

	Number Competed	Number Promoted	Promotion Rate	Avg Time-in-Class of Competed	Avg Time-in-Class of Promotees	Avg Length of Service Competed	Avg Length of Service Promotees
OFFICE MGMT	232	55	23.7	4.1	4.6	6	6.7
FUNCTIONAL TOTAL	232	55	23.7	4.1	4.6	6	6.7

Return

Write a Persuasive EER

Former promotion board member offers tips

By Michael H. Creswell, former public member of a Foreign Service Selection Board

Five years ago, I served as a public member on a Foreign Service Selection Board. I then explained in State Magazine (November 2012) the public member's role and offered FSOs suggestions on writing effective Employee Evaluation Reports (EER). I've just served a second stint as a public selection board member—and I have encountered some of the same problems with EERs I'd seen earlier.

So, I'm again offering some do's and don'ts to help FSOs put their best foot forward and increase the odds of a promotion. My tips:

Follow Directions

This means do what you are asked to do and avoid what you are told not to do. Ignoring the directions can lead to serious problems. For example, some EERs included inadmissible information, such as what the writer did prior to joining the Foreign Service. Boards must ignore this information, meaning it provides you no benefits and takes up space that could have been used to help make your case. In short, the EER is no place to break the rules.

Don't Exaggerate or Brag

Overblowing your accomplishments will not earn you the board's confidence. Board members will, for instance, likely doubt that you single-handedly persuaded another country to abandon long-held policy and instead adopt a U.S.-supported position. Even if you exaggerate only one episode, readers will probably be suspicious of the entire EER. Stick to the facts.

This also means you should not show off or hog all the credit for complex initiatives, as that won't ingratiate you with board members. Instead, give due credit to the team and let your rater and reviewer do the bragging for you. Boards have no interest in leaders who think the sun revolves around them.

In addition, employees should not be assessing their own readiness to serve at the next level. They should describe what they did and how that furthered mission goals or those of the Department. Let the board conclude, and let the rater and reviewer say, that this shows someone's readiness for the next level. Don't attach value judgments to your work. | *Cont.* |

Don't Emote

An EER is not a college application. Boards are solely interested in what you have done, not how what you did made you feel or think. So, confine your confessional statements to your journal—they have no place on your EER. The EER's focus should be on what you contributed to the mission, not on what the position contributed to your well-being or interior psychological landscape.

Provide several Examples of Accomplishments

If you provide only one example of an accomplishment, readers might think that you had one single brief shining moment. Thus, you must prove you are more than a one-hit wonder. Tell what else you did, but avoid overwhelming the board with a multitude of examples, as examples of you just doing your job won't alone get you promoted.

Know the difference between Managing and Mentoring

Managing is ensuring that those you supervise do their job properly, efficiently and on time. Mentoring is providing advice that will enable the mentee to succeed. A coach manages the team, while veteran players mentor the rookies.

Both managing and mentoring are important in different ways, but the Foreign Service puts a premium on taking the time out to develop people (and, increasingly, looking out for their work-life needs).

Vet your EER Before Submitting it

It can be hard to edit your own work properly, so show it to others who might spot things you've overlooked. Ask them to be candid, telling them you will have no hard feelings and, in fact, appreciate their candor. Besides Department of State colleagues, ask someone who has no connection with the Foreign Service, because if you can't make yourself understood to the average man or woman, you need to go back to the drawing board. (FSO Peter Neisuler, who served alongside the author on a recent board, seconds that idea, saying it can be "a reality check on what your description sounds like to people unfamiliar with Department lingo, jargon, acronyms" or its programs. He also suggests making one's writing as punchy as possible, with lots of action verbs.)

Don't be Sloppy

If your statement is riddled with typos and/or poorly formatted, you will surely make a negative impression. Readers will suspect that if you are this cavalier about your own EER, it is likely you will also be careless with Department business. This mistake is easy to avoid. And if the typos arise with your rater or a reviewer, then you must "manage up" to ensure your EER is error-free.

Show Progression

As the boards will see a handful of your EERs, they want to see improvement over time. Thus, you should show an increasing range of abilities and a greater understanding of how what you do fits into the larger picture. You should also show that you take your Areas for Improvement (AFI) seriously and have turned your weaknesses into strengths. If your AFI is the same year after year, it suggests that you don't listen and can't grow as an FSO.

Answer the "So What" Question

This is probably the most important advice, since promotion is not a reward for time spent in class or a job well done. Rather, it signifies that you can operate effectively at the next level. One of the best ways to demonstrate this is to tie your actions to results that support U.S. foreign policy objectives. Tell what you did along with the result and how it affected national and mission objectives. This should be the lodestar for your EER.

Will following this advice guarantee you a promotion? No. Ultimately, your case for promotion rests primarily on what you actually did, not how well you explain what you did. If you did just what you were supposed to do and nothing else, you will not likely get promoted, no matter how well your statement is written.

Nonetheless, following this advice will make it much easier for the board to understand and evaluate the good things that you have accomplished. That outcome alone is well worth your extra effort.

Civil Service Reform, Transparency and FY16 Civil Service Promotion Stats

By James Rider, chief, Workforce Planning and Analysis Division, Bureau of Human Resources

The Director General has charged the Bureau of Human Resources (HR) with enhancing professional development and advancement opportunities for all Foreign Service (FS) and Civil Service (CS) colleagues. In that light, HR is providing full transparency of the CS promotion statistics, as it traditionally does annually for the FS statistics. In evaluating these promotion statistics, it is important to be familiar with the distinction between the CS and FS personnel systems. The CS personnel system is a rank-in-position one, in which job responsibilities are ascribed to the position. The FS system is a rank-in-person, up-or-out system. FS promotions are tied to the individual, similar to military rank.

CS promotions are tied to positions, and CS promotion eligibility depends largely on a specific set of duties required for the position and whether the individual applying for the position is qualified to perform those duties. The qualifications for a position are determined on a case-by-case basis.

In FY2016, 14.5 percent of the Department's eligible CS employees were promoted. Since promotion rates tend to vary by grade, it is useful to identify where promotions occur. Of the 14 eligible employees in grades GS-2, GS-3 or GS-10, there were no promotions. However, of the 81 employees starting the year at a GS-5, 55.6 percent were promoted.

Of the 1,412 employees promoted, 693 were promoted by career ladders, 462 by competitive selection and 262 though some other type of action or legal authority.

Promotion Trends

Examining CS promotion data allows HR to identify workforce trends within the Department. Over the last two years, CS promotion rates have risen. In FY2014, promotion rates were at 13.2 percent while FY16 showed promotion rates of 14.5 percent. This FY2016 rate is slightly above the five-year average of 14.1 percent. For reference, the highest CS promotion rate in the Department in the past 16 years occurred in FY2009 when 22 percent of eligible CS employees were promoted.

It is also important to keep in mind that there are multiple "types" of promotions—and the count of each type change from year to year. For example, competitive promotions—a promotion in which a vacancy is announced, an employee applies and then competes with other applicants—hit a 16-year high of 32.6 percent in FY2016. The five-year average for competitive promotions is 26.9 percent.

The rate of promotions resulting from noncompetitive career ladder positions was 48.9 percent in FY2016, below the five-year average of 55 percent. Career-ladder positions are those involving increasing difficulty in the same position and are advertised as such in the vacancy announcement. For example, an entry-level employee may be hired in a GS-7 position with a "career ladder" to GS-11. Employees in these positions do not have to compete again for a promotion to the GS-9 and GS-11.

	GS-2	GS-3	GS-4	GS-5	GS-6	GS-7	GS-8	GS-9	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	Total
Number of Eligibles	1	4	10	81	33	392	156	511	9	1,542	1,485	2,756	1,790	1,023	9,793
Number of Promoted	0	0	1	45	7	207	16	259	0	276	300	199	87	20	1,417
Percent of Eligibles Promoted	0%	0%	10%	56%	21%	53%	10%	51%	0%	18%	20%	7%	5%	2%	14.5%
Other Promotions	0	0	0	41	2	132	0	188	0	148	167	15	0	0	693
Competitive Promotions	0	0	0	3	4	23	12	27	0	94	94	146	59	0	462
Career-Ladder Promotions	0	0	1	1	1	52	4	44	0	34	39	38	28	20	262

The Other category for promotions has had little statistical change, with an 18.5 percent promotion rate in FY16 compared with the five-year average of 18.2 percent. Examples of "other" promotions include accretion of duties or temporary promotions. For guidance on this, look to
3 FAM 2310 Merit Promotion and Placement Program, which addresses the noncompetitive and competitive promotion process for CS employees.

Eligibility

Eligibility for CS promotion is determined on an individual basis. The guidelines published by the Office of Personnel Management (OPM) provide examples, such as requiring a year of experience at the next lower grade, a specified level of education and other factors. These factors are not all documented in the Department's personnel system, so each applicant must be individually assessed to determine whether he or she meets the qualifications for a position.

For this article, eligible employees were defined as all career CS employees who were present in October 2015 in grades GS-2 to GS-15 and who remained present as career CS employees in September 2016. There were 9,784 individuals who met these conditions.

Conclusions

Unlike FS employees, who are promoted on the bases of their potential and readiness to advance in responsibilities, CS employees are promoted depending on whether applicants choose to apply and are deemed qualified to fulfill the duties of a specific, defined position. Each vacancy announcement underscores differing requirements and skills. Employees can help ensure they meet such requirements and improve their chances of promotion by focusing on personal professional development; that is, by producing high-quality work, networking, gaining continued education and applying to vacancies. The Department recognizes the value of career development and provides many tools and services to empower employees to successfully advance their careers. Some resources include: • Professional and Career Development Resources • Mentoring • Career Development Resource Center • Civil Service Reassignments and the • Career Trends Explorer Tool, which lists all CS domestic regular positions and career trends and includes average time to promotion.

Further Analysis

Additional information, including the breakdown of FY2016 CS promotions by ethnicity, race and gender, can be found on HR/RMA's website, which also has information spanning CS promotion trends since FY01.

Past analysis is available in the July/August 2012 edition of State Magazine. However, that article's methodology could not be applied to multiple years or to produce trends, as can the current method. Using the process described in this article, the FY2011 rate was 17.1 percent.

Libya External Office

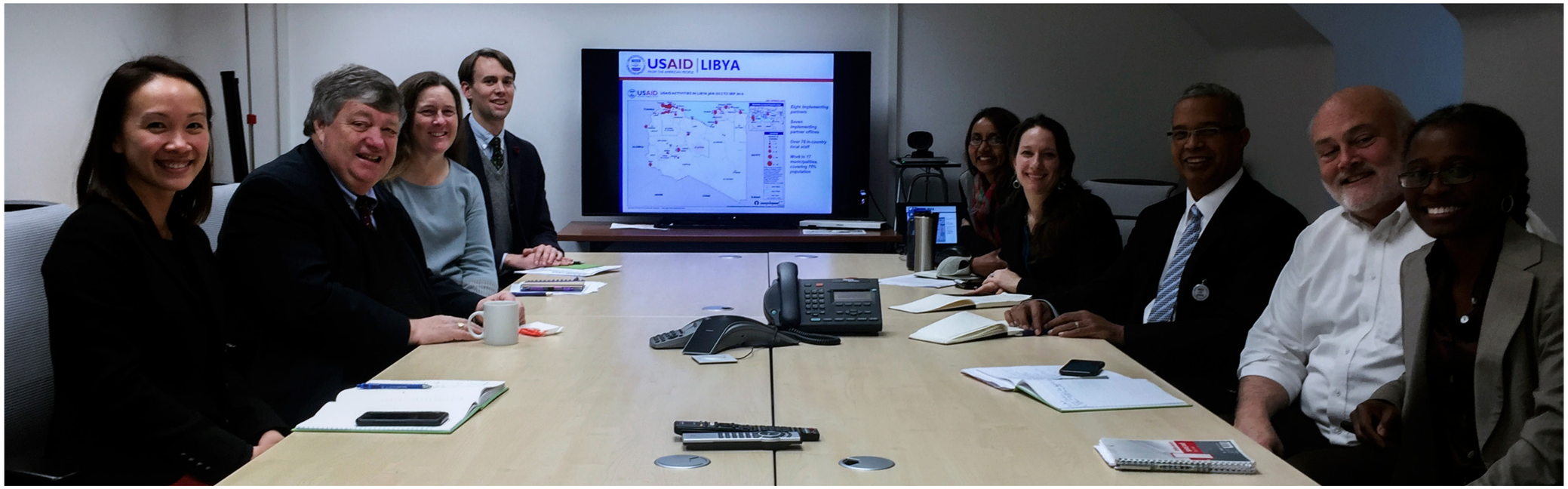
Post reflects expeditionary diplomacy in action

By Allison Lee, public affairs officer, Libya External Office, and
Lauren Barr, conflict advisor, Bureau of Conflict and Stabilization Operations

Opening page: Sabratha of Libya, was the westernmost of the ancient "three cities" of Roman Tripolis. From 2001 to 2007 it was the capital of the former Sabratha wa Sorman District. It lies on the Mediterranean coast about 43 miles west of modern Tripoli.The extant archaeological site was inscribed as a UNESCO World Heritage Site in 1982. *Photo by NHF3*

In the summer of 2014, the U.S. Embassy in Tripoli, Libya, was caught in the crossfire between fighting among militias near Tripoli International Airport. The embassy was closed, personnel were evacuated, and ever since, a small team of diplomats based outside of Libya has quietly but effectively helped stabilize Libya and advance U.S. policy. This is the Libya External Office (LEO), which works out of a former multipurpose room in the U.S. Embassy in Tunis. Led by its own chief of mission and supported by an interagency country team, the LEO is both an embassy in exile and, literally, an embassy within an embassy. | *Cont.* |

A USAID-Libya representative presents on the agency's activities to mission staff. *U.S. government photo*



Ambassador Bodde, second from left, hears USAID present on its Libya activities at the Middle East Platform meeting in Frankfurt.

Photo by Phil Clark

Leptis Magna, a UNESCO World Heritage Site, is one of Libya's greatest cultural heritage sites, and the Department is working with community groups to help protect it.

Photo by Talal Bariun

Many on the LEO team are veterans of challenging postings, including service in Priority Staffing Posts such as Iraq and Pakistan. As Chief of Mission Ambassador Peter Bodde put it, "We do everything a normal embassy does, except with less staff and under challenging circumstances." To get the job done, LEO's staff has a wealth of skills and experiences and remains ready to deploy quickly back to Tripoli when the time comes.

Embassy Tunis and the LEO coordinate closely on issues affecting both countries. Although Embassy Tunis is now a fully accompanied post (as of April 2016), the LEO remains an unaccompanied post, and its staff live in hotels or embassy housing, subsisting on a "welcome kit" of household basics and their 250 pounds of personal items, shipped in by air.

However, the LEO's Foreign Service professionals are team oriented, ready to do what's needed, and have high morale and a strong sense of collegiality. The mission's slogan, says Ambassador Bodde, is: "No mission too large, no detail too small, we are the LEO and we do it all."

Bodde says LEO staff are "like utility infielders on a baseball team." They fill in for one another, regardless of job titles, tag-teaming as needed to organize an economic conference, talk with tribal leaders or track the latest breaking story out of Libya. The office's close quarters makes it more like a buzzing newsroom than a traditional embassy, promoting coordination and information-sharing.

The skeletal staff is supplemented by temporary duty (TDY) personnel when team members are on leave—they get two R&Rs in a one-year tour—and for special events such as high-level visits. Regular LEO personnel are technically assigned to Tripoli but serve in Tunis on TDY status.

Due to space constraints, some USAID staff on the LEO country team are based in Frankfurt, Germany. Each morning, the ambassador holds a quick check-in staff meeting, and USAID team members call in by telephone. Often, the Department of Defense, such as AFRICOM in Stuttgart, provides the LEO with military advice or hosts LEO staff and their Libyan counterparts, for high-level meetings.

Ambassador Bodde, left, chats with Canadian Ambassador to Libya David Sproule at a reception at Ambassador Bodde's residence during a recent meeting in Tunis.
State Department Photo

Running an embassy for Libya from outside that nation requires imaginative administrative and communications support—and a strong dose of expeditionary diplomacy. The planning for the mission's eventual return to Tripoli, where the old embassy compound has been vacant for years, involves complex steps and innovation. Locally Employed staff in Libya are still being paid, and work remotely from home and occasionally travel to Tunis for meetings and visits.

In Tunis, one FSO handles all of LEO's management functions, although the post receives administrative support from Embassy Tunis. Similarly, the LEO staff

| *Cont.* |

Cyrene was an ancient Greek and Roman city near present-day Shahhat, Libya. It was the oldest and most important of the five Greek cities in the region. It gave eastern Libya the classical name Cyrenaica that it has retained to modern times. The Temple of Zeus at Cyrene was once larger than the Parthenon.

Photo by David Stanley

use apps such as WhatsApp and Viber as their primary communication tools with contacts in Tripoli. This makes communication more complex than in a "normal embassy," where staff might get needed information simply by walking out their front doors in their host nation. Many U.S. allies also face this limitation in Libya, and thus LEO staff must also do frequent video conferences with foreign diplomats in London, Paris and Rome, or even travel outside of Tunisia for meetings with Libyan officials. However, those LEO staff often spend so much time in transit on commercial flights and in meetings in hotel rooms that they never see the cities they visit.

The LEO is the linchpin in the U.S. effort to help Libyans form a unified government, fight terrorism and cease to be an incubator for it, and help stabilize the Libyan economy and create new opportunities for investment. Thus, LEO staff work daily with members of Libya's nascent Government of National Accord (GNA) to share ideas on government formation and fighting terrorism. They also coordinate conferences in Tunis and elsewhere to foster dialogue

among Libyan economic institutions, develop the next generation of Libyan leaders, provide humanitarian and development support, and aid Americans who have been detained or kidnapped.

The post's creative use of public diplomacy tools enables it to engage with young Libyans who lack economic opportunities and are susceptible to extremists' recruitment. The next generation of Libya's leaders is curious about the United States but has had little to no contact with Americans. Responding, the LEO uses virtual cultural exchange programs, such as the Virtual Student Foreign Service Intern program. Through virtual exchanges, Libyans meet American students to improve their English (an online reading club has more than 2,000 members), share ideas on preserving Libya's cultural heritage and discuss trends in American music.

Facebook is amazingly popular in Libya. In a country of only about 6 million, the LEO's Facebook page reaches more than 400,000 "fans" in Libya and elsewhere, offering positive stories about Libyans and Americans, in Arabic and English. Informative Facebook and Twitter posts about U.S. foreign policy are appreciated by LEO fans, even those who do not always agree with them.

Posed after authoring this article are from left Allison Lee, the post's public affairs officer, and Lauren Barr, a conflict advisor in the Bureau of Conflict and Stabilization Operations.

State Department Photo

Beyond the virtual exchanges, there's also been a restarting of the actual exchange programs that bring up-and-coming Libyan leaders to the United States. These include the International Visitor Leadership Program, the Fulbright Program and the Kennedy-Lugar Youth Exchange and Study program for high school-age students. (Applicants are interviewed either via Skype or in person in Tunis.)

In addition, the long-standing and successful U.S. programs to help Libya preserve its antiquities is being expended to include not just archeologists, but members of law enforcement and community groups, such as educators and the Libyan Scouts. In October 2016, the LEO coordinated a workshop in Tunis (in partnership with Oberlin College, the Libyan Department of Antiquities, the FBI and the U.S. Department of Homeland Security) on best practices in documenting an antiquities crime scene.

Although LEO staff cannot enter Libya, several bureaus of the Department and USAID continue to oversee U.S. assistance programs to the nation remotely, with help from local implementers. Programs focus on such issues as local and national governance, constitutional and legislative efforts, civil society, humanitarian support and other topics. For instance, USAID works through eight implementing partners and 70 local staff in Libya, and uses online technology to offer workshops and trainings to Libyan mayors and activists who cannot travel within Libya (due to tribal or regional divides). USAID works with municipal councils across Libya and has facilitated the creation of the Tripoli Mayors Association and the Women Municipal Council Members Network. USAID's Office of Transition Initiatives, in Libya since 2011, uses an interactive process involving citizens, elder committees, civil society organizations and national ministries to support Libyan municipal councils'

| *Cont.* |

This road leads to the farms surrounding the old city of Ghadames.

Photo by Talal Bariun

projects and build and support the GNA's outreach through a strategic communications campaign.

Given Tunisia's and Libya's long-standing ties, Tunis is the LEO's logical location. Thousands of Libyan expatriates live in Tunisia, and many Libyans come—visa-free—to Tunisia for medical needs, business trips and vacations. The LEO got a warm welcome from Ambassador to Tunisia Daniel Rubinstein and his embassy, and LEO personnel have integrated themselves into that post's community, participating in such events as touch football (a "Cous Cous Bowl" was held on Thanksgiving) and a Tunisian-American Management Committee trip to bring donated school supplies to a home for orphans. LEO staff members also serve on the embassy's housing committee and, as security has improved in Tunisia, have ventured outside of Tunis to the beautiful beaches in Hammamet and Roman ruins at Dougga.

A posting in the LEO is not for everyone. But for those who welcome a challenge and who do well in uncharted territory, this is the right place. It offers tremendous opportunity to work hard, have fun and substantially advance U.S. policy, especially on security issues.

Members of the Tuareg tribe dance at the Ghat Festival in December in southwest Libya.
Photo by Firasal-Fadhli

A minaret glows in the sunshine in the old city of Ghadames, Libya.
Photo by Talal Bariun

The Capao Palace is in the ancient city of Capao in northwest Libya.
Photo by Talal Bariun

At a Glance

Libya

Capital:
Tripoli (Tarabulus)

Government Type:
in transition

Area:
1,759,540 sq km

Population:
6,541,948 (July 2015 est.)

Major urban areas:
Tripoli (capital) 1.126 million (2015)

Ethnic groups:
Berber and Arab 97%, other 3% (includes Greeks, Maltese, Italians, Egyptians, Pakistanis, Turks, Indians and Tunisians)

Religions:
Muslim (official; virtually all Sunni) 96.6%, Christian 2.7%, Buddhist 0.3%, Hindu <0.1, Jewish <0.1%, folk religion <0.1, affiliated 0.2%, other <0.1

note: non-Sunni Muslims include native Ibadhi Muslims (<1% of the population) and foreign Muslims (2010 est.)

Languages:
Arabic (official), Italian, English (all widely understood in the major cities), Berber (Nafusi, Ghadamis, Suknah, Awjilah, Tamasheq)

Exports (commodities):
crude oil, refined petroleum products, natural gas, chemicals

Export partners:
Italy 32.1%, Germany 11.3%, China 8%, France 8%, Spain 5.6%, Netherlands 5.4%, Syria 5.3% (2015)

Imports:
machinery, semi-finished goods, food, transport equipment, consumer products

Import partners:
China 14.8%, Italy 12.9%, Turkey 11.1%, Tunisia 6.5%, France 6.1%, Spain 4.6%, Syria 4.5%, Egypt 4.4%, South Korea 4.3% (2015)

Currency:
Libyan dinar

Internet country code:
.ly

* The CIA World Factbook

Return

'Invisible Bullying'

FS youth may encounter social exclusion

By Marybeth Hunter, education and youth officer; and Claire Wedderien, education and youth specialist, Family Liaison Office

Unlike bullying, the social exclusion of children by their peers is less obvious—as are its harms. Foreign Service (FS) youth may be more likely to experience some exclusion in schools, as they move regularly from post to post and often find themselves to be the new student in a school. Sometimes, just as they are getting adjusted to a new school, they move on to another and start the process anew. Nonetheless, most students either do not experience serious social exclusion or are able to cope and get through the period.

However, when exclusion occurs, it can be quite unpleasant and needs to be addressed.

According to Dr. Kathy Gallardo, director of the Department's mental health programs, peer exclusion "can be tremendously destructive to even the most well-adjusted youth." Another expert, Joe Grimm, editor of the book, *"The New Bullying: How Social Media, Social Exclusion, Laws And Suicide Have Changed Our Definition Of Bullying, And What To Do About It,"* says the victims of social exclusion are shunned or ignored. "Treated as if they don't exist, or as if their very existence is the problem, victims of social exclusion are singled out by whispering campaigns, gossip and mocking laughter," he continued.

What's it like? One FS child said that, when trying to make friends at school, "I was looked at as more of an oddity, like someone who people would be nice to on the surface during class time, but didn't actually try to get to know throughout the school year."

Another FS youth said that, for many American students who are new to a school, it can feel as they are "five steps behind everyone else socially," because the host-country language is constantly spoken. This means parents and incoming students should be aware that even in schools where the language of instruction is English, the school's "social language" may make newcomers detached. The effect of not speaking this "playground language" can be demoralizing.

Exclusion, says Dr. Gallardo, can come just when a child's desire for social connectedness is in overdrive and, if occurring during adolescence, have profound long-term consequences. The increased importance of peer relationships, sensitivity to rejection and negative psychological effects associated with rejection during adolescence are supported by extensive social, behavioral and neurodevelopmental research. Although there is no predictable linear path from social exclusion to adverse outcome, and individual differences in risk factors may moderate the distress experienced

associated with rejection during adolescence are supported by extensive social, behavioral and neurodevelopmental research. Although there is no predictable linear path from social exclusion to adverse outcome, and individual differences in risk factors may moderate the distress experienced by isolated youth, susceptibility to psychological disorders is heightened. There is a marked increase in vulnerability for developing anxiety disorders, depression, substance abuse problems and long-lasting social maladjustment, among other things. Although adolescents may fall prey to social exclusion during their time at school, FS children can be especially susceptible if the culture of the school is not sensitive to the possibility that a rotating population of students can be marginalized by differences in language, wealth and permanence.

The signs a child is experiencing social exclusion are similar to those for depression and can include reduced sleep quality, reduced self-esteem and anxiety. Thus, one FS parent said her children, though usually happy socially, experienced varying degrees of exclusion at all of the schools they attended. The key factor, she said, was the percentage of host-country nationals attending each school, and that most local students would show disinterest in including her children in activities. "No one actually bullied either kid; it was more of a socially polite exclusion," she said.

Many overseas schools are taking measures to address social exclusion and are encouraged to do so by the regional education officers (REO) in the Office of Overseas Schools. REO Dr. Bill Scotti has given considerable attention to addressing this phenomenon in Western Hemisphere countries, through direct advice and counsel to school leaders, post officials and parents, and by sending consultants to many posts.

Mary Russman, a former international school director and REO for Africa said many schools have school-to-school transition programs that, with natural resiliency of kids, help new students settle in. While one culture or language may be dominant at some overseas schools, she observed, "sometimes simply learning the language does the trick of finding ways to join in the culture via academics or extracurricular activities." She encourages parents to reach out to school counselors and administrators to support their work with transition and advisory groups, and to "Set the example outside of school by being involved in the community, your child's school and that of the host country."

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FS parent Ricardo Zuniga, consul general in Sao Paulo, Brazil, has served on the boards of several international schools and says these boards usually want representatives from embassies and consulates. Thus, embassy management should support parent participation both on boards and in school communities. He encourages parents to also "include advocacy through the school board and PTA to foster international diversity in the student body, including through well-considered enrollment and through the hiring of international teachers."

At posts abroad, Community Liaison Office (CLO) coordinators have programs to support FS youth. CLOs understand social exclusion and know it's upsetting, says Rico Abeyta, CLO in Mexico City. "As a CLO team, we are working with our teens and tweens on how to socialize in common-ground peer groups and are helping to build their self-confidence and social skills by

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One expert, though, says there's good news. Dr. Edyth Wheeler of Towson University does not see social exclusion as a permanent phenomenon. "It peaks and then it goes away, and is about a youth finding his or her identity."

There are several strategies parents can use to help children avoid social exclusion in school. They include:

- Considering international diversity when researching a post's schools and contacting the REO in the Office of Overseas Schools for insights about specific schools;
- Teaching a child about the host culture before arrival through language training, books and movies;
- Asking a school to provide a child with a peer ambassador, who can introduce the child to others in his or her class;
- Volunteering at a school;
- Involving a child in activities at the school and in the community;
- Extending one's social circle outside that of the embassy; and
- Reaching out to school counselors, the REO, MED and CLO for additional support.

At least one international organization is fighting social exclusion, the group Beyond Differences. Its programs, which emphasize that inclusion is cool, include:

- No One Eats Alone, which teaches youths how to make friends at lunch, often the most difficult part of the school day and features National No One Eats Alone Day, Feb. 10, 2017;
- Call It Out, a program for middle school youth, their teachers and families, that focuses on creating inclusive communities online, particularly for responding to digital gossip. National Call It Out Day is April 28, 2017;
- Know Your Classmates, an effort co-sponsored with the Islamic Networks Group, to explore middle school youth's identity and belonging, understand traditions and recognize stereotypes. National Know Your Classmates Day is held each October.

While it is true that FS children may be more vulnerable to social exclusion, there is much that can be done to identify and mitigate exclusion's effects. It is also important to recognize that social exclusion occurs just as often in U.S. schools as it does overseas and that kids are often quite versatile in coping with the challenges they face during their school years. By preparing children in advance and advocating for strong integration programs, parents can transform difficult transitions into opportunities for growth and maturation.

More information is available from the Bureau of Medical Services Child and Family Program, Office of Overseas Schools and the Family Liaison Office. The FSYF also publishes a useful book, "The Kid's Guide to Living Abroad."

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Opening Embassies

Relaunch of posts in former Soviet Union

By Mike Mozur, senior FSO (retired) and first U.S. chargé d'affaires at the reopened U.S. Embassy in Uzbekistan

In 1991, with the collapse of the Soviet Union, U.S. diplomats with Soviet and other relevant experience had a fascinating opportunity to ensure that the U.S. was first with a permanent diplomatic presence in what was fast becoming the "former Soviet Union." Today, 25 years and a full generation later, we can look back on those months with a sense of accomplishment and satisfaction.

The Department, Embassy Moscow and many other missions and agencies pooled staff and resources to move quickly to establish and support these new U.S. Embassies, each of which had its own challenges. The first wave of embassy reopenings, in October 1991, occurred after the re-establishment of U.S. relations with Lithuania, Latvia and Estonia on Sept. 2, just weeks after the coup attempt in Moscow in August.

Chargé d'Affaires Robert Finn observes the streets from Embassy Baku, when it was in the Baku Intourist Hotel. *Photo courtesy of Robert Finn*

The dissolution of the Soviet Union in December of that year led to the recognition of Russia and the remaining Soviet republics and included establishment of diplomatic relations with Ukraine, Belarus, Kazakhstan, Kyrgyzstan and Armenia, with the promise of functioning embassies within weeks. Then Secretary of State James Baker's swing through Central Asia in the same time period led to the establishment of diplomatic relations in mid-February and five embassies in March in Moldova, Azerbaijan, Uzbekistan, Turkmenistan, and Tajikistan. Finally, relations with Georgia were established March 24 and the embassy opened in April. Throughout it all, Embassy Moscow and Chargé Jim Collins responded with great skill and adaptability. Embassy Moscow officers had long established a proud tradition of adventurous travel within the Soviet Union during the Cold

| *Cont.* |

Chargé d'Affaires Mike Mozur, right, and Uzbekistan's foreign minister cut the ribbon, opening the U.S. Embassy in Tashkent. *Photo courtesy of the author*

War and, in the USSR's final phase, had to travel widely in the crumbling Soviet republics as "circuit riders." As such they were U.S. emissaries to the republics' governments, providing much preparatory work toward opening new embassies with frequent and lengthy TDY visits to republic capitals. In addition to the embassies in the Baltic States, another five embassies had been opened by February 1992.

I was the leader of one of the five teams sent to open new Embassies in Central Asia and Moldova that came together in March 1992 in Frankfurt, Germany, and then moved on to Moscow for a couple of days of briefings and preparations prior to deployment. Secretary Baker had assigned former Ambassador Nick Salgo to find in the region embassy buildings and staff housing, and he delivered most of the startup properties or found space in hotels. In Tashkent, he persuaded the authorities to relinquish a newly built community center, the pride of the local district mayor, and the U.S. team raised the flag just days later, with Ambassador Salgo in attendance.

Like our predecessors at the other new posts, our five teams wrestled to meet basic logistical requirements for lodging, security and communications. Support came across long and tenuous supply lines, initially limited to sporadic support flights. Adjustments evolved with some pace, and new paths were established. Some Central Asian posts persuaded Washington to route things through Turkey instead of Moscow's much more circuitous route. Embassy Baku reported an economy in collapse with little available locally. Everyone carried plastic bags at all times in case they saw something to buy. If someone came into the embassy and said "there's cheese for sale" everyone would rush out. Chargé Robert Finn lost about 25 pounds in the first months there, and, in my case in Tashkent, working extremely long hours and skimping on meals, I returned to my normal assignment in Berlin similarly lighter.

Unexpected problems were overcome. For example, the Baku team used a Turkish typewriter for initial messages because the electric typewriter from Embassy Moscow had no type ball. In Tashkent, computers arrived with WordPerfect software unknown to anyone at post and without manuals. For all of us at the end of such long supply lines, "patience and resourcefulness" was the common motto.

Sometimes, it seemed that the former USSR was the most sought-after place for U.S. officialdom to visit. In Uzbekistan

Mike: Chargé d'Affaires Mike Mozur raises the flag over the U.S. Embassy in Tashkent.
Photo courtesy of the author

and elsewhere, we had early visits from colleagues from a number of key U.S. economic agencies, including USAID, Commerce and the Overseas Private Investment Cooperation. A codel with then Senator Dennis DeConcini visited a number of the former Soviet republics early on, with stops in Tashkent and Samarkand in April. Other codels followed. In Baku, former Secretary of State Cyrus Vance was in town for talks with the government on Nagorno-Karabakh, just as Embassy Baku raised the flag.

Political and social conditions were at times difficult. Tensions in Tajikistan led Chargé Ed McWilliams to consult with me about having Embassy Tashkent provide safe harbor for his team should he have to scale down operations in Dushanbe. In Baku, Chargé Finn and staff were on virtual alert as the Azerbaijan Popular Front was in the process of overthrowing the Communist government with demonstrations daily and nightly gunfire. Pogroms against Armenians were taking place in the city.

In contrast, things were relatively tranquil in the Tashkent and Uzbek hinterland.

In addition to establishing working relationships with national governments, the new embassies had to quickly send a clear message of engagement with the citizens of the new countries. In Uzbekistan, that meant reaching out to those prominent nongovernment and civic personalities, an effort that quickly generated pushback from the new regime as we met with key dissidents. Similar circumstances existed elsewhere.

We all wrestled with the language issue, seeking to focus on national languages while relying on Russian to communicate with the elites. In Baku, on opening day, Prime Minister Hasanov started to give Chargé Finn opposition over Nagorno-Karabakh. Chargé Finn gave it him back in kind in Turkish, and it was all on national TV. Embassy Baku became famous

Vice-President Dan Quayle, center, cuts the ribbon, opening the U.S. Embassy in Vilnius in February 1992.
State Department photo

instantly for speaking to the Azeris in their language and not in Russian. In Tashkent, Moscow circuit rider Daria Fane's facility with Uzbek enabled us to manage our opening ceremony in Uzbek and English, with Russian offered as the third and last alternative, recognizing that some prominent government officials in fact were weak in Uzbek. We all pushed Washington to shift FSI's training focus to national languages, as the various SSRs pulled away from the Soviet mother ship and charted new directions.

Each staff member of these embassies, many of whom are now retired, looks back on this period and recalls interesting and amusing stories and anecdotes. In Uzbekistan, I found myself meeting with President Karimov the day after the embassy opening to hear his request for U.S. government assistance in dealing with a dangerous oil well fire that threatened a major spill in one of Uzbekistan's major rivers. In addition to a very active outreach effort to all government ministries, nascent political groups and the Mufti, and simply coping with the daunting logistical challenge of setting up embassy operations, we now found ourselves working hard to provide airlift support to the U.S. company chosen to deal with the problem. Within days we had a program of six C-141 flights into the remote Fergana Valley, an area rarely visited by U.S. personnel during the Soviet days, and I was serving as air traffic control interpreter from the flight deck of the first C-141 landing at Namangan.

As a postscript, I had the chance to return to Uzbekistan this past December as part of the election monitoring mission from the Organization for Security and Cooperation in Europe (OSCE) for its 2016 presidential elections. The physical changes that a generation achieved there were impressive, although political evolution and fundamental economic progress greatly lag infrastructure and urban renewal, as is the case elsewhere in much of the former USSR. But the U.S. government and the Department can take pride in the way the U.S. engaged the breadth and complexity of the former Soviet republics then and now. The Baltic States are now NATO members, others have collaborated in support of strategic U.S. interests, while others remain enmeshed in their respective Soviet legacies.

In all, it's great to see that our colleagues today are continuing this impressive tradition of teamwork that began a generation ago.

AMBASSADOR BLUESTONE'S AXIOMS FOR SUCCESS

Ambassador Hosts Guitar Maker

Dr. Tom Smith, right, of the Congo Basin Institute (CBI), hugs Bob Taylor of Taylor Guitars, prior to Taylor's speech at the ambassador's residence in Yaounde, Cameroon. Ambassador Michael Hoza has worked to negotiate and facilitate CBI's establishment in Cameroon. CBI, a multi-institutional initiative, seeks to advance science to meet Central African needs, and Taylor Guitars has invested in ebony harvesting sustainability in Cameroon, partnering with the CBI.

Photo by Augustin Zeufack

TAP Image to Read Story

TIP Ambassador Meets Deputy Minister

Ambassador-at-Large for trafficking in persons (TIP) Susan Coppedge discusses TIP issues in Myanmar with her counterpart, Deputy Minister of Home Affairs Major General Aung Soe. They also spoke of opportunities for the United States to support Myanmar's efforts to address TIP.

State Department photo

TAP Image to Read Story

Author Visits Tbilisi

Best-selling author and lawyer Scott Turow speaks to students at the U.S. Embassy in Tbilisi's iSpace, formerly its American Center for Information Resources, as part of a Bureau of International Information Programs speaker program. The program looked at the benefits of a jury trial system, compared with one based upon bench trials, where only a judge renders the verdict.

Embassy Tbilisi photo

TAP Image to Read Story

PAO Speaks to Students on MLK Day

Kim Pease, public affairs officer at the U.S. Embassy in Nouakchott, speaks to students at the High Institute of Islamic Studies and Research in honor of Martin Luther King Day in the United States. She spoke in connection with the screening of King's "I Have a Dream" speech.

Photo by Daouda Diallo

TAP Image to Read Story

Embassy Funds Help Students' Exchange

Six Argentine high school students and two teachers prepare to depart in January for an exchange program organized by Rotary International and partially funded by the U.S. Embassy in Buenos Aires. The students, from the cities of La Pampa and Buenos Aires, will stay in Sycamore, Ill., and Granville, Ill., for a month under the Schools Sisterhood Program.

Photo courtesy of Rotary International

TAP Image to Read Story

Ethics Answers

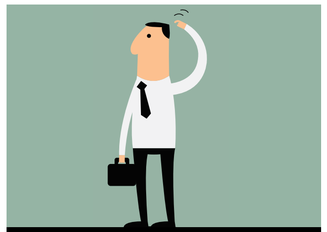
Q: I am an economic officer serving overseas, and I frequently interact with companies that are trying to do business in my host nation. I recently received a $50 fleece jacket and a large box of gourmet baked goods from one of the companies I have assisted at post. I also received an ornate silver pen and a bottle of wine, worth about $225 in total, from the foreign municipal government that I interact with frequently. Can I accept these gifts? If I cannot, what should I do?

A: Even if you could accept a gift does not mean that you should. Thus, before determining whether you could accept a gift under a gift exception, even if acceptance would ultimately be allowed, new Office of Government Ethics regulations state that you should consider factors such as the value and timing of the gift, whether accepting the gift would give the donor significantly disproportionate access and whether the donor's interests would be substantially affected by your duties.

Here, because the company has sought the assistance of the embassy, the company is a "prohibited source," meaning that you cannot accept any gifts worth more than $20 given to you on the same occasion (and smaller gifts cannot exceed $50 in value in a calendar year). Accordingly, you would need to return the fleece jacket, pay fair market value for it or destroy it. The gift rules now permit destruction of prohibited gifts worth less than $100; however, the gift may not be donated to charity unless perishable. If it would not be practical to return the baked goods because they are perishable, then, at the discretion of your supervisor, they may be given to an appropriate charity, shared within the office or destroyed. You may keep the silver pen and bottle of wine, assuming doing so would not bring your impartiality into question, because employees may accept gifts of less than $390 from foreign governments or other foreign governmental units, such as municipalities. (The maximum value of gifts from foreign governments that can be readily accepted was $375 before 2017.)

Ethics Answers presents hypothetical ethical scenarios Department employees might face. For help with real ethics questions, email ethicsattorneymailbox@state.gov

Retirements



Ethics Answers

TAP Image to Read Story

Retirements

Civil Service
Allen Jr., Alex J.
Anderson, Eve W.
Ashton Jr., Robert S.
Baidoo, Samuel A.
Bodruk Jr., Michael
Brown, Pamela E.
Campbell, David A.
Cate, Craig A.
Conway, Lenora A.
Cupitt, Richard Thomas
Del Signore, Stephen E.
Dorsey, Robert D.
Farkas, Robert N.
Frazier, Helen A.
Gibson, Steven W.
Goel, Sudarshan K.
Hennis, Sharlene A.
Herrera, Carol A.
Hoffman, Christina N.
Ivy, Richard J.
James, Jacqueline L.
Jones-Jackson, Mary D.
Koller, Mary M.
Lee, Renita J. Turman
Lubeck, Peter A.
Maust, Mary C.
Mccoy-Flinchum, Gale A.
McLaughlin, Margaret M.
Meszaros, Michael
Miller, William D.
Murphy, Brian D.
Pachon, Consuelo
Painter, Sandra E.
Parris, Cynthia C.
Paz, Eva
Pettijohn, Garth W.
Rindner, Corey M.
Sateia, Gilbert C.
Scotti, William H.
Tedesco Jr., Marco P.
Thurston, Loris E.
Underwood, Yolanda
Valencia, Rafael E.
Van Diepen, Vann Howard
Weaver, Ralph S.
Wiggins, Daniel M.
Winstead, June A.

Foreign Service
Abbott, Jan D.
Ahson, Mazhar
Callaghan, Anne Taylor
Cazier, Dale P.
Dunkley, Martha K.
Dunkley, Michael L.
Ijames Jr., Don D.
Jurkiewicz, Joanne M.
Kazmin, Catherine M.
Korpi, Ryan F.
Landymore, Frank W.
Meagher, Zita E.
Moran, John G.
Myelle, Mark E.
Picardi, Judith E.
Pizarro, Ricardo M.
Putnam, Elizabeth Candace
Quinn, Patricia C.
Reade, Evan G.
Rodriguez, Rafael A.
Sangbong, Monica Mclaughli
Swan, James C.
Ureta, Horacio Antonio
Warlick Jr., James Bowen
Weston, Richard Charles
Youngquist, Debra L.
Zappia, Harold

TAP Image
to Read Story

We Are MED

By Lindy Nester and Chris Gage, nurse practitioners, Bureau of Medical Services

MED nurses participate in a mass casualty drill at the University of Minnesota.
University of Minnesota photo

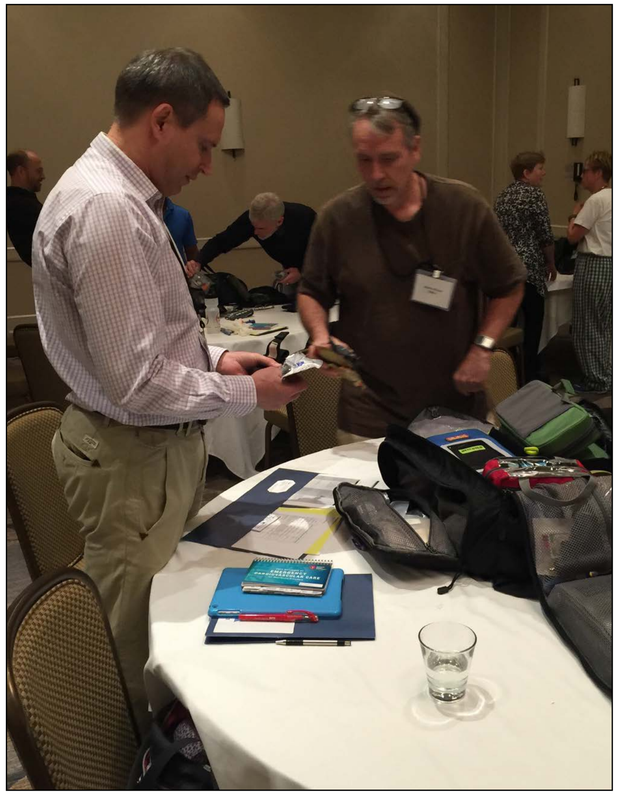
Recently the Office of Medical Services was designated the Bureau of Medical Services (MED). This change is part of a reorganization of MED and reflects the role MED plays in supporting the Department's mission and personnel worldwide.

MED's mission is to safeguard and promote the health and well-being of America's diplomatic community. The extent and breadth of MED's overseas health care program for the foreign affairs community is unique in the diplomatic world. From its main office at State Annex 1 (Columbia Plaza) and through a network of domestic clinics and more than 180 health units and four regional medevac centers in embassies abroad, MED provides care to more than 70,000 customers.

MED's network of Foreign Service, Civil Service, Locally Employed staff and contractors functions as a team. MED's regional medical officers and regional medical officer/psychiatrists are physicians who provide primary care (family medicine) and psychiatric care to personnel in their respective regions. Its medical providers are U.S.-licensed nurse practitioners (NP) and physician assistants (PA) who work independently and collaboratively with regional medical officers (RMO) and regional medical officers psychiatrists (RMOP) to also provide primary care and ensure that deployed personnel receive the medical services they need. Regional medical laboratory scientists help maintain a certified laboratory at MED's main office and oversee medical laboratory services in health units in their regions.

MED's health units abroad could not function without professional LE staff. The staffing at each health unit varies, based on mission needs and other local resources. But MED's team includes LE staff who are physicians, NPs, PAs, nurses (the Department employs nearly 400 LE staff nurses, including many eligible family members), medical technologists, administrative assistants and even a few pharmacists. They work with the RMOs, medical providers and regional medical laboratory scientists (RMLS) at their posts and in their regions. LE staff provides a depth of local knowledge, institutional knowledge and continuity in the face of the frequent changes in Foreign Service personnel.

MED's operation in Washington, D.C., includes a clinic and lab providing medical clearance exams, and clinics at FSI and in Washington that provide travel medicine services to personnel going abroad. MED headquarters also oversees MED's global medevac operations, administration, human resources, logistics and claims, management support and Medical Clearances, which ensures personnel are matched with posts where their medical needs can be met. There are also IT and records units, and an Office of Occupational Health and Wellness that oversees occupational health issues. MED's Directorate of Operational Medicine oversees development, resourcing and coordination of | *Cont.* |



Members of the MED medical team participate in advanced life saving training.

University of Minnesota photo

nontraditional medical support, and the Office for Strategic Medical Preparedness centrally funds, distributes and tracks emergency medical kits and WMD countermeasures worldwide and offers other services.

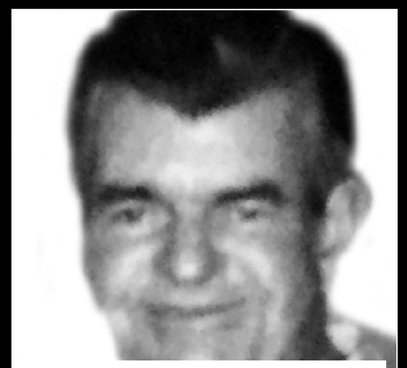
Other MED units include the Office of Protective Medicine, which executes medical support plans for security and protection operations, among other services, and manages the government's biocontainment medical evacuation capabilities. Mental Health Programs includes Employee Consultation Services, which offers employee assistance programs, and the Deployment Stress Management Program, which supports employees and eligible family members during and after deployment to high-threat/high-stress posts and deploys LNA social workers to Afghanistan, Iraq and Pakistan as resident behavioral health specialists. The Alcohol and Drug Awareness Program provides education consultation and other services for personnel with substance abuse issues, and the Child and Family Program supports oversees MED staff members' children's mental health and special education needs. Mental Health Clearances provides consultation to MED Clearances on employees and eligible family members with mental health concerns, while the Medevac Division oversees global mental health medevac operations. Psychologists in the Diplomatic Security Support Program provide forensic psychological evaluations of Foreign Service employees.

Among the other recent changes at MED is a name change for the health care professionals that care for embassy employees. Formerly called Foreign Service health practitioners, they are now called medical providers (MP). MPs are either NPs or PAs, professions that are nationally certified and state-licensed. MED's MPs have at least a master's degree, have completed 2,000 hours in clinical rotations and are able to practice and prescribe medicine in all 50 states, the District of Columbia and with the uniformed services. While practicing in the United States, NPs and PAs see patients independently of physicians, with state law regulating their amount of supervision. Depending on the clinical setting, NPs and PAs work on healthcare teams or practice autonomously.

The Department of State requires that MPs have at least five years of clinical experience prior to applying for this position and specifically requires that they have family medicine experience. The hiring process is stringent and requires dedication to practicing independently and in remote settings. As with all members of the Foreign Service, MPs have a special interest in government service and diplomacy, plus interests in international medicine, infectious disease, wellness and preventative medicine.

Clearly, MPs are uniquely qualified to care for you as you live, work and travel the world. MED is proud to employ such skilled and talented professionals in caring for America's diplomatic community. ◻

In Memoriam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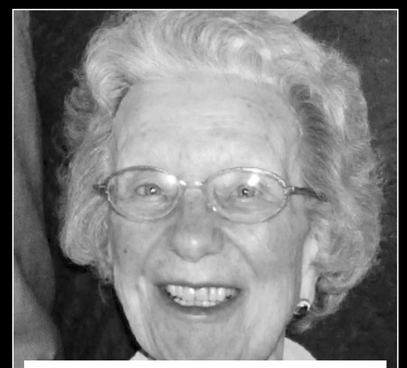
Burns

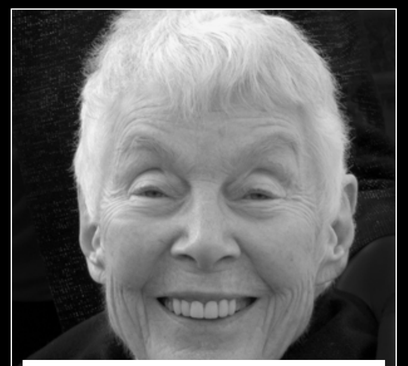

Coward

Henneberger

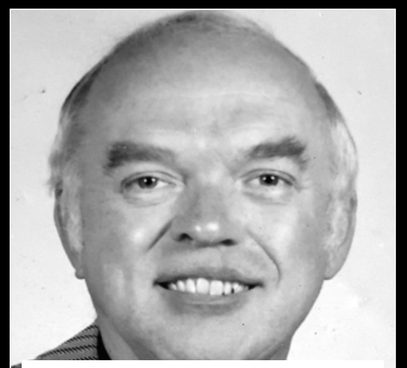
Kimball

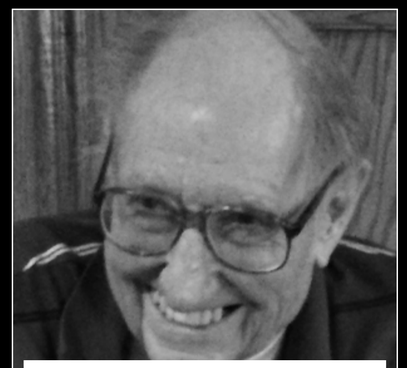
Ledbetter

Osterman


Pinkney

Sargent


Stellmacher


Vandivier

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302.
Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.
For specific questions on submitting an obituary, please contact Ed Warner at warneres@state.gov or (202) 663-2230.

In Memoriam

Michael (Mike) Brown

Michael (Mike) Brown, 90, a retired USIA information officer, died Dec. 1 in Honolulu, Hawaii. During World War II, he served in the Marine Corps in the Pacific. He joined the Department in 1952 and served in Havana, Seoul, Hong Kong, Korat, Tokyo, Kobe, Rangoon, Saigon, Taipei, Bangkok, Kuala Lumpur and Toronto. He retired to Honolulu in 1984 and was an avid reader who also enjoyed playing tennis and golf, and writing.

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In Memoriam

Robert L. Burns

Robert L. Burns, 90, an FSO who retired in 1976, died Dec. 24 in Santa Cruz, Calif. He joined the Department in 1949 as an intern and later served on the Palestine-Israel-Jordan desk, in Beirut and on the Executive Secretariat. Following assignment to Jerusalem, he became in 1961 a member of the first State-Defense Exchange Program. Later, he was assistant political advisor at U.S. European Command and political-military officer in Paris. In 1967 he became political advisor to the U.S. Air Forces-Europe at Wiesbaden. After serving in NATO Affairs, he served as political counselor at The Hague and later at Wellington, New Zealand.

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In Memoriam

Gretchen Kratz Coward

Gretchen Kratz Coward, 89, died peacefully on Jan. 6 at her home in Slingerlands, N.Y. Coward followed her husband to USIA postings in Madras, Bangkok and Burma, taking on many volunteer positions while abroad. The couple retired to Rensselaerville, N.Y., where she volunteered in her community, including at the town library (23 years) and Trinity Episcopal Church, as well as at Saint Paul's Episcopal Church in Albany and the Washington National Cathedral. Wherever she lived, she was known for her wonderful conversations and warm hospitality.

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In Memoriam

Thomas C. Henneberger

Thomas C. Henneberger, 86, died Jan. 6 at the Vermont Medical Center in Burlington of complications from a fall. A graduate of Princeton University, he became a Foreign Service Reserve Officer in 1962 and served three years in Beirut and two years in Frankfurt in charge of regional technical centers. In 1969, he returned to Washington in charge of research and development. In 1974 he joined the U.S. Immigration Service, and in 1980 he transferred to the Customs Service. He married Patricia Smith, a Department administrative assistant, in 1974 and both retired in 1993 and moved to Charlotte, Vt.

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In Memoriam

Frank Bennett Kimball

Frank Bennett Kimball died Dec. 10 at his home on Hilton Head Island, S.C. A native of Albuquerque, he graduated from Yale University in 1957. As an FSO he served in Peru, and he later was mission director for USAID with posts in Honduras, Bolivia, Bangladesh and Egypt. After retiring, he was an international consultant and executive director of a presidential commission for President George H.W. Bush. In retirement he enjoyed golfing and gardening. He was known for wit, intelligence, humanity and a joy of life.

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In Memoriam

Edwin Dwight Ledbetter

Edwin Dwight Ledbetter, 92, died at his home in Placitas, N.M., Oct. 22. A B-17 pilot during World War II, he was shot down over France, became a POW and later received the French Legion of Honor, in 2013. He entered the Foreign Service in 1954 and retired in 1976 after serving in Frankfurt, Guayaquil, Athens, Nicosia, Tegucigalpa, So Trang, Vietnam, Panama City and Washington, D.C.

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In Memoriam

William Andrew "Andy" Osterman

William Andrew "Andy" Osterman, 66, died Sept. 3 of a heart attack in Baltimore, Md. Osterman, who was fluent in Japanese, Mandarin and Cantonese, held a master's degree in international economics and joined the Foreign Service in 1977 as an economic officer at Embassy Tokyo. He served there until 1979, then worked in Washington, D.C., until 1981, focusing on U.S.-Japan technical and scientific cooperation and helping nations promote technology. He brought energy, innovation and wit to his projects, and an enthusiasm for technology. He was interested in Asian culture, the banjo, large German organs and calligraphy.

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In Memoriam

Anne Pinkney

Anne Pinkney died peacefully at home in Greensboro, Vt., Dec. 20. A native of Crested Butte, Colo., she graduated Colorado College and served as an FSO economist for 34 years, culminating in her position as economic counselor at Embassy Stockholm. Her postings also included France, Greece, Kenya, Norway, Sweden, Switzerland and Vietnam. She retired in 1991, moving to Vermont, and enjoyed cross-country skiing, working with the Greensboro Historical Society, walking and skiing with the Walking Ladies group. She also loved reading, travel and the mountains, which she climbed from Colorado to the Alps.

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In Memoriam

Walter Heman Sargent Jr.

Walter Heman Sargent Jr., 85, died of lung cancer and a stroke July 24 in Sarasota, Fla. A University of Massachusetts graduate, he became a Forest Service "smoke chaser" in Oregon and later served in the U.S. Army during the Korean War, and in West Germany and Vietnam. He joined the Department in 1966 and served as a diplomatic security officer in Kinshasa, Beirut, San Salvador, Bogota, Tokyo and Manila. He retired from the Senior Foreign Service in 1996 and settled in Sarasota, with his wife Sharon. He enjoyed visiting national parks, bicycling, and tai chi, and was a library volunteer at the Selby Library for more than 15 years and an avid reader.

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In Memoriam

Edward O. Stellmacher

Edward O. Stellmacher, 93, died Jan. 7, 2016. Before he retired, he served as an FSO in Colombia, Guatemala City, Juarez, Munich, Manila and in Hermosillo and Piedras Negras, Mexico. He loved playing his Hammond Organ and incorporated this talent with his diplomatic responsibilities. The many concerts he performed provided for positive public interaction.

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In Memoriam

James Richard Vandivier

James Richard Vandivier, 91, died Dec. 10 from complications of COPD. A native of Franklin, Ind., Vandivier graduated Franklin College and served in the Marine Corps during World War II in the Pacific Theatre. He later joined the Foreign Service as a diplomatic courier, traveling to more than 100 countries. Promoted to FSO, he served at posts in Oslo, Moscow and Frankfurt. While assigned to Washington, D.C., he was chief of couriers. He retired in 1985 after 34 years of service. He volunteered with the Elks Club and American Legion, played golf and managed the family farm in Johnson County, Ind.

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End State

Singapore, an island city-state off southern Malaysia, is a global financial center with a tropical climate and multicultural population. Its colonial core centers on the Padang, a cricket field since the 1830s and now flanked by grand buildings such as City Hall, with its 18 Corinthian columns. *Photo by aotaro*