

Named by the sultan of Zanzibar, Dar es Salaam translates as “haven of peace.” More than 100 years later, the name seems prophetic: Dar es Salaam is indeed peaceful. A posting in Tanzania’s capital city combines the rewards of working in a developing country with a high level of amenities and safety.

Tanzania is the result of the union of the former British colonies of Tanganyika and Zanzibar. Zanzibar remains a semiautonomous region with its own president and parliament. The country has more than 110 tribes and several major religions.

Tanzanians have long been known for their acceptance of this diversity. With its population almost evenly split between Muslims and Christians, the country is considered a model of religious tolerance. Muslims and Christians frequently live together in the same region, village or even family. Tanzanians are bound by a common national identity and by Swahili, one of the few noncolonial languages that is spoken by the entire population.

The United States was quick to establish friendly diplomatic relations after the two former colonies merged in 1964. However, long before that, the American explorer Henry Morton Stanley made a significant contribution to the history of the region with his groundbreaking expeditions. His immortal words, “Dr. Livingstone, I presume,” were uttered on the shores of Tanzania’s beautiful Lake Tanganyika.

After independence, Tanzania’s founding father, Julius Nyerere, guided its emergence as a stable, tolerant country. However, he also ushered in a period of nationalization and one-party rule.

In Transition

As a result of close cooperation in the aftermath of the 1998 embassy bombing, U.S.-Tanzanian relations have greatly improved. The embassy has helped Tanzania in its return to democracy and a free-market economy. Success in the dual battles against poverty and terrorism will be central in achieving this transition.

Tanzania’s stability and tolerance have long made it an important player in regional affairs. Over the past 40 years, it has welcomed refugees from Mozambique, Rwanda, Congo, Uganda and, most recently, Burundi. Tanzania is active in regional groupings such as the East African Community and the South African Development Community.

As a country that has been a victim of terrorism and is home to a large, overwhelmingly moderate Muslim population, Tanzania is considered an important African player in the fight against terrorism. The ambassador’s office has taken the lead in promoting understanding and dialogue with the country’s Muslims. Its efforts include hosting Iftaar dinners to celebrate the end of the daily fast during the holy month of Ramadan and meeting with prominent Muslim leaders.

In addition, the Ambassador’s Self-Help Fund has helped Tanzanians fight poverty by giving many small grants to recipients ranging from seaweed farmers on the coast to schools on remote tropical islands in Lake Victoria.

Political officers posted to Dar es Salaam work with refugees and UN agencies. Economic officers encourage economic growth and work with the government as it adopts pro-growth policies. Although trade with the United States is limited, the

AT A GLANCE



Country name

Tanzania

Currency

Tanzanian shilling (TZS)

Capital

Dar es Salaam
Dodoma (legislative)

Per capita income

\$700

Government

Republic

Population below poverty line

36 percent

Independence

April 26, 1964

Import partners

South Africa (12.2 percent), China (9.6 percent) and India (7 percent)

Population

37.4 million

Exports

Gold, coffee, cashew nuts, manufactured goods and cotton

Religions

Muslim, Christian and indigenous beliefs

Export partners

China (10.2 percent), Canada (8.6 percent) and India (7.3 percent)

Total area

945,000 square kilometers

Internet country code

.tz

Approximate size

Roughly twice the size of California

SOURCE: CIA World Factbook 2007

African Growth Opportunities Act has helped Tanzanian companies get a promising start in the world's largest market.

Tanzania ranks as one of the world's poorest countries and corruption is a considerable impediment to growth. The embassy has offered training and legal advice to help Tanzania increase financial transparency and qualify for Millennium Challenge Corporation funds.

Reaching Out

The public affairs section works tirelessly at outreach with the Tanzanian people. It has opened an American Corner in Zanzibar, and sponsored speakers on a range of issues relating to the United States. These efforts have helped give Tanzanians a more rounded, comprehensive view of America.

The defense attaché's office has donated wells and water systems to villages across the country—no small matter in a country where most water is carried by hand, often for many miles. The regional security office trains police officers to carry out better border patrol practices, and has donated new equipment for a state-of-the-art forensics lab.

The embassy's commitment to facilitating Tanzania's development is reflected in the numerous

agencies with offices here, including the U.S. Agency for International Development, the Peace Corps and the Centers for Disease Control.

Together with local partners, USAID has projects in every region of the country, including a paprika market high in the mountains, a new visitor center in one of Tanzania's famous national parks and an education reform project on the palm-fringed island of Zanzibar.

Tanzanians thank embassy employees for their help through such gestures as welcoming them to join a traditional dance by warriors of the proud Masai tribe or enjoy an Arab-style meal on Zanzibar.

In 2003, the mission inaugurated a new embassy compound. Housing is in spacious single-family homes, usually landscaped with tropical fruit trees and flowers.

With year-round temperatures equivalent to summer temperatures in Washington, Dar es Salaam has the perfect climate for enjoying swimming, tennis or sailing. None of the housing is more than two kilometers from the ocean, so families can easily take advantage of Dar es Salaam's world-class beaches and scuba diving.

Dar es Salaam is renowned as a great family posting. It has an active expatriate community and



Below: Cultural affairs attaché David Colvin plants a tree as part of an embassy-sponsored Earth Day celebration. Top right: An elephant roams in Lake Manyara National Park, where the U.S. Agency for International Development recently built a new visitors' center. Bottom Right: Security escort Duong Neufeld examines a colorful local painting.





School children gather in a village where USAID-sponsored agricultural training programs give farmers the opportunity to send their children to secondary school for the first time.



excellent international schools with American curricula. Its large selection of restaurants range from Turkish to Indian to Tex-Mex. The quality and variety of items available in grocery stores is good and improving at a rapid rate.

Tanzania has a fine selection of world-class travel destinations, including famous game parks of the Serengeti and the pristine beaches of Zanzibar. With its peaceful history and excellent system of paved trunk roads, it is one of the few countries where employees can get out and experience the “real Africa” on their own.

Dar es Salaam is a great place to enjoy life and work in one of Africa’s gems. ■

The author is the husband of a former political officer at the U.S. Embassy in Dar es Salaam.

Left: The new embassy compound in Dar es Salaam was completed in 2003.



Verena Sander, acting chief of diversity and outreach in the Office of Civil Rights, observes a class engaged in a group exercise.

EEO Staff from 27 Posts Train in Tanzania

By Jenniffer De Heer

Thirty-six new Equal Employment Opportunity counselors and Locally Engaged Staff EEO liaisons were recently trained in Dar es Salaam. The new EEO counselors and liaisons represented 27 posts that had designated them to assume EEO collateral duties as an extension of the Office of Civil Rights.

All EEO counselors must complete 32 hours of training before assuming counseling duties. The training is offered domestically and abroad.

Trainers from the Office of Civil Rights teach participants the basics regarding EEO laws and regulations and theories of discrimination, and provide the opportunity to develop essential counseling techniques in a small-group setting. Department-specific role playing and exercises are used to

assist participants in completing EEO counseling sessions, from interviews to writing reports.

EEO counseling is an essential part of the federal system for processing and resolving employee and applicant EEO concerns. Counseling is the first step in the EEO complaint process. The primary role of the EEO counselor is to facilitate informal resolution of allegations of discrimination between the involved parties, when possible.

LE Staff EEO liaisons assist EEO counselors by facilitating communication and information between the LE Staff and post management with respect to EEO issues.

Those interested in serving as a Department EEO counselor or LE Staff EEO liaison should contact the Office of Civil Rights for more information. ■

The author is an attorney-adviser in the Office of Civil Rights.

Quality of Life

In September, Director General Staples shared the results of the 2006 Employee Quality Worklife Satisfaction Survey. More than 2,700 randomly selected Foreign Service and Civil Service employees responded.

I was pleased to note that the survey showed that Department employees rate their personal work experiences highly and that the Department's score on the "best places to work" index (based on four questions relating to job satisfaction and comparing State to other federal agencies) continued to rise. We were at 57 percent in 2003, 66 percent in 2005 and 70 percent in 2006.

Our progress has not gone unrecognized by others. In 2006, the Department jumped to 3rd from 36th a year earlier as an ideal employer in an annual poll of undergraduates. We are the highest-ranking federal agency, listed right behind private-industry giants Walt Disney and Google. In addition, *BusinessWeek* ranked the Department sixth in its study of the 50 best places to launch a career.

While employees indicated that they are generally satisfied, when asked which areas needed the most improvement, they most often cited these: making better use of employee talents, streamlining the bureaucratic process and career development opportunities (training, rotations, etc.).

We take the results of this survey, and your comments, seriously. I firmly believe that our people are our greatest resource. That is why we will continue to search for ways to address your concerns. Let me share with you steps we have already taken.

More than 200 of our Civil Service employees are currently serving abroad, and we continue to look at how we might best use their services overseas when the need arises. We are expanding our mentoring programs to include Foreign Service and Civil Service employees, Locally Employed Staff and family members. See our mentoring web site at <http://hrweb.hr.state.gov/prd/hrweb/mentoring>.

Through the Strategic Networking Assistance Program we are providing new types of support for family members seeking employment, from culturally spe-

cific resumé writing to job referrals and workshops. We have also launched pilot programs to provide family members professional fellowships and training on starting web-based businesses.

Appointment Eligible Family Members can now join Foreign Service and Civil Service employees and retirees in registering online to make themselves available where needed through Employee Profile Plus, the Department's award-winning skills inventory at <http://hrnet.state.gov>.

We have streamlined the process for hiring applicants and selecting officials

DEPARTMENT WORKS
TO ADDRESS EMPLOYEE
CONCERNS
BY UNDER SECRETARY
HENRIETTA H. FORE

through Gateway to State (QuickHire), our new online application system for the Civil Service. Since we began this initiative in January 2006, the Department's average has been between 32 and 37 days, well below the 45-day hiring goal.

We have implemented online registration for most Foreign Service Institute courses and are working toward electronic application for external training courses.

We are also helping employees better plan their career development. FSI has published 10 training continua. The second edition of the FSN/LES Continuum was recently published, and an update to the FS GSO Continuum is under way. And we have launched Career Tracker, an online, personal inventory of Career Development Program accomplishments: <http://hrweb.hr.state.gov/prd/hrweb/cda/FSCDP/CareerTracker.cfm>.

Since 2003, the Bureau of Diplomatic Security has cut the average time for personnel security investigations by more than half—from 184 days in 2002 to just 77 days

today. DS has deployed the Electronic Questionnaires for Investigations Processing worldwide. The bureau has also been successful in meeting the hiring needs of the Department by granting interim clearances for new applicants when requested—in most cases within two weeks.

In recognition of its innovative and cost-effective approach to conducting personnel background investigations, the DS Office of Personnel Security and Suitability won the 2006 Office of Personnel Management Guardian Award, which has been presented annually since 1998.

We are enhancing development opportunities for all of our employees. For example, we have instituted Career Development Programs that allow Foreign Service employees to gather regional expertise, broaden their experience, increase foreign language competency and build on the skills they brought in with them.

We have made changes to the Foreign Service assignments process. In August, we launched a pilot Civil Service mid-level rotation program that is designed to provide developmental assignments for foreign affairs officers at the GS-12 and GS-13 levels so they can broaden their knowledge, skills and abilities.

We are also doing much more to make training opportunities available to our far-flung workforce. FSI has increased the number of distance-learning opportunities available to State employees. More than 80 FSI products and 3,000 courses are available through the FasTrac program. In fiscal year 2006, FasTrac completions jumped to more than 7,100, a 95 percent increase over the previous year. Students completed more than 3,900 FSI-produced distance courses in FY 2006, representing an increase of 40 percent over FY 2005.

In 2007, I look forward to keeping you posted on our progress on these and other initiatives. We are working on opening opportunities for everyone as we clearly follow our path to the best diplomatic service in the world. ■

The author is the under secretary for Management.



Talent Scouts

DEPARTMENT MOVES DIVERSITY RECRUITING TO THE NEXT LEVEL **BY JEAN NEITZKE**

Which federal agency topped *BusinessWeek*'s list of "50 Best Places to Launch a Career"?

The U.S. Department of State.

In its September 28, 2006, issue, the magazine ranked the Department as number six on its list. State was the highest ranked federal agency. The list included both private and public sector employers, so State was in the mix with such firms as Disney, Lockheed Martin and Goldman Sachs. Earlier in the year, both *BusinessWeek* and *Forbes* magazine reported on a 2006 survey of undergraduates by Universum Communications that listed the Department as number three among "ideal employers." The Department ranked 36th just one year earlier.

There's more good news. In another Universum survey reported that, among minority students, the Department ranked number four among "ideal employers," and ranked 12th among minority MBA and undergraduate students on a list of the top 100 companies to work for, as reported in *Black Collegian* magazine.

The Department's Office of Recruitment, Examination and Employment was ecstatic over these results. But the real story is not a one-year jump in a survey ranking, but rather how, over the last five years, REE has been able to forge a successful, wide-ranging strategy to move its long-standing priority of diverse recruitment to the next level.

The Department's goal is to recruit the best and the brightest from the widest pos-

sible range of backgrounds with a broad range of needed talents and skills, such as critical language skills.

The Recipe for Success

Money: Just five short years ago, State's annual recruitment marketing budget was \$75,000, which barely covered basic recruitment materials and modest advertising expenditures. There was also a small travel budget for the then seven-person recruitment staff. With the advent of the Diplomatic Readiness Initiative, REE received an influx of funds, which allowed it to think big.

Outside experts in marketing were brought in to help the Department establish its employer "brand"—a recognizable identity among targeted audiences.



Office of Recruitment, Examination and Employment Director Marianne Myles, center, is surrounded by part of her talent-seeking staff: from left, Faisal Khan, Debbie Vaughn, Robyn Hinson-Jones, John Echard, Diane Castiglione, Rachel Friedland, Andrea Starks-Smith and Harby Issa.

Through extensive research, the Department developed a brand that is authentic; appeals to a candidate's values and emotions; and communicates the realities of the work, the people and the mission of the organization.

Planning: Recognizing that recruitment is a long-term proposition, REE staff developed a five-year strategic recruitment plan that brought together stakeholders to define recruitment goals and objectives. The key goal: that applicants have diverse backgrounds and viewpoints and meet the skill needs of the Department. The strategies to meet that goal are all geared toward relationship-building that is both "high-tech" and "high-touch."

Technology: This is the high-tech part of the recruitment campaign. The Department, like other employers, has largely abandoned traditional print media in favor of newer and successful high-tech options. State's advanced tools include an award-winning Web site (www.careers.state.gov), direct sourcing from resumé databases, e-mail marketing and social networking. These targeted efforts, combined with mentoring at each step of the application and candidacy process, have resulted in broader diversity in the applicant pool.

People: REE's recruiters are the high-touch component of the campaign. The recruitment staff in D.C. now has 10 Civil

Service and Foreign Service recruiters. Some have geographically based portfolios, and others have audience-based responsibilities. In addition, the office deploys a highly effective network of 17 Diplomats in Residence at selected universities around the country.

The Diplomats in Residence are the face of the Foreign Service to prospective candidates. They establish long-term relationships with candidates in their region and help demystify the Foreign Service's mission and intake process.

Both full-time recruiters and Diplomats in Residence are supplemented by volunteer recruiters, some on active duty through the Hometown Diplomats program. Along with the DIRs, REE invests in activities that reach college students, including minority students.

Internships: Internships are also a highly effective recruitment tool. The Department's program was just ranked the fourth most prestigious internship program by 12,000 diverse undergraduates in the Universum survey, behind only Goldman Sachs, PricewaterhouseCoopers and Microsoft. Some of the fellowships included under the alternate-entry Diplomacy Fellows program also serve as a conduit for recruitment of prospective candidates of all backgrounds.

Focus: The increased budget that enabled REE to hire additional recruiters also allows

the new staff to attend more events. Recruiters reach out to a number of organizations, including minority professional associations such as the NAACP, the National Council of LaRaza, the Arab American Institute, the National Indian Education Association and the Association of Higher Education in Disability. Through creative and customized messaging, State's recruitment approach differentiates among audiences and emphasizes relationship-building. The Department has sponsored professional networking events in many cities around the country and has pioneered the use of a talent network that helps recruiters identify and contact potential candidates.

"We are looking for the best and the brightest, from all backgrounds, all geographic regions, all academic majors and all ethnic groups," says REE Office Director Marianne Myles. "The Department's goal is to be America's number one ideal employer among multicultural audiences. Culturally aware, adaptable, well-rounded, agile, strategic-thinking problem solvers with diverse perspectives are invited to learn how they can show the world a side of America it has never seen." ■

The author works in the Office of Recruitment, Examination and Employment.



Building Bridges

EEO AWARD
WINNER BRIDGES
CULTURAL DIVIDE

**BY JANICE F.
CARAMANICA**

Is anyone out there promoting equality in the workplace because it is the right thing to do? If there is, who notices?

Granted, some 20 Office of Civil Rights staff members work hard to ensure that the Department adheres to equal employment opportunity principles in the workplace. And since EEO is a leadership issue, everyone expects Department leaders to set the standard for equal employment opportunity practices required by law.

But are regular people in the workplace also taking responsibility for promoting diversity in the Department and ensuring equal opportunity in employment? And are leaders noting these contributions made at the working level?

Judging by the nominations received each year for the annual Equal Employment Opportunity Award, the answer is a resounding “yes.”

This year’s winner is Cecelia A. Cooper, managing director of global compensation and director of compensation and pension in the Charleston payroll center. Cooper, known to all as “Cee-Cee,” has been instrumental in bridging the divide between employees of varying cultures in the Global Financial Services Center. She established a commemorative events committee that brought into the center a president of a historically black college, Holocaust survivors, Native American tribal chiefs, Asian/Pacific and Hispanic dance troupes and others.



Cecelia A. Cooper, winner of the 2006 Equal Employment Opportunity Award, receives her plaque from Under Secretary for Political Affairs Nicholas Burns.

Using her extraordinary leadership and mentoring skills, Cooper assisted in resolving workplace conflict during the critical merger of operations and personnel previously located in the Washington area with the Charleston-based workforce.

Her nomination was submitted by the deputy assistant secretary for Global Financial Services in Charleston and endorsed by the assistant secretary for resource management and chief financial officer.

Over the years, other Department employees have also been recognized for their contributions to improving the EEO environment at the Department. Here are a few examples:

- One employee was called the “ambassador of goodwill” for the disarming manner in which he made others feel at ease. Whether through learning and using American Sign Language to communicate with an individual with a hearing impairment, or through the guidance he provided to an employee who was so discouraged she wanted to leave her job, he served as an example of the highest standards of professionalism, fairness and dedication to equal opportunity principles.
- Another employee has served in the Department as a collateral-duty EEO counselor for almost 30 years. She has been a role model for her colleagues, promoted EEO principles, served as a panel member for Career Development Center mentors and provided a friendly ear to any employee in need.
- At various posts overseas, another employee has served as the Federal Women’s Program coordinator, the EEO program coordinator and EEO counselor. He also worked with the

Human Resources office to develop a Web page to provide employees and applicants for employment a valuable resource for learning about EEO policies and practices.

- One employee worked to rectify an equal-pay issue at post when he learned that the male and female Locally Employed Staff members were not being paid the same for substantially equal work. He also promoted hiring women into positions for which they had not previously been considered and ensured that training and travel opportunities were fairly distributed throughout the staff.
- Another employee, who rose through the ranks to a middle-management position, was cited for outstanding efforts in recruiting and mentoring prospective and current employees in the Department.
- Another employee helped fellow employees develop a fuller appreciation for their rights in the workplace. During the aftermath of Hurricane Katrina, he organized a fund-raiser for Katrina victims and established one of the Katrina relief funds.

Every person in the workforce can make important contributions to strengthening the practice of EEO principles. All are encouraged to nominate colleagues they see promoting fairness, equality and diversity in the workplace for the annual EEO Award. The Office of Civil Rights annually in the spring calls for nominations by cable and Department notice. The winner receives a \$10,000 cash prize and a certificate signed by the Secretary. ■

The author is a senior attorney-adviser in the Office of Civil Rights.

EEO Award Winners

- 1981** Douglas K. Watson, ARA
- 1982** Virginia S. Butler, FAIM/PS
- 1983** (Co-recipients) Carmen A. Diplacido, CA; Leonard Shurtleff, U.S. Embassy in Monrovia; Keith L. Wauchope, AF
- 1984** Stewart Bibbs Jr., PPT/S
- 1985** Paul M. Washington, FAIM/PS
- 1986** Marguerite Cooper, FSO (retired)
- 1987** Ambassador William L. Swing, M/DGP/PER
- 1988** (Co-recipients) Stephanie Gillespie, PER; Corazon Foley, INR
- 1989** John L. Mack, IM/SO/FD
- 1990** Ambassador Irvin Hicks, AF
- 1991** Charles Hughes Jr., S/S-EX
- 1992** Philip M. Tinney, A/IM/IS
- 1993** (Co-recipients) Thomas J. Miller, U.S. Embassy in Athens; James “Jock” P. Covey, Branch Office of American Embassy in Berlin; Christopher H. Flaggs, FMP/BP
- 1997** Ruth Ann Whiteside, FSI
- 2000** (Co-recipients) Gloria J. Junge, Cecily J. Bostock, Herbert L. Treger, U.S. Embassy in Kampala
- 2001** Cheryl R. Hodge, HR/PE
- 2002** Ronald J. Tomasso, OBO/DE
- 2003** Mae R. Whitehead, FACBIG
- 2004** Anita Cary, OBO
- 2005** (Co-recipients) Thomas H. Alphin Jr., L/EMP; Ambassador Ruth A. Davis, Diplomat-in-Residence, Howard University
- 2006** Cecelia A. Cooper, GFSC



Resolving Conflict

ALTERNATIVE DISPUTE RESOLUTION HELPS AVOID FORMAL COMPLAINTS

BY JANICE F. CARAMANICA

The program managed by the Office of Civil Rights most familiar to Department employees is the equal employment opportunity complaint process. OCR is responsible for managing the process on behalf of the Department in accordance with regulations and directives established by the Equal Employment Opportunity Commission.

At the heart of every EEO complaint is conflict, but using the complaint process does not have to be an employee's first instinct.

Out of approximately 90 formal complaints of discrimination per year received in the office, only about one results in an actual finding of discrimination against the Department.

The State Department is not alone in this regard. Statistically, very few complaints that reach the EEOC from federal agencies result in findings of discrimination. According to information published on the EEOC Web site, fewer than 3 percent of cases in which a hearing is requested result in a finding of discrimination by an EEOC administrative judge.

What, then, is a more fruitful means of resolving the conflict at the heart of these cases? OCR believes the answer is the Alternative Dispute Resolution program. Not only can the program assist employees and managers in resolving conflict within the workplace; with the assistance of a neutral third party, it can also create a win-win solution and take much less time than the formal complaint process.

The term "alternative dispute resolution" refers to any means of resolving a conflict outside of a formal administrative or judicial process.

To date, the Department's preferred mechanism for ADR has been mediation. During mediation, a certified mediator assists the parties by giving them the opportunity to discuss the issues in dispute, clear up misunderstandings, determine underlying interests or concerns, find areas of agreement and, ultimately, incorporate those areas of agreement into a resolution. A mediator does not resolve the dispute or impose a decision on the parties; instead, the mediator helps them reach a mutually acceptable resolution. Each side gets an opportunity to present a perspective and speak without interruption.

Mediation is confidential. If the matter is not resolved in mediation, neither side may use the mediator as a witness in any future forum. Approximately 50 percent of Department ADR cases are resolved by the end of the mediation, which usually lasts one day.

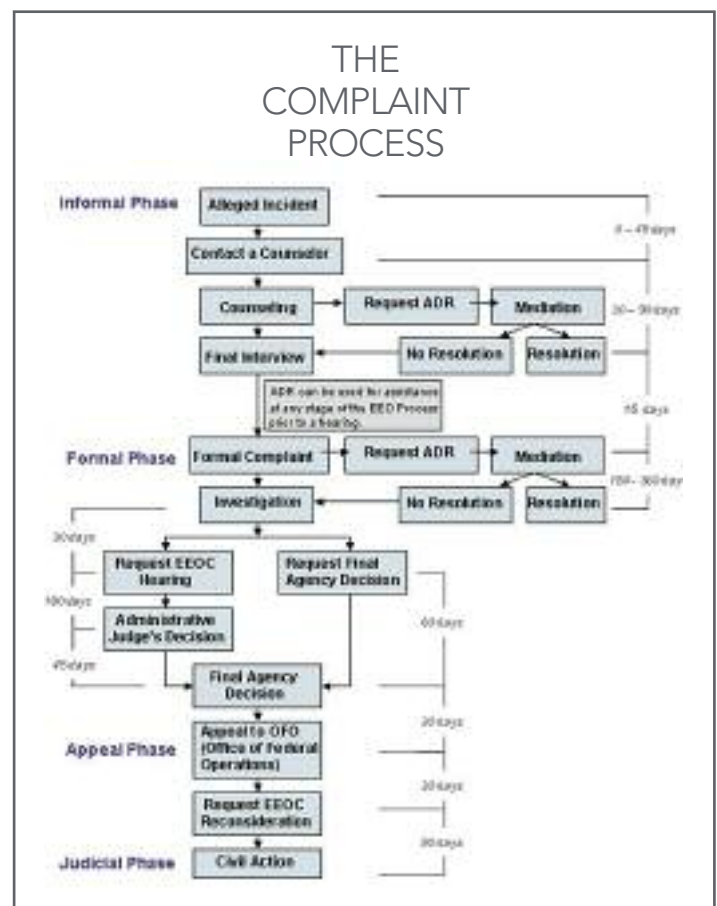
OCR is considering at least three ADR techniques as potential enhancements to the Department's program:

- **Negotiation**—In simplest terms, negotiation is a discussion between two or more disputants, with or without the assistance of an intermediary, who are trying to work out a solution. When parties negotiate, they usually expect give-and-take. Even though they have interlocking goals they cannot

accomplish independently, they usually do not want or need exactly the same thing.

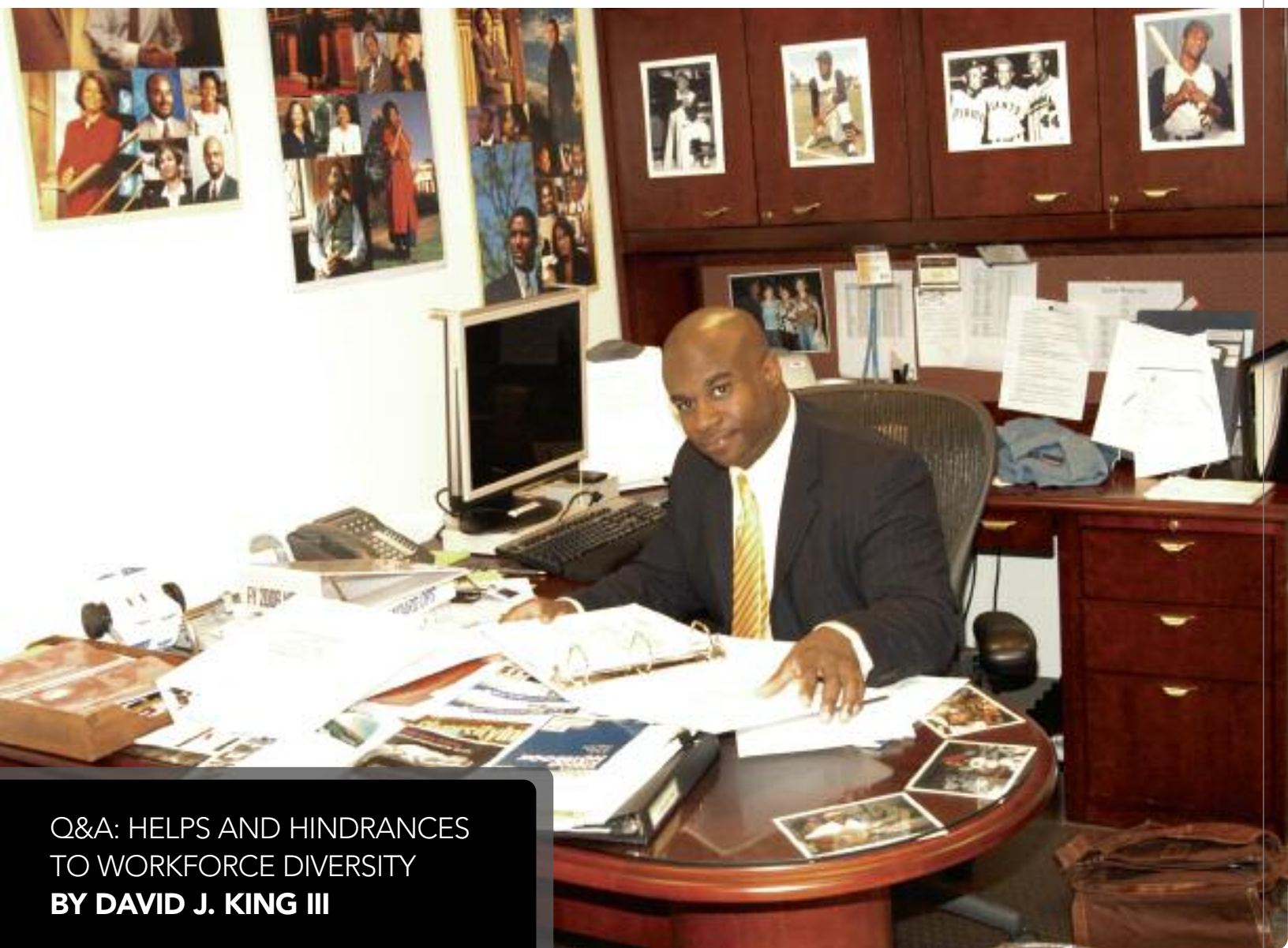
- **Fact Finding**—The purpose is to identify which facts in a conflict are in dispute and assist the parties to discover the factual "truth." This technique gives parties an opportunity to work together on discovering the facts. If done properly, working together will humanize the parties and make them more amenable to an agreement, even if the facts themselves cannot ultimately be agreed on.
- **Early Neutral Evaluation**—The goal is to use a neutral third party to assess the merits of the case, clarify the central issues in dispute and assist with an informal exchange of key information. ENE aims to position the case for early resolution by settlement.

ADR is not litigation by alternative means. When parties to a dispute can craft their own solution to a conflict instead of having one imposed from an outside source, they can begin with a fresh



start—hardly an option when one side wins and one side loses. It is better for both sides to come away with something. Then, they can move forward rather than staying stuck in conflict. ■

The author is a senior attorney-adviser in the Office of Civil Rights.



Q&A: HELPS AND HINDRANCES
TO WORKFORCE DIVERSITY
BY DAVID J. KING III

Who's Watching?

Who is watching what the Department of State is doing with regard to workforce diversity?

The Equal Employment Opportunity Commission monitors the Department and is responsible for the following:

1. Reviewing and evaluating the operation of all agency equal employment opportunity programs;
2. Reviewing and approving agency EEO plans and reports and communicating the results of evaluations to

each agency and directing agencies, as appropriate, to develop additional program objectives;

3. Providing technical assistance and training to agencies;
4. Submitting an annual report on the federal workforce based on agency reports, data from The Central Personnel Data File, on-site program reviews and other audits to the President, Congress and appropriate congressional committees.

How does the EEOC know what the Department is doing?

Through Management Directive 715—the policy guidance from the EEOC for agencies to use in establishing and maintaining effective programs of equal opportunity. It also sets forth workforce reporting requirements. Rather than having agencies focus solely on the participation rates of minorities, women and persons with disabilities (as with earlier reports), MD-715 calls for the identification and

elimination of workplace policies, practices, procedures and conditions that prevent equal employment opportunity. The directive became effective in 2003 and is part of a bigger EEO reform initiative designed to better address the organizational shifts and evolving trends in the federal workplace.

What is the overriding objective of the EEOC?

The goal is to ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, gender, national origin, color, religion or disability and without reprisal for engaging in prior protected activity.

To develop a competitive, highly qualified workforce, federal agencies must fully use all workers' talents, without regard to race, color, religion, national origin, gender or disability. Equal opportunity is more than a matter of social justice; it is a national economic imperative.

What does MD-715 require the State Department to do with regard to equal employment opportunity?

1. Develop and maintain a model EEO program.
2. Ensure that employment policies and practices are free from discrimination.
3. Examine employment policies, procedures and practices to identify and remove barriers to equal employment opportunity.
4. Develop plans to correct identified barriers.
5. Report plans and progress to the EEOC.

What are the essential elements of a model EEO program?

Each manager, supervisor and EEO official will be held accountable for the effective implementation and management of the program based on six essential elements:

1. Demonstrated commitment from agency leadership;
2. Integration of EEO into the agency's strategic mission;
3. Efficiency;
4. Management and program accountability;
5. Proactive prevention of unlawful discrimination;
6. Responsiveness and legal compliance.

What is a barrier?

A barrier is an agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual, based on disability status.

An example of a physical barrier to the employment of individuals who use wheelchairs would be a workplace without power-assisted doors or a workplace with few wheelchair-accessible restrooms. The barrier analysis required by MD-715, however, is not limited to physical barriers. Barriers can also result from prejudice, stereotyping, fear, comfort level or everyday practices. For example, an agency may recruit new attorneys from a limited number of law schools. If these law schools enroll only a few or no Hispanic students, the agency's hiring pool will be limited. Although neutral on its face, this practice is a barrier, as it will have the effect of limiting the employment opportunities of well-qualified Hispanic attorneys. It also will unnecessarily limit the pool of talented individuals from which agency officials may draw.

How can MD-715 be used to help eliminate barriers?

MD-715 requires processes that include self-analysis, problem identification, data collection, reporting systems and goal identification. The results from these processes can be used to first identify and then eliminate discriminatory policies and practices in the workplace.

Where it is determined that an identified barrier serves no legitimate purpose, MD-715 requires that agencies take immediate steps to eliminate the barrier. Even where a policy or practice that poses a barrier can be justified on grounds of business necessity, agencies must investigate whether less exclusionary policies or practices can be used that serve the same business purpose.

Identifying and evaluating potential barriers require an examination of all relevant policies, practices, procedures and conditions in the workplace. The process further requires each agency to eliminate or modify, where appropriate, any policy, practice or procedure that creates a barrier to equality of opportunity.

The elimination of barriers will allow agencies to fully utilize the knowledge, skills

and abilities of each of its employees. It may also help an agency avoid findings of discrimination, which can be expensive—back pay awards, compensatory damages and attorney's fees.

What statistic stands out the most?

One of the most notable statistics across the federal government is the low percentage of persons with "targeted disabilities" in the workforce. The EEOC has identified

Equal opportunity is more than a matter of social justice; it is a national economic imperative.

"targeted disabilities" as blindness, deafness, partial paralysis, complete paralysis, mental illness, mental retardation, convulsive disorders and distortion of limbs or spine. According to the EEOC, only approximately 1 percent of federal employees are persons with targeted disabilities (PWTB). Some agencies have PWTB populations greater than 2 percent. At State, the number is less than .5 percent and declining.

Are the data and the analysis of that data being shared with management and individual bureaus? What are the next steps?

Yes. The Office of Civil Rights has briefed the Bureau of Management senior staff and Secretary Rice on the MD-715 findings. As required in a model EEO program, State has a demonstrated commitment from its leadership.

As a follow-up to these briefings and with the full support of the Secretary, OCR will brief individual bureaus on MD-715 and their diversity profiles, and provide assistance and recommendations where needed.

MD-715 is due to the EEOC annually, but barrier analysis is an ongoing process. Thus, the Department will continue to analyze both the Civil Service and Foreign Service to ensure that all employees are afforded equality of opportunity in the workplace. ■

The author is diversity and outreach manager in the Office of Civil Rights.

Office Director Barry Wells (wearing suspenders) meets with members of his staff. In the foreground is Shireen Dodson. To her left are Jackie Canton and Greg Smith. On the sofa, from left, are Janice Caramanica and Verena Sander.



Office of Civil Rights

A BUSY INTERSECTION: GOOD LAWS, GOOD MANAGEMENT,
GOOD BUSINESS **BY JACQUELINE CANTON AND GREG SMITH**

If asked about the Department's Office of Civil Rights, different employees will probably give different responses, depending on their experiences:

- "It's an office that assists employees who want to file complaints about management."
- "It's the office that advises management on how to make decisions to avoid complaints of discrimination."
- "OCR is the office that runs the Department's Alternative Dispute Resolution program."

Are all of these answers correct? Yes, but these issues are only a narrow portion of the office's true purpose.

OCR's mission statement is the following:

To assist the Department of State in fostering a work environment free of discrimination and to maintain a continuing affirmative outreach program which promotes equal opportunity through the identification and elimination of discriminatory policies and practices.

OCR sits at the intersection of good law—the Civil Rights Act of 1964—and good management—taking care of people, addressing issues before they become a problem and recognizing that to get the best out of your workforce you have to draw from all sources. OCR's business is conflict resolution, employee and



supervisor assistance and diversity management.

The office director reports directly to the Secretary of State on issues of equal employment opportunity policy. On matters of day-to-day management oversight, the director reports through the Under Secretary for Management.

In addition to the director, the office is composed of approximately 24 Civil Service positions and one FS-01 Foreign Service position.

In the recent past, OCR's primary workload was processing complaints of discrimination, both at the informal and the formal stages. Because of a backlog of EEO cases during the late 1990s and into 2000 and 2001 that needed to be processed in accordance with regulatory requirements of the Equal Employment Opportunity Commission, the office focused much of its energy and resources on reducing the backlog and establishing a more efficient case management process.

Now that the case management system has been greatly streamlined and the backlog reduced, the office is able to turn its attention to other priorities.

The "new and improved" OCR has realigned its operations, refocused its priorities and reworked its Web site.

The vision of OCR Director Barry L. Wells is an office whose structure and priorities reflect a more customer-friendly and service-oriented approach. The focus will be on providing quality assistance for the office's clientele and producing positive results for

the Department workforce as a whole. Through greater organizational efficiency and effectiveness, OCR intends to be proactive in all aspects of its portfolio.

Diversity Management and Outreach

In the past, the Diversity Management and Outreach section concentrated on organizing commemorative events to celebrate ethnic diversity in this country. While that important work will continue, a new emphasis will be placed on diversity management. The section will also continue to work with the Bureau of Human Resources to complete various reports required by the EEOC, the Office of Personnel Management, Congress and other oversight bodies.

In addition to completing reports, the section will do more in-depth analysis of the workforce data that make up the reports. The data cover areas such as recruitment, hiring, career development, promotion and

Ardena Austin looks up from her work.

At a Glance

Office name
Office of Civil Rights

Symbol
S/OCR

Office Director
Barry L. Wells

Staff size
24 Civil Service, 1 Foreign Service

Office Location
HST, Room 7428

Web site
<http://socr.state.gov>

retention. The goal is to help ensure that there are no barriers to equal employment opportunities for all employees.

Intake and Resolution

In the revised OCR structure, case processing will occur in a realigned section called Intake and Resolution. It will be responsible for managing informal and formal resolution of EEO workplace disputes, EEO counseling and the Alternative Dispute Resolution program.



Co-author Jackie Canton, seated, poses with her Intake and Resolution staff. Standing, from left, are Marjorie Gross, Wendy Herring, Dorothy Taylor and Gloria Cunningham.

Previously, EEO cases were processed in two distinct phases—the informal process followed by the formal process—and were managed by two different sections in the office. The new section will eliminate this bifurcated approach: One division will handle the case from start to finish.

The informal process will still precede the formal process, but once a point of contact in OCR has been assigned, that person will be responsible for the case throughout its administrative processing. This customer-oriented approach should improve effectiveness and efficiency.

The operative word in Intake and Resolution is resolution. OCR will take a more proactive approach to resolving cases at all stages of the EEO process. Intake and Resolution will provide more avenues for alternative dispute resolution to resolve EEO and non-EEO cases. (See related article on ADR, Page 30.)

Legal Counsel and Investigations

OCR employs its own legal counsel separate from the Office of the Legal Adviser. Office attorneys are responsible for advising the director and deputy director on the many legal issues that arise in the administrative processing of EEO cases. The organizational separation from L attorneys ensures that the director has access to independent legal advice on matters under the office's jurisdiction.

Also, this arrangement complies with EEOC policy, which requires that attorneys providing administrative legal advice in processing EEO cases remain separate from attorneys representing

management in litigation. In the new structure, the attorneys will take on the added responsibility of conducting and overseeing investigations that involve unusually complex or sensitive matters.

Senior Counsel and Special Assistant

The office director has created two new positions that report directly to him. The senior counsel for Policy and Research advises





Top: Working on the Diversity Management and Outreach staff, from left, are Arlene Brandon, David King and Verena Sander. Bottom: The Legal Council and Investigations staff includes Greg Smith, Gloria Slater, Henry Norcom and Jennifer DeHeer.



Department into compliance with the requirements of these laws. Programs that receive federal financial assistance and that are conducted by the Department must ensure that their activities are free from discrimination on the basis of race, color or national origin; disability; or sex.

The coordinator will develop and implement a complaint procedure so that beneficiaries of financial assistance and programs may have a vehicle to address perceived discrimination in program administration. Once the process has been put into place, the coordinator will manage the program and make recommendations to the director on issues of oversight, compliance and resource and organizational requirements.

Office Management and Administrative Support

No office would be able to function without its office management and administrative support staff. In addition to performing traditional office management functions, the staff screens calls and walk-ins to determine if OCR is where

the director on issues of policy that arise because of EEOC or OPM initiatives, or that arise in the conduct of OCR operations. The senior counsel is responsible for ensuring consistency in policy and approach across the Department on EEO issues.

Currently, she is responsible for moving toward implementation the Department's new reasonable accommodation policy and ensuring that a consistent EEO approach is taken in the Department's treatment of its expanding contractor workforce.

The second new position is a special assistant to work with the director on special projects.

Title VI and Title IX Coordinator

The Title VI and Title IX coordinator is also a new position. The incumbent will make recommendations on how to bring the

they need to be, then refers them to appropriate staff or offices in the Department.

The administrative support staff prepares and manages external vendor contracts, provides liaison between the office and the bureau's budget coordinator and oversees computer database management and the office's Intranet Web site.

The new OCR aims high to be at the intersection of good law, good management and good business for the Department. While some may believe that the office is an advocate for the complainant and others may say it is a management advocate, the truth is that OCR is an advocate for the process. ■

Jacqueline Canton is chief of Intake and Resolution and Greg Smith is deputy director of the Office of Civil Rights.

Down the Middle

A CONVERSATION WITH THE DIRECTOR
OF THE OFFICE OF CIVIL RIGHTS

PHOTOGRAPH: OFFICE OF CIVIL RIGHTS

Barry L. Wells became the director of the Office of Civil Rights in February 2006. He has been with the Department since 1988, when he joined the Foreign Service Institute. At FSI, he served in a variety of capacities, most recently as deputy director. Earlier in his career, he was a Peace Corps country director and a professor at Howard University.

ON THE OFFICE OF CIVIL RIGHTS

With less than a year as director under my belt, I am reminded daily of the importance of the mission and complexity of the Office of Civil Rights. My years at the Foreign Service Institute gave me the opportunity to work with all elements of the Department, both domestic and overseas. That provided me a well-rounded perspective on the challenges that OCR faces in servicing such a diverse organization.

Our office works to ensure that the workplace is free from discrimination on the basis of race, national origin, color, religion, sex, disabling condition, sexual orientation or age. To be effective, it is essential that we be, and are perceived as being, neutral. Our mission is to provide access to the EEO process, not to represent the parties in the process. We are neither pro-employee nor pro-management. This distinction is critical to our work.

ON THE NEW OCR

Shortly after my arrival at OCR, we discussed our work and crafted a vision that reflects the importance of our mission. We looked at how the office is organized, what we do well and where we need to do better. We came away with a number of observations and ideas for new directions that we are in the process of implementing.

One of the recurrent themes I have observed is the importance of communication in the workplace. We are often asked to intervene in situations where the real problem is not discrimination, but lack of communication. In some cases, once employees and managers start talking, they start to understand each other better, and often can resolve their conflicts informally. We emphasize the importance of communication every time we brief classes and meet with employees and management.

Many of the complaints of discrimination OCR receives are rooted in personality conflicts, poor performance management or ineffective management practices. Managing employees' performance is essential. That includes providing both positive and developmental feedback. It means conducting conversations in which both the employee and management have a voice. When this happens, we more easily eliminate issues that do not belong

in the EEO process. We are meeting with the leadership of every bureau and will make our staff available to help promote a discrimination-free working environment.

One of my primary goals is for OCR to be more proactive. I want us to be a resource for employees and management, not just the place to file complaints. I want to ensure that the Department maintains a credible EEO process where legitimate complaints of discrimination can be addressed promptly and credibly. At the same time, we need to provide mechanisms for other types of workplace conflict to be addressed without labeling it discrimination because there is no other means to address it. To assist us, we will be expanding our capacity for Alternative Dispute Resolution by adding experts in that field.

VALUING DIVERSITY

A respect for diversity is central to the mission of the Department. The successful practice of diplomacy is rooted in an understanding of the value of diversity and an ability to draw from various perspectives those elements that result in effective agreements and conclusions. We know from a plethora of research and experience that the more diverse opinions, life experiences and perspectives we bring to efforts to resolve issues and solve problems, the more likely we are to identify successful strategies. To take advantage of diversity, we have to accept that it is a good thing and value it. To be effective, we have to seek and acknowledge the contributions of diverse elements of the workforce.

Secretary Rice has made clear her view that we need a workforce that reflects the diversity of America. An organization as



Office Director Barry Wells at work.

large as the Department of State brings together people from diverse backgrounds and experiences. As we move forward, OCR will continue to identify strategies that allow us to provide a workplace where every employee—Foreign Service, Civil Service and Locally Employed Staff—can say with pride, “I help carry out the foreign policy of the United States of America.” ■

TOASTMASTERS DEVELOPS SPEECH AND LEADERSHIP SKILLS

BY EILEEN DEEGAN

Instead of eating or exercising at lunchtime, dozens of Department employees hone their public speaking and leadership skills each week at one of the Department's three Toastmasters clubs—State of Speaking, Stately Speakers and Talking Heads of State.

Like their 9,300 fellow chapters of Toastmasters International, the three Department clubs strive to provide a mutually supportive learning environment where members improve their presentation and leadership skills. Featured events at club meetings are members' prepared speeches, evaluations and "table topics."

Members deliver a series of 10 speeches to sharpen skills in organization, word choice, vocal variety, body language, visual aids and persuasion. They set their own timetables for completing the speeches and earning the Competent Communicator award. Members who complete additional projects earn Advanced Communicator awards and, ultimately, the highest recognition—Distinguished Toastmaster.

In preparing their five- to seven-minute speeches, speakers consult official Toastmasters manuals. Because they select their own topics, the subjects run the gamut of members' interests—sports, cooking, music, art, languages, travel, family, management and policy issues, to name a few.

Paul Hopper, Stately Speakers vice president of membership, says he looks forward to speeches because they often contain information that is new to him or familiar

ideas presented in new contexts. Stately Speakers President Sandra Yeaman says preparing short speeches has been perfect practice for getting to the point. Now a Competent Communicator, she is more comfortable speaking without a lengthy text, which "pleases both my colleagues and my bosses."

Following the prepared speeches, evaluators provide oral and written feedback, noting what the speakers did well and

offering suggestions for improvement. The evaluator gains experience in listening intently and giving immediate, specific and encouraging feedback. The speaker learns how to accept feedback and become a better communicator.

State of Speaking Past President Noah Kaufman credits his club members' valuable recommendations with improving the speech he later delivered at a University of Maryland graduation ceremony.

Emily Soroko, Stately Speakers' Sergeant at Arms, often serves as Toastmaster of the Day.



STRICTLY SPEAKING

During a meeting, the week's "table topics master" poses two or three impromptu questions and calls on members to give an extemporaneous, one-to two-minute reply, teaching them to think and speak on their feet.

"The challenge of briefly examining and expounding on some issue or question can be a lot of fun," says Talking Heads of State President Erik Anderson, who adds that hearing other people's table topics responses gives him a window into their thoughts and personality.

In addition to its comprehensive communications track, the Toastmasters program offers a leadership track. By completing the Competent Leadership manual and filling essential meeting roles such as toastmaster, evaluator and table topics master, members learn skills such as motivating people, organizing, delegating, planning, implementation and time management. Serving on a club's executive committee is another excellent avenue for developing leadership skills.

Various State members regard their participation in Toastmasters as a catalyst to accomplishing professional goals. Stately Speakers' Benjamin Dille says that although he was once petrified by public speaking, today he uses his speaking skills to train employees and do public diplomacy outreach overseas. While stationed in Shanghai in 1999, he helped found the first successful Toastmasters club in the People's Republic of China. China now has 25 clubs, excluding the clubs in Hong Kong.



From left, Toastmasters Sandra Yeaman, Franklin Garcia, Eunice Hill and Pamela Bundy work on a group exercise.

Foreign Service officer Caron De Mars, Stately Speakers co-founder and Distinguished Toastmaster, explains why employees are willing to spend their lunch hour—weekly or biweekly—at a Toastmasters meeting:

"In the days of heightened interest in public diplomacy and Secretary Rice's emphasis on transformational diplomacy and telling the U.S. story abroad, it is critical that we all develop polished speaking skills," she says. "There is no better way to

refine oral presentations than to work the Toastmasters program."

Information about Department Toastmasters clubs is available at

- statelystoasters.freetoasthost.com/index.html
- stateofspeaking.freetoasthost.info
- andersonen@state.gov (Talking Heads of State contact)

The author is a librarian in International Information Programs.

Breaking the Ice and Calming the Nerves

By Franklin Garcia

I have never experienced such a heart-stopping, nerve-racking, hair-raising situation as when I walked up to the lectern in July 2005 to shake the hand of the Toastmaster of the Day, Caron De Mars, then president of the Stately Speakers Toastmasters Club.

"And now I have the honor of introducing Mr. Garcia, the next speaker," she said. My hands started to sweat and my blood pressure must have hit the ceiling. I sized up my audience and saw they were eager to hear what I was about to say. I almost bolted out the front door with fright, but Thalia, the muse of comedy, stopped me. "Get

hold of yourself, man," she said. "What is wrong with you?"

I struggled to begin. "This is my ice-breaker speech and the name of my speech is 'The Wok.'" I took a wok, which I had brought from home, out of a bag and laid it on the table next to a bottle of olive oil, spices and a spatula. I glanced at my audience until Thalia whispered in my ear, "Get going, man."

"The wok, which originated in China, is a versatile vessel found in almost all Chinese kitchens, and has spread to most parts of the world," I began. I held up my wok to show the audience, turning it as I spoke so they could get a better look at it.

As I continued to speak, I could see the audience was listening intently. I concluded by passing around one of my favorite recipes: fried snapper in

ginger sauce. "Thank you, Madam Toastmaster," I said at last.

I received a standing ovation for my ice-breaker speech, as is the club's tradition. I walked away from the lectern feeling a sense of having accomplished something major and having turned over a new leaf in my career. Within a year, I achieved Competent Toastmaster status by delivering 10 speeches. I stopped reading from my notes at about the fifth speech and found myself feeling assured and confident delivering subsequent speeches.

I encourage everyone to sign up for a Toastmasters club and become a proficient public speaker.

The author is an analyst in the Bureau of Administration's Office of Allowances. ■



War of Words

IN OFFICE CONFLICTS, THE MAGIC WORD IS 'DIALOGUE' BY DR. RAY DE CASTRO

The clinical staff in the Office of Mental Health Services is often asked to solve serious interpersonal problems in the workplace, either by affected employees or by high-level managers.

An important first question is always, "Is this a mental health problem?" Certainly, there is a role for mental health counselors to offer a sympathetic ear to employees whose coping skills are failing under stress. Occasionally, such employees are open to psychotherapy and are willing to learn new ways of adapting by discovering new aspects of themselves. But, more typically, they want only an ally who will sympathize with their distress and share their outrage about their alleged mistreatment.

If the counselor challenges the employee's perspective too readily, the person gets offended and won't come back. But if it isn't challenged at all, no change should be expected.

It can be difficult to determine how much of the office conflict is caused by the object of the client's frustration (a supervisor, co-worker or supervisee) and how much might be unknowingly contributed by the client. It is rather like doing couples counseling with only one of the partners: not impossible, but definitely not a strategy for high-percentage results, and certainly not in a short period of time.

Supervisors often search for strategies that can reduce the toxic emotional environment at the office, but they may ignore

not an essential workplace skill and need not be rated.

The Department of State is expert in diplomacy, defined by Merriam-Webster's as "the art and practice of conducting negotiations between nations," but also as "skill in handling affairs without arousing hostility." Good diplomats could be at risk of being poor managers if they are prone to excessive avoidance of conflict.

Former Secretary Colin Powell, addressing my class at a leadership seminar, said, "Good leadership requires taking care of your people." He then added, "Taking care of people must include dealing effectively with those who don't carry their weight." But many managers say that when they try to address poor performers, they often become embroiled in a long EEO dispute.

Two mid-level managers independently admitted to me that they would never again file accurate performance appraisals for problem employees who failed to improve despite counseling sessions. Their problem employees had filed EEO complaints and that process continued after the employees had moved on to new assignments.

The managers felt traumatized by being accused of discrimination and by the lack of support from their own supervisors. It was clear to me that neither had fully recovered from the emotional trauma of the experience.

It is hard to effectively resolve a problem that is not precisely identified. In the work-

not theirs. Use periodic progress reviews actively, openly and honestly. Too many workers hold their most cherished goals to themselves, then are surprised when the boss doesn't "get it." Too many supervisors avoid conflict and never clearly tell employees they must improve, much less help them to learn how.

2. If the dialogue is not progressing well (after you try and try again), then move to a trialogue: Get mediation.
3. Job satisfaction is most dependent on inner satisfaction in accomplishing meaningful work and recognition by superiors and co-workers. Studies show these are even more highly regarded than pay.
4. If your job has not been satisfying for years and you have become bitter, what are you going to do about it? Who will you speak to? Don't inflict your bitterness on others.
5. Supervisors need mentoring from others who have more experience. Relatively few are naturally gifted supervisors.
6. A helpful publication is *Face to Face: A Guide for Government Supervisors Who Counsel Problem Employees*, by James M. Carroll (FPMI Solutions).
7. Offer suggestions to the Foreign Service Institute about its leadership courses. I know FSI will welcome all constructive ideas.
8. Ask your superiors to help the Department develop the best possible administrative referral process for problem employees (as is done effectively in many private organizations, particularly educational institutions).
9. If you're still struggling, ask yourself: "Did I try all of the above?" If not, ask yourself why.
- Finally, and once again:
10. When in doubt, request mediation. ■

In the workplace, clear and direct communication is key, yet it is feared by many.

"the elephant in the room." That is, they may complain about an employee's negative influence on an office, but when asked about employee counseling sessions and performance appraisals, they reply that "the work product is actually good, if and when it gets done"—as if a capacity to interact effectively with other employees is

place, clear and direct communication is key, yet it is feared by many. Dialogues are not always easy, but they can be greatly improved on with practice and expert advice. Here are a few suggestions:

1. Resolve to engage in a serious dialogue with your supervisor, staff and co-workers. Make this your responsibility,

The author is the director of Mental Health Services.

EDUCATION + TRAINING

Student Records Online

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

Mandatory Leadership Training

Leadership training is mandatory for Foreign Service and Civil Service employees at the FS-03/GS-13 levels and above to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other leadership courses for all FS and GS employees.

Mandatory Courses

FS-3/GS-13

PK245 Basic Leadership Skills

FS-2/GS-14

PT207 Intermediate Leadership Skills

FS-1/GS-15

PT210 Advanced Leadership Skills

Managers and Supervisors

PT107 EEO Diversity Awareness for Managers and Supervisors

Newly promoted FS-OC/SES

PT133 Senior Executive Threshold Seminar

Senior Policy Seminars

FSI's Leadership and Management School offers professional development and policy seminars for senior-level executives of the Department and the foreign affairs/national security community.

For more information contact FSI's Leadership and Management School at (703) 302-6743, FSILMS@state.gov or <http://fsiweb.fsi.state.gov/fsi/lms>.

FasTrac Distance Learning: Learn at Your Own Pace, When and Where You Want!

All State Department employees, FSNs and EFM's are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 3,000 courses, from home or office (Intranet or Internet). Courses cover numerous topics, such as project management, computer skills and grammar and writing skills, as

well as soft skills such as leadership. To view the FasTrac catalog, visit the FasTrac web site at <http://fsi.state.gov/fastrac>.

FSI Distance Learning Program

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI learning management system. See (U) State 009772 dated January 14, 2005, or the FSI web page (Distance Learning) for information.

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Security

	Feb	Mar	Length
MQ911 SOS: Security Overseas Seminar	5,12	5,12,26	2 D
MQ912 ASOS: Advanced Security Overseas Seminar	20	20	1 D
MQ914 YSOS: Youth Security Overseas Seminar	3		1 D

Foreign Service Life Skills

	Feb	Mar	Length
MQ104 Regulations, Allowances and Finances in the Foreign Service Context	13		2 D
MQ107 English Teaching Seminar		14	2 D
MQ111 Making Presentations: Design to Delivery	7		3 D
MQ116 Protocol and the U.S. Representation Abroad	24		1 D
MQ117 Tax Seminar	21		2.5 H
MQ200 Going Overseas Without Children		17	4 H
MQ203 Singles in the Foreign Service	10		1 D
MQ210 Going Overseas for Families		17	4 H
MQ220 Going Overseas—Logistics for Adults	28	17	2.5 H
MQ230 Going Overseas—Logistics for Children		17	2.5 H
MQ703 Post Options for Employment & Training		22	1 D
MQ801 Long Distance Relationships		10	4 H
MQ802 Communicating Across Cultures	3		1 D

Career Transition Center

	Feb	Mar	Length
RV101 Retirement Planning Seminar	27		4 D
RV102 Job Search Program		5	8 W
RV103 Financial Management and Estate Planning		1	1 D
RV104 Annuities, Benefits and Social Security	28		1 D

Length: H = Hours, D = Days, W = Weeks



U.S. Ambassador to Uruguay

Frank Baxter of California, a businessman and Los Angeles civic activist, is the new U.S. Ambassador to the Oriental Republic of Uruguay. Prior to his appointment, he was chief executive officer of Jefferies and Company. He is also a former director of the National Association of Securities Dealers. His civic activities include chairing the Board of Alliance for College-Ready Public Schools. He is married and has three children and six grandchildren.



U.S. Ambassador to El Salvador

Charles L. Glazer of Connecticut, an investment banker and political activist, is the new U.S. Ambassador to the Republic of El Salvador. Prior to his appointment, he was president and CEO of C.L. Glazer & Company, an institutional brokerage and investment banking firm. He served on the executive committee of the Republican National Committee and was sergeant-at-arms at the 2004 Republican National Convention. He has served on the boards of many civic and charitable organizations. He served in the U.S. Army. He is married.



U.S. Ambassador to Mauritius and Seychelles

Cesar B. Cabrera of Puerto Rico, a businessman and political activist, is the new U.S. Ambassador to the Republic of Mauritius, to serve concurrently as Ambassador to the Republic of Seychelles. Previously, he was president of three development companies in Puerto Rico, as well as a leader in finance, government and banking. He has served on the board of the Federal Home Loan Mortgage Corporation. From 1992 to 2004, he was executive director of the Republican Party of Puerto Rico. He is married and has one daughter and one granddaughter.



U.S. Ambassador to Barbados

Mary M. Ourisman of Florida, a community leader and strong supporter of the arts, is the new U.S. Ambassador to Barbados, to serve concurrently as Ambassador to St. Kitts and Nevis, Saint Lucia, Antigua and Barbuda, Dominica, Grenada and Saint Vincent. She served on the board of directors of Blair House from 1994 to 2006. She has also served on the boards of the Washington National Opera, the Smithsonian Institution and the Kennedy Center. She is married and has a son and a granddaughter, as well as five stepsons and 15 step grandchildren.



U.S. Ambassador to the African Union

Cindy L. Courville of Virginia, a government official and academic, is the new U.S. Representative to the African Union. Prior to her appointment, she was senior director for African Affairs at the National Security Council. Prior to that, she held high-level positions relating to Africa in the Defense Intelligence Agency and Office of the Secretary of Defense. She served for 10 years on the political science faculties of Hanover College and Occidental College.



Assistant Secretary for International Security and Nonproliferation

John C. Rood of Arizona, a national security official, is the new Assistant Secretary for International Security and Nonproliferation. Previously, he served as senior director for Counterproliferation Strategy at the National Security Council. Before that, he was deputy assistant secretary of Defense for Forces Policy. He worked on defense and foreign policy issues as senior policy advisor to Senator John Kyl of Arizona. He was also a foreign missile programs analyst at the Central Intelligence Agency.

James W. Alley, 91, a retired Foreign Service officer, died Nov. 1 of heart failure in Greenville, N.C. He worked for the Office of War Information, the Voice of America, the U.S. Information Service and Radio in the Allied Sector. His overseas postings included South Africa, the Philippines, Sri Lanka, Berlin and Munich. He retired in 1969.

Marguerite N. Doscher, 85, widow of Foreign Service officer Charles R. Doscher, died Oct. 17 in Lacey, Wash. She accompanied her husband on postings to Ghana, Sudan, Mauritania, Senegal, Malawi, Zambia, Central African Republic, Saudi Arabia and Japan. She worked in the Office of Foreign Buildings before retiring in 1986 to Olympia, Wash. She enjoyed caring for animals and was an excellent cook.



<<< Carolyn L. Eades, 43, a Civil Service employee, died Oct. 23. She joined the Department in 1982 and worked in the Office of Logistics Management at the time of her death. She was devoted to her family and was an active member of her church.



<<< Joe Glazer, 88, a singer-songwriter, labor information officer for the U.S. Information Agency and labor advisor to the State Department, died Sept. 19 of lymphoma in Chevy Chase, Md. He served overseas in Mexico. He retired in 1980. He was best known as the troubadour of the U.S. labor movement, performing at countless union rallies, civil rights marches and civic events. He recorded more than 30 albums.

Harvey E. Gutman, 80, a retired Foreign Service officer, died Sept. 1 in Sarasota, Fla. He served in the Army during World War II. His overseas postings included Vientiane, Lome, Paris, Bangkok, Rabat, Monrovia and Niamey. He retired in 1980. After moving to Sarasota, he was active in planning international lectures. He was an avid world traveler and humorist in many languages.



<<< William B. Harbin, 77, a retired Foreign Service officer, died of cancer Oct. 18 in California. He was a veteran of the Korean War, and his 37-year career with the Department included postings to East Pakistan, France, Vietnam, Sweden, Thailand, Honduras, Canada and Italy. After retiring in 1994, he traveled, donated time to charity, supported the arts and became a keen environmentalist who helped preserve a mountain from development.



<<< Frances S. Hutton, 95, widow of Foreign Service officer Paul Churchill Hutton Jr., died Nov. 2 of congestive heart failure in McLean, Va. She accompanied her husband on postings to Dublin, Mexico, Guatemala, Istanbul, London, Guayaquil and Winnipeg. She was active in AFSA and the DACOR Bacon House Foundation. She was active in her church and was a supporter of the environment.



<<< George R. "Jake" Jacobsen, 77, a retired Foreign Service officer, died Feb. 4, 2002, of pulmonary disease in Fairfax, Va. He served in the Marine Corps in World War II and later in the Army. His overseas postings included Karachi, Luxembourg, Brussels, Helsinki, Moscow, Tokyo, Bonn, Dusseldorf and Bern. He enjoyed golf, swimming, music and reading history.



<<< Arthur L. Lowrie, 75, a retired Foreign Service officer, died Sept. 20 in Tampa, Fla. He joined the Department in 1956 and served overseas in Syria, Lebanon, Sudan, Tunisia, Iraq, Egypt and Belgium. He retired to Florida, where he taught international studies at the University of South Florida and took oral histories from retired Foreign Service officers and others who had served overseas.



<<< Walter J. Mueller, 92, a retired Foreign Service officer, died Nov. 2 of stomach cancer in Williamsburg, Va. He served in the Army during World War II. His overseas postings included Germany, where he was involved in postwar government, and Canada. After retiring in 1970, he became a dean and professor of German at the University of Alaska-Fairbanks. After moving to

Williamsburg, he wrote on subjects such as creativity and history and was an avid photographer.

Darriel Webster Oliver, 59, a Civil Service employee, died Oct. 26 of ovarian cancer in Alexandria, Va. She was a management analyst in the Office of Foreign Buildings and then a passport officer. She retired in 2000. She enjoyed volunteering, tennis, skiing, running, reading, gardening and bread-making. As a military spouse, she lived and traveled around the world.



<<< **Virginia Richardson**, 84, a retired Foreign Service secretary, died July 1 from a heart attack and complications from Alzheimer's Disease in Riverside, Calif. Her overseas postings included Japan, Korea, Russia, South Africa, Indonesia, Somalia, Brazil, Mexico, Hong Kong, Nicaragua and Honduras. She retired to Riverside in 1979 to enjoy her garden, friends and boxer.



<<< **Jane B. Thorpe**, 94, a retired Foreign Service staff officer, died Oct. 18 in Rochester, Minn. She was a communications specialist and served overseas in Mexico City, Manila, Ankara, Geneva, Stockholm, Tijuana, Brussels, Bonn and Paris. She was an accomplished violinist. In retirement, she played with orchestras in Mexico City, Miami, El Paso and California.

Leon Sloss, 80, a retired Civil Service employee, died Nov. 1 of throat cancer and respiratory failure in Washington, D.C. He worked for several government agencies. In the Department, he worked for the Bureau of Political-Military Affairs. Later, he was an assistant director of the Arms Control and Disarmament Agency. After retiring in 1979, he operated a consulting business working on national security policy, nuclear strategy and arms control. He was a board member for Arena Stage and a museum docent.

In the Event of a Death

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

*retirements

Foreign Service >>>

Almasov, Alexander	Hartley II, John J.
Baltimore III, Richard L.	Helmholz, Donna M.
Behrend, Richard Warren	Spina
Beltran, Cesar D.	Hernandez, Salome
Boardman, John S.	Hill, Billy Joe
Boulanger, John P.	Kane, John V.
Branstner, Terry Lee	Kent, Douglas Barry
Buss, David M.	Kirlian, Anne
Callard, Robert A.	Klosson, Michael
Coleshill, Renate	Limbaugh, Larry L.
Zimmerman	Linde, Deborah Lyn
Curley II, Albert	Ludan, Robert P.
Dwyer, John P.	McFadden, Wilma Dene
Farris, Virginia Loo	McMillion, Margaret K.
Florence, Jane A.	Meawad, Halim M.
Frank, James F.	Montgomery, Denise Dell
Graham, Dianne H.	Murray, Jeffrey C.
Grigola, Sandra T.	Nance, Sidney C.
Hall, John Martin	Pearson, Pamela J.

Sargent, Robert Q.
Schuman, Daniel J.
Schwartz, Deborah Ruth
Skocz, Dennis Edward
Smith, Timothy F.
Stefan Jr., Carl E.
Stevens, Kathryn L.
Swope, Mary Elizabeth
Tannenbaum, Jane Judith
Teich, Zachary Zalman
Thomas, Anna J.
Thompson, Carol E.
Tucker, John C.
Turak, Jonathan S.
Valdez, Stephen J.
Watson, John L.
West, Jack D.
Woerner, Mark S.

Civil Service >>>

Bednar, Georgienne M.	Richman, Alvin
Burns, Edward L.	Riveles, Stanley Alvin
Clough, Patricia A.	Saunders, Frances C.
Cohn, Rivca S.	Siegel, Judith S.
Fernandez, Candida	Tinkham, H. Stetson
Gladhill, Virginia Mae	Tripodis, Malisa A.

Doing the Right Thing Right

Our editorial journey this month takes us on a more internal path than usual, although the Post of the Month gives us a fascinating glimpse at the U.S. embassy in Tanzania, a crucial oasis of stability on the turbulent African continent. This issue focuses primarily on the Department's efforts to foster and nurture diversity and tolerance throughout its multicultural workforce.

Our diverse journey begins with the Office of Civil Rights, which directs traffic at a busy intersection where good law crosses good management to become good business. OCR is charged by the Secretary with fostering a work environment free of discrimination and with promoting equal opportunity for all Department employees—Foreign Service, Civil Service and Locally Employed Staff. Director Barry Wells, who doubles as the Department's Chief Diversity Officer, notes that his office is neither pro-employee nor pro-management; it is, rather, pro-Department.

Commitment to diversity starts at the top; OCR reports directly to the Secretary on EEO policy matters and to the Under Secretary for Management on day-to-day management oversight. For Under Secretary Henrietta Fore, nurturing diversity is not only the right thing to do—it's also the prudent thing, because diversity grows the Department's return on its investment in human capital. A more diverse workforce brings a wider range of perspectives on all

problems and promotes greater creativity in ideas and solutions.

Over the last five years, colleagues in the Office of Recruitment, Examination and Employment ramped up their recruitment marketing budget, intensified their strategic



planning, adopted advanced technological tools and bumped up the recruiting staff to help the Department reach toward its diversity goals. Results are coming in, and they are consistently excellent. For example, *BusinessWeek* magazine's 2006 list of "50 Best Places to Launch a Career" ranked State at number six, the highest rank achieved by a federal agency. The list included private

and public sector employers, so the Department was up there with the likes of Disney and Lockheed Martin. Pretty good, but not good enough, says director Marianne Myles. The goal is to be the Number One ideal employer among multicultural audiences.

Our monthly journey also runs through the office of Under Secretary for Public Diplomacy and Public Affairs Karen Hughes. In a wide-ranging and free-wheeling "Department Inner-View," Under Secretary Hughes assesses her first year with the Department and the state of public diplomacy around the globe. Her vision of public diplomacy also embraces diversity—her staff is full of senior and mid-level Foreign Service officers and Civil Service employees—and she demands frank and open input from each and every one.

Last but not least, a final salute to our colleagues en route to their final posting: James W. Alley; Marguerite N. Doscher; Carolyn L. Eades; Joe Glazer; Harvey E. Gutman; William B. Harbin; Frances S. Hutton; George R. "Jake" Jacobsen; Arthur L. Lowrie; Walter J. Mueller; Darriel Webster Oliver; Virginia Richardson; Leon Sloss; and Jane B. Thorpe.

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN FEBRUARY

- Department Awards Day
- Shared Services in Jakarta
- Celebrating National Adoption Month
- A Department Legend: Dr. Jessie Colson
- ... and much more!



Questions? Comments?
statemagazine@state.gov

LYING IN STATE: THE WORLD IS FLATTER

AMBASSADOR, MAY I JUST TELL YOU I FOUND YOUR REMARKS ABSOLUTELY INSPIRING - SUCH DAZZLING INSIGHTS ON GEOSTRATEGIC AFFAIRS!

THANK YOU, GLEASON. UH, WHICH REMARKS WERE THOSE?

WELL, ALL OF THEM OF COURSE! BUT MOST RECENTLY WHEN YOU OPENED THE EMBASSY BAKE SALE TODAY - SUCH AN ELOQUENT TOUR D'HORIZON OF THE ROLE OF BAKED GOODS IN A CHANGING WORLD!

DOES HE HONESTLY THINK SUCH TRANSPARENT FLATTERY WILL APPEAL TO ME? DOES HE REALLY BELIEVE IT'S THAT EASY TO WIN FAVOR WITH ME?

IT'S JUST SHAMELESS, SIR. YOU ARE SO CLEARLY ABOVE SUCH PATHETIC ATTEMPTS. BY THE WAY, HAVE YOU BEEN WORKING OUT? YOU'RE LOOKING ESPECIALLY FIT...

WELL, I HAVE BEEN WORKING ON MY PECS AND - WAIT, YOU'RE DOING IT TOO, AREN'T YOU?

WOW, NO GETTING ANYTHING PAST A SPARKLING INTELLECT SUCH AS YOURS, SIR!

I SUPPOSE I WAS FAIRLY WITTY AT THE BAKE SALE, WASN'T I?

YOUR CHURCHILLIAN RHETORIC TRANSCENDED THE CUPCAKES, SIR!

* JAN. 2007



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