

# AFSA NEWS

American Foreign Service Association • March 2006

## Annual Report 2005

### 2005 PRESIDENT'S REPORT

## Transition at State and AFSA; Tough Times Arrive

The year 2005 saw regime change both at the State Department and at AFSA. Secretary Condoleezza Rice brought wholesale transformation to the building and a very different approach from that of her predecessor on many issues. The budget situation for the foreign affairs agencies continued to deteriorate. In mid-July a new Governing Board was installed at AFSA. We immediately sought to adapt to the new realities, while maintaining our long-term objectives of advancing the interests of our members, promoting the FS to Congress and the public, and fostering a heightened esprit de corps within our ranks.

### SOUND, INDEED THRIVING

AFSA has never been more fundamentally sound, nor in a better position to promote the interests of the Foreign Service. It has benefited from the Diplomatic Readiness Initiative, with membership having increased by 30 percent this decade, to about 13,250. We sense we are making progress on boosting AFSA membership among retirees, a major long-term goal, where the 26-percent level is only about one-third of the active-duty level. The association's 28 employees are exceptionally well led, at both the senior and department head levels, where the average tenure is about 10 years. This continuity and institutional memory offer many advantages and serve our members well. Financially, we have about half a year's working requirements in reserve and our scholarship fund's endowment stands at over \$4.4 million. However, the AFSA headquarters building is in serious need of renovation, a costly proposition.

This has led us to explore ways to take better financial advantage of our small but prime piece of property, something we expect to decide on in the next few months.

### BREAD-AND-BUTTER ISSUES

We fought hard and made modest progress on our priority issues in 2005 and expect the considerable headwind to persist for the foreseeable future. After unexpected success in the House of Representatives earlier in the year, we pulled out all the stops to get Overseas Comparability Pay for all employees passed into law in the session's hectic final days. Our lack of ultimate success, even after receiving key support in the Senate, was due to one thing: opposition by the White House. Based on informal soundings, we are cautiously optimistic that OCP will make it into the administration's budget request this year, but with a quid pro quo. The tradeoff will be the conversion of the entire Foreign Service personnel system to "pay for performance." This won't entail radical changes in how we are evaluated, but it will eliminate the annual 3-percent "step increase" that accounts for about half of the average employee's salary growth over a career. While AFSA by law has no role in the tradeoff decision, we can and will defend our members' interests in negotiating the details and implementation.

A more tangible, albeit more modest, victory was getting the caps on danger pay and hardship differentials raised to 35 percent. Unfortunately, management summarily dismissed our initiative for increas-



J. Anthony Holmes

ing the Separate Maintenance Allowance to levels that would make it possible to actually meet the cost of maintaining families away from post.

This year our priority legislative goals are to get the educational travel regulations expanded, to enhance the "death gratuity" to eliminate the bias against specialists and more junior employees, and to liberalize the rules on WAE employment. We also hope to stop the bleeding in terms of overseas personnel needlessly paying Virginia sales tax on all catalog and online purchases shipped to the Dulles, Va., pouch address, and to work with management to promulgate a list of best practices for posts to adopt on treatment of members of household. We have also formally proposed to management a joint effort to fix the numerous problems in the security clearance suspension/revocation process.

### OUTREACH

AFSA has made progress in terms of outreach to the general public, the media and Congress. Our Speakers Program, publications and the rapidly expanding Elderhostel program are highly effective. For the print and electronic media, AFSA is the "go to" source for authoritative, unbiased insider perspectives on a range of foreign affairs issues, particularly relating to management and resources. □

AFSA News begins on page 10.

# AFSA Annual Report 2005

## YEAR IN REVIEW

### JANUARY

AFSA State VP Louise Crane intervenes with Citibank and the Charleston Financial Center on behalf of members whose bank accounts had been emptied by criminal elements. Citibank eventually refunds all their losses.

AFSA successfully intervenes on behalf of three entry-level officers who spent six months in Baghdad before reporting to their first post. Their Iraq time will now count toward home leave accrual and eligibility.

FCS VP Chuck Ford and AFSA President John Limbert send a letter to new Commerce Secretary Carlos Gutierrez to set the tone for more positive relations between Commerce and AFSA.

Longtime AFSA Elderhostel Coordinator Ward Thompson retires; Janice Bay and Ásgeir Sigfússon take over the responsibility for all of AFSA's Elderhostel programs.

AFSA meets with the Government Accountability Office to discuss its yearlong study on protecting "soft targets."

FAS VP Laura Scandurra coordinates with EEO to compile and distribute diversity data, and works with HR to develop and implement a Senior Foreign Service pay package.



AFSA releases the 2005 revised edition of *Inside a U.S. Embassy*. The State Department purchases 10,000 copies for the recruiting division.

### FEBRUARY

AFSA's Labor-Management team again protests the protracted and opaque procedure for vetting employees for assignments to critical-threat countries.

USAID VP Bill Carter finishes negotiations with management on a new, simpler Annual Evaluation Form, which is well received by employees.

AFSA/FAS coordinates with the human resources division to revise the lateral entry process to do a better job of bringing in candidates with the desired competencies.

AFSA arranges for retired FSOs to moderate the National Youth Leadership Foundation's diplomacy panels for over 500 top-flight high school students.



Sixty Academic Merit Award, 16 Art Merit Award and 96 Financial Aid Scholarship applications are submitted for the 2005-2006 academic year.

The 2004 Fund for American Diplomacy Appeal, which ran from Nov. 2004-Feb. 2005, raises \$21,575.

Legislative Affairs Director Ken Nakamura conducts wide-ranging meetings with congressional members and staff to discuss AFSA's main legislative priorities, including locality pay, the FS death gratuity and the FY 2006 budget.

AFSA meets with the Office of Management and Budget to discuss AFSA's position on Overseas Comparability Pay and other funding issues.

AFSA lines up nine retiree speakers for George Mason University's professional studies program to explain the critical role of the Foreign Service in defending global U.S. interests.

### MARCH

Labor-Management writes on behalf of diplomatic couriers carrying pouches into Baghdad to seek better safety arrangements in cargo aircraft.

In response to an AFSA proposal to exempt FS personnel serving in critical posts from military reserve call-up, State disavows any intention to seek any deferments.

AFSA asks OPM to cover FS personnel under proposed new rules for granting compensatory time off for travel, and requests that comp time be granted for travel in business class.

USAID VP negotiates new time-in-class regulations for Senior Foreign Service members.

AFSA arranges a panel for four senior retiree speakers to explain Foreign Service careers to some 170 students at American University.

### APRIL

Labor-Management asks State to review requirements for the inclusion of minor children on the OF-126 and orders when the employee's divorce decree has granted him or her sole custody.

AFSA writes to the department concerning the crime/security situation at five Mexico border posts, noting that RSOs are assigned at only two of them.

Donald Businger succeeds Bill Crawford as AFSA Rep for Commerce. Crawford heads to Embassy Baghdad.

Luncheon is held for Job Search Seminar participants at the FSI Career Transition Center, hosted by AFSA to explain transitioning membership into retirement via annuity deduction.

AFSA arranges for senior retirees to participate in two Johns Hopkins University "Evergreen" continuing education programs.

AFSA testifies before the House Subcommittee on Africa, Global Human Rights, and International Operations.

Media campaign is launched by AFSA to promote locality pay through placements in major media including the *Washington Post*, *Federal Times* and NPR.

### MAY

On Foreign Affairs Day, May 6, Under Secretary of State Nicholas Burns and AFSA President John Limbert unveil the AFSA Memorial Plaques to reveal the addition of three FS employees who lost their lives over-



seas in the line of duty. Two of the individuals honored were killed in Iraq, and the third individual had been killed in a plane crash off

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## YEAR IN REVIEW

the coast of Australia 40 years earlier and was added retroactively. The new inscriptions bring the total number of names to 218.

At the May 6 AFSA Academic Merit and Art Merit Awards ceremony, 23 winners are awarded a total of \$26,750 in scholarships.

AFSA hosts Foreign Affairs Day Reception for retirees at HQ.

AFSA intervenes on behalf of two retiring office management specialists to ensure they receive waivers for repayment of R&R costs, and, in the other case, repayment of HSTA.



MIKKELA THOMPSON

AFSA staff and officers take retirees to Capitol Hill to meet members of Congress and staffers during AFSA's "Day on the Hill" for discussions on issues affecting both active-duty and retired Foreign Service members. In a new initiative, AFSA asks retirees unable to attend to participate in a "Virtual Day on the Hill" by writing letters to their senators and representatives during this timeframe.

AFSA suggests that State make a greater effort to ensure that employees called up for military reserve duty are aware of their rights, particularly with regard to inclusion of military evaluations in their official performance files if desired. The department agrees to do so.

AFSA protests the selection of three mid-level officers as deputy assistant secretaries in the Bureau of European Affairs.

State VP Crane negotiates and agrees to the 2005 Procedural Precepts for Promotion, to include removal of the 5-percent low-ranking quota for certain groups of employees, new language concerning classwide competition and career development, and a statement that ensures low-ranking is not solely based on disciplinary letters.

AFSA/FAS creates and leads a working group that recommends improvements to the agency's performance management system.

Newly-hired Retiree Recruitment Coordinator Norma Reyes initiates telephone recruitment campaign to New England retirees.

### JUNE



JAY MALIN

On June 17, the AFSA awards ceremony is held in the State Department's Benjamin Franklin Diplomatic Reception Room. AFSA presents three awards (\$2,500 each) for constructive dissent and other awards for extraordinary contributions to effectiveness, professionalism and morale.

Deputy Secretary Robert Zoellick presents AFSA's annual Lifetime Contributions to American Diplomacy Award to Senator Richard Lugar, R-Ind., in recognition of his support for diplomacy and the Foreign Service.

Beginning this month, the entire *FSJ* (rather than excerpts) is posted on the Members' Page of the Web site. (Each issue will also be available to the general public with one month's lag time.)

AFSA protests the inclusion of invalid security incidents in employees' official performance files.

Labor-Management asks State to find a way of compensating employees on TDY orders in the D.C. area for the penalties incurred by early termination of a lease for the needs of the Service.

AFSA agrees on changes to the decision criteria for tenure and promotion ("Core Precepts") to include greater emphasis on specialist requirements, public outreach and customer service.

AFSA/FCS is notified that the midterm negotiations on five items from the 2003-2005 period have been approved by Commerce with minor changes.

At AFSA's request, the FAS administrator agrees to create a human-capital working group.

AFSA/FAS assists and counsels employees on performance evaluation and home-leave issues.

AFSA Retiree Recruitment Coordinator initiates major drive aimed at retirees in the D.C. area, home to the largest pool of retirees.

Marc Grossman and his wife Mildred Patterson, along with friends and associates, establish the \$12,000 perpetual Marc Grossman and Mildred Patterson Financial Aid Scholarship.

Stacy Session, a student at Florida A & M, is chosen as the 2005 AFSA/Thursday Luncheon Group summer intern, to spend the summer working in the State Department's Office of Oceans, Environment, Science and International Health.

### JULY



JAY MALIN

AFSA's National High School Essay Contest winners are honored at the 2005 Youth Awards Ceremony, garnering positive media coverage.

The new Governing Board takes office on July 15.

AFSA protests to the House Committee on International Relations a proposal to require all federal employees serving overseas to waive their right to challenge investigations of official misconduct.

State proposes to amend the requirement for generalists' eligibility to cross the SFS threshold from service at a 5-percent differential post to a 15-percent post, for those promoted to FS-1 in 2005 and later. AFSA concurs.

AFSA FCS VP Donald Businger works on various issues related to the new EER process and continues to pursue ongoing initiatives such as the Domestic Relocation Allowance.

AFSA Retiree VP David Reuther has lunch with Senator Patty Murray, D-Wash., as AFSA-PAC representative to advocate on behalf of retiree and active-duty Foreign Service members. The majority of PAC donors are retirees.

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## YEAR IN REVIEW

Legislative Affairs discusses with State the implications of the administration's efforts to move federal personnel toward a performance-based pay system.

The July-August *Journal*, one of the most popular issues in years, focuses on the Foreign Service Institute and FS training. It also features the results of a survey of AFSA members' views on family-member employment.

### AUGUST

AFSA writes State on behalf of several employees who exceeded the premium pay cap as a result of service in Iraq.

Thanks to AFSA's intervention concerning unhealthful conditions within diplomatic facilities overseas, particularly Information Processing Centers, the Information Resource Management Bureau is now co-operating with the Bureau of Overseas Building Operations to rectify the problems.

AFSA/USAID membership reaches an all-time high of 910, representing 80 percent of eligible members within the agency.

AFSA/FCS signs an MOU allowing performance awards for officers in certain time-in-class situations.

VP Retirees meets with officers of the Seattle Retirees Association.

Retiree Representative Larry Lesser serves as one of three retiree WAEs on an Inspector General team reviewing rule-of-law activities in Iraq, illustrating that retirees serve as WAEs overseas on every continent and condition.

AFSA participates and recruits at FSI Career Transition Center's Job Search Seminar reception hosted by DACOR.

AFSA bestows the first half of the 2005/06 need-based Financial Aid Scholarships to 64 students, totaling \$60,350. (A total of \$125,000 will be awarded as Financial Aid Scholarships in the 2005/06 school year, with the second disbursement to follow in December.)

Legislative Affairs Director meets with Senate Government Affairs Committee staff to discuss the administration's Working for America Act and its implications for the Foreign Service.

### SEPTEMBER

Members of the new Governing Board participate in an all-day retreat to discuss priorities for the 2005-to-2007 term.

AFSA meets with State's White House Liaison Office to request data on current non-career appointees in Senior Executive Service and Schedule C positions in the department. To date, AFSA still has not received this information.

AFSA/FCS submits three mid-term proposals to FCS management on time-in-class policies, language testing for incentive languages by entities other than the Foreign Service Institute and eligibility rules for promotion into the Senior Foreign Service from such positions such as DCM and CG.

AFSA/FAS solicits input from members on the strategic review process and passes responses to management.

AFSA/FAS creates a committee to review and make recommendations for additional improvements to the lateral-entry process.

USAID distributes the initial funds from a new student-loan repayment program, which AFSA had lobbied for continuously.

Retiree Coordinator Bonnie Brown initiates contact with FS retiree Hurricane Katrina victims and connects one to the services of Senior Living Foundation.

AFSA President J. Anthony Holmes and other Governing Board members attend FARNO-VA lunch with Virginia retirees to answer questions on AFSA's agenda and retiree issues.

FSJ coverage of the sensitive issue of AFSA members whose security clearances are suspended for years attracts widespread media attention (including stories in the *Washington Post* and on National Public Radio). The issue's focus on the Bureau of Diplomatic Security continues to generate a lively correspondence extending into early 2006.

AFSA meets with a wide range of State Department and congressional officials and staffers regarding possible alternatives if a foreign affairs authorization bill does not pass.

### OCTOBER

AFSA protests, at all levels in the department, the arrangements for reorganizing the T Bureau, noting secrecy and lack of consultation with AFSA.

Labor-Management achieves a change to regulations to allow members to view official personnel files at their request.

AFSA writes to Rep. Lincoln Diaz-Belart, R-Fla., concerning the treatment of four Foreign Service employees of the Animal and Plant Health Inspection Service when their positions transferred to the Department of Homeland Security. It also continues to advocate on behalf of these employees in other fora.

Two days after the Oct. 12 swearing-in of Israel Hernandez, the new director general of the US&FCS, AFSA President Holmes, accompanied by FCS VP Businger and representative Will Center, meets with the new DG.

FCS VP informs management that it had violated an MOU concerning notification of AFSA in the event of post closings. Follow-up exchanges led to an informal agreement that management would in the future inform AFSA on post closings.

FAS VP Laura Scandurra hosts a session on the differences and similarities of the performance management and evaluation processes at the various foreign affairs agencies.

Retiree VP speaks to Job Search Seminar participants at the Career Transition Center, encourages them to transition their memberships via annuity deduction and invites them to AFSA-hosted luncheon reception.

Retiree Recruitment Coordinator Norma Reyes institutes a \$20 one-time-only discount for current members to convert to annuity deduction when renewing membership.

The first one-day AFSA Elderhostel program takes place at AFSA headquarters; its success leads to 13 more being planned by the end of 2006.



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## YEAR IN REVIEW



The 2005 Scholarship Fund Appeal raises \$24,455.

### NOVEMBER

AFSA makes proposals to increase the Separate Maintenance Allowance when an employee is serving at post with dependents elsewhere. State does not accept the proposals.

Labor-Management protests the manner in which the Bureau of Diplomatic Security has implemented recommendations of an Accountability Review Board regarding an employee's responsibility for his or her personal security. AFSA awaits a response from DS.

AFSA offers suggestions to improve the Bureau of Diplomatic Security's training agreement for special agents, particularly in relation to the procedures for removing an agent from initial training. The department takes these proposals into account in the final document.

AFSA urges State to ensure timely payment of the cash award for those recommended by the Promotion Boards for a Meritorious Service Increase when they have reached the highest step in their class.

AFSA files grievances on behalf of five Diplomatic Security officers seeking to overturn the department's decision to deny waiving overpayment of premium pay obtained while the officers were serving in Iraq.

AFSA and USAID finally settle longstanding court cases emanating from two successful grievances, allowing the employees to be reinstated.

FCS VP meets with two members of Congress concerning proposed export promotion legislation.

FCS VP submits a special report to Commerce management on the issue of delays in implementation of Senior Foreign Service performance pay.

AFSA/FAS conducts a human capital survey and makes recommendations to FAS management.

AFSA posts the "Consumer Checkbook's 2006 Guide to Health Plans" on its Retiree Web page. During the last quarter of 2005, the retiree Web page receives over 11,000 hits.

Newly-formatted *Retiree Directory*, with expanded "Retiree Resources" section, goes out to members.

AFSA implements a new, integrated scholarship database (which took over two years to develop) to manage the AFSA Scholarship application and awarding process.

Legislative Affairs Director Ken Nakamura meets with House committee members and staffers, including Frank Wolf, R-Va., to discuss the foreign affairs authorization bill and other pending matters.

### DECEMBER

In 2005, AFSA Labor Management attorneys and staff handle hundreds of grievances, disciplinary cases, DS investigations and security clearance cases, and field over 1,000 requests for information or advice on a wide variety of issues.

Labor-Management reviews the Career Development Plans for most specialist skill codes, negotiating changes where necessary.

AFSA protests State's unilateral implementation of new cyber-security rules. Subsequent consultations produce changes that alleviate AFSA's concerns.

AFSA reviews and comments on the department's proposed changes to the Foreign Service Grievance System. AFSA does not agree to many of the changes and will have discussions with the department in 2006.

AFSA/FCS meets with US&FCS Director General Hernandez to get an update on reorganization, budget, personnel and assignment issues including post closures, government reform ("pay for performance") and the export promotion legislation proposed by Congressmen Mica and Manzullo.

For the first time, AFSA/FCS posts the complete AFSA-FCS Collective Bargaining Agreement as a Web-enabled library of the basic agreement of 1996, as well as all Memoranda of Understanding signed by AFSA and management over the last 10 years.

AFSA hosts a table at the retirement reception for 2005 State retirees and signs up new retiree members.

AFSA receives a \$50,000 bequest from the estate of Naomi Pekmezian to establish a perpetual financial-aid scholarship.

Joanna and Robert Martin donate \$25,000 to AFSA for establishment of two perpetual aca-

demeric merit scholarships.

AFSA bestows the second half of the 2005/06 financial aid scholarships to 64 students totaling \$64,650.

The *FSJ* sets an all-time record for total annual advertising revenue, topping \$500,000.

AFSA selects 12 winners for the 2005 Sinclair Language Awards for the study of hard languages and their associated cultures.

H.R. 4436, introduced by the chairman of the House International Relations Subcommittee on Africa, Global Human Rights, and International Operations, becomes law. It includes two AFSA provisions: the increase in the caps from 25 percent to 35 percent on the Hardship Differential and the Danger Pay Allowance, and the restoration to the Foreign Service Grievance Board the authority to stay actions by the Department of State in cases that were "not for cause" until a grievance proceeding was completed.

AFSA Public Affairs efforts and retiree contributions place 71 articles promoting U.S. diplomacy in leading media outlets nationwide, including the *New York Times*, *Washington Post*, *Wall Street Journal*, the Associated Press, and major TV networks.

AFSA programs a record 480 speaker events in 2005 to explain the importance of U.S. diplomacy to 27,000 attendees in 43 states and Washington, D.C. Most of the speakers are Foreign Service retirees.

During 2005, AFSA and USAID settle six potential grievances without having to file at the Grievance Board level, saving all involved parties the time and inevitable financial burden. In addition, the AFSA labor-management team at USAID resolved several employee financial claims matters successfully.

AFSA Retiree Coordinator Bonnie Brown counsels 367 retiree members in 2005

During 2005, AFSA hosts 17 recruitment luncheons for incoming Foreign Service employees. Over 80 percent of these employees join AFSA as full members in 2005. Membership totals 13,232 at year's end.

AFSA welcomes 29 new life members in 2005.

AFSA Post Representatives serve our members in 170 embassies and missions overseas.

Emphasis on encouraging retirees to use the annuity deduction for AFSA membership increases total number of deductees to 589. Retiree membership climbs to 3,704.

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## AFSA Governing Board 2005

Front Row left to right: Roger Dankert (Retiree Rep.), Makila James (State Rep.), Steve Kashkett (State VP), Brad Bell (State Rep.), Joyce Winchel-Namde (State Rep. and Liaison to Editorial Board), Francisco Zamora (USAID Rep.). Back row left to right: Sheldon Daitch (IBB Rep.), Laura Scandurra (FAS VP), Andrew Winter (Treasurer), David E. Reuther (Retiree VP), J. Anthony Holmes (President), Don Businger (FCS VP), Brian Cook (State Rep.) and Larry Lesser (Retiree Rep.). Not pictured: F.A. "Tex" Harris (Secretary) William Carter (USAID VP), Alan Misenheimer (State Rep.), Hugh Neighbour (State Rep.), James Roseli (State Rep.), Andrew Young (State Rep.), Will Center (FCS Rep.), Robert Curtis (FAS Rep.), Len Baldyga (Retiree Rep.), Gil Sheinbaum (Retiree Rep.).



AUSTIN TRACY

## The Foreign Service Journal Editorial Board



SHAWN DORMAN

Front row, from left: Kay Webb Mayfield, Anthony Chan, Stephen Buck, Kent Brokenshire and Governing Board Liaison Joyce Winchel-Namde. Back row, from left: William W. Jordan, Christopher Teal, Chair Ted Wilkinson and Josh Glazeroff. Not pictured: Laurie Kassman and Lillian deValcourt-Ayala.

www.afsa.org

ON THE WEB at  
[www.afsa.org](http://www.afsa.org)



The total number of visitors to the AFSA Web site increased dramatically in 2005. We had over 180,000 visitors to our site in just the fourth quarter of 2005, a 75-percent increase over the fourth quarter of 2004. Members and non-Foreign Service visitors return to our site repeatedly to find content-rich information and a variety of foreign affairs resources. Articles from the *Foreign Service Journal* draw the greatest interest, with visitors reading both current and past issues.

In addition to getting vital information from our Web site, thousands of our members choose to sign up for the AFSANET Listserv. This e-mail service provides weekly updates on items of interest to the foreign affairs community directly to your home or work e-mail address. To sign up for the AFSANET Listserv visit us at [www.afsa.org/forms/maillist.cfm](http://www.afsa.org/forms/maillist.cfm).

# AFSA Annual Report 2005

## Staff

### Finance and Administration

SHAWN DORMAN



From left: Executive Director Susan Reardon, Controller Steven Tipton and Accounting Assistant Jon Reed.

- Accounting
- Financial Management
- Staff Recruitment & Supervision
- Building Administration
- Board and Committee Support

### Foreign Service Journal

STEVIE TIPTON



From left: Business Manager Mikkela Thompson, Advertising & Circulation Manager Ed Miltenberger, Editor Steve Honley, Senior Editor Susan Maitra and Associate Editor Shawn Dorman. Not pictured: Art Director Caryn Suko Smith.

- Editing
- Writing
- Design
- Advertising
- Subscriptions and Sales

### Labor Management

SHAWN DORMAN



Front row, from left: Office Manager Christine Warren, General Counsel Sharon Papp and Grievance Attorney Neera Parikh. Back row, from left: Labor Management Specialist James Yorke, Grievance Attorney Charles Garten, Labor Management Attorney Zlatana Badrich and USAID AFSA Office Manager Asgeir Sigfusson. Not pictured: USAID AFSA Senior Labor Management Advisor Doug Broome.

- Negotiations
- Protecting Benefits
- Grievance Counseling
- OIG & DS Investigations
- Member Inquiries
- Informing the Field

### Outreach Programs

SHAWN DORMAN



From left: Congressional Affairs Director Ken Nakamura, Executive Assistant Austin Tracy, Retiree Recruitment Coordinator Norma Reyes, Retiree Liaison Bonnie Brown and Director of Communications Tom Switzer. Not pictured: Professional Issues Coordinator Barbara Berger and Elderhostel Coordinator Janice Bay.

#### Public Outreach

- Speakers Bureau
- Elderhostel
- Memorial Plaque
- Foreign Service Day
- Diplomats Online
- AFSA Awards
- *Inside a U.S. Embassy* Book

#### Congressional Affairs

- Lobbying
- Tracking Legislation
- Hill Testimony
- Grassroots Campaigns

#### Retiree Services

- Member Inquiries
- Retiree Newsletter
- Retiree Directory

### Member Services

SHAWN DORMAN



From left: Administrative Assistant Ana Lopez, Membership Director Janet Hedrick and Membership Representative Cory Nishi.

- Member Recruitment
- Post Repts
- Insurance Programs
- Address Changes
- AFSANET
- AFSA Web Site

### Scholarships

SHAWN DORMAN

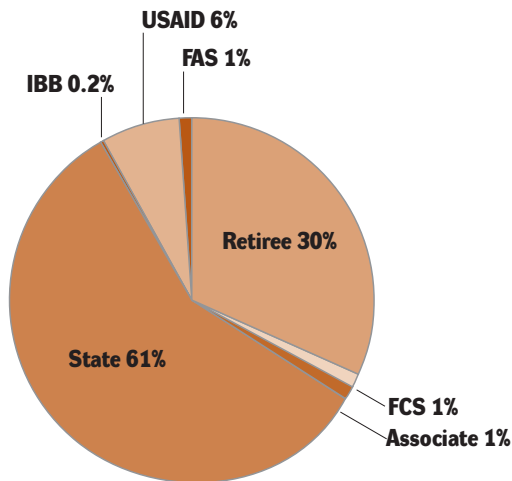


Scholarship Administrator Lori Dec.

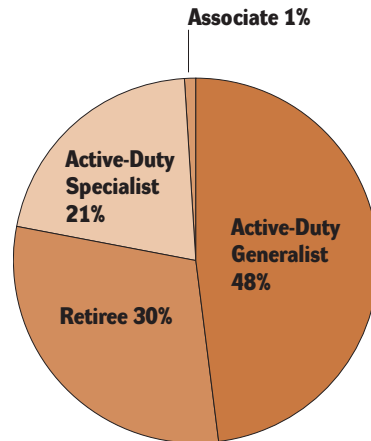
- Financial Aid
- Merit Awards
- Art Merit Awards
- Committee on Education

# AFSA Annual Report 2005

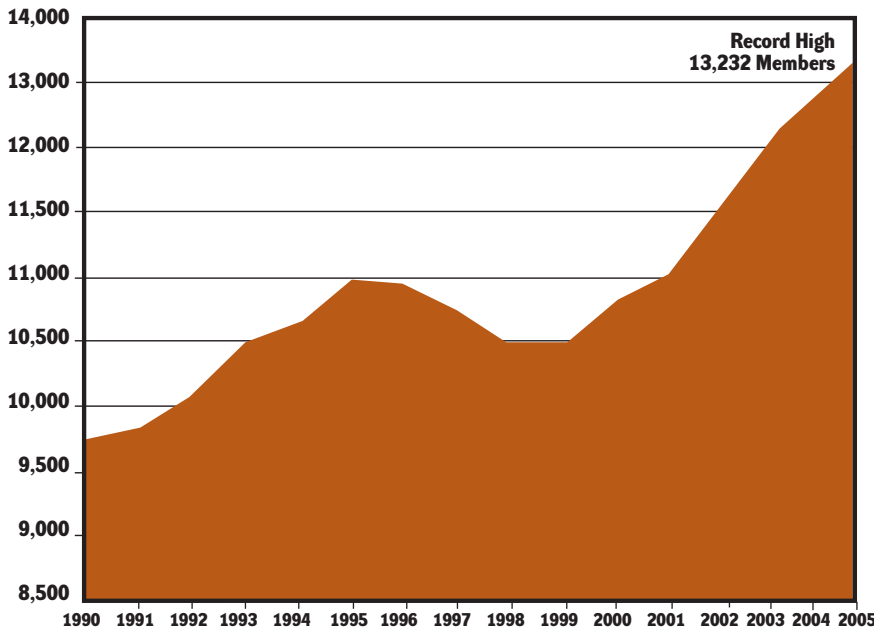
## Membership by Constituency



## Membership by Function



## Total Membership 1990 to 2006



### AUDIT REPORT for AFSA

AFSA's audited financial statements for 2005 will be available on the AFSA Web site ([www.afsa.org](http://www.afsa.org)) in May.

## Budget in Brief

<b>INCOME</b> .....	<b>\$</b>	<b>EXPENSES</b> .....	<b>\$</b>
Dues .....	2,150,000	Membership Programs.....	1,194,393
<i>Foreign Service Journal</i> Advertising .....	517,400	<i>Foreign Service Journal</i> .....	853,378
Insurance Programs.....	25,000	Legislative Affairs.....	182,006
Legislative Action Fund .....	55,000	Professional Programs and Outreach .....	399,153
Other .....	69,000	Scholarships .....	358,359
Professional Programs and Outreach .....	278,300	Administration.....	433,908
Scholarships .....	358,620	Contribution to Endowment and Reserves.....	32,123
<b>TOTAL</b> .....	<b>3,453,320</b>	<b>TOTAL</b> .....	<b>3,453,320</b>



# AFSA Annual Report 2005

## AFSA BY THE NUMBERS IN 2005

13	Number of Elderhostel programs held
29	New Lifetime AFSA Members
30	Number of known course adoptions for AFSA's book, <i>Inside a U.S. Embassy</i>
71	AFSA articles and letters placed in newspapers nationwide
97	AFSANETs sent in 2005
480	AFSA speaker programs nationwide
700	Number of Elderhostel participants
1,074	New active-duty and retired members
7,651	Subscribers to the AFSANET Listserv
13,232	AFSA members at year's end
27,000	Attendance at AFSA speaker programs nationwide
125,000	Financial Aid Scholarship dollars awarded to 64 students
517,400	Dollar amount of advertising in the <i>Foreign Service Journal</i>

## Benefits of AFSA Membership

**LABOR MANAGEMENT RELATIONS:** AFSA negotiates the regulations affecting employees' careers. We work to make the Foreign Service a better place in which to work, live and raise a family. Our network of AFSA post representatives provides on-site assistance to overseas members.

**CONGRESSIONAL ADVOCACY:** AFSA is your advocate before Congress on issues affecting the careers of active members and the annuities of retired members.

**OMBUDSMAN:** We work to resolve member problems with pay, allowances, claims, annuities, health care and many other issues.

**VOICE OF THE FOREIGN SERVICE:** As the professional association of the Foreign Service since 1924, AFSA works to strengthen our profession and is ever vigilant for threats to the career Foreign Service.

**GRIEVANCE REPRESENTATION:** AFSA's legal staff provides hands-on assistance with grievance proceedings when your rights are violated.

**OUTREACH:** AFSA communicates the views of the Foreign Service on professional issues to the news media and directly to the general public.

**FOREIGN SERVICE JOURNAL:** Our monthly magazine offers provocative articles that will keep you current on developments in the foreign affairs profession.

**AFSA NEWS:** AFSA's monthly newsletter, inside the *Foreign Service Journal*, highlights issues affecting your daily life.

**AFSA WEB SITE:** Our online member area includes a member directory and member forums.

**AFSANET:** Regular e-mail updates keep you current on issues of importance to the Foreign Service community.

**LEGAL SERVICES:** We offer free legal advice and representation on employment issues, including security and OIG investigations, discipline cases and security clearance proceedings.

**INSURANCE PROGRAMS:** You can choose among competitively priced insurance programs designed for the Foreign Service community, including professional liability insurance, accident, dental and personal property/transit.

**RETIREE SKILLS DATABASE:** Our online database lists AFSA members who are available for jobs, college teaching and speaking engagements in a wide variety of areas.

**AFSA SCHOLARSHIPS:** Approximately 100 merit-based and financial-need scholarships are granted every year to Foreign Service family members. Since 1926, AFSA has awarded approximately \$4,450,000 in scholarships.

**AFSA AWARDS:** This unique awards program honors constructive dissent and outstanding performance.

**RETIREE NEWSLETTER:** This bimonthly newsletter is exclusively for retired members.

**DIRECTORY OF RETIRED MEMBERS:** This invaluable annual listing, by state, of contact information for retired members is provided to all retired AFSA members.

**MAGAZINE DISCOUNTS:** AFSA members are eligible for special discounts on subscriptions to major foreign affairs journals.

**ESPRIT DE CORPS:** We work to build a sense of common cause and professional pride among all Foreign Service members: active and retired; officer and specialist; entry-level and senior.

**AFSA MEMORIAL PLAQUES:** Established in 1933, and maintained by AFSA, these plaques in the Truman Building lobby honor members of the Foreign Service who lost their lives overseas in the line of duty.

## AFSA Core Values

### MISSION

The American Foreign Service Association will provide foreign affairs leadership in the twenty-first century by:

Promoting and safeguarding the interests of its members;

Building a better sense of common purpose and pride in the foreign affairs profession; and

Working to increase the effectiveness and public support of the Foreign Service of the United States.



– **RESPONSIVENESS:** We listen to our members and actively promote their interests.

– **EFFECTIVENESS:** We act with a sense of urgency, get results and make a difference.

– **INTEGRITY:** We demonstrate openness, honesty and fairness in everything we do.

– **EFFICIENCY:** We carefully expend our resources where they can have maximum impact.

– **COMMUNITY:** We foster teamwork, respect each other and enjoy our time together.

– **COURAGE:** We encourage responsible risk-taking in order to achieve results.

– **PATRIOTISM:** We are faithful to the grand and enduring ideals that gave our nation birth.

– **EMPOWERMENT:** We trust each other to give our best efforts guided by these core values.

## By The Numbers: The Changing Face of USAID



Whether it is batting averages, mutual-fund returns or the amount of megabytes on our PCs, we have become a society of unrepentant number-crunchers and data freaks. Without a "numbers fix," individuals and bureaucracies alike are often frozen in inaction. Why else do we need all those studies and estimates before proceeding with almost anything these days? This column hopes to satisfy some of those primal numerical cravings, by supplying a satiating slew of numbers related to USAID personnel. The analysis may be wanting, but we leave you to draw your own conclusions.

After a lengthy hiatus, USAID began bringing in new recruits under the New Entry Professional program in 1999 and restarted the moribund International Development Intern program in 2003. To date, there have been 15 classes. Under these two employment categories, 449 officers have been hired. The attrition rate among this group has been what appears to be a reasonable 7 percent, with most of the departing officers coming from the early start-up classes. The gender breakdown is 55 percent men versus 45 percent women; of these, 11.6 percent are African-American; 5.3 percent are Hispanic-American; 6.2 percent are Asian-American and 0.5 percent are Native-American.

Significantly and surprisingly, over a relatively short period of time, NEPs and IDIs have come to represent 40 percent of USAID's Foreign Service work force. That, dear reader, is a number that hardly seems possible. The DNA of numbers should not have a mendacity gene.

Let me throw some other statistical factoids at you. Approximately one-third of current Foreign Service members in USAID are eligible to retire. The annual agency attrition rate is 8 percent. The average age of Foreign Service officers in USAID is 47. Tired of all these numbers yet? I am getting to the point; bear with me just a paragraph or two more.

I won't renege on the earlier promise to let you do your own analysis, but do the numbers tell you that USAID has an increasingly inexperienced total work force? Do they tell you that, through no fault of their own, NEPs and IDIs are being propelled quickly into leadership and management roles, perhaps before they have had a chance to fulfill all of the necessary technical competencies and gain the experience necessary to become effective leaders? That is unfair to them and to USAID.

In the midst of this, there is another number, a disturbing number that comes from USAID's operating expense budget. It is \$50 million, the current OE shortage. The training budget is being slashed, which means that, among other cuts, the opportunities for some of these NEPs and IDIs to receive the skills instruction and staff development tools they need for their accelerated journey will also be lost. This all adds up to (or should I say subtracts to) a recipe for a rocky road — and I am not talking about ice cream.

If some parts of this column have you steamed, remember to count to 10! □

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## Iraq: Question-and-Answer Time

The Foreign Service has courageously stepped up to the plate over the past three years to take on the challenges and hazards of serving in Iraq, which some consider to be the defining assignment for this generation. Many hundreds of our colleagues have volunteered for war-zone duty in Iraq since the early days of the Coalition Provisional Authority, much as our predecessors did during the Vietnam era.

It is undeniably true that assignments in Iraq present similar dangers, similar opportunities for career advancement and similar debates within the department as was the case in the late 1960s and early 1970s. The *Foreign Service Journal's* survey on this subject, which drew responses from nearly 60 members who are currently assigned in Iraq or have recently served there — the results of which are published in this issue — raises more questions than it answers.

The picture that emerges from this survey, in which the *FSJ* editors promised to keep employees' names confidential so they could feel free to speak candidly, is one of patriotism, self-sacrifice and a gritty determination to get the job done, tempered by very real concerns about the conditions of work in the Baghdad Green Zone and at the regional embassy offices in the provinces. As revealed by this survey, our people serving in harm's way have legitimate questions that call out for answers. They have earned the right to ask these questions. AFSA believes it is our obligation to air them and to seek answers in an open dialogue with management.

- Why do we need such a large embassy staff in Baghdad, considering the severe security constraints on employees' ability to move freely about the country and conduct the normal business of diplomacy? Do the elaborate, expensive and time-consuming precautions required whenever anyone needs to move outside the Green Zone make it prohibitively difficult for many of our employees to do their jobs? What is the rationale behind the staffing pattern?

- Why do many State employees still live in temporary trailers that are vulnerable to incoming fire? How have certain other agencies managed to provide better protection for their people's quarters?

- In Iraq, why does the State Department dismiss the normal security "tripwires"— conditions that trigger a drawdown or evacuation — that we apply uniformly to every other post around the world?

- What will be the future role and influence of the many non-career appointees, "3161" temporary employees and contractors who outnumber the career Foreign Service contingent at our diplomatic missions in Iraq? Will Foreign Service professionals be subordinate to non-career people, many of whom

may lack the necessary international, regional or public-policy experience?

- What will be the role of the dozens of Foreign Service members who will be assigned to the newly created Provincial Reconstruction Teams scattered across the provinces of Iraq beginning this summer? Considering that these PRTs will function in sometimes remote, hostile environments without the security infrastructure of the Green Zone, how does the department plan to protect these employees?

- If the department cannot guarantee preferential treatment to Baghdad bidders for onward assignments after Iraq, why does this implied promise still figure prominently in the efforts to encourage people to volunteer?

- Finally, if the Secretary and other senior department officials assert that it is the patriotic duty of Foreign Service members to volunteer for Iraq service on the grounds that bringing about a stable, democratic Iraq is the number-one priority for U.S. foreign policy, how does this assertion reconcile with — and have an impact on — other vital U.S. interests around the world? Is it acceptable for other U.S. embassies and consulates in the Middle East and in other critical regions to continue suffering staffing gaps and resource shortfalls in order to feed the growing Iraq mission? Is the task of bringing about a stable, democratic Iraq more important than the other key U.S. foreign policy goals that members of the Foreign Service are struggling to achieve everywhere else?

No one makes the decision lightly to volunteer for service in a war zone, separated from family and friends. We in the Foreign Service are not soldiers — we have neither the same training nor the same duties as our military colleagues. In fact, with the exception of security personnel, FS employees in Iraq are expressly forbidden to carry weapons, unlike their military colleagues with whom they serve side-by-side in the same deadly environment.

But we are nonetheless prepared to do our duty and face the risks of serving in Iraq as long as the department is prepared to level with us on these matters of vital concern. The career professionals of the Foreign Service, including our colleagues now in Iraq who furnished these questions — who are heroically putting their lives on the line to carry out the president's objectives — have earned the right to ask them openly, without being accused of disloyalty. □

(NOTE: This column focused exclusively on Iraq because that is the theme of this issue of the *Journal*. AFSA nonetheless fully understands that our colleagues posted in the "other" war zone, Afghanistan, face many of the same challenges and concerns.)



## Success on the Hill: Yes to 35 Percent

BY KEN NAKAMURA, LEGISLATIVE AFFAIRS DIRECTOR

The authorizing bill signed by President Bush on Dec. 22, 2005 — H.R. 4436, now designated Public Law 109-140 — contains two provisions for which AFSA fought hard: an increase in the cap for post hardship differentials and danger-pay allowances from 25 percent to 35 percent; and the restoration of Interim Relief authority to the Foreign Service Grievance Board.

The first session of the 109th Congress closed on Dec. 22, 2005, and the second session officially opened Jan. 3, 2006. AFSA's top priority for the first session was to seek enactment of Overseas Comparability Pay provisions for those FS-1s and below who are serving abroad. We came closer than

we had imagined we could when Representative Chris Smith, R-N.J., the Chairman of the House International Relations Committee's Subcommittee on Africa, Global Human Rights and International Operations, put it in the State authorization bill, H.R. 2601 and, working with HIRC Chairman Henry Hyde, R-Ill., got the bill with the provision through the House. However, the legislation stalled when the Senate could not pass its foreign relations authorization bill. We sought other vehicles without success. AFSA will continue to work for Overseas Comparability Pay in the second session.

When AFSA saw that the main authorization bill was not moving forward and the first session was in its final days, the House and Senate authorizing committees sought instead to move a small, narrowly-defined authorization bill — H.R. 4436. In the end, this bill contained eight sections, two of which AFSA very much supported and worked for. One of the provisions restores "interim relief" authority to the Foreign Service Grievance Board. This pro-

vides the FSGB with the discretionary authority to "stay" disciplinary action by the State Department in "not for cause" cases until the grievance process is completed. The second provision AFSA worked for increased the caps for post hardship differentials and danger allowances from 25 percent to 35 percent of base pay. AFSA argued that the world was getting increasingly dangerous, as evidenced by the large number of posts at maximum levels. We also argued that among these posts at the 25-percent level, there were sharp differences in the degree of danger and so the ability to recognize this difference was needed. Thus AFSA sought the increase in the ceilings to allow the department to further differentiate among the posts that are deservedly at the 25-percent level.

AFSA appreciates both the members and staffers of the House International Relations Committee and the Senate Foreign Relations Committee for their work to enact H.R. 4436. The bill contained important provisions for the Foreign Service. □

### AFSA HONORS ACHIEVEMENT IN HARD LANGUAGES

## 2005 Sinclair Language Award Winners

BY BARBARA BERGER, PROFESSIONAL ISSUES COORDINATOR

AFSA is pleased to announce the winners of the 2005 Matilda W. Sinclair Language Awards. The winners are:

William Davnie, Finnish  
Bradley R. Evans, Albanian  
Jeanne Gallo, Polish  
Daniel Gadacht, Polish  
Eric A. Johnson, Estonian  
Peter Kaufman, Lithuanian  
Stephen Mull, Lithuanian  
Long Nguyen, Tagalog  
Rebecca Owen, Korean  
Jessica Patterson, Hebrew  
John Senior, Bulgarian  
Ningchuan F. Zhu, Albanian

Sinclair winners are honored for outstanding accomplishments in the study of a "hard" language. Candidates for the award are nominated by the language-training supervisors at the FSI School of

Language Studies, and selected by a committee composed of volunteer AFSA members, the AFSA coordinator for professional issues and a member of the AFSA Governing Board, who serves as chairman. Each of the winners receives a check for \$1,000 from the Matilda W. Sinclair Endowment and a certificate of recognition signed by the AFSA president and the chair of the AFSA Awards Committee.

The Sinclair endowment was established in 1982 with a \$175,000 bequest from Matilda Sinclair to AFSA. A former Foreign Service officer who spent the last years of her life in Italy, Ms. Sinclair sought to promote and reward superior achievement by career officers of the Foreign Service who study one of the "hard" languages, either at the Foreign Service Institute School of Language Studies, at one

of the language field schools or at a post. The guidelines were amended and updated in October 2001 to expand eligibility for the awards to any career and career-conditional member from any of the foreign affairs agencies: Department of State, USAID, FCS, FAS and IBB.

The committee reviewed 21 nominations — 14 from this year and 7 carryovers submitted too late for consideration last year. The committee was favorably impressed by the quality of the nominees, as well as their quantity, but noted with some disappointment the absence of nominees for any of several high-priority hard languages: Arabic, Chinese, Japanese and Russian. The members of the committee have recommended that, in the future, a greater effort be made to emphasize and recognize these "critical needs" languages, as well as Farsi, Dari, Hindi and Urdu, which are vital to our foreign policy goals today.

AFSA congratulates all the winners of this year's Sinclair Language Award. □

## AFSA Defends the Foreign Service

BY SHAWN DORMAN

Secretary of State Condoleezza Rice's speech on Transformational Diplomacy and the Global Repositioning Initiative — which AFSA supports — inspired a number of critics to take swipes at the “recalcitrant” State Department and Foreign Service. Using a number of tired old stereotypes, and in some cases, new libels and vitriolic language, articles critical of the career Foreign Service appeared in the *Washington Times* (Fred Gedrich and Paul Valley), the *Los Angeles Times* (Walter Russell Mead) and the *New York Post* (Ralph Peters). The general viewpoint expressed was that the Foreign Service will oppose the changes and needs to start doing some real work outside of their cushy European retreats.

The *New York Post* op-ed is not worth quoting here, the criticism was so uninformed. Walter Russell Mead, who should know better, writes in the *LA Times* that the announcement of the global repositioning initiative would upset “old style” diplomacy, focused on English-speaking elites and governments. “However frustrating these orders are for Foreign Service veterans looking forward to restful years in Paris and Rome, the transfers signify an important and long-needed transformation of U.S. foreign policy.”

AFSA has responded to these cheap shots, and AFSA members have been contacting headquarters in support of these efforts to defend the Service. Letters of response by AFSA President J. Anthony Holmes were printed in the *Los Angeles Times* (Feb. 9), the *Washington Times* (Jan. 31) and the *New York Post* (Jan. 23). We excerpt the *Washington Times* letter here and provide the AFSA response.

“The Secretary called for, among other things, a global repositioning of diplomatic personnel and recalibration of the agency's mission. The plans will surely stir the hornet's nest. Career Foreign Service officers,

who handle the bulwark (sic) of U.S. diplomatic activity, have a notorious record in resisting change and the legitimacy of presidential and congressional control and direction. Some have been accused of purposely undermining President George W. Bush's global war on terror and national-security strategy.

**“It is absurd to accuse America's career diplomats of ‘purposefully undermining’ the global war on terrorism and the president's national security strategy.”**

— J. Anthony Holmes  
AFSA President

“It's apparent to many outsiders that the department must make fundamental changes to the institution and culture and implement new strategies to effectively cope with the daunting 21st-century national security and foreign policy challenges. It's about time the folks at Foggy Bottom realized it, too.”

### AFSA President J. Anthony Holmes Responds

Letter to the Editor, *Washington Times*, Feb. 4, 2006

Fred Gedrich and Paul E. Valley's tirade against the Foreign Service (“Change at Foggy Bottom,” Op-Ed, Tuesday) is woefully biased and far off the mark.

The fact is that the American Foreign Service Association and the vast majority of individual Foreign Service officers strongly support Secretary of State Condoleezza Rice's “transformational diplomacy” initiative. AFSA is publicly committed to doing everything it can to help her get the devilish details right, things such as providing security for our people and facilities overseas and garnering adequate resources from Congress so the relocated diplomats can, indeed, do transformational work.

The men and women of the Foreign

Service are not strangers to “transformational diplomacy.” We have been promoting democracy and economic reform, advancing U.S. interests and American values abroad, combating the root causes of extremism and terrorism, and protecting U.S. borders and national security for decades.

It is absurd to accuse America's career diplomats of “purposefully undermining” the global war on terrorism and the president's national security strategy. It is an insult to the thousands of Foreign Service professionals faithfully carrying out the president's foreign policy, often at great personal risk, in the most difficult and dangerous places in the world.

More than two-thirds of our 264 missions overseas are formally classified as hardship posts. More than half of all Foreign Service personnel overseas serve in them. This year, they will fill 700 positions in “unaccompanied posts,” places so dangerous their families must remain behind. Since the Vietnam War, more American ambassadors have been killed in the line of duty than generals and admirals.

The solution to every one of the “problems” with the Foreign Service assignment system that Mr. Gedrich and retired Maj. Gen. Valley raise is to give the State Department sufficient resources to do its job. The most radical and effective reform of U.S. foreign policy imaginable would be to fund it adequately. Try as we might, it simply is not possible to be a superpower on a shoestring.

The Foreign Service is assiduously neutral politically. We offer advice based on unparalleled expertise, implement the policies that our political masters choose and try to get them fine-tuned based on their real impact. The authors' thinly disguised call for the subordination of professional objectivity to short-term political expediency would undermine our national security. As President Ford said on the Foreign Service's 50th anniversary, “Foreign relations are too important to be left to a corps of ‘yes men.’ You must report without fear or favor what you actually see abroad, not what we in Washington want to hear.” □