

# THE **FOREIGN SERVICE** JOURNAL

PUBLISHED BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

APRIL 2014



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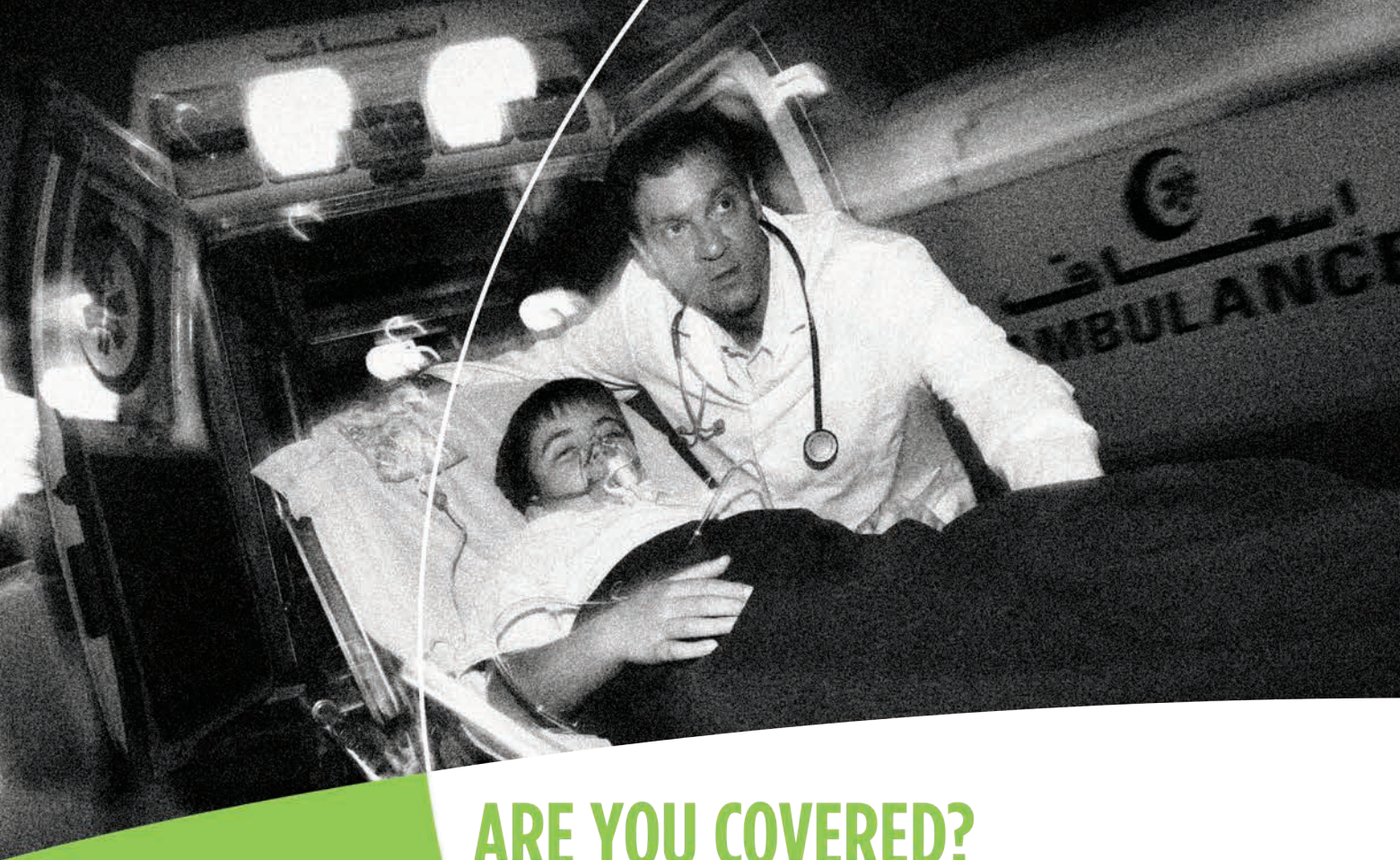


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On the cover: The Embassy of Finland in Washington, D.C. Photo by Jussi Tiainen. The building, its architecture based on the Finnish tradition of simple design existing harmoniously with natural surroundings, established a powerful progressive presence for Finland at its completion in 1994. In subsequent years, embassy staff made it a priority to decrease the structure's environmental impact. It was the first foreign embassy in the United States to receive the U.S. Environmental Protection Agency's Energy Star and the first to receive LEED certification.

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# Three Reasons to Love the League of Green Embassies

BY ROBERT J. SILVERMAN

Climate change is a serious, man-made problem. I am glad that it is one of our diplomatic priorities, and that one component—green buildings—is the focus of this month's *Journal*.

At the same time, I wonder if our overall approach to other countries on the issue of climate change is muddled by the fact that the United States has historically benefited from the unrestricted use of carbon-based resources.

One U.S. environmental initiative helps clear the air literally and figuratively—the League of Green Embassies. It shows the United States leading by example through high-profile efforts to reduce our own embassies' carbon emissions. Here are three reasons to love this initiative.

**Policy Created, Led and Sustained by Management Officers.** How refreshing it is to have a policy initiative expressed through concrete, meaningful actions. This is what can happen when management officers are in charge, for example, changing our vehicles, lighting, electricity generation, heating and, in short, ensuring that the way we live and work reflects our values and policy interests.

Leading by example in this way happens to be effective public diplomacy, as well. Europeans have heard our talking points. But what seemed new and interesting to them when I last served there was what the U.S. embassies in their cities were actually *doing*, which attracted attention and local media coverage.



Robert J. Silverman is the president of the American Foreign Service Association.

The League of Green Embassies is helping to change European views about the U.S. commitment to climate policy goals.

Let me be specific. While serving as Embassy Stockholm's management counselor, Mary Teirlynck proposed the idea for a League of Green Embassies at a fall 2007 offsite dedicated to the embassy's alternative energy partnership with Sweden. I was a participant. The idea was that American embassies across the region should collaborate, combine and showcase their efforts on energy efficiency.

The embassy's general services officers and Swedish staff quickly popularized the idea with counterparts at other European posts, which led to the creation of a website for trading greening ideas. You can find the site that has evolved here: <http://www.leagueofgreenembassies.org>.

The League became a strong advocate for greening our embassies worldwide, and now has more than 100 member missions.

**Policy Originating at Overseas Posts, Not in Washington.** A creative tension often exists between Washington and the field, with both sides playing their expected roles. But sometimes the roles can be reversed, with the field recommending policy and Washington proceeding to implement it.

Such was the case with the Baku-Tbilisi-Ceyhan oil pipeline. On the face of it, supporting a 1,000-mile pipeline connecting the Caspian Sea to the Mediterranean was unlikely. That was the initial Washington reaction.

But after U.S. embassies in the Caucasus and Turkey strongly advocated for the project, State eventually put its full weight behind it, coordinating the diplomacy and financial interagency in a sustained effort that took nearly 10 years. And thus a major foreign policy achievement of the Clinton administration was secured.

Such was also the case with the League, which was up and running in 2007, pressing for more greening initiatives. Similar thinking at headquarters complemented the League's efforts, with key support from the Bureaus of Administration and Overseas Building Operations and the Under Secretary for Management.

**Conservation As an Independent Virtue.** Greening one's chancery and embassy vehicles is a good idea in its own right, regardless of whether one believes in the worst-case scenarios of climate change.

As Secretary of State John Kerry has pointed out, greening leads to cleaner water and cleaner air. If applied at home as well as abroad, it can also slow the increase in U.S. consumption of oil and gas, allowing us to export more and, eventually, to reduce the world's dependence on the oil and gas exports of other, unfriendly regimes.

For these reasons, I hope you will work with the League of Green Embassies. And as always, be well, stay safe and keep in touch.

Bob

[Silverman@afsa.org](mailto:Silverman@afsa.org) ■



# Who Knew?

BY SHAWN DORMAN

Unless you are living in North Ikea, you probably know about the media firestorm around the issue of political “pay-to-play” ambassadorial nominees that began in February following the testimony of the nominees to Hungary, Norway and Argentina.

(And, by the way, if you haven’t heard of North Ikea, check out the March 11 “Between Two Ferns” interview with President Barack Obama. Love it or hate it, it’s been viewed more than 20 million times and boosted traffic to the healthcare.gov site by some 40 percent.)

Also weighing in on the ambassadorial nomination process and generating serious media attention was AFSA, with the release of its “Guidelines for Successful Performance as a Chief of Mission” on Feb. 25, an initiative launched last summer. You’ll find our report on the media coverage in Talking Points, and the guidelines and related information in AFSA News.

This month we focus on dynamic initiatives that are “greening” U.S. embassies and consulates around the globe. Who knew that the sustainability and green buildings movement at the State Department and overseas was so strong and growing so quickly?

Who knew that there are “green teams” at 150 U.S. embassies and consulates? Who knew that U.S. Embassy Helsinki’s Innovation Center is one of the most energy-efficient embassy buildings in the world?

We open with an overview of “eco-

diplomacy”—the practice in international relations of facilitating and advancing a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship—from Donna McIntire, the Bureau of Overseas Buildings Operations’ chief of energy and sustainable design.

In “Eco-Diplomacy: Building the Foundation,” she explains how eco-diplomacy is built on environmental policy, green buildings (the “platform”) and operational results.

Bringing it all together, the Greening Diplomacy Initiative, launched in 2009 by Secretary of State Hillary Rodham Clinton, empowers U.S. missions to implement greening operations at a local level. In “The Greening Diplomacy Initiative: Capturing Innovation” (p. 24), Caroline D’Angelo of the GDI executive secretariat describes how the department’s overarching sustainability effort harnesses the energy (so to speak) and innovation flowing from 150 green teams worldwide.

Green teams are not managed from Washington; they are more organic and unique at each post, working on sustainability projects as varied as there are environments and countries. Like embassy country teams, green teams are chaired by the ambassador and bring together people from different parts of the mission, some of whom might not otherwise overlap in their work. The teams identify and implement sustainability practices and projects.

Next we hear about “The

League of Green Embassies: American Leadership in Sustainability” (p. 30) from League coordinator John Molesky. This coalition of more than 100 U.S. embassies and consulates began at Embassy Stockholm in 2007 as an online best practices sharing portal. Now based at Embassy Helsinki, the League offers practical suggestions for all missions to consider.

Finally, in “Finns Take the LEED in Green Embassy Design” (p. 35), Emilia Honkasaari of the Finnish Embassy in Washington, D.C., describes the work to create a pioneering green embassy. It began in 1994 with a building whose traditional Finnish architecture already defined it as a progressive landmark.

Bob Silverman picks up the greening theme in this month’s President’s Views column. He shares his perspectives on the “reasons to love the League of Green Embassies” (p. 7) based on personal experience serving at Embassy Stockholm when the League was established.

Inspired by these examples, we at AFSA plan to pursue our own greening initiative. Toward that end, in April AFSA will name a greening coordinator from the staff to help bring forward ideas for the implementation of sustainability practices at our headquarters.

We hope you enjoy this issue. And, as always, please send letters to the editor to let us know what you think, and consider submitting an article, a Speaking Out or Reflection of your own. ■



*Shawn Dorman is the editor of The Foreign Service Journal.*

## Leadership Lessons

When good leaders fail because of bad personal decisions or character flaws, too often we focus on those shortcomings and lose sight of the good they have done. Major General Michael Carey's recent removal as chief of the United States Intercontinental Ballistic Missile force for misbehavior on a trip to Moscow is a perfect example.

When I worked for him 15 years ago as a missileer, then-Lieutenant Colonel Carey exemplified the term "leadership" for me. He led by example, promoted a "work hard, play hard" ethic, and communicated to his 200-person unit how important it was to balance the mission and the welfare of the individual team members.

Rare qualities by themselves, these traits become even more valuable when an individual possesses them all. So I am saddened to learn of his fall from grace, as it will forever taint the impressive leadership legacy Gen. Carey had built up over a distinguished 35-year military career.

The State Department also has its share of leaders with personal peccadillos. Unfortunately, we rarely take the time to reflect on their skills and learn from their mistakes. To be sure, the Foreign Service Institute's School of Leadership and Management does its best to promote such discussions and to professionalize leadership and management techniques. And the department has also recently published in the Foreign Affairs Manual leadership tenets based on the work done by various bureaus. These are useful steps, but more needs to be done.

From my personal experience in New Delhi during my first Foreign Service tour (2012-2014), Consular Team India did this as well as any organization. Founded by officers with roots in the Bureau of Consular Affairs' Leadership Development Committee, CTI is staffed by Foreign Ser-

vice officers and Locally Employed Staff.

Anchored by well-designed systems like the Consular Leadership Toolkit, the Consular Leadership Indicator and CA's well-known leadership tenets, CTI has been recognized as an organizational innovator. The model has since been adopted in Brazil and other missions.

In addition, CA has used some of the ideas to foster an improved management culture (through the "ICA" Consular Management Project). This new framework has, in turn, been embraced by the M family, which now encourages managers to "think globally," "assess honestly" and "create value," among other practices.

The public diplomacy function is also moving toward a more deliberate culture of leadership, one more likely to take ownership of "the message," analyze the goals of outreach programming, and recognize Locally Employed Staff as the institutional knowledge, our own "backbone." I could cite many other examples of this throughout the department, as well.

State is becoming an institution that systematically fosters and applies leadership lessons throughout the organization. What is even more exciting about this trend is the fact that our leadership culture is developing from within, both by word of mouth and through careful planning.

As part of that effort, all of us have the chance to reflect on the lessons we've learned from previous leaders—even the flawed ones—and apply them to the great things our organization is doing right now.

*John Fer*

*FSO*

*Embassy Managua*

## Steve Honley's Departure

It was with a bit of sadness, as well as recognition that time passes, that I read in the January-February issue that Steve

Honley is relinquishing the editorship of the *Journal*. I worked with Steve in the Bureau of Political-Military Affairs in the early 1990s, and thought his retirement from the Foreign Service was a great loss.

His stewardship of the *Journal* for the past decade probably had as large an impact on the Service as one officer could hope to have. I wish him the best in this latest transition.

*Michael W. Cotter*

*Ambassador, retired*

*Pittsboro, N.C.*

## An Exemplary Legacy

I'm sure the *Journal* is receiving many notes of appreciation for the exemplary work Steve Honley did as editor during his 12-plus years of service. I'd like to add my own praises, as I've known Steve quite a bit longer than his *FSJ* days, going back to 1990 when he was Cameroon desk officer and I was deputy chief of mission in Yaoundé.

I was impressed then with the tremendous support he provided our post, but was also annoyed at times for his reminding me that we should be editing our cables more carefully. I had no idea that he would be putting those editing skills to such good use during his tenure at the *FSJ*!

Steve's real achievement, however, was the continuous qualitative improvement in the *Journal* during his time in the editor's chair, culminating in the most recent format upgrade. Of the many excellent editions Steve put out, I believe a number deserve special mention: "State of Mind: Post-Traumatic Stress Disorder and the Foreign Service" (January 2008); "U.S.-Africa Relations: Building on the First 50 Years" (May 2008); "Just Say 'Ah': Examining the Office of Medical Services" (September 2010); "Work-Life Balance: Handling the Ups and Downs of



FS Life” (May 2011); “When the USSR Fell: The Foreign Service on the Front Lines” (December 2011); and “An Undervalued Resource: Foreign Service Nationals/Locally Employed Staff” (June 2012).

The variety of those subjects illustrates how effectively the *Journal* evolved during Steve’s time to broaden the scope of topics beyond what had been the traditional focus. We will greatly miss his remarkable talents and good humor, and at the same time look forward to the next stage of the *Journal*’s journey.

The best of luck to the new team—you have huge shoes to fill.

*Tibor Nagy Jr.*

*Ambassador, retired*

*Lubbock, Texas*

## A Fond Farewell

I was both surprised and saddened when I read the January-February Editor’s Letter, a fond but wistful adieu from Steve Honley. Steve has indeed served as an outstanding *Journal* editor for as long as I can remember.

He and his *Journal* colleagues always provided strong encouragement and support to my efforts to showcase the vital role both management and information resources management officers and specialists play in steering the global mission and institutional focus of the Foreign Service. Both Steve and his successor, Shawn Dorman, gave us, and me as an author, an opportunity to display that role by sharing a stage traditionally reserved for an incandescent cast of Foreign Service VIPs.

In doing so, they showed understanding of the importance of our contribution to the organization as a whole—not merely the functional tasks Foreign Service specialists carry out, but the fact that we, too, represent the essence of the institution. For that special understanding, my colleagues and I will always be grateful.

I wish Steve well in his future endeavors. Moreover, I wish new Editor-in-Chief Shawn Dorman the same and look forward to working with her on future initiatives. I have every confidence that she will lead the *Journal* superbly for many years to come.

*Timothy C. Lawson*

*Senior FSO, retired*

*Hua Hin, Thailand* ■

# FOREIGN AFFAIRS DAY

*The Annual Homecoming for Foreign Service and State Department Civil Service Retirees*

**May 2, 2014**



There will be a luncheon at 1 p.m. in the Benjamin Franklin Room. Reservations are first-come, first-served. \$50 per person.

In the afternoon, there will be a reception to honor AFSA scholarship winners at AFSA headquarters at 2101 E Street NW.

To RSVP, please e-mail [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov) with your full name, retirement date, street address, e-mail address and phone number.

*U.S. Secretary of State John Kerry delivers the Keynote Address at the Foreign Affairs Day Celebration at the U.S. Department of State in Washington, D.C., on May 3, 2013.*

## AFSA Chief-of-Mission Guidelines Sound a Note of Common Sense

On Feb. 25, when the issue of “pay-to-play” ambassadors was commanding media attention and stirring public discussion of the American tradition of appointing political ambassadors, AFSA unveiled a set of guidelines for successful performance as a chief of mission. Much of the media coverage welcomed AFSA’s proposal as a common-sense solution.

Please see AFSA News for the full text of the “Guidelines for Successful Performance as a Chief of Mission” and the background to this initiative (p. 45).

Close scrutiny of ambassadorial nominees kicks into high gear every four years, at the beginning of each presidential term. In the spring of 2013, pundits and government watchers made some noises as President Barack Obama began naming the political ambassadors for his second term. Having tracked these nominations for a long time, AFSA stated its concerns about the rise in the number of political appointments throughout 2013.

Public focus on the issue was set off by the Senate Foreign Relations Committee’s Jan. 16 confirmation hearings for Colleen Bradley Bell and George Tsunis to be ambassadors to Hungary and Norway, respectively, followed by the Feb. 6 hearing for Noah Bryson Mamet to be ambassador to Argentina.

During the hearings, the unusually blunt line of questioning from Senators John McCain, R-Ariz., and Marco Rubio, R-Fla., brought significant media attention to what many interpreted as bungled answers to fairly basic inquiries.

As a result, some major media outlets started asking questions about these individuals’ qualifications. Noting



that all three were major bundlers of campaign donations for the president, CNN called them “pay-to-play ambassadors.”

The *Washington Post* suggested they were not qualified, and The PBS Newshour hosted a debate on the issue between former Under Secretary of State for Political Affairs Nicholas Burns and Bard College Professor Walter Russell Mead.

Bloomberg’s Margaret Carlson was particularly harsh, calling the current crop of political nominees “scrapings from the bottom of the barrel.”

On the “Daily Show,” Jon Stewart quipped: “Is there a rule that ambassadors can’t have set foot in the country they’re going to? Would it ruin the surprise?”

In February alone, AFSA found 1,136 articles on the subject, including coverage from at least 31 foreign countries. The media in Norway and Hungary have been unusually attentive—hardly a surprise, given that two of the three most contro-

Brian Aggeler’s image of the “pay-to-play” ambassador is reprinted from the November 2012 *FSJ*, where it illustrated a column by Dennis Jett, “Psst! Hey, Buddy, Wanna Buy an Ambassadorship?”

versial nominees will reside in Oslo and Budapest should the Senate confirm them.

After the official rollout of the AFSA Guidelines, *Government Executive* credited the association with seeking to raise the bar on

nominees, while the Center for Public Integrity wondered what the qualifications of a good ambassador might be.

ABC’s “Good Morning America” featured the topic on Feb. 26; and *U.S. News & World Report* spoke of AFSA’s efforts to “embarrass-proof” future nominees.

On March 10, independent of the AFSA Guidelines initiative, 15 former AFSA presidents called on the U.S. Senate to oppose confirmation of the ambassadorial nominees to Hungary, Argentina and Norway.

The group cited as their reasoning that these nominees “appear to have been chosen on the basis of their service in raising money for electoral campaigns, with minimal demonstrated qualifications for their posts, [which] has subjected them to widespread public ridicule, not only in the U.S. but also abroad.”

They added: “Their effectiveness as U.S. representatives therefore would be severely impaired from the start.”

In addition, AFSA’s website—particu-



larly the pages containing the guidelines and our statistics on ambassadorial nominations (see “Site of the Month,” p.12)—saw a surge in visits in February, tallying more than 28,000 hits.

—Ásgeir Sigfússon,  
AFSA Director of New Media

## “Pay-to-Play” Ambassador Issue Receives International Attention

The most controversial of President Obama’s 2014 ambassadorial draft picks received intense media scrutiny

in the countries to which they are being appointed following their nomination hearings.

More surprising, however, the issues surrounding the U.S. ambassadorial nomination process were covered prominently in the press in at least 31 countries, including Malaysia, Hong Kong, South Africa, Lebanon, Japan, Qatar, New Zealand, Germany, Indonesia, United Arab Emirates, Algeria, Russia, Taiwan, Oman and Iceland.

The *Budapest Times* writes that Colleen Bell, a businesswoman and Hollywood producer, “earned her new

career move” as U.S. ambassador to Hungary by raising some \$2.1 million for President Obama’s reelection campaign. Hungary “does not seem to be at the forefront of American diplomatic thinking,” the article states, noting that the post has been vacant for six months, and adding: “Other countries, which use career diplomats, not political appointees, usually have little or no gap between ambassadors to Hungary.”

Both the *Buenos Aires Herald* and *La Nación* questioned the qualifications of Noah Bryson Mamet, the ambassadorial nominee for Argentina, citing the fact

### SITE OF THE MONTH: *AFSA’s Ambassador Tracker* ([www.afsa.org/ambassadors](http://www.afsa.org/ambassadors))

AFSA has kept track of ambassadorial appointments for a very long time, but the possibilities that online data collection and presentation bring enabled us to kick our efforts into high gear in 2009. This issue is of significant concern to our members and, increasingly, to the public at large.

Our tracker began with a very basic—and mostly ad hoc—collection of statistics on the numbers of career and political ambassadors in the Ford, Carter, Reagan, George H.W. Bush and Clinton administrations. Our figures were not entirely accurate, however, due to a paucity of data.

With the start of the Barack Obama administration in January 2009, we re-energized the project. Thanks to the fantastic online collection of the Office of the Historian at the Department of State, accurate information on ambassadors through history has become much easier to gather. So began a venture that has grown in breadth and depth over the past five years.

Our chart shows the current ambassador or ambassador-designate to each country and international organization, totaling 187 positions. It goes into considerable detail: Is the individual a career or political appointee? Has each been confirmed or is the nomination still pending? Have they had a hearing before the Senate Foreign Relations Committee? A bio is attached to each listing for additional information.

Once this basic chart had been established, we updated our information and added the George W. Bush administration. Recently, we added a new chart that separates out Pres. Obama’s second-term appointments; those data are the source of much of the media attention this issue has received lately.

With this refined data, our statistics became more reliable. We also have charts on each country going back to 1960 and each continent going back to 1960 (no surprises in the data on Western Europe and the Caribbean). Our most recent update looks at the number of female ambassadors in each country since the start of diplomatic relations with the United States.

Last year, as AFSA began looking more seriously at the increasing politicization of positions at the Department of State, we began tracking career vs. political appointee statistics on deputy secretaries, under secretaries and assistant secretaries of State, as well as directors, coordinators and chiefs of major offices. As we go to press, we are compiling data on senior positions at the U.S. Agency for International Development, which we hope to post later this year.

This project is a constant work in progress, and we invite you to keep up with the evolving picture.

—Ásgeir Sigfússon, AFSA Director of New Media

that he neither speaks Spanish nor has ever been to Argentina. The harshest international and domestic criticism has come against Pres. Obama's nominee

for the Oslo post, George Tsunis, whose gaffes during the hearings spoke for themselves in the Norwegian press. As the *Nordic Page Norway* and

## Nominees Waiting Confirmation

Ambassador Name	Post/Country	Date Nominated	Days Since Nomination*	Career or Political
Brian Nichols	Peru	06/24/13	270	Career
Thomas Daughton	Namibia	06/30/13	264	Career
Mark Bradley Childress	Tanzania	07/09/13	255	Political
Carlos Moreno	Belize	07/09/13	255	Political
John Hoover	Sierra Leone	07/10/13	254	Career
Donald Lu	Albania	07/25/13	239	Career
Noah Mamet	Argentina	07/31/13	233	Political
John Estrada	Trinidad & Tobago	07/31/13	233	Political
Karen Stanton	Timor-Leste	07/31/13	233	Career
Michael Hoza	Cameroon	07/31/13	233	Career
Eunice Reddick	Niger	07/31/13	233	Career
Amy Hyatt	Palau	07/31/13	233	Career
Matthew Harrington	Lesotho	08/01/13	232	Career
Larry Andre	Mauritania	09/11/13	191	Career
Helen La Lime	Angola	09/11/13	191	Career
George Tsunis	Norway	09/11/13	191	Political
Luis Moreno	Jamaica	09/11/13	191	Career
Cynthia Akuetteh	Gabon/São Tomé & Príncipe	09/17/13	185	Career
Eric Schultz	Zambia	09/17/13	185	Career
Kevin Whitaker	Colombia	09/23/13	179	Career
Robert Barber	Iceland	10/30/13	142	Political
Mark Gilbert	New Zealand/Samoa	10/30/13	142	Political
Joseph Westphal	Saudi Arabia	11/07/13	134	Political
Colleen Bell	Hungary	11/07/13	134	Political
Maureen Cormack	Bosnia and Herzegovina	11/21/13	120	Career
Douglas Silliman	Kuwait	12/13/13	98	Career
Matthew Tueller	Yemen	01/16/14	64	Career
Suzi LeVine	Switzerland/Liechtenstein	01/30/14	50	Political
Cassandra Butts	Bahamas	02/10/14	39	Political
Andrew Schapiro	Czech Republic	03/10/14	12	Political



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Based on February 28, 2014 chart from The Washington Post

\* Data as of March 22, 2014





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Embassy Risk Management  
embassyrisk.com

The Hirshorn Company  
hirshorn.com/usfs

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PROMAX Management Inc.  
promaxrealtors.com

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*Norway Post* have reported, the Tsunis performance elicited apologies to the country and to the Progress Party from both U.S. Embassy Oslo and the White House.

*Nordic Page Norway*, which reports that some Norwegian-Americans in the United States have begun petitioning for the removal of Tsunis' nomination, also probed the larger issue of the nominations process, citing the AFSA Guidelines.

—Bret Matera, Editorial Intern

### The War on Bad Air in China

Writing in the Feb. 3 *Washington Post*, Simon Denyer reports that the Chinese government is becom-

ing increasingly transparent about the extent of the country's air pollution, thanks in large part to pioneering efforts by Embassy Beijing.

Denyer explains that in 2009, the embassy began monitoring and publishing data on the fine particles in Beijing's air that cause the most harm to human health, known as PM2.5 (because they measure less than 2.5 micrometers in diameter). Those hourly air-quality readings, which are also taken at U.S. consulates throughout China, are disseminated on Twitter and widely watched through a smartphone app.

Painfully aware that air pollution is a major topic of discussion—and discontent—on Chinese microblogs, Beijing

### 50 Years Ago

The Department of State's chronic state of penury is a fact of Foreign Service life to which all officers have long been accustomed. Can anyone recall a year when a travel freeze was not necessary? When a supplemental appropriation was not urgently needed? ...

Travel has been strictly curtailed since December. Home leaves are backed up. Several courses at the Foreign Service Institute have been canceled because travel funds are not available to bring officers home for training. Officers around the world are altering plans for the educational schedules of their children. All of these inconveniences and uncertainties tend to lower morale. ...

If the Department of State is to play its role as the executive agent of the president in carrying out foreign policy, it must be financed to provide leadership and guidance to all these elements. We think the department should take the lead in encouraging the Bureau of the Budget to take a totally new look at our budget in 1965.

Let's not try to meet the department's responsibilities by asking for small increases each year. This will still leave us going around in the same vicious circle. Let's instead ask for a realistic budget that meets the needs of the role we have to play in a world of recurring crises. We are convinced that Congress and the country would welcome a bold and realistic approach to the department's budgetary problem, so that it may effectively handle the emergencies which will inevitably arise while carrying on a planned program to meet its own responsibilities.

—From an editorial titled "The Vicious Circle," FSJ, April 1964.

initially denounced such disclosures as interference in its internal affairs; it even formally requested that foreign governments stop making the data public. But beginning in 2012, Chinese authorities did an about-face, ordering local governments to publish their own data on PM2.5 pollution levels.

Today 179 Chinese cities issue real-time statistics, which the Ministry of Environmental Protection publishes online (but only in Chinese) and uses to rank the worst offenders.

Many Chinese activists credit the United States for its leadership on environmental issues, citing the Toxics Release Inventory, which the Environmental Protection Agency created in 1986, as a model. However, Linda Greer, director of the Natural Resources Defence Council's health and environment program, points out that China's real-time disclosure program is actually bigger than anything the EPA has ever done.

Building on Embassy Beijing's example, Ma Jun, head of the Institute of Public and Environmental Affairs in Beijing, is working with experts to design a phone app that shows factories that meet emissions targets in blue and those breaking the law in red.

—Steven Alan Honley,  
Contributing Editor

## State: Still a Pretty Good Place to Work

Last December the Partnership for Public Service, in collaboration with Deloitte Consulting Services, released its eighth annual survey of "Best Places to Work in the Federal Government." The results are based on data the Office of Personnel Management collected between April and June 2013 from 376,000 employees of 371 federal

organizations (19 large federal agencies, 23 mid-size agencies, 29 small agencies and 300 subcomponents) representing 97 percent of the executive branch workforce.

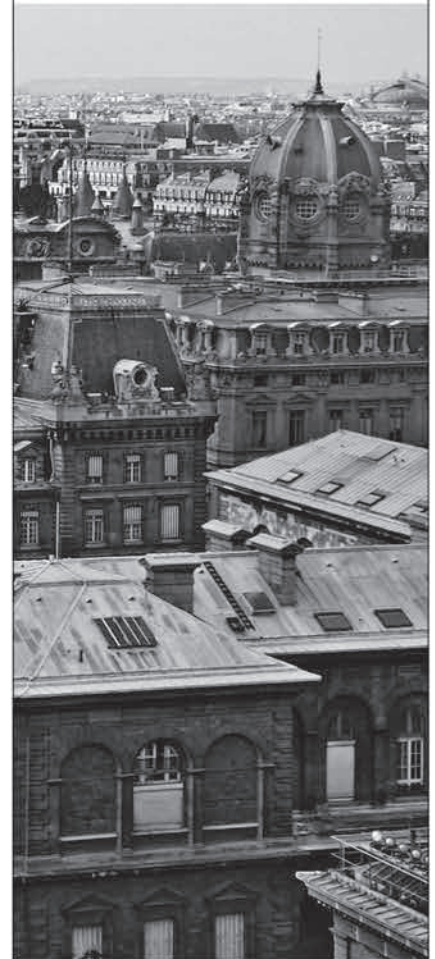
The Department of State slipped one notch on the large agencies list, from third to fourth, as 65.6 percent of its employees expressed job satisfaction (compared with 68.2 percent in 2012). The top three agencies in that category are NASA, Commerce and the intelligence community. (There was no breakout for the U.S. and Foreign Commercial Service.)

In the mid-size division, the U.S. Agency for International Development edged up from 15th to 14th of 23 contenders, even though its score only rose from 58.8 percent to 58.9. At the Broadcasting Board of Governors, the percentage of satisfied employees jumped four points, from 46.8 to 50.7 percent, but that was still only enough to boost its ranking from 23rd to 21st. (Within the International Broadcasting Bureau, however, job satisfaction fell nearly five points from last year, dropping from 56.4 to 51.7 percent.)

In his Feb. 19 Federal Diary column in the *Washington Post*, Joe Davidson reports on the BBG's ongoing efforts to improve employee morale. These include informal sessions during which employees can air concerns directly to directors and other senior staff, a "Civility Campaign" to address labor-management issues, and a Workplace Engagement Initiative to get to the root of the agency's perennially low job satisfaction. One step that many observers believe will significantly help is changing the BBG's structure from a board of directors to a chief executive officer.

Among small agencies, the Peace Corps held on to fourth place among

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29 even though its score fell more than three points from last year, from 81.5 to 78.2 percent. And among agency subcomponents, job satisfaction at the Foreign Agricultural Service rose from 45.7 to 48.3 percent.

As a whole, just 57.8 percent of federal government employees said they were satisfied with their jobs. Reflecting a three-point drop since the year before, that is the lowest level since PPS began reporting the rankings in 2003.

The survey indicates that workers' perceptions of their leaders are key to their job satisfaction, as shown by significant drops in satisfaction with agency management. Other factors leading to the overall decline in rankings include the federal pay freeze, constraints on opportunities for advancement and fewer rewards for good performance.

Max Stier, president and chief executive of the Partnership for Public Service, attributed the declines to budgeting uncertainty, furloughs and poor communication from management. "In an environment where you're calling for more from your employees, leadership has to do a better job of sharing information, recognizing good work and empowering the workforce to succeed in a challenging environment."

—Steven Alan Honley,  
Contributing Editor

## Killing Several Birds with One Leak

Ukrainian President Viktor Yanukovich's Nov. 21 decision to abandon a proposed free trade agreement with the European Union, under heavy pressure from Russian President Vladimir Putin, immediately sparked mass protests and civil unrest in much of the country that led to his ouster in

## Contemporary Quote

“ There are moments in the course of meetings over a year where you may be able to laugh at something, and there are moments where you disagree and disagree very strongly.

We work professionally, both of us, to represent our countries, represent our points of view and try to get the work of diplomacy done.”

—Secretary of State John Kerry, discussing his relationship with Russian Foreign Minister Sergey Lavrov, on March 6.

late February.

European and American officials, led respectively by High Representative Catherine Ashton and Victoria Nuland, assistant secretary of State for European and Eurasian affairs, joined forces at the negotiating table in an attempt to end the conflict, but have made no headway as we go to press in mid-March, just after the Russian annexation of Crimea.

One problem is that Europe and the U.S. do not see eye to eye on the best way forward in Kyiv. That disagreement became public in early February, when a recording of a private conversation between Assistant Secretary Nuland and Geoffrey Pyatt, the U.S. ambassador to Ukraine, went viral on YouTube.

In the undated audio clip, Nuland notes approvingly that United Nations Secretary General Ban Ki-moon is about to appoint a former Dutch ambassador to Ukraine, Robert Serry, as his personal representative in Kyiv. She then adds, “F--- the E.U.,” in reference to its less than helpful role in the peacemaking process.

Presciently, Amb. Pyatt replies: “We’ve got to do something to make it stick together, because you can be pretty sure that if it does start to gain altitude, the Russians will be working behind the scenes to try to torpedo it.”

Nuland apologized privately to her

European colleagues for the comment and reiterated her personal commitment to working closely with them. (Sportingly, she even described the leak as “pretty impressive tradecraft. [The] audio quality was very good.”)

State Department spokeswoman Jen Psaki was less diplomatic, however, denouncing the leak as “a new low in Russian tradecraft.” White House spokesman Jay Carney went further, alleging that because the video had been “tweeted out by the Russian government, it says something about Russia’s role.”

Though Moscow was careful to disavow any role in the leak, the episode promoted several of its foreign policy objectives. It publicly embarrassed Nuland, already a *bête noire* of the Russian president long before December, when she went to Independence Square in Kyiv to support the demonstrators. And it also made it harder for the West to maintain a united front against Yanukovich.

*Der Spiegel* notes that the leak stirred up simmering German anger over Edward Snowden’s disclosure last year that the United States has been eavesdropping on Chancellor Angela Merkel. That, in turn, strengthened opponents of closer Euro-American ties.

—Bret Matera, *Editorial Intern* ■



# Bring Back the Powell Fellows Program

BY TYLER SPARKS

In an April 2013 article in *The Atlantic*, “The White House’s Secret Diplomatic Weapon,” author Nicholas Kralev said that his research had suggested that the State Department has a specific weakness in not adequately “identifying promising young Foreign Service officers and nurturing them to become strong leaders and top-notch diplomats.”

Unfortunately, he’s right, as practically everyone agrees, including some of the department’s top leaders. In spite of this, in 2009 State effectively canceled the only vehicle—the Powell Fellows Program—that sought to identify, train and mentor our future leaders.

Here’s why we should bring it back.

## Identifying Leaders

As an organization, we face a number of challenges in identifying mid-level officers with the genuine potential to be our future leaders—or in Kralev’s words, our “next Bill Burns.” Those challenges range from the bureaucratic, such as a broken evaluation and promotion process, to the cultural: ingrained biases against critical employee evaluation ratings and a disproportionate fear of nepotism.

As if these faulty building blocks were not bad enough, we also fail to be proactive about recognizing talent within our ranks, and then working to ensure that we both keep that talent and make full

The department effectively cancelled the only vehicle that sought to identify, train and mentor our future leaders.

use of it. While the task of identifying future leaders has links to issues such as evaluations and promotions, it is a fundamentally different problem given the Foreign Service’s rank-in-person system. In that respect, our challenge in some ways mirrors that of the military.

Former Secretary of State Condoleezza Rice is among those who have said the Foreign Service could learn from the U.S. armed forces. “They actually do career planning with their people,” she’s quoted as saying in the same *Atlantic* article. Rice adds that early in enlistees’ careers, the U.S. military identifies individuals with the potential to rise through the ranks, and gives them a series of experiences to get them ready. Similarly, retired Ambassador Cameron Munter, quoted in the same article, says that military brass “look at the captain and major levels and pick winners.”

Instead of following an organized, methodical process to “pick winners” while they are still at mid-level, we push off any sort of career development

process onto our officers themselves. Moreover, our helter-skelter assignment process, which is completely divorced from our evaluation process, forms the crux of our career development system. Obtaining each assignment you desire relies on a combination of your intangible “corridor reputation” and your skill at lobbying for that position.

Nowhere in the process do we stop to identify nascent leaders—not who will fit into which next assignment, but who has shown the potential and capacity to be an ambassador, assistant secretary or even under secretary 15 or 20 years down the line.

While the military faces challenges of its own related to training and retaining talented leaders, they are still well ahead of the Foreign Service. We do not have programs to ferret out and cultivate our best and brightest, much less to prepare them to become our next generation of leaders. But we used to.

## The Powell Fellows Program

In 2005 the department began what was, for State, a new and innovative approach. Run jointly out of the Secretary of State’s office and the Foreign Ser-



*Tyler Sparks joined the Foreign Service in 2005, and has served in Malawi, Costa Rica, Nicaragua and Ecuador, where he currently serves as deputy political counselor. The views expressed in this article are those of the author, and not necessarily those of the Department of State or the U.S. government.*

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The organizers strove for an even split in the sessions between substantive policy issues and leadership practices.

vice Institute, the Powell Fellows Program selected a dozen or so mid-level Foreign Service officers and specialists, Civil Service employees at the GS-12 or GS-13 level and at least one officer from USAID, all of whom were seen to have leadership potential.

The selectees always included officers in Washington and overseas, and they were nominated by bureau assistant secretaries. A small committee made up of the Foreign Service director general, the Foreign Service Institute director and the executive secretary then vetted the nominations and proposed a slate to the Secretary of State.

Once the group was set—the first year saw 13 participants selected from 70-plus nominations—participants were brought together three or four times throughout the year for three days of training.

These sessions would feature high-level State Department leaders, including the Secretary of State, who would speak to the group for a minimum of an hour. The sessions focused on specific themes developed jointly by FSI and the department's seventh floor, such as the workings of the interagency process or management challenges across the Civil Service-Foreign Service divide.

The organizers strove for an even split in the sessions between substantive policy issues and leadership practices. In total, the program cost about \$50,000 per year, according to former FSI Direc-

tor Ruth Whiteside, who was intimately involved in running it.

According to former Powell Fellows, the program more than accomplished its goals, and created an alternative way for the department to recognize its star achievers. As one participant put it: "While promotions have a mandatory wait of at least three years, and State's awards system is ineffective, the Powell Fellows program gave the department a useful and helpful way to, once a year, select the best of the best."

Beyond the actual content of the quarterly training sessions, participants report that the program gave them an instant network of top leaders, which brought with it links and opportunities they would not have otherwise had. One told me that many of his colleagues had landed highly sought-after positions and opportunities at State and other agencies due to contacts they'd made during the program.

So what happened to the Powell Fellows Program? After three yearlong runs (2005-2008), it simply ended during the transition from Secretary Rice to Secretary Hillary Rodham Clinton. One Fellow told me it "fell through the cracks" despite transition memos passed between the two administrations and Clinton staffers being briefed on the program.

### **Bring It Back**

The State Department should bring back the Powell Fellows Program and, in



so doing, should consider a few steps to enhance it. This might include increasing the size of the program, though the Fellows I've spoken with all point to the small group dynamic as crucial to the program's success. But State could run three different "classes" each year, bumping the number to 36 participants a year.

The program could also give participants a more active role, along the lines of the Excellence in Government Fellowship. Each group of Fellows could tackle a specific project to improve a particular aspect of the State workplace—showing their capacity, as one put it, "to be current, not future, leaders."

Another idea is to establish a mentoring program for Powell Fellows during the year following their participation in the program. Each would be paired with a senior department leader, and the two would meet throughout the year.

Regardless of whether changes are made, it is clear that the end of the Powell Fellows Program, and the absence of any initiatives to replace it, has left a significant gap. The program gave State flexibility in identifying its strongest performers, something it currently lacks. The program also gave mid-level officers something to strive for, and enhanced their skills, knowledge and understanding of what it takes to be a leader in the Foreign Service. And it did all that for just \$50,000 a year.

The department needs to become more involved in the process of proactively identifying its future leaders—and then equipping them for roles of increasing responsibility within our organization. The Powell Fellows Program is one step toward accomplishing that admittedly daunting task. It worked before, and it can work again. ■



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# ECO-DIPLOMACY

## Building the Foundation

**U.S. embassies and consulates around the world are becoming showcases for American leadership in best practices and sustainable technology.**

BY DONNA MCINTIRE

The term eco-diplomacy, coined by the Department of State, means: “the practice of conducting international relations by facilitating and advancing a shared commitment to conserving natural resources through sustainable operations and responsible environmental stewardship.” It stands on three foundational cornerstones: environmental policy that defines a shared commitment; green buildings that act as tangible demonstrations and platforms from which to communicate; and operational results that record advances in performance.

In November 2009, President Barack Obama announced a U.S. commitment to reduce greenhouse gas emissions by 17 percent

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*Donna McIntire is chief of the energy and sustainable design unit for the Bureau of Overseas Buildings Operations. She is an architect and has been a leader in the green building industry since her early work with SmithGroup, where she designed the very first Platinum-certified building using the Leadership in Energy and Environmental Design (LEED®) green building rating system. She also served as buildings and climate change officer for the United Nations Environment Program.*

below 2005 levels by 2020. The president knew this policy would require practical demonstration by government. He also knew that in its fourth assessment report, the Intergovernmental Panel on Climate Change had pointed to the building sector as having the greatest potential, more than any other, to make quick, deep cuts to emissions at little or no cost. So he called on the federal building sector to lead by example.

To be sure, high-performance building technologies and strategies existed, and the seeds of a green initiative had taken root within the Design and Engineering office of the Bureau of Overseas Buildings Operations nearly a decade earlier. But it took this type of national policy—and setting a target—to create momentum for significant building and operational changes.

The new policy required an annual inventory of greenhouse gas building emissions from each federal agency. With this target now on everyone’s radar, professionals working on federal building stock focused on long-term operational energy efficiency in design and construction. But even the greenest structures still require proper operation to realize efficiencies—much as the driver’s habits and operations and the occupants’ behavior ultimately determine a car’s fuel efficiency. In fact, the very lowest-hanging fruit, the lowest-cost improvements that produce the optimum results, reside with the user.

Today the State Department has more than 20 embassies and consulates around the world that have earned the coveted Leadership in Energy and Environmental Design, or LEED, certification. By reducing annual and longer-term costs and overall environmental impact through reduced GHG emissions, these facilities model eco-diplomacy and showcase U.S. leadership in green best practices and technology around the world.

### The Policy Foundation

In 2000 OBO's "green team" consisted of a couple of extremely dedicated professional staff within the Office of Design and Engineering. Over time, best practice became policy. This process began with a charrette, a collaborative session in which the full project design team brainstorms solutions to a design problem.

Design teams for the new embassies in Sofia, Yerevan and Abidjan studied those projects' environmental contexts, including climate, site characteristics and program requirements, as well as appropriate architectural and engineering responses.

The charrette was instrumental in defining opportunities and constraints in each location. In Sofia, the project team designated an area for tree preservation, which earned a Design Innovation point in the LEED green building rating system and helped the project become the very first LEED-certified U.S. embassy and the first LEED-certified building in Bulgaria.

In 2006, OBO signed a pledge with more than 20 other agencies, committing itself to "implementation of common strategies for planning, acquiring, siting, designing, building, operating and maintaining High Performance and Sustainable Buildings." In 2007, the pledge was codified through Executive Order 13423: Strengthening Federal Environmental, Energy and Transportation Management. OBO's Green Team then began to reach beyond the Office of Design and Engineering into areas of site selection, planning and cost estimating, as well as construction, facilities, area management and even into other bureaus and offices.

In 2009, after Pres. Obama signed EO 13514: Federal Leadership in Environmental, Energy and Economic Performance, former Secretary of State Hillary Rodham Clinton launched the Greening Diplomacy Initiative and formalized the existing ad hoc Green Team into the Greening Council. The council is chaired by Under Secretary for Management Patrick Kennedy, who also serves as the department's Senior Sustainability Officer, a required position in every agency.



Embassy Managua will reduce energy purchased from the grid by 54 percent through an Energy Saving Performance Contract with Lockheed Martin to install a 1-MW photovoltaic array, replace interior and exterior lighting with LED illumination and improve the chiller equipment.

This policy commitment by management encouraged OBO to aggressively strive for higher levels of building performance and operational efficiency, thereby establishing the first pillar of eco-diplomacy.

### The Buildings Platform

Since 1999, following the tragic U.S. embassy bombings in East Africa, OBO's mission and focus have been on providing safer, more secure facilities. Although security was the priority, OBO was an early adopter of LEED and most of the projects completed during this period used it as a tool. But it wasn't until 2008 that LEED certification became a contract requirement.

Today more than half of the projects in OBO's pipeline are on target for LEED Gold, a notch above Silver, which has been the minimum contract requirement since 2009. And recently the U.S. Innovation Center in Helsinki earned Platinum, the highest award in the LEED green building rating system. It was the department's first facility overseas to earn Platinum and an important milestone for eco-diplomacy.

Eco-charrettes are now a formal part of OBO's project development process. Such sessions deliver the greatest project performance benefits, because early planning decisions on how a site is organized, how buildings are formed and oriented, and what

systems and materials are used for construction have the greatest long-term sustainability impacts.

Early energy modeling and water balancing are used to determine if technologies such as solar and wind power or rainwater harvesting are feasible. Results are compiled in a living document that is updated as the project progresses through concept design, schematic design and design development. With each phase, a higher level of detail and analysis is provided, concluding with a full life-cycle cost analysis of the project's comprehensive sustainability strategy. OBO uses this calculation to determine which of the hundreds of possible approaches offer the greatest environmental and cost benefits to the project.

Sustainability is one of OBO's guiding principles and the foundation of the bureau's Excellence in Diplomatic Facilities initiative. Sustainability is also integral to each of the other 10 principles: Function, Site, Design, Engineering, Safety & Security, Architecture, Construction, Operations & Maintenance, Historic Preservation and Art. With these principles as the road map, our project teams are studying the cost-effectiveness of stretch goals such as net-zero energy and water, as well as LEED Platinum.

As the real property manager for the department's entire overseas property portfolio, OBO knows that legacy buildings require a different approach, but can still drive powerful improvements in energy efficiency. Because our building portfolio is extremely diverse in geographic region, climate zone, building type and size, broad policy is the best catalyst to guide improvements.

We have buildings spread across six geographic regions and in all eight climate zones except Subarctic, with 70 percent of our building area in very hot/dry, hot/dry or warm/dry climates. Office and residential buildings make up 57 percent and 31 percent of the building area, respectively. Adding to the complexity is the fact that the department leases a significant number of the buildings in the portfolio, which can restrict our ability to make significant changes.

These factors make it difficult to implement and enforce overarching policy, but the policy does guide improvements in the operational performance of the legacy portfolio. As the Intergovernmental Panel on Climate Change has reported, the greatest opportunity for greenhouse gas reductions lies in the building sector. A small change over a very large set of buildings has a much more significant impact than a large change in a single building. That is why policy is key.

New policy continues to define our shared environmental

## Performance is measured by metrics set by policy.

commitments. On Nov. 6, 2013, Pres. Obama signed EO 13653: Preparing the United States for the Impacts of Climate Change, and OBO is responding by conduct-

ing an environmental risk assessment of our buildings around the world and doubling our efforts to operate from renewable energy sources.

### Operational Results

In 2008 OBO's Green Team published the *Green Guide for Embassy and Consulate Operations* and just recently released the second edition, the *Guide to Green Embassies: Eco-Diplomacy in Operation*. By implementing these guidelines, post staff can contribute to the department's progress in achieving federal performance goals; building awareness, knowledge and skill capacity overseas; and strengthening our missions as platforms for eco-diplomacy.

The Green Team realized early on that you can't manage what you don't measure. Operational success requires a baseline, tracking and reporting. Backed by reporting requirements outlined in internal department policy, OBO launched an online utility management system to gain more and better data from posts to prioritize efficiency projects and document operational performance. The newly added utility dashboard is proving to be an engaging, interactive and illustrative tool for posts to compare and benchmark performance against peers (i.e., buildings of similar use and climate zone).

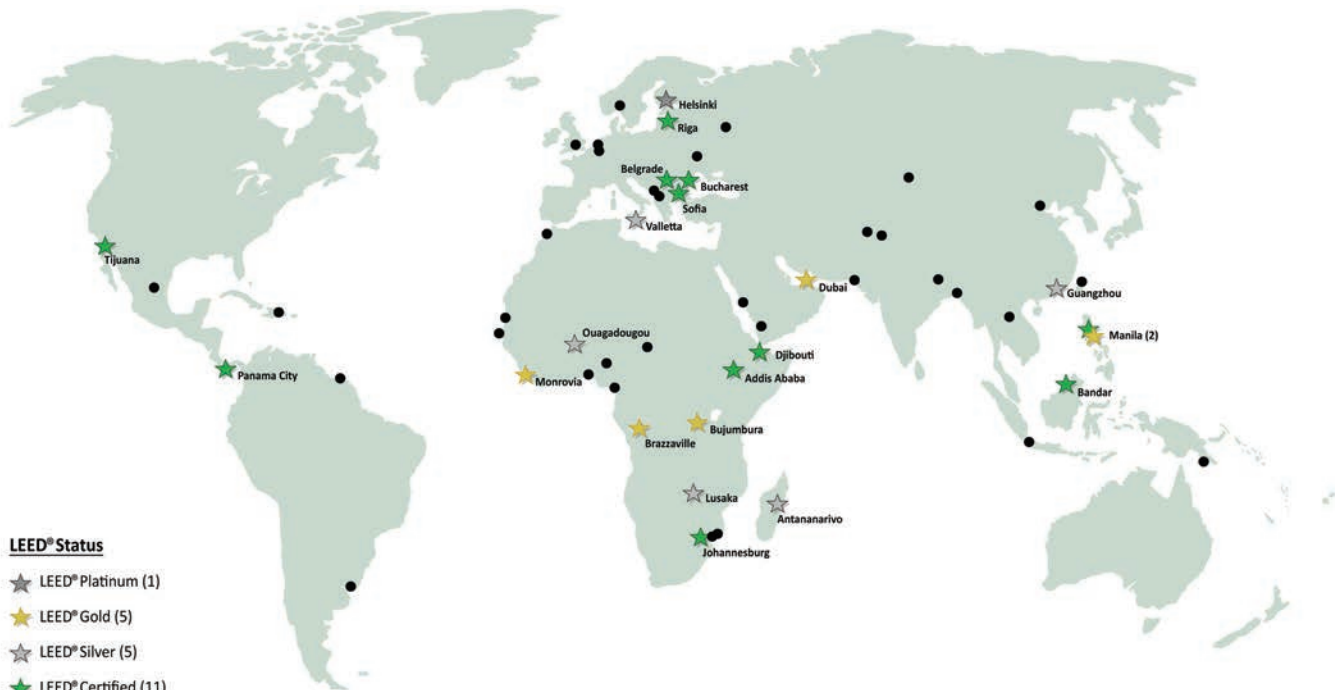
Performance is measured by metrics set by policy, primarily concerning energy and water use, as well as GHG emissions. Cost of operation is also an important metric. The department's 2013 utility expenditures were dominated by electricity at 46 percent, with diesel a close second at 37 percent. Water and sewage constituted just 11 percent of the 2013 bill, but the fully burdened cost of water is rarely charged and therefore often overlooked. Water and energy are critical to the security of mission operations.

Energy and water audits of 25 percent of each agency's building assets are required every year by Section 423 of the Energy Independence and Security Act (EISA 2007). Under its Energy Audit Program, OBO has conducted more than 20 audits of facilities showing the highest energy use and/or cost in the online database.

Audit results fell into three categories: (1) changes that can be implemented quickly and at no or low cost by post; (2) medium-cost retrofits that require an OBO building permit and funding via OBO's Repair and Improvement program, in which they must



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Danielle Sines, OBO

compete against other worldwide priorities that involve life-safety or security, and thus rarely score high enough to be funded; and (3) high-cost retrofits that are substantial enough to form the basis for an Energy Savings Performance Contract.

Under ESPCs, which require no upfront capital costs, leverage third-party financing and guarantee energy cost savings, the contractor is paid by actual savings on the utility bill over a long-term contract. The department has signed a memorandum of understanding with the Department of Energy's Federal Energy Management Program to access FEMP's technical assistance to ramp up use of this type of contract. In 2011, as part of a major energy announcement with the Clinton Global Initiative, the Better Buildings Initiative and the U.S. Chamber of Commerce, Pres. Obama called for \$2 billion worth of energy upgrades in federal buildings over two years using ESPCs.

OBO has more than 20 renewable solar power projects underway at our facilities overseas, totaling 6.4 megawatts of power when complete. The largest of these, a one-MW array, is part of an ESPC being executed by Lockheed Martin at Embassy Managua. The solar array, plus new LED site and interior lighting, a nighttime generator and upgraded transformers, will result in a 54-per-

cent reduction in grid-purchased power by post and a savings of \$36 million over the life of this project.

While these three foundational elements—environmental policy, green buildings and operational results—underpin eco-diplomacy, they also address an even broader agenda to advance energy and water security, reduce pollution and promote sustainable economic development.

Our embassies and consulates are our front door to 180 countries. Unique, powerful platforms to showcase advanced and innovative American design, technology and building codes, they are physical representations

and tangible demonstrations of American values and the best in American architecture, engineering, construction execution, art, culture and sustainability.

OBO has long pursued sustainability and environmental stewardship, now defined as eco-diplomacy and directly aligned with OBO's Guiding Principles for Excellence in Diplomatic Facilities. The bureau has been applying the tenets and the principles of sustainability to its platform of eco-diplomacy for the last decade, as it works to reduce its resource consumption, conserve energy and water, and provide enhanced indoor environments for staff and visitors at U.S. embassies and consulates around the world. ■

**The Green Team realized early on that you can't manage what you don't measure.**

# THE GREENING DIPLOMACY INITIATIVE

# Capturing Innovation

BY CAROLINE D'ANGELO

**State's homegrown Greening Diplomacy Initiative relies on seeding, harvesting, sifting, implementing and sharing employees' innovations and ideas, large and small.**

**T**here is an art to innovation. Sometimes, as at the American embassy in Kampala, that innovation results literally in art—such as the beautiful beads and handicrafts that local artisans create from the embassy's recycled paper and glass.

Sometimes it yields creative solutions, like the tubes that illuminate the State Department's LEED Gold-certified Human Resources Center in Charleston, S.C., with concentrated sunlight.

At other times, creative innovation can transform the portfolio of energy sources for a locality, such as when the State Department worked with private-sector partners to build new wind and solar farms to generate nearly half the power needed for its facilities in Maryland and the District of Columbia.

Such innovations, both large and small, are driving the greening of the State Department.

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*Caroline D'Angelo, an eco-management analyst in management policy rightsizing and innovation, works in the Greening Diplomacy Initiative's executive secretariat. She previously worked for the Wharton School's Initiative for Global Environmental Leadership and the Pulitzer Center on Crisis Reporting. Please follow GDI on Twitter and Facebook @StateGDI, and send questions to sustainability@state.gov.*



Electric cars and bicycles are parked outside Embassy Bern.



Secretary of State John Kerry delivers the first of three major climate change speeches in Jakarta on Feb. 16.

Behind this innovation is dedication to conserving natural and financial resources and enhancing the vitality of communities and workplaces. These are also the core tenets of the department's overarching sustainability effort, the Greening Diplomacy Initiative.

### Bringing Everyone on Board

With 60,000 State Department employees spread across 190 countries, harnessing new ideas can be a challenge—especially when the goal of reducing our environmental footprint is so important to so many. To help coordinate employee creativity and innovation, GDI is overseen by a unique executive body known as the Greening Council, established in 2009. Under Secretary for Management Patrick Kennedy chairs the Council, which consists of other State Department under secretaries, assistant secretaries, special envoys and ambassadors from a diverse cross-section of management, operations and policy-related bureaus and offices.

Through quarterly meetings, the Greening Council provides a forum for cultivating, aligning and enacting employee ideas; developing and implementing department-wide policies; and

driving innovation and coordination across all bureaus and diplomatic missions abroad. With senior support behind them, individuals across the department are free to explore, design and implement greening programs, both inside missions and with local community groups.

This department-wide ownership of the GDI is shown through the diversity of roles and expertise within the Council and its working groups. At any particular greening meeting at State, there may be an assortment of policy and regional analysts, engineers, vehicle fleet managers, writers, marketers, architects, information technologists and medical officers.

There are also 150 “green teams” at posts worldwide. These are employee-led groups that work on a variety of sustainability-related activities, from installing solar panels

to holding Earth Day events. Many of the strongest teams are also diverse, gathering team members from across the mission, including facility managers, locally engaged staff, family members and general service, public diplomacy, economic and consular officers.

This variety is necessary to overcome the logistical, political and cultural roadblocks to reducing the department's envi-

**With 60,000 State Department employees spread across 190 countries, harnessing new ideas can be a challenge.**





League of Green Embassies

This solar hot water recirculation system installed on the ambassador's residence in Pretoria replaced 10 electric water heaters.

ronmental footprint. Whether in the field or in D.C., the GDI's success has hinged on the crossover from operations to public diplomacy, using the State Department's environmental best practices to engage communities and governments. Accordingly, the Greening Diplomacy Initiative both belongs to, and is driven by, State employees.

### Steering in 150+ Directions

Focusing the energy of a far-flung workforce requires integrating innovations from the field with departmental requirements to ensure safe and workable solutions. We need effective communication among posts and with the department to share existing best practices and merge solutions. Too often, time and resources are wasted by continually reinventing the wheel or re-solving the same problem.

The Council Working Group has developed platforms to help centralize information by taking an inventory of greening activities, recognizing leaders, and facilitating global and regional conversation through quarterly teleconferences.

The department's annual Greening Activities Survey establishes metrics for specific actions that offices and posts can take to reduce their environmental footprint. The results are shared as a means to encourage more action and elicit healthy competition among posts and offices.

Survey questions focus on a range of categories such as residential utilities, transportation, information technology and procurement. They are based on the fact that small, easy steps

can offer large payoffs, as well as strategic actions that help the department at large. Intended to also serve as an educational tool, the survey raises awareness of practical actions that can be taken and of resources available to help offices and posts.

The department also celebrates and encourages innovation through the GDI Awards. These annual awards are given to posts or bureaus with the best greening success stories. Using the Sounding Board, the department's online platform for employees, the program reaches out each spring to collect and share stories about environmental protection efforts. These range from boosting energy efficiency at Embassy Beijing and increasing Embassy Dhaka's electric vehicle fleet to Consulate Krakow's participation in a local park clean-up program and Embassy Kathmandu's composting and community food garden initiative.

Employees can read all of the submissions and vote for their

favorite story for the GDI "People's Choice" Award. The Greening Council selects an overall winner, whose work is highlighted and praised by department leadership at the highest level. The Bureau of Overseas Buildings Operations also gives an honorable mention for post excellence in utility data reporting.

The stories show that posts worldwide serve as incubators of innovation. By sifting through the success stories and survey responses, the Council seeks not only to recognize

good work but also to identify common challenges and creative solutions across regions. Discovering how some posts tackle an issue helps Washington identify where its resources might best be used to exploit economies of scale or coordinate a single solution that helps the entire enterprise.

### Reducing Energy Use

A common challenge mentioned in survey responses from many posts is controlling the costs of residential utilities. How does a post encourage individuals to responsibly keep their

**At any particular greening meeting, there may be policy and regional analysts, engineers, vehicle fleet managers, writers, marketers, architects, information technologists and medical officers.**

utilities consumption low when they are not paying for utilities themselves? Many posts have identified this issue as critical to helping them bring down overall operational costs and environmental impact, and have sought help from other posts and bureaus in Washington to identify mechanisms to modify residential behavior.

Hoping to learn from the field, Washington has been watching Consulate General Hong Kong as it builds a program to enable staff to track their own energy consumption at home and see how their usage compares to that of their peers. The tracking devices also allow residents to see their energy consumption in real time, enabling them to identify equipment and appliances around the home that are energy hogs.

Washington is now seeking a means to help posts deploy



Courtesy of Embassy San Salvador

Embassy San Salvador used its recycling program to assist in construction of this “plastic bottle school” for 26 students of the community of Candelaria.

this type of solution globally, using its larger purchasing power to lower equipment and installation costs. In addition, in response to the questions on behavior modification, OBO developed a new chapter on residential utilities in its *Guide to Green Embassies: Eco-Diplomacy in Operation* that highlights simple tips and actions to bring down energy and water consumption.

### Innovation Begets Innovation

During the summer of 2010 the State Department was looking for a power purchase agreement that would add significantly more clean energy to its energy portfolio and support President Barack Obama’s goal of building more alternative energy capacity on the U.S. grid—and do so in a manner that would be cost-neutral or reduce overall

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U.S. Department of State

Staff and friends of Embassy Tel Aviv, along with municipal representatives, celebrate Earth Day 2012 by planting a garden in the vicinity of the beach at Jaffa Slope Park.

energy costs. The solution—which involved switching nearly 50 percent of headquarters’ power to alternative energy and building a new wind farm in Pennsylvania and a solar farm in New Jersey— produced an additional unexpected benefit, MeterNet.

MeterNet is an automated smart meter initiative that enables the department to accurately track its facilities’ energy consumption in the D.C. area. Having accurate energy accounting is crucial to exploiting and building alternative energy sources, which not only reduce the department’s environmental footprint but save money. Moreover, with this real-time data, department engineers have been able to quickly identify and address chronic issues in facilities and equipment, avoiding millions of dollars in added costs. The Greening Council is now working to expand MeterNet overseas.

Posts are also seeing great ideas spawn new ones, to the benefit of

local communities and economies, and using the greening of their operations to spur diplomatic outreach. Embassy Bujumbura, for example, had two problems it wanted to address. One was figuring out a way to reuse its waste in an area without recycling infrastructure. Another was widespread deforestation in Burundi, which stems, in part, from demand for charcoal for cooking.

The embassy’s innovative Green Team decided to solve both problems at once by donating their shredded paper to local bio-charcoal producers, who use agricultural and paper waste to create briquettes. This helps reduce the use of traditional charcoal, which is made from a dwindling supply of trees.

Other posts are partnering with local businesses to initiate environmental activities. In the absence of countrywide recycling infrastructure, Embassy Amman partners with small businesses to manage recycling at post, from car batteries to glass. These projects mix diplomacy with sustainability and support the development of communities and economies.

This joining of operations and diplomacy extends up from the local to the regional and global level. GDI activity includes coordination of two additional platforms for communication and sharing best practices: the D.C. Greening Embassies Forum and the League of Green Embassies (see p. 30). Both



U.S. Department of State

Deputy Assistant Secretary Julia Nesheiwat, at right, of the Bureau of Energy Resources at the State Department’s celebration of America Recycles Day. Such GDI events provide connection points for NGOs, companies and universities, as well as department employees.



## How does a post encourage individuals to responsibly keep their utilities consumption low when they are not paying for utilities themselves?

of these coalitions use the practical goal of making diplomatic missions as green as possible to bring together businesses, NGOs and other stakeholders.

### Future Sustainability

The department's future sustainability actions rest on the success of current innovations. Learning from its purchase of alternative power for facilities in the Washington, D.C., region, the department is now looking for opportunities to do something similar abroad. Posts located in energy markets seeking reliable customers with long-term horizons offer a chance for the department to use its market demand to encourage the growth of new alternative energy production facilities worldwide, while also encouraging the use of U.S. goods and services in such agreements.

Deployment of advanced metering systems at posts worldwide gives the department the ability to analyze utilities consumption in real time and benchmark building design and performance, enhancing future designs and adjusting current structures. This data will also help the department better respond to and drive market opportunities.

By transforming the department's annual survey and greening success stories into an iPad app and disseminating them through various social media channels, the public can not only learn about the department's work toward sustainability; they can also see how they might carry out similar actions within their own organizations or homes. Deploying best practices and U.S. technologies abroad at posts is also a platform to showcase American goods and services and begin new discussions on the future of the green economy and energy grids.

The future of greening at the State Department will not just be about transforming our own operations, but sharing best practices with our international partners and building new relationships based on a global effort to be better environmental stewards. ■



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# The League of Green Embassies

## AMERICAN LEADERSHIP IN SUSTAINABILITY

**A coalition of more than 100 U.S. embassies and consulates worldwide shares ideas and practical experience in the field.**

BY JOHN DAVID MOLESKY

**I**n collaboration with the U.S. Agency for International Development, an embassy green team in San Salvador helped build a school using recycled plastic bottles from the mission. In Harare, the U.S. embassy worked with the local government to sponsor a refuse receptacle in a popular park overrun with litter. And here at Embassy Helsinki, wide-ranging renovations and retrofits focused on efficiency have considerably reduced energy consumption.

From solar photovoltaic systems and rainwater harvesting in Sri Lanka to geothermal heating in Stockholm, being a member of the League of Green Embassies means something different for

each mission, yet all share a common goal.

The mission of the League of Green Embassies is quite simple: for U.S. missions to have a positive impact on the natural environment through the promotion of energy efficiency and other sustainable practices.

Environmental stewardship can become an important aspect of nearly every other mission goal. League members understand that global climate change is having a devastating impact on many regions in the world; natural resources are being stressed by overconsumption and mismanagement; and our waste stream harms far too many ecosystems.

Any action we take to mitigate these problems is a positive

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*John David Molesky is the League of Green Embassies coordinator, a family member position at Embassy Helsinki. In this capacity, he identifies opportunities to implement energy-efficient, sustainable, high-performance solutions at U.S. diplomatic missions around the world. Molesky is in Finland with his husband, Rodney Hunter, the political/economic section chief. In Washington, he has worked in information security at several U.S. government agencies and in the private sector. This is his first overseas position.*

*The headquarters of the League of Green Embassies is located at the U.S. embassy in Helsinki. For membership inquiries or additional information, please contact the author at [MoleskyJD@state.gov](mailto:MoleskyJD@state.gov).*

step, and the State Department can lead by example in these areas. Overseas, U.S. embassies can showcase what can be achieved in any local environment.

### What Is the League?

The League of Green Embassies started as an online best practices sharing portal at Embassy Stockholm in 2007. It has grown into a coalition of more than 100 U.S. embassies and consulates worldwide. Now based at Embassy Helsinki, the League seeks to transform conversations, ideas and good intentions into concrete environmental action and results that make our embassies, host countries and the world a better place to live.

Climate change is a real problem that demands real solutions—whether through materials, new technologies or design excellence. The challenges we face in mitigating global climate change present an opportunity for U.S. leadership. The League exercises this leadership on a local scale by encouraging projects that are post-selected and post-implemented.

Led by the ambassador, each embassy's green team works to implement real-world sustainable practices. The teams are ad hoc groups of individuals from various sections of the embassy who are interested in sustainability. They volunteer their time to meet, discuss and work to implement sustainability projects at their post.

The most successful initiatives are results of targeted research and methodical planning. Solar power is a popular and proven technology, but it may not be the best use of financial resources for all missions. Recycling programs are easy to

implement, but a campaign to reduce consumption may have more impact if local recycling facilities are undeveloped. This type of critical thinking is important when selecting goals and targets for sustainability efforts. Green teams select projects offering the greatest return on investment through location analysis, baselining and setting clear goals.

### Planning for Sustainability

Many of the League's most successful projects capitalize on a mission's unique environment. Here's what green teams should consider.

What resources are available to the mission? What resources does the embassy consume that have a high environmental impact? In areas where electricity generation relies heavily on fossil fuels, embassies may choose to prioritize clean electric generation technologies or energy efficiency. Is local drinking water high quality? Implement a campaign to encourage



**Embassy green teams are ad hoc groups of individuals from various sections of the embassy who are interested in sustainability.**



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## Green teams select projects with the highest return through location analysis, baselining and setting clear goals.

embassy staff to utilize refillable water canteens. Are alternative fuels or electric vehicle charging facilities available in your host country? Consider this when making fleet upgrades.

Beyond location awareness, baselining is a critical preparation step that will help you understand your mission's relationship with energy and resources and its impact on the surrounding environment. What are the resources going into and out of the mission? How much power is used? How much water is used? How much waste is produced? Answering these questions will help quantify what resources the embassy consumes and identify the project that will have the most impact. While large, visible projects can be exciting, sometimes something as simple as an insulation upgrade can provide a better return.

Finally, set clear goals for your mission. Goals should be achievable, have a timeline including key milestones, and be quantifiable. Start small and build incrementally on each success.

Keep in mind that joining the League of Green Embassies does not mean that your post has to become expert in every aspect of sustainability. Member missions simply see the value in striving to make better use of resources and having a smaller impact on the environment.

**Raise Awareness and Educate.** Lighting unoccupied spaces wastes energy and costs money. Promotion of efficient use of energy is a low-cost measure with real impact. Setting zero-waste goals challenges employees to understand their relationship with resources and impact on their surroundings. Simple measures, such as residential energy scorecards and other educational materials, can help people understand their personal energy use. Behavior modification, whether encouraging public transit use or recycling, is a cost-free activity with huge potential results.

**Upgrade Lighting.** A sizable component of our energy consumption is attributed to lighting. Incandescent and fluorescent lighting is easily replaced with high-performance, efficient light-emitting diode bulbs. An exhaustive catalog of replacement lighting is available from the Department of Energy's Next Generation Luminaire competition winners. The NGL program's rigorous testing regimen for all submitted fixtures ensures you're

getting a high-quality fixture—in terms of light quality, light color, long life and other factors. Lighting retrofits are a quick, simple, low-cost project with immediate returns.

**Build Efficiency.** Because more than 40 percent of all energy used globally is consumed by the operation of commercial and residential buildings, energy efficiency is one of the simplest paths to a more sustainable future. Understand the manner in which mission workspaces are utilized. Understand where heat loss and/or heat gain occur, and insulate accordingly. Commercial workspaces are generally occupied for less than half of the total hours in a week, yet many buildings are heated, cooled and illuminated as if they were occupied 24/7. Motion sensors on lighting, scheduled HVAC operation and office equipment shutdown can be tuned to occupant behavior. A smart building responds to the needs of its occupants.

**High-Performance Technology.** Changing the perception of sustainable products and efficient practices is one of the best tools to achieve success. New products, building standards and other services are not just about sustainability, but also about improved performance.

A typical incandescent light wastes more than 90 percent of its energy by radiating heat rather than light, and typically lasts only about 1,000 hours. The service lifetime for a modern energy-efficient LED lamp is up to 25 times longer than that; and the light emitted is indistinguishable from incandescent light. It is clear which is the better product.

When procuring a workstation, the procurement team does not accept a typewriter; instead they specify high-performance requirements. We should be similarly specific when procuring other equipment and products. Efficiency and sustainability go hand in hand.

A key economic incentive, cost reduction through sustainable solutions, helps prioritize always-limited financial resources. Most sustainability projects simultaneously reduce short-term and long-term operating costs, while ensuring high performance long into the future. Sustainable products have tangible benefits in terms of improvements to workplace air quality, light quality and overall health. This can then influence productivity, as well as the quality of life and overall well-being of mission staff.

## The League Can Help

The League of Green Embassies office is available to provide support, coordinate regional projects, facilitate information sharing, and help promote and publicize member activities. The League can help your mission identify potential projects, provide assistance with energy auditing, perform product research and



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analysis and assist with product selection. It also has extensive experience with lighting retrofits.

- Don't start with "it can't be done." Remember that by becoming a member of the League of Green Embassies, your ambassador has made a commitment to lead in sustainable practices. Don't be afraid to say "I don't know, but I'll find out."

- Frame your discussion around solutions to achieve your sustainability goals rather than the inhibitors. It is not always easy to be the first, but if no one takes calculated risks on new products, processes or technologies, we'll make no progress on our sustainability goals.

- Pilot smaller projects and measure their success before implementing large-scale solutions. Utilize the research and testing of others, from fellow member posts to the Department of Energy's Next Generation Luminaries Design Competition program.

In addition to the League's resources, the Bureau of Overseas Buildings Operations' Green Team publishes a comprehensive *Green Guide* to help posts identify sustainability projects, baseline, plan and implement.

### Become a Resource to Others

A key secondary goal of the League of Green Embassies is to share what we have learned and encourage others to apply the same principles. Embassies are a powerful force for introducing innovative solutions and influencing individuals and institutions in host countries. League members can play an important role in mobilizing public opinion and action.

While individual embassies determine what projects are possible within their own mission, our collective actions demonstrate U.S. resolve and leadership. Participation in the League of Green Embassies reflects an embassy's commitment to improving government energy and resource use and to stimulating American investment in high performance technologies.

Our embassies all over the world then become showcases for sustainable and energy-efficient products, technologies and other concepts. We want U.S. embassies to lead by example, and show what is possible when American ingenuity takes on the challenges of climate change. ■



# Finns Take the LEED IN GREEN EMBASSY DESIGN

The Finnish embassy in Washington, D.C., is a green building that was ahead of its time. Here is the story of this sustainability pioneer.

BY EMILIA HONKASAARI

**M**any diplomatic missions around the world are concerned about energy efficiency today, but what does it mean for one to “go green”? As the first diplomatic mission in Washington, D.C., to gain the prestigious U.S. Green Building Council’s Leadership in Energy and Environmental Design certification, in 2010, the Embassy of Finland prides itself as a leader in the field of sustainability.

Taking its cue from a culture embedded in a love for the wilderness, Finnish architecture has a history of simple design that exists harmoniously with its natural surroundings. When architects Mikko Heikkinen and Markku Komonen were designing the new embassy building in the early 1990s, they chose to draw on this tradition.

---

*Emilia Honkasaari is the communications coordinator for the Embassy of Finland in Washington, D.C.*



Much of the architecture’s effectiveness derives from subtle integration of the building and the landscape. Wrapped in a grid of copper sunscreens (and seasonally wrapped in greenery), the building instantly established a powerful and progressive presence for Finland in Washington, D.C., on its completion in 1994.

Two decades ago, issues of energy efficiency were not as widely considered as they are today. However, by favoring local



The annual European Union Open House day attracts approximately 3,000 people to the Embassy of Finland in Washington, D.C..

materials and maximizing the use of natural daylight inside the building, the two architects managed to develop a green building that was ahead of its time.

### Why We Decided to Go Green

In subsequent years, finding ways to decrease the building's environmental impact became a priority, reflecting Finland's commitment to environmental sustainability. Transforming the embassy into a state-of-the-art green building thus seemed natural. As a first step, the embassy's staff assessed the building's energy consumption and discovered several ways to improve operations and maintenance in the process. The needs of the tenants were reviewed, and operating times were adjusted to correspond with actual use and occupancy, eliminating wasted energy when the building was unoccupied.

Temperature settings were determined to moderate the use of the heating, ventilation and air conditioning systems. The introduction of a free-cooling system halved the use of electricity-powered cooling—a significant step in improving energy efficiency. The heating system was replaced with a modern one that gave consideration to the outside temperature's effects on the building's indoor environment to gain additional efficiencies.

In addition, the embassy adopted more energy-efficient light bulbs and significantly increased the use of natural light. These measures drastically decreased the embassy's energy consumption. Encouraged, the embassy staff decided to apply for the U.S. Environmental Protection Agency's Energy Star,

**Wrapped in a grid of copper sunscreens, the building instantly established a powerful and progressive presence for Finland in Washington, D.C.**

building stamp of approval. LEED certification, they decided, would be the next goal of the building's "greening" process.

The LEED system rates buildings across several metrics: energy savings, water efficiency, CO<sub>2</sub> emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts. The certification process involves rigorous building assessment practices, new policies and copious amounts of documentation concerning

building operations and maintenance.

As rigorous policies were implemented to encourage sustainable practices, the process had a direct impact on the building's operations. Occupancy sensors were installed in offices, recycling became a major priority and purchases became subject to environ-

mental considerations. The embassy donated used furniture and other durable goods to local schools and organizations, while toilets and faucets were fitted with water-saving devices that decreased consumption by 30 percent. Cleaning supplies were replaced with environmentally sound products, and low-impact chemicals were introduced into gardening and site maintenance. A stringent no-smoking policy was implemented, and garage space was redesigned to encourage cycling and the use of hybrid vehicles.

The results speak for themselves. The building's electricity use decreased by 50 percent and gas use by 65 percent. Compared to the average between 2002 and 2004, our embassy's annual energy bills have decreased by \$150,000.

and received it in 2008. It was the first time a foreign embassy had earned this award in the United States.

### Taking the LEED

As a next step, the embassy staff began to investigate the U.S. Green Building Council's Leadership in Energy and Environmental Design certification, the most prestigious, internationally recognized green



## “Going green” is all about little steps and small, environmentally friendly actions.

### Sharing Best Practices

While energy efficiency has led to significant financial savings, this is only an indicator of progress toward the primary objective. The most important goal is to make the building as environmentally friendly as possible, and in that way increase the awareness of energy-efficiency issues among the visitors and the many organizations the embassy deals with each day.

Our embassy in Washington is not alone in its greening efforts. Our counterpart mission, the U.S. embassy in Helsinki,

Embassy of Finland



The Finnish Embassy in Washington, D.C., at night.

opened a new Innovation Center in February 2013. This center is one of the most energy-efficient embassy buildings in the world, and it is the embassy’s primary location for meetings, information sharing and cultural programming.

When Finnish President Sauli Niinistö spoke at the inauguration of the American Innovation Center, he observed:



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**“Energy efficiency is the way of the future. Our countries are world leaders in developing smart technologies.”**

–Finnish President Sauli Niinistö

“Energy efficiency is the way of the future. Our countries are world leaders in developing smart technologies. I understand the Innovation Center is on track to receive the U.S. Green Building Council’s Leadership in Energy and Environmental Design, LEED Platinum certificate. This would make it the third building in Helsinki ever to achieve Platinum level, and the first-ever embassy building in the world [to do so]. This is a remarkable achievement.

“In turn, we have tried to do our share in Washington, D.C. Our embassy building was the first in the United States to receive the Environmental Protection Agency’s Energy Star for superior energy efficiency. It was also the first embassy in America to achieve the LEED certificate for green buildings. This is true green diplomacy.”

### It’s All About the Little Steps

Acting on climate change is a top priority both in Finland and in America. The U.S. government is actively promoting green growth, while in Finland the government aims to develop the clean-tech sector into a \$50 billion industry by 2020, creating as many as 40 000 new jobs along the way. Taking all this into consideration, it is only natural that the Finnish embassy in Washington, D.C., and the U.S. embassy in Helsinki make efforts to stay at the forefront in green building initiatives.

“Going green” is all about little steps and small environmentally friendly actions. As the embassy of Finland celebrates its 20th jubilee, it is renewing its LEED certification and wishes to achieve even better results than the first time. However, a building’s green status doesn’t come from a certificate. It comes from its tenants—the people committed to living up to the environmental standards required for such a prestigious certification.

As experience has shown, significant strides toward sustainability are very possible even in a relatively small organization such as the Finnish embassy. We therefore hope that other diplomatic missions, both in Washington, D.C., and around the world, will follow our lead. ■

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*Mike McCurry, State Department & White House spokesman, 1993-98*

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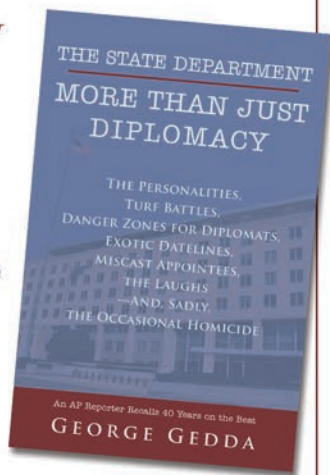
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# HOW H.A. GILES LEARNED CHINESE

**The life and work of Herbert Allen Giles offer insights for many Foreign Service members—particularly those who embark on the kind of linguistic journey Giles undertook as a young diplomat.**

BY PHEBE XU GRAY

**H**erbert Allen Giles (1845-1935), perhaps best known for his association with the Wade-Giles transliteration system, was a British Foreign Service officer who spent 25 years in China. After retiring from diplomacy, he became the second professor of Chinese at Cambridge University.

Giles initially took Chinese as a job requirement. But after mastering the language for that purpose, he pioneered the discipline of Chinese studies and was a prolific author of numerous textbooks and articles on China's language, literature, culture, history, arts and philosophy.

It would be unfair to compare Giles with today's U.S. Foreign Service officers, since he spent his entire diplomatic career in China and Taiwan. Nevertheless, his story proves that it is not

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*Phebe Xu Gray is a language and culture instructor in the East Asian and Pacific language department at the Foreign Service Institute. The views expressed in this article are those of the author and do not represent those of FSI or the U.S. Department of State.*

only possible for an adult to learn Chinese, but to be remarkably successful.

With that in mind, here are some possible lessons for FSOs preparing for language-designated positions.

## **Discover Creative Ways to Learn the Language**

After completing his studies at the Charter School in Oxford, Giles passed the competitive examination to be a student interpreter for the British Foreign Service. Immediately after arriving in China in 1867 as a 22-year-old, he distinguished himself by his untraditional approach to learning the language.

There were very few textbooks available for Westerners to learn Chinese at that time. Giles was not entirely satisfied with the recommended textbook, *Yu Yan Zi Er Ji*, considering it as an "ill-arranged and pedantic primer"—an assessment that would become a major point of contention between Giles and its author, Sir Thomas Wade. So he set out to learn what the Chinese were reading and how their children attained literacy.

Giles purchased books on the street, and started by memorizing a classic primer, *The Three Character Classic*. He then taught himself to read Chinese literature by using dictionaries

and consulting French translations, since he was already fluent in that language. He was so ardent in his pursuit of learning that he sometimes stopped strangers on the street to find out what they were reading.

In addition to reading business correspondence on the job, Giles was also steeped in contemporary and classic Chinese literature, history and philosophy, going far beyond the required textbooks.

Giles' diplomatic career carried him to many places in China: Tientsin (now known as Tianjin), Hankow (Hankou), Canton (Guangzhou), Swatow (Shantou), Pagoda Island (Xiamen), Tamsui (Danshui, Taiwan), Shanghai and Ningpo (Ningbo). In each of these posts, Giles studied the local dialects; he even wrote a language book on the Swatow dialect.

## Go Beyond Instrumental Motivation

There are two kinds of motivations for learning a foreign language: instrumental (utilitarian) and integrative. The first category encompasses those who learn another tongue to fulfill a job requirement or get good grades, while the second group consists of those who are truly interested in the target culture and people. Integrative motivation is generally the stronger of the two forms, and its practitioners are generally more successful in learning the target language.

Although Giles started learning Chinese due to instrumental motivation, he soon transitioned to integrative motivation because he became genuinely interested in the Chinese people. Giles often

ventured into the local Chinese community rather than stay within the comfort zone of the expatriate quarter. In the preface to his *Chinese Sketches* (1876), he noted that "The following sketches owe their existence chiefly to frequent peregrinations in Chinese cities, with pencil and notebook in hand..."

Giles offered an unconventional view of Chinese culture, countering the mainstream belief of his contemporaries. As he wrote: "It seems to be generally believed that the Chinese, as a nation, are an immoral, degraded race ... that opium, a more terrible scourge than gin, is now working frightful ravages in their midst; and that only the forcible diffusion of Christianity can save the Empire from speedy and overwhelming ruin. An experience of eight years has taught me that, with all their faults, the Chinese are a hardworking, sober and happy people, occupying an intermediate place between the wealth and cul-

ture, the vice and misery of the West."

Giles' devotion to China and its culture is evident both in his 1922 anthology of translations of famous Chinese verse, and his own poetic preface to that volume:

*Dear Land of Flowers (China), forgive me!—that I took  
These snatches from thy glittering wealth of song,  
And twisted to the uses of a book  
Strains that to alien harps can ne'er belong.  
Thy gems shine purer in their native bed  
Concealed, beyond the pry of vulgar eyes;  
Until, through labyrinths of language led,  
The patient student grasps the glowing prize.  
Yet many, in their race toward other goals,  
May joy to feel, albeit at second-hand,  
Some far faint heart-throb of poetic souls  
Whose breath makes incense in the Flowery Land.*

## Learn the Culture As Much As the Language

In addition to learning the Chinese language, Giles became an ardent student of Chinese culture, from his youth in China through his old age in Britain. Once he managed to disguise himself to enter the Temple of Heaven (a complex of religious buildings in southern Beijing dating back to 1420) with the Chinese emperor to view an imperial sacrificial worship. He also went to the market to observe events such as funerals conducted by Buddhist monks, circus performances and tooth-

extraction.

After retiring from the British Foreign Service, Giles kept in touch with current affairs by reading Chinese newspapers. He continued to assess and write about events in China actively long after retirement. His 1923 book, *Chaos in China*, reflected his keen observations and insights into the causes of the society's tumult.

Giles also collected Chinese coins and traveled widely in China, mainly for business purposes. During his journeys, he sought opportunities to observe every aspect of local culture. Instead of being annoyed when the Chinese stared at him, as many Westerners were, he took the opportunity to study them, staring straight back and attempting to see their hearts and understand them.

Two of Giles' many publications, the *Chinese-English Diction-*

**He set out to learn what the Chinese were reading and how their children attained literacy.**



ary and *Chinese Biographical Dictionary*, won the Prix St. Julien Award from the French Academy. These books were testimonies to his lifelong endeavor of collecting data, writing, editing, and doing multiple revisions.

At the time, Chinese studies was not a popular undertaking, and Sinologists were regarded as outcasts in both the general and academic community. Giles undertook these monumental projects almost singlehandedly, taking a huge risk by financing the publication of these books on his own.

### Endurance and Due Recognition

Giles' involvement with Chinese studies spanned more than half a century. He continued to publish prolifically until he was 80 years old, when he summarized his life's ambition as follows:

"Throughout my life, from 1867 onwards, I have had two dominating ambitions: to contribute towards a more easy acquisition and a more correct knowledge of the Chinese language, written and spoken; and to arouse a wide and deeper interest in the literature, history, religions, art, philosophy, and manners and customs of the Chinese people."

A key aspect of his approach was targeting it to the general public in the West. His *Chinese without a Teacher*, a textbook intended to help the general public learn the language, remained popular for many years.

In addition to receiving two honorary doctorates, one from the University of Aberdeen and the other from Oxford University, Giles was invited to inaugurate the Chinese lecture series for the establishment of Columbia University's Chinese program in 1902. (Columbia later offered him a departmental chair, which he declined.) He also received a red umbrella from the Amoy Chinese Chamber of Commerce for his protection of emigrants

Courtesy of The Australian National University



Ningpo - H.A. Giles; K. Giles; M. Giles; D<sup>r</sup> Daly 1889.

**At the time, Chinese studies was not a popular undertaking, and Sinologists were regarded as outcasts in both the general and academic community.**

from overcrowding in steamers.

Giles received a special *Er Deng Da Shou Jiahe* (The Metal of 2nd-Grade Good Crop) award from the Chinese government in 1922. That same year, his accomplishments won him

the Royal Asiatic Society's triennial gold medal.

Giles was also a leading member of the North China Royal Asiatic Society, mentoring other Westerners in their studies of Chinese language and culture. One of these was Charles Henry Brewitt-Taylor, a commissioner in the Imperial Maritime Customs Services. Brewitt-Taylor counted Giles, along with Sir Robert Hart, the inspector general of the Imperial Maritime Customs Services in China, as among his few close friends.

It was with Giles' encouragement that Brewitt-Taylor twice painstakingly translated a classic Chinese novel, *Romance of the Three Kingdoms*. (The first manuscript was lost in a fire during the Boxer Rebellion.) His rendering remains a classic translation to this day.

Giles' work in Chinese was so well regarded that Sun Yat-sen, the founder of the Republic of China, wrote him to express

appreciation for his contributions to the understanding of Chinese language and culture in the West.

### Family Ties

Giles' family was closely linked to China; when his first wife died, she was buried there. His second son, Lionel Giles, a notable Sinologist in his own right, translated *The Art of War* and was the keeper of Oriental printed materials and books at the British Museum. There he cataloged the famous Dunhuang Scroll, brought to Britain by Sir Ariel Stein. Two other sons, Bertram and Lancelot, served as diplomats in China in the early 1900s; Lancelot witnessed the Boxer Rebellion and the siege of the foreign legations in Peking. All three assisted Giles with his publications.

The fourth son, Valentine Giles, served as a colonel in the British Royal Engineers and participated in Francis Young-

## The strength of Giles' love affair with China sustained him for a productive life's work, until the age of 90.

husband's 1904 Tibetan expedition. Giles' grandson, Austin Giles, worked in the Shanghai Hong Kong Bank in Manchuria and was also stationed with the British military in Chongqing in the 1930s.

Giles shared Chinese studies with his grandchildren, as well, by introducing them to stories and

poems in traditional Chinese culture.

The strength of Giles' love affair with China sustained him for a productive life's work, until the age of 90. A century ago, Giles prophetically declared that "the interest in China and in her certainly four thousand years of civilization ... will no doubt quicken some day in the future."

For all these reasons, the life and work of Herbert Allen Giles offer insights for many Foreign Service members—particularly those who embark on the same linguistic journey Giles undertook as a young diplomat. ■

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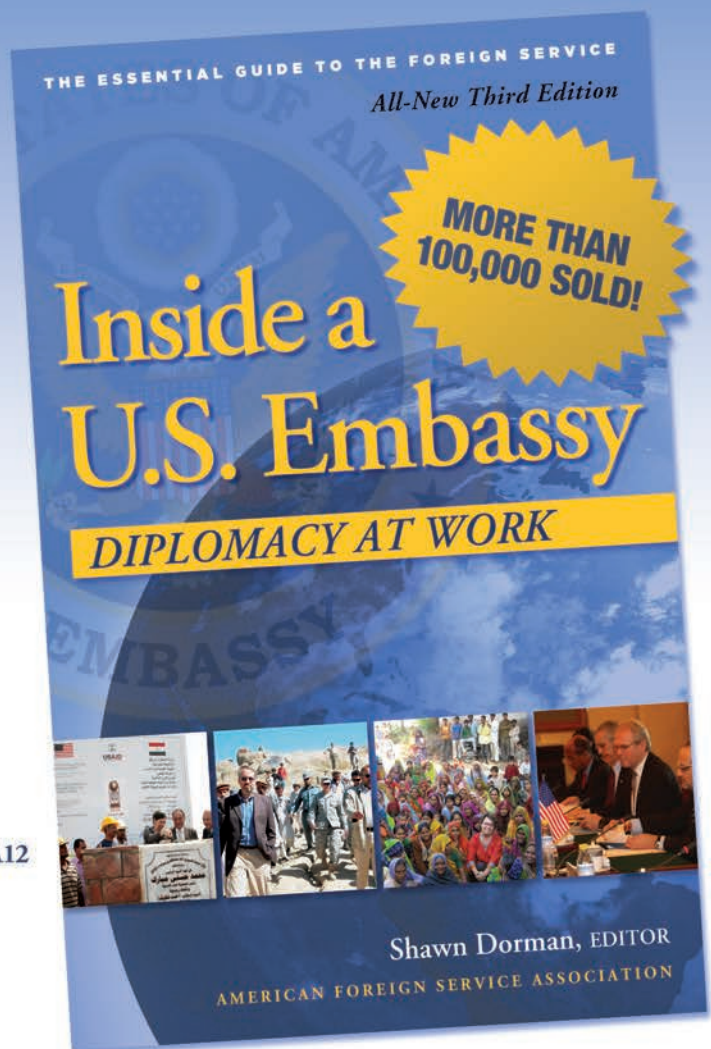
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# AFSA Releases Guidelines for Successful Performance as a Chief of Mission

BY KRISTEN FERNEKES, COMMUNICATIONS DIRECTOR

When the new AFSA Governing Board began its term in mid-2013, its members set out numerous goals that they wanted to achieve during their two-year term of office on behalf of AFSA's membership. These goals were laid out as part of AFSA's strategic plan which was adopted by the Board in the fall of last year.

One key issue—and one of those stated goals—is ensuring that chief of mission nominees have the qualities, experience and characteristics that will enable them to succeed. We believe that it is crucial for the success of U.S. foreign policy and our standing in the world that they succeed; and it is of overriding importance to our members who serve in missions abroad that they have strong, qualified leaders.

One way to do that, AFSA concluded, would be to produce a set of standard guidelines, based on the experience of retired chiefs of mission. On Feb. 25, the association released "Guidelines for Successful Performance as a Chief of Mission," a set of criteria that are politically neutral and can be applied to all nominees, both career and non-career (see p. 49 for the full text).

AFSA's intent was to add a thoughtful, useful reference document to the process,

stake out the high ground and produce guidelines that those managing the nomination and confirmation process can—and we hope will—use to take the measure of potential nominees and determine whether they have what it takes to be a successful chief of mission, if nominated by the president and confirmed by the Senate.

**AFSA's message is that the American people and the president deserve the most qualified women and men to serve as U.S. ambassadors.**

## THE PROCESS

AFSA convened a working group of 10 former chiefs of mission, including career and non-career ambassadors who served with distinction through the last eight presidential administrations, with the intention of identifying the characteristics of a strong ambassador.

The group, led by long-time AFSA member Ambassador Charles Ray, took a broad view, looking at available guidance on the subject including legislation and how other associations determine qualifications for their positions.

They reviewed the American Bar Association's vetting procedures for potential federal bench candidates; referred to the Foreign Service Act of 1980; pored over reports from the Office of the Inspector General covering chief of mission issues; perused cases presented to AFSA's legal team; and studied other relevant documentation.

The process was not without controversy. Working group members had their own points of view. However, given the importance of the task and the collegial nature of the group, they achieved consensus and approved the final draft document unanimously.

The document was shared with the AFSA Governing Board at their December meeting. After comments and questions were addressed, the Board approved the guidelines by a substantial majority during their January meeting.

Following passage of the guidelines, AFSA leadership, staff and working group members moved deliberately through a series of briefings to key stakeholders in the chief-of-mission selection, nomination and confirmation process including State Department leadership, the Office of White House

*Continued on page 48*

## CALENDAR

4/2/2014  
12:00 - 2:00 PM  
**AFSA Governing Board Meeting**

4/10/2014  
12:30 - 2:00 PM  
**Luncheon: The 133rd Specialist Class**

4/16/2014  
12:30 - 2:00 PM  
**Luncheon: USAID's DLI-26 Class**

4/16/2014  
2:00 - 3:30 PM  
**"The U.S. Public Diplomacy Deficit" with P.J. Crowley**

4/29/2014  
2:00 - 3:30 PM  
**AFSA Book Notes: "The Demilitarization of American Diplomacy"**

5/2/2014  
**Foreign Affairs Day AFSA Memorial Plaque Ceremony**

5/4/2014  
**Public Service Recognition Week**

5/7/2014  
12:00 - 2:00 PM  
**AFSA Governing Board Meeting**





## Collaborating with Our Partner Organizations

One of the great advantages of serving at AFSA is the opportunity to collaborate with other foreign affairs organizations and to acknowledge the contributions they make. Here are some of AFSA's most prominent partners.

### The Foreign Affairs Council

The Foreign Affairs Council is an umbrella group of 11 organizations, which retired Ambassador Tom Boyatt, a former AFSA president and current AFSA-PAC treasurer, founded in 1999.

Beginning with Secretary of State Colin Powell, every two years the FAC evaluates Secretaries of State in their capacity as managers and leaders of the Foreign Service. The "report cards" issued by FAC have consistently garnered significant media attention.

Membership overlaps between the various FAC organizations, frequently resulting in cooperation on an institutional level. AFSA is one of the council's largest members.

### The Academy of American Diplomacy

The Academy of American Diplomacy was founded in 1983 to support and strengthen U.S. diplomacy. Its membership includes some of the Foreign Service's most prominent diplomats,

such as its president, retired Ambassador Ron Neumann.

The organization has produced a number of reports on the development of a modern diplomatic workforce. It is currently working on a study on professionalism in the Foreign Service, with a projected release date of fall 2014. See [www.academyofdiplomacy.org](http://www.academyofdiplomacy.org).

### AAFSW

The Associates of the American Foreign Service Worldwide is a nonprofit, volunteer association that includes members from the extended Foreign Service family. Founded in 1960, AAFSW holds social events; provides networking and advocacy groups; compiles information for Foreign Service spouses and partners; manages the annual book fair at Main State and the bookstore in Foggy Bottom; and hosts an online community and the electronic distribution list, "Livelines."

AAFSW also sponsors the Secretary of State's Awards for Outstanding Volunteerism Abroad. See [www.aafsw.org](http://www.aafsw.org).

### ADST

The Association for Diplomatic Studies and Training, a nongovernmental membership organization founded in 1986, is located at the Foreign Service Institute. ADST advances knowledge of U.S. diplomacy through their oral histories, books, exhibits,

social media and educational website. Its foreign affairs oral history collection is the largest such resource in the world. (See the March *FSJ*, "Telling Our Stories: The Foreign Affairs Oral History Collection.") They also support training at FSI. See [www.adst.org](http://www.adst.org).

### DACOR

DACOR is a membership organization of foreign affairs professionals. It is known for its lectures on diplomacy by prominent experts and its role as a networking center for the foreign affairs community, and also serves as an inn for visiting U.S. diplomats. See [www.dacorbacon.org](http://www.dacorbacon.org).

### The Una Chapman Cox Foundation

The foundation supports projects that educate the U.S. public about the vital role of the Foreign Service and build informed support for a globally competitive U.S. diplomacy.

Cox sabbatical leave fellowships enable outstanding mid-level Foreign Service officers selected by the director general to pursue a variety of exciting projects.

The foundation is supporting the creation of a Center for Lessons Learned and raising public awareness of diplomacy through its partnership with the Public Broadcasting System, among other activities. See [www.uccoxfoundation.org](http://www.uccoxfoundation.org).

### CAA

The Council of American Ambassadors is a nonprofit, nonpartisan association of non-career chiefs of mission. Founded in 1983, it regularly hosts social and educational events for its members. See [www.americanambassadors.org](http://www.americanambassadors.org).

### AFSPA

The American Foreign Service Protective Association was founded in 1929 to provide health, life and travel insurance and other benefits to Foreign Service employees. AFSPA offers the Federal Employees Health Benefits Foreign Service plan. It also supports the work of the Senior Living Foundation. See [www.afspa.org](http://www.afspa.org).

### The Diplomacy Center Foundation

The foundation was established in 2002 by a group of retired Foreign Service officers to support the department's efforts to build a museum honoring U.S. diplomacy and contributions made by members of the Foreign Service. The foundation recently presented \$17.5 million to the department to help fund construction of the new museum. Groundbreaking will take place sometime this year at the 21st Street entrance of the Harry S Truman Building. ■

*Next month: Millennial Morals and the Department*





Views and opinions expressed in this column are solely those of the AFSA Retiree VP. Contact: lawrencecohenassociates@hotmail.com or (703) 437-7881

## Retirement Begins *Before* Retirement

Retirement planning may not be a priority for new or mid-career Foreign Service employees, but it should be. With life expectancy increasing, more retirees will spend more years, perhaps even decades, in post-Foreign Service mode. Therefore, “be prepared” is a slogan everyone should be thinking of when it comes to retirement.

Think about the following questions: Are you prepared financially? Do you have life, long-term care and health insurance? Will you need to work or do you hope to lay back? And when is the best time for you to retire?

For those of us who entered the Foreign Service before retirement planning was widely available, it is never too late to learn more about the topic, especially financial and estate planning. The Foreign Service

Institute’s Career Transition Center offers a variety of short courses covering these topics, as well as other retirement-related subjects.

**Think about the following questions: Are you prepared financially? Do you have life, long-term care and health insurance? Will you need to work or do you hope to lay back? And when is the best time for you to retire?**

Delivered six times a year, the four-day Retirement Planning Seminar (RV 101) is open to any employee within 10 years of retirement eligibility. The seminar includes sessions on the psychology of transition, annuities and

benefits, Medicare, estate planning and marketing yourself after 50.

If your time is tight, consider enrolling for two, one-day sessions embedded within RV 101: Financial Management & Estate Planning (RV 103) and Annuities, Benefits & Social Security (RV 104).

Foreign Service members with more than 10 years before retirement should consider taking CTC’s two-day Mid-Career Retirement Planning Seminar (RV 105). Delivered four times a year, this course covers financial planning, the Thrift Savings Plan, the federal long-term care insurance program, understanding annuities and benefits, and estate planning. The course was created in response to participant feedback after taking RV 101 and the Job Search Program—“I wish I had known this earlier.”

At present, State Department FS employee orientation includes references to financial and retirement planning. But new employees embarking on a long career may neither fully appreciate, nor adequately absorb, these lessons. In my opinion, they should be emphasized even more during orientation.

Every Foreign Service employee—whether approaching retirement, at mid-career or just beginning their career—should take advantage of these courses. While most employees at FSI are there to learn a foreign language, or a new technical skill, or to gain knowledge of the country in which they will be working, setting up a sound financial plan early in your career will benefit you for the rest of your life. If you think of it that way, you will be glad you took the training. ■

### NEWS BRIEF

#### AFSA Annual Report 2013 Is Out

The 2013 report is available online at [www.afsa.org/annualreport](http://www.afsa.org/annualreport). A hard copy has been sent to all retired members. Copies are also available on request. E-mail [member@afsa.org](mailto:member@afsa.org)

The report details AFSA’s 2013 activities, ranging from strategic planning to events. AFSA President Bob Silverman pens the introductory passage, followed by contributions from all constituency vice presidents, as well as AFSA’s professional staff.

For the first time, the report is published as a stand-alone document. It is focused on member services and our 90th anniversary. We hope you will take the opportunity to peruse the report.

### NEWS BRIEF

#### USAID Seeks FSO Alumni of the National War College

USAID is seeking former USAID Foreign Service officers who are also National War College alumni for a memorial the agency is developing to commemorate 50 years of USAID graduates. As part of this effort, we hope to collect images and conduct an oral history project to learn more about your experiences and how your education at NWC affected your USAID career. If you would like to be involved, please contact Samantha Novick at [snovick@usaid.gov](mailto:snovick@usaid.gov) or (202) 712-4034.



Views and opinions expressed in this column are solely those of the AFSA FCS VP. Contact: steve.morrison@trade.gov or (202) 482-9088

## The Budget Resource Merry-Go-Round

The budget music and hand-wringing never seems to stop in Washington, D.C., but the last two to three months has brought some good news to report.

This year, the Commercial Service received an increase in funding over 2013 levels, and the federal debt ceiling was raised.

By the time you read this, the president's Fiscal Year 2015 budget will have just come out and hearings will be underway. If (as in the past) AFSA is given the opportunity to comment or testify, we will; but in the meantime, let's savor the moment.

The Commercial Service Fiscal Year 2014 budget contains \$23 million for new activities, including \$16 million for international operations. Most likely, all of this amount will not find its way overseas, but it's a good start. Credit the new leadership team of Acting Director General of the U.S. and

Foreign Commercial Service Judy Reinke, Acting Assistant Secretary for Global Markets John Andersen and Acting Under Secretary for International Trade Ken Hyatt—along with a renewed spirit of compromise—for the increase.

**The Commercial Service Fiscal Year 2014 budget contains \$23 million for new activities, including \$16 million for international operations. Most likely, all of this amount will not find its way overseas, but it's a good start.**

Just as my predecessor Keith Curtis and I fought hard for increased resources during all of the reorganizations and shifting of responsibilities, so have AFSA FCS Representative Barbara Farrar and I sought to project a spirit of cooperation and trust, even as everything was shifting around us. Our strategy—based on the budget numbers, at least—appears to be working.

When asked to comment

on the FY 2014 budget, Senator Barbara Mikulski, D-Md., chairwoman of the Senate Appropriations Committee, said: "The Consolidated Appropriations Act puts money in the Commercial Service's checkbook to hire

more people, helps to fill key vacancies in crucial overseas markets, and allows for an increase in training the men and women who are serving their country around the globe. I support the Commercial Service so they can support American jobs and products everywhere."

Following the results of the most recent selection boards, many of you have asked, "Why so few Senior Foreign Service, FS-1s and

FS-2s promotions?"

Basically, for AFSA to support the reorganization, a key condition required eight senior positions in Washington, D.C. Now that that has been done—and with the increased resources—we hope to see the lid lifted a little further to allow for an increase in promotions, as well.

One of AFSA's main tasks is to impress on our decision-makers the importance of flow-through at all levels of the organization. If you take away even one high-grade position, you eventually negatively affect four or five officers at each respective lower grade.

As for hiring, a lot will depend on the upcoming Urgent Vacancy Position process and the Commercial Service's ability to entice individuals on the rank order register to join us. It is a commitment well worth making and central to our up-or-out system. ■

*Guidelines continued from page 45*

Personnel and congressional staff from both sides of the aisle—with a focus on the Senate Foreign Relations Committee.

The next step was to share the document widely in Washington, D.C. AFSA executed a major media roll-out and received extensive coverage from both domestic and international outlets. The message was clear—all chiefs

of mission should be held to the same high standards.

During its March 5 meeting, AFSA's Governing Board passed a resolution (available on the AFSA website at <http://bitly.com/1I162Vj>) aimed at furthering AFSA's engagement on the issue of ambassadorial qualifications.

This story is by no means over. AFSA's aim remains the same: to ensure that stake-

holders adopt our guidelines and apply them throughout the nomination and confirmation process. All nominees then share the same starting point and are measured by the same standards.

AFSA members have a vested interest in ensuring that only the best and brightest are selected to lead embassies abroad. However, the same applies

to the public at large, as well as our partners abroad, who deserve qualified interlocutors speaking on behalf of the United States.

We invite you to follow this issue with us, read the media coverage, learn more about the working group members and access a downloadable version of the guidelines at [www.afsa.org/chiefofmission](http://www.afsa.org/chiefofmission). ■

# Guidelines for Successful Performance as a Chief of Mission

## Executive Summary

The American Foreign Service Association, the professional association representing career Foreign Service diplomats, offers this Guidelines paper as a resource to inform the executive and legislative processes of nominating and confirming U.S. chiefs of mission. Chiefs of mission are the president's envoys to foreign countries and multilateral institutions, usually carrying the title of ambassador. They lead our engagement with foreign governments and act as the CEOs of U.S. overseas missions and embassies. The Guidelines are drawn from the collective experience of a group of distinguished former chiefs of mission, both career and non-career, and from legislative and regulatory sources. The paper is non-partisan in nature. There are four broad guidelines, detailed at the end of the paper:

- Leadership, character and proven interpersonal skills;
- Understanding of high level policy and operations, and of key U.S. interests and values in the country or organization of prospective assignment;
- Management; and
- Understanding of host country or relevant international experience.

## Introduction

As a global power, the United States maintains bilateral relations with 180 countries and is represented at 14 missions to international organizations. These diplomatic missions are headed by a chief of mission (COM), who is nominated by the president, confirmed with the advice and consent of the U.S. Senate, and accredited to a specific country or organization.

We live in a complex, interconnected and rapidly changing world. The right actions of nations can promote understanding, appreciation, peace, and prosperity; the wrong actions can cause misunderstanding, predatory practices, or war. This is the domain of diplomacy. The role of chiefs of mission, who must manage these complexities, is critical and challenging. Ambassadors are the primary representatives of one country to another – or from a country to an international organization – in effect, the face, voice, and ear of the sending nation. The actions and words of an ambassador have consequences for U.S. national security and interests far beyond the individual country or organization to which he or she is accredited.

It is essential, therefore, that ambassadors chosen to represent the president and lead our diplomatic missions possess the attributes, experience and skills to do so successfully.

This paper is the product of a group of former COMs, including both career and non-career appointees, who understand the challenges COMs face. They know firsthand what it is like to run an embassy, and the steep learning curve even the best-prepared of ambassadors face when they arrive in-country.

AFSA's goal is to contribute positively to the ongoing process of selection of COMs by successive administrations. We hope this will assist all involved in the process – from those involved in the selection process, to members of the Senate, to the American people who have a vested interest in having quality representatives abroad, to the prospective appointees themselves – and in so doing, help ensure the success of U.S. foreign policy and the effective and productive functioning of our embassies and missions abroad.

## Role of the Chief of Mission

### *Constitutional and Legislative Authority*

Chiefs of mission are the president's personal representatives abroad. Together with the Secretary of State, they assist in implementing the president's constitutional responsibilities for the conduct of U.S. foreign relations. The Foreign Service Act of 1980 (the "Act") calls for individuals appointed to possess knowledge and understanding of the history, culture, economic and political institutions, and interests of the country and its people, as well as language facility to the extent practicable. In accordance with the Act, in recognition of the value of their professional training and experience, positions as chief of mission should normally be accorded to career members of the Foreign Service. Non-career appointees can bring other highly valuable experience and attributes that can be instrumental in achieving the diplomatic mission.

### *Work of the COM*

While COMs are the president's representatives, they report and offer recommendations to the president through the Secretary of State and, on occasion and in a coordinated manner, to members of the president's national security team and other members of the president's Cabinet. Chiefs of mission have the primary role in:

- Leading and coordinating U.S. representation abroad, conveying and advocating for U.S. foreign policy to foreign governments and international organizations, directing the activities of other U.S. agencies and officials in the country or to the organization of accreditation (except those under a geographic command commander as determined by the president), advocating for and promoting American industry



## Guidelines for Successful Performance As a Chief of Mission

the president), advocating for and promoting American industry and conducting economic diplomacy, working with and conducting economic diplomacy, working with NGOs and civil society, and conducting public diplomacy in support of U.S. policy goals;

- Ensuring the security of mission staff, facilities and classified material, and protecting the interests of American citizens abroad;
- Communicating to Washington the nature and intentions of the host government or international organization, the range of prospective U.S. interests in play, and the resources needed to achieve those interests;
- Conducting and overseeing negotiations and concluding agreements and treaties on a vast and growing range of issues from trade to nuclear weapons;
- Leading the country team to ensure proper focus, priorities, high morale, and interagency coordination in the diplomatic mission's activities to develop and implement foreign policy; and
- Managing the mission's budget and other foreign affairs resources.

COMs must recognize that the international activities and programs of other executive branch agencies are growing. Overseas, it falls upon the shoulders of the COM to ensure that the U.S. government presents a coordinated and disciplined approach to policy and programs. The Department of State's lead role in the conduct of foreign affairs must be coordinated with other executive branch agencies. The COM engages in and manages the interagency process directly and through the country team to maintain focus on and pursue Administration policy and programs.

### Challenges

U.S. missions, whether bilateral or multilateral, often consist of representatives of multiple U.S. government agencies, operating in an increasingly complex, interconnected and dynamic world. This presents the COM with delicate policy and leadership tightropes to walk while operating in a foreign culture. Mistakes can magnify quickly and risk becoming public, potentially damaging U.S. interests abroad and at home. U.S. governmental, political and economic policies and developments not directly related to a U.S. mission can have deep implications for the mission, and the COM as its head.

Reflecting upon some of these and other challenges for COMs and missions, and drawing lessons from both the qualities and weaknesses of COMs it observed during sev-

eral years of inspections, the State Department Office of the Inspector General developed a set of suggested criteria in four areas: (1) Leadership of People and Programs; (2) Relations with Washington; (3) Relations with U.S. Stakeholders; and (4) Relations with the Host Country. In the inspector general's view, Leadership of People and Programs was the facet upon which the greatest emphasis should be placed, and its report advised against selecting anyone for a COM position who lacked a clear and positive record in this area.

In sum, a COM's role is at once outward-focused (policy and outreach in the host country) and inward-focused (leadership of the mission, liaison with Washington). It is probably obvious from the foregoing that a chief of mission's role is difficult to define. Certain fundamental traits, however, are essential to successful performance in the environment in which COMs must work.

### Recommended Guidelines for Successful Performance as a COM

AFSA recommends the following guidelines be applied to *all* COM nominees, career (regardless of agency) and non-career, in a fair and impartial manner. We have, therefore, developed the four general guidelines described below to be used in the assessment of all future COM nominees.

- **Leadership, Character and Proven Interpersonal Skills:** The nominee has demonstrated the interpersonal skills necessary to represent the United States, including utmost integrity, honesty, moral courage, fairness, empathy, an appropriate measure of humility, awareness of personal strengths and weaknesses, overall judgment and decisiveness, and the ability to inspire, as well as a proven ability to be effective in taking on new challenges. A demonstrated understanding and mastery of working in a complex environment where the objectives of multiple and sometimes competing organizations must be balanced, and a demonstrated ability to prioritize wisely, especially concerning issues of one's staff and facilities. A key skill is the ability to listen in order to better understand the host country's perspectives, as well as the mission staff's views and concerns. These skills can be demonstrated through leadership and management of government organizations, private sector companies, or non-governmental and private volunteer organizations.

- **Understanding of High Level Policy and Operations, and of Key U.S. Interests and Values in the Country or Organization of Prospective Assignment:** The nominee possesses the knowledge and capacity to lead the operations of a diplomatic mission effectively; to participate constructively in the formulation of policy and implement policy in a creative manner that yields positive results where possible; and to communicate persuasively with government stakeholders (White House, State Department, other executive agencies and Congress), host nation officials, political leaders and civil society. He or she demonstrates the capacity to negotiate, and has the proven ability to take on various challenges, including working with U.S. and foreign business communities and other nongovernmental interests, and providing services to U.S. citizens.

- **Management:** The nominee has relevant management experience; and possesses a commitment to team building, innovation, problem-solving, strategic planning, mentoring and career development. He or she also possesses experience in setting goals and visions, managing change, and allocating resources. He or she has the capacity to work well with a deputy and other members of a team, and to delegate effectively.

- **Understanding of Host Country and International Affairs, Ability to Promote and Advance U.S. Interests:** The nominee has experience in or with the host country or other suitable international experience, and has knowledge of the host country culture and language or of other foreign cultures or languages. He or she has the ability to manage relations between the U.S. and the country or organization of assignment in order to advance U.S. interests, including the interests of U.S. commercial firms as well as individual U.S. citizens and nationals. The nominee skillfully interacts with different audiences—both public and private. ■

#### **Appendix: Members of the AFSA Working Group**

Ambassador Charles A. Ray, Retired, Chairman  
 Ambassador Ruth A. Davis, Retired  
 Ambassador Stuart E. Eizenstat, Retired  
 Ambassador Donald Gips, Retired  
 Ambassador Anthony S. Harrington, Retired  
 Ambassador James Franklin Jeffrey, Retired  
 Ambassador Laura E. Kennedy, Retired  
 Ambassador Alan Larson, Retired  
 Ambassador Gillian A. Milovanovic, Retired  
 Ambassador Michael M. Wood, Retired  
 AFSA President Bob Silverman  
 Working Group Secretary Janice Weiner

## AFSA Hosts Chiefs of Mission

BY SHAWN DORMAN, FSJ EDITOR

On March 12, AFSA hosted a breakfast for U.S. chiefs of mission—those already serving, as well as nominees—who were in Washington, D.C., for the annual chiefs-of-mission conference at the State Department. Some 32 ambassadors, chargés and designees attended, as well as Acting Director General Hans Klemm and Ambassadorial Seminar Director Jennifer Wicks from State.

AFSA President Bob Silverman, State Vice President Matthew Asada, USAID Vice President Sharon Wayne and State Representatives Chuck Fee, Sue Saarnio and Nancy Rios-Brooks were present on behalf of the AFSA Governing Board.

Acknowledging the controversy regarding political campaign fundraiser nominees for ambassador, Pres. Silverman opened the breakfast with an introduction to AFSA's recently released "Guidelines for Successful Performance as a Chief of Mission" and clarified the purpose of the AFSA initiative.

Conversation during the breakfast focused on the ambassador qualifications issue and the AFSA guidelines, which Silverman explained are meant to help stakeholders reform the ambassadorial nomination and confirmation process. He added that AFSA does not play a role in the process,



Attendees at AFSA's chief of mission breakfast express their opinions on qualifications for ambassadors.

PHOTO BY ASGER SIGFUSSON

but has a strong interest in making sure that the process works and that qualified chiefs of mission are selected, whether career or non-career.

Attendees expressed a range of views. While there was no disagreement that all chiefs of mission, whether career or non-career diplomats, should be qualified, some took issue with AFSA's definition of that term. One ambassador suggested that AFSA be careful not to appear to be simply protecting its own people, but rather advocate for the best ambassadors to serve the American people.

Silverman agreed, noting, "We want the best possible candidates, but they should meet the standards." He reiterated that the initiative is non-partisan and began well before the February and March media storm. He noted that AFSA had requested copies of all Certificates of Competence for ambassadorial nominees from the State Department

*Continued on page 58*



**AFSA ON THE HILL**

**Beyond the AFSA Advocacy Day**

BY JAVIER CUEBAS, DIRECTOR OF ADVOCACY

On Feb. 26, AFSA sent 25 Governing Board and professional staff members to Congress as part of its first annual Advocacy Day.

Building on the success of our November congressional networking reception, participants visited 17 congressional offices from both sides of the aisle to discuss our priority issues with legislative staff.

We centered our efforts on offices likely to be instrumental in helping us move our agenda forward in such areas as career development and professional capacity, overseas security and overseas comparability pay.

Contrary to popular belief, the key to effective, issue-driven campaigns and congressional outreach is to speak with those who are in a position to help and are eager to do so, not to visit lots of offices or shake hands with big names.

To help elected officials and staffers better understand how Foreign Service employees and their families carry-out diplomacy, enhance national security and create jobs at home, targeted outreach is essential.

As the voice of the Foreign Service, AFSA repeatedly makes the case that we are a resilient and unified constituency capable of gaining national attention and mobi-

lizing the American public in our favor. Although engaging policymakers at the congressional level can be intimidating, we have learned that the majority, if not all of the 535 members of Congress are receptive to our overtures.

What legislators need to see from any interest group is value—for their constituents and their districts. For those interested in commercial issues, we need to spotlight our members' role in facilitating trade and job creation, so that they'll see a return on that investment. For those who care about foreign assistance and human rights, we need to remind them about our members' role in promoting development, democracy and better governance.

For those who wonder how to ensure that our men and women in uniform don't have to make the ultimate sacrifice, we need to help them understand that diplomacy saves and protects lives. And that's just a handful of relevant examples that help us convey—as both a labor union and professional association—the most powerful story that we can share with a member of Congress: *your story.*

At the end of the day, the most important thing you need to know when dealing with Congress is that your

elected officials work for you. It is your taxpayer dollars that pay their salaries. It is also your vote, and the votes of your relatives and friends, that will either keep them in office or remove them. But if you want your member of Congress to better understand your position, and support the Foreign Service, we

must show them the value. If there is one thing that Advocacy Day and other AFSA initiatives have done successfully over the past few months—it is to help Capitol Hill better understand your story and your worth. We will continue those efforts in the months and years ahead. ■

**AFSA Hosts Hill Reception**



AFSA presents the FS Medallion to Rep. Adam Schiff, D. Calif., with Executive Director Ian Houston, AFSA President Bob Silverman, USAID Vice President Sharon Wayne and State Vice President Matthew Asada.



Amb. Laura Kennedy addresses the guests, with Sharon Wayne, Ian Houston, Bob Silverman and Barbara Stephenson.



AFSA's reception on the Hill draws a large crowd to the Capitol Visitors Center on Feb. 26.



## New Association Management System for AFSA: NetForum Enterprise

BY JANET HEDRICK, DIRECTOR OF MEMBER SERVICES

To better serve our members, AFSA has replaced its outdated association management system with Avectra's NetForum Enterprise software. A cross-functional team comprised of AFSA professional staff met weekly for several months last year to weigh the pros and cons of a number of systems.

Cooper Consulting, a firm specializing in management and systems implementations for nonprofit associations, also took part in these discussions. Its support included market research, business process analysis, contract negotiations and systems implementation. After a comprehensive search, and with the AFSA Governing Board's approval, Avectra was selected.

The NetForum Enterprise software allows AFSA to compile a complete snapshot of its members and their engagement with the association. It also furnishes a platform for a smooth online member experience and interaction between the association and other members. The new software allows AFSA to easily track information across all departments through a centralized location—information such as membership and demographic data, AFSA award recipients, *The Foreign Service Journal* authors and



AFSA professional staff attend a technical training session on Avectra's NetForum Enterprise software, the association's new management system.

articles, scholarship recipients and support for a wide variety of advocacy issues.

A straightforward user-interface will guide members through the join/renew application process. Members will be able to identify areas of interest and expertise, upload bios, update their addresses, identify their skill codes, donate to AFSA programs and causes, view committee participation or register for an upcoming event.

The first time members access the site, they will use their last name and their primary e-mail address (work e-mail for active-duty members; personal e-mail for retired members). They will then be prompted to change their password on first entry.

Visitors to the site will be able to register for AFSA events and even offer a review of an event they attended in the past. Not only will this provide added value

for members, it will assist AFSA in determining future presentations and programs.

Further enhancements are already in the works. One of the most exciting features of the new system is a social networking functionality, which will create a space for our members to interact, chat, share ideas and create shared-interest groups.

Director of New Media Ásgeir Sigfússon, explains: "We've heard from members that this is something they are interested in. When we roll this out in a few months we have high hopes that it will become a great forum for discussion on the Foreign Service career, international affairs and everyday issues of diplomatic life."

In addition, AFSA will be developing an online memorial tribute site to permanently recognize and remember active-duty and retired Foreign Service colleagues

who have passed away. The searchable AFSA Memorial Tribute page will present a brief bio of the member's Foreign Service career. Current members will be able to share memories and stories of their colleagues in the guestbook section, contact next of kin or make a donation in their friend's name to one of AFSA's funds. We hope this online memorial will make it easier for colleagues, friends and family to share their remembrances.

In early March, several staff members attended a user's group conference to facilitate AFSA's transition to the new software, make industry contacts, attend technical training sessions and learn more about Avectra's software solutions. The conference offered more than 50 training sessions, from implementing best practices to innovative ways to use the baseline product.

"AFSA staff, with Director of Member Services Janet Hedrick as lead, has carefully managed this significant transition to limit potential problems and to develop the product so that AFSA and our members can take advantage of its full functionality," notes AFSA Executive Director Ian Houston. "We believe the new software will deepen our overall services to AFSA members." ■

## AFSA VP Meets with Florida Retirees

BY TOM SWITZER, SPEAKERS BUREAU DIRECTOR



AFSA Vice President for Retirees Larry Cohen addresses a Foreign Service Retirees Association of Florida meeting on Jan. 24.

On Jan. 24, AFSA Vice President for Retirees Larry Cohen addressed more than 140 AFSA members and other guests of the Foreign Service Retirees Association of Florida at the group's annual statewide luncheon in Sarasota.

Cohen discussed some of the issues AFSA is currently focused on, including chief-of-mission qualification guidelines for ambassadorial candidates. He also acknowledged members' concerns regarding the Department of State's When Actually Employed program and the difficulty retirees have in finding job opportunities. "The new registry is ineffective as

currently designed and is not a viable substitute for working through bureau-managed registries," he observed.

Describing the state of play regarding the Fiscal Year 2015 federal budget, Cohen commented, "The real battle shaping up is protection of active-duty Foreign Service personnel who may face reduced benefits and pay freezes," Cohen said. "Benefits for current annuitants would not likely be impacted this round."

Cohen closed his remarks by praising the FSRA's initiative to include eligible returned Peace Corps Volunteers as association members. ■

## 2013 Sinclair Award Recipients Announced

Proficiency in foreign languages is a crucial attribute for all Foreign Service personnel. The American Foreign Service Association's Sinclair Language Awards program recognizes language students for outstanding accomplishments in the study of a level III or IV language and its associated culture.

The Matilda W. Sinclair Language Award program was established in 1982 by a bequest from Ms. Sinclair, a former Foreign Service employee, to AFSA. The purpose of her bequest was to "promote and reward superior achievement by career officers of the Foreign Service of the United States while studying one of the 'hard' languages under the auspices of the Foreign Service Institute of the Department of State."

Any career-conditional Foreign Service member from the foreign affairs agencies (Department of State, U.S. Agency for International Development, Foreign Commercial Service, Foreign Agricultural Service, Animal and Plant Health Inspection Service and the International Broadcasting Bureau) is eligible.

Language-training supervisors at FSI's School of Language Studies, language instructors at field schools and post language officers nominate candidates for the award. Winners are selected by a committee that consists of volunteer AFSA members, representatives from FSI, a member of the AFSA Governing Board and the AFSA Awards and Plaques Committee. Winners receive a check for \$1,000 and a certificate of recognition signed by the AFSA president and the chair of the AFSA Awards and Plaques Committee.

AFSA commends FSI's School of Language Studies for its dedication in preparing language students for the intense challenges of modern diplomacy and congratulates this year's 10 recipients of the Sinclair Language Awards:

Miriam R. Asnes	Arabic
Sonnet A. Frisbee	Czech
Paul F. Narain	Greek
Jacob M. Rocca	Hebrew
Timothy Shriver	Hungarian
Robert Silberstein	Lithuanian
Alan J. Smith	Russian
Adam T. Stevens	Vietnamese
Matthew Wilson	Bulgarian
Bryan G. Wockley	Persian/Dari/Afghan

Information on the Sinclair Awards is available at [www.afsa.org/sinclair](http://www.afsa.org/sinclair) or contact Special Awards and Outreach Coordinator Perri Green at (202) 719-9700 or [green@afsa.org](mailto:green@afsa.org). ■

### NEWS BRIEF

#### "Show Me Diplomacy" Photos

Our goal is to show the last 90 years of the Foreign Service through your lens. Send us a photograph that represents diplomacy and the Foreign Service. We will create a presentation that will be shown at our next Happy Hour and post it on our website. Please provide one photo with your name, where and when the photo was taken. Submit your photo via e-mail as an attachment to [90afsa@afsa.org](mailto:90afsa@afsa.org), use #90FS in Instagram and post-a-picture, or leave your photo as a comment on [www.facebook.com/afsapage](http://www.facebook.com/afsapage).

## AFSA BOOK NOTES

## America's First Globals: The Millennial Generation

BY JULIAN STEINER, AFSA STAFF

On March 4, AFSA welcomed pollster and political analyst John Zogby to speak about his new book, *“First Globals: Understanding, Managing, and Unleashing Our Millennial Generation,”* a detailed analysis of Americans born between 1979 and 1994. Zogby maintains that “millennials,” as this cohort are generally referred to, are more globally aware than any previous generation, and strive to make their workplace and planet a better place.

**Reason for Hope**

In that spirit, Zogby opened his presentation at AFSA headquarters with a cry of “Today, I will give you hope!” He delivered on his promise.

Contradicting a common misconception, he insisted that humanity’s “first globals” are not self-entitled and lazy. He added that they are the well-travelled age cohort, the most willing to live and work abroad and the least interested in settling down. “They have their world at their fingertips, and they appreciate the opportunity to be global,” Zogby says.

The numbers support his argument: 60 percent of millennials have a passport, with a substantial number of those expecting to work abroad at some point in their



Political analyst and pollster John Zogby talks about his new book *First Globals* at AFSA headquarters.

career. While first globals appreciate American culture, fewer than 40 percent of them view it as superior to others—significantly fewer than among older groups. “In that sense they *really* are America’s first global citizens.”

Shortly after the Sept. 11, 2001, attacks, Zogby Analytics conducted a survey on Americans’ reactions to the event. They then compared the millennials’ reactions with other generations: the “Nikes” (born between 1964-1978), the “Woodstockers” (1946-1964) and the “Privates” (1926-1945).

While most in the older age groups turned inward, most of the millennials asked, “How can we go to war with people who listen to the same music and wear the same clothes as we do?”

**Technology as “Game Changer”**

What makes first globals see the world differently? “Every age cohort has their influencing factors. For the baby boomers, it was Woodstock; for the millennials, it was technology”: MTV, the Internet and the mobile phone.

Sports and fashion also play a big role: while earlier generations preferred American-styled clothes, Zogby believes that today, it’s all about “whether they are cool or not, wearing Versace or Gucci, or playing soccer instead of baseball. It’s truly international nowadays.”

Zogby closed his presentation by praising first globals as “a group that wants to change the world. They have less hierarchy, but a better understanding for immediacy. They are also used to solving problems on a horizontal basis.” While these attitudes present challenges for older, more traditional managers—in both government and the private sector—it is crucial to listen to and learn from the first globals. “Continuing to do things the way we have always done is dangerous.”

To view the event online, please see [www.afsa.org/video](http://www.afsa.org/video). ■

**NEWS BRIEF****Embassy Risk Management Supports AFSA Scholarship Fund**

We are pleased to announce that for the first time, Embassy Risk Management is sponsoring a \$2,500 academic merit award in 2014. Administered through the AFSA Scholarship Fund, the award recognizes the academic achievement of an AFSA member’s child in high school. The scholarship will cover some college expenses.

ERM also continues to assist AFSA in other ways, including a \$1,000 contribution toward AFSA’s 90th anniversary celebration of the founding of the Foreign Service and AFSA. Embassy Risk Management has its own rich history beginning in 1869, when the company was founded.

The company offers personal property and auto insurance tailored for Foreign Service employees serving aboard.



## AFSA Partners with United Nations Association of the National Capital Area

BY JULIAN STEINER, AFSA STAFF

Earlier this year, AFSA formalized a new partnership with the United Nations Association of the National Capital Area, the largest chapter under the national U.N. Association umbrella. The partnership calls for collaboration on programs and events, as well as any other project that members of both organizations might find of interest.

The first joint UNA-NCA/AFSA event took place at AFSA headquarters on Feb. 19. The discussion, titled, “The United Nations Human Rights Council in 2014: What’s New, What’s Old and What to Expect in the Year

AFSA Vice President Matthew Asada introduces the speakers during a panel discussion on the United Nations Human Rights Council on Feb. 19. Also shown are panel members State’s Wesley Reisser (left) and UNA-NCA President Amb. Donald T. Bliss.



PHOTO BY ASGEIR SIGFUSSON

Ahead,” offered insights into ongoing human rights crises around the globe, and the important role that the U.N. Human Rights Council might play in tempering and alleviating them.

Moderated by UNA-NCA President Ambassador

Donald T. Bliss, the panel comprised Wesley Reisser, the human rights officer for the State Department’s International Organization Affairs Bureau, and A. Edward Elmendorf, a former human rights officer at the U.S. Mission to the United Nations

who is also a past UNA-NCA president.

The panel discussed how effective the United Nations Human Rights Council was—and can be—in addressing human rights violations.

The forum also focused on the council’s activities and challenges in the upcoming year. A wide-ranging Q&A discussion on some pressing issues and their implications for U.S. foreign policy followed.

The event kicked-off AFSA’s partnership with the UNA-NCA and paved the way for further collaboration. You may view the event online at [www.afsa.org/video](http://www.afsa.org/video). ■

## Venerable FSJ Editor-in-Chief Steve Honley Steps Down

What can you say about a guy who never missed a comma, always knew which note to play and practiced the art of diplomacy in every FSJ Editorial Board meeting? In January, after more than 12 years at the helm, Steven Alan Honley stepped down from his role as editor-in-chief of *The Foreign Service Journal*.

On Feb. 18, a special “Steve Celebration” took place at the Editorial Board meeting, with AFSA staff joining the party. Steve was honored with a plaque, a brilliant caricature and a faux front cover of the *Journal*.

Never at a loss for words, Steve entertained the gathering with a few of his memories of life at AFSA. AFSA President Bob Silverman, Executive Director Ian Houston and Editorial Board Chair Jim DeHart all praised Steve’s outstanding performance as editor.



PHOTO BY DONNA AYERST



PHOTOS BY ASGEIR SIGFUSSON



(Above, from left) FSJ Editorial Board Chair Jim DeHart, incoming FSJ Editor-in-Chief Shawn Dorman, Steve Honley, FSJ Managing Editor Susan Maitra, Executive Director Ian Houston, Advertising Manager Ed Miltenberger and AFSA President Bob Silverman.

## AFSA and DACOR Salute U.S. Marine Security Guards

BY DOREEN EL-ROEIJ, AFSA STAFF

On Feb. 18, AFSA and DACOR co-sponsored an event at the DACOR-Bacon house, honoring a select group of United States Marine security guards who will be serving at U.S. embassies. Stationed at Post One, the embassy's entrance, the guards not only constitute a solid line of defense for American diplomacy, but are the first Americans visitors encounter. As such, they truly represent the face of America.

AFSA, DACOR, the American Academy of Diplomacy, the Council of Ambassadors and the U.S. Marine Corps joined together to recognize these individuals, the first time this has ever been done.

In his remarks, AFSA President Bob Silverman thanked the Marines for the work they do. "We consider it a privilege to serve alongside those in uniform and to work with you at our embassies around the world."

Silverman went on to read a letter from former Secretary of State George P. Shultz, "I am a Marine and, as a former Secretary of State, I am particularly proud of the work of our security guards. They are an impressive presence for anyone visiting our embassies and keep close track of security issues. So I give them my salute and say, 'Semper Fidelis.'"



Ian Houston, executive director of AFSA, joined in saluting the Marines before introducing Alex Copher, a State representative on the AFSA Governing Board, who spearheaded the event—a first for DACOR and AFSA.

"This well-attended and long-awaited event provides an opportunity for members of various professional foreign affairs organizations to express their appreciation, support and admiration of the United States Marine Corps' Marine Security Guard program," Copher said. He pointed out that the event reinforces and renews the unique relationship that has existed between the United States Foreign Service and the United States Marine Corps since 1804.

"This event holds a special place for me personally, as well," Copher added. "I have served as a Marine security guard, and have worked alongside Marine security guards during nine embassy assignments over the course of 23 years. Semper Fi!" ■



(Above, left) DACOR President Martin Hurwitz, American Academy of Diplomats President Ambassador Ronald Neumann, Council of American Ambassadors President Ambassador Timothy Chorba, AFSA President Robert Silverman and AFPSA Administrative Manager Kyle Longton. (Above, right) U.S. Marine Security Guards and their wives.

PHOTOS BY KERRIN MURPHY

### NEWS BRIEF

#### Global Opportunities Job Fair

The Family Liaison Office and the Foreign Service Institute's Transition Center invite you to participate in the **Global Opportunities: Talent Optimization Job Fair**. This special event is open to all adult Eligible Family Members and Members of Household of the foreign affairs agencies around the world. The fair will feature international employers, career advisers, entrepreneurial experts, FS tax experts and information on obtaining work permits and teleworking.

**When: May 2 - 10:00 a.m. to 3:00 p.m.**

**Where: Virtual and In-Person at FSI**

EFMs and MOHs overseas can register as virtual participants with access to:

- Telephone appointments with a large number of international employers
- Streaming connection for real-time questions to employers

Interested candidates are encouraged to create a LinkedIn profile as all employers will have access to a special LinkedIn group: GO-TO Job Fair. If you have any questions, please contact Debbie Thompson at [gotojobfair@gmail.com](mailto:gotojobfair@gmail.com).

## Upcoming Events at AFSA

AFSA is pleased to highlight these upcoming events:

- **April 2:** Join us in celebrating **Ambassador Edward Perkins**, recipient of the UNA-NCA Lifetime Achievement Award for his contributions to international affairs. Amb. Perkins served as U.S. Ambassador to Liberia, South Africa, the United Nations and Australia and was the first African-American Director General of the Foreign Service. The event takes place at AFSA headquarters, 2101 E St. NW, at 6:00 to 7:30 p.m. UNA-NCA Members: \$15; AFSA Members: \$15; Non-Members: \$20. RSVP [www.unanca.org/news-events/](http://www.unanca.org/news-events/).

- **APRIL 16:** AFSA and the Public Diplomacy Alumni Association welcome **P.J. Crowley**, former assistant secretary of State for public affairs, to discuss "The U.S. Public Diplomacy Deficit."

This is the second event in the ongoing AFSA/PDAA speaker series on public diplomacy. This program is open to all AFSA and PDAA members, as well as the general public. The event takes place at AFSA headquarters, 2101 E St NW, at 2:00 p.m. on April 16. RSVP [events@afsa.org](mailto:events@afsa.org).

- **APRIL 29:** AFSA Book Notes presents **Ambassador Laurence Pope** in a discussion of his new book, *The*

*Demilitarization of American Diplomacy: Two Cheers for Striped Pants*.

Both an insider and a historian, Laurence Pope describes the contemporary dysfunction of the State Department and its Foreign Service.

While the Defense Department and the American military services have reinvented themselves in a decade of failed nation-building wars, the State Department is promising to do a better job of nation-building next time, he argues. Its policy functions have migrated to the White House. Secretaries of State largely ignore the State Department bureaucracy, circumventing it with their

personal staff.

Pope contends that in the information age diplomacy is more important than ever, and that, as President Obama has stressed, without a 'change of thinking' the U.S. may be drawn into more wars it does not need to fight.

Laurence Pope is a retired FSO who lives in Portland, Maine. He is the author of *François de Callieres: A Political Life* (Republic of Letters, 2010), a biography of the first proponent of professional diplomacy. His presentation will take place at AFSA headquarters, 2101 E St NW, at 2:00 p.m. on April 29. RSVP [events@afsa.org](mailto:events@afsa.org). ■

AFSA Hosts continued from page 51

back in July, but those were not provided until a week before this event.

AFSA State Vice President Matthew Asada briefed the group on AFSA's current strategic plan, explained the purpose of post representatives, and noted that this year we are celebrating the 90th anniversary both of AFSA and the Foreign Service.

AFSA provided copies of the current issue of *The Foreign Service Journal*, as well as copies of *Inside a U.S. Embassy*. Notably, many of the ambassadors and nominees commented that they already have the book. ■



U.S. ambassadors and nominees in town to participate in the State Department's chief of mission conference, attend a breakfast at AFSA headquarters on March 12.

PHOTO BY ÅSGER SIGURSSON



## THE FOREIGN SERVICE FAMILY

## The Packout and Me

BY EMILY E. SCHLINK

We all do it. We have all done it. We will all do it again: the great "Packout." Clothes and household must-haves fly around the house; heads spin with impending good-byes; and miscellaneous Wasa crackers are binge-consumed.

Everything becomes a life-changing decision: Do we keep the 20 half-empty tubes of lip balm and jars of hard-earned spices? Do we keep the pile of bike-to-work T-shirts or the collection of ugly mugs? With explosions of tape, boxes and organization rapture, it is easy to lose sight of such things.

Regardless of how we choose to go about managing these issues, the reassuring thing is that the packout will eventually happen: with or without a carefully sculpted checklist; with or without enthusiastic participation. Whether a twisted, enjoyable treat or a horrible nightmare for others, these moves are a rich source of stories, if nothing else. I hope this one will make you laugh.

It was a cool November week when our family hunkered down for our first experience loading up and packing out our apartment overseas. We sifted, sorted, sold and donated what we could, never once referring back to the halfway-completed lists I had created.

Each room had a purpose:

accompanying baggage, airfreight and household effects. I dared to feel confident. The movers diligently started to take our lives off the shelves and place them into tidy boxes labeled "Mr. Schlink."

By the end of the first day our apartment was nearly finished. The packers returned at 9 a.m. sharp the following morning to complete the job, just as I dashed out the door to take my daughter, Margo, to her checkup. Less than an hour later, I returned to find unmoved towers of boxes crowding the foyer. Apparently they were not permitted to use the elevator so had to carry the many boxes down 66 steps.

With no other choice, the movers took it all in literal stride. One by one, the boxes disappeared. By 12:30 p.m., we signed the papers, shook hands and watched the truck disappear down the street. Overall, it was an uneventful, mundane packout.

With the children and dog accounted for, we planned to celebrate over lunch. I walked back to our bedroom and noticed that the crew had somehow forgotten to pack a pile of beach towels, a binder stuffed with medical literature and a basket full of lip balm, mugs and wires. I chuckled as I reached into the dresser drawer to pull out a clean shirt.

Nothing. There was absolutely nothing in the drawer.

Here's a tip on what to do during a packout: When you tell the movers not to touch anything in the bathroom where you keep your packed bags safely out of sight, keep them there until you see the moving truck head down the street.

Here's a helpful tip on what *not* to do during a packout: when you "think" the movers can read minds, assume they cannot.

Clearly out of my mind,

I had unpacked my home leave bag earlier to help me feel more at home amidst the white-walled cardboard city around me. But I failed to communicate any of this to the people who might have stopped this dumb move and so it was, my clothes were gone. All I had was the dirty shirt and jeans on my body, a cardigan and jacket, and an extra pair of forgotten underwear that was stuck to the inside of the dryer.

After a few days of weath-

*Continued on page 61*

## LIFE IN THE FOREIGN SERVICE



**NEWS BRIEF**

**AFSA Dinner: Celebrating 90 Years of the Foreign Service and AFSA**

On Thursday, May 22, AFSA will host a dinner celebrating the 90th anniversary of the Foreign Service and AFSA in the State Department's Benjamin Franklin Room. A Marine Corps color guard will present the colors, Secretary of State John Kerry is expected to speak, MSNBC's Andrea Mitchell will be our master of ceremonies, and many other special guests are expected, as well. At the event, AFSA will show a video highlighting the history of diplomacy and the Foreign Service through the past nine decades.

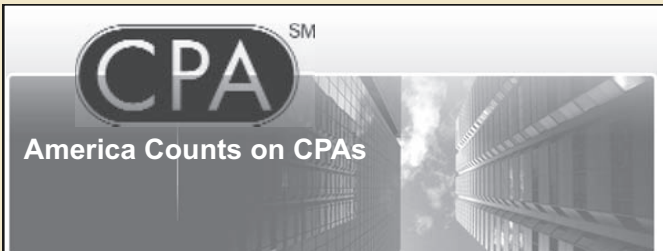
Seating is limited, but we are hoping to sell some seats to AFSA members. Stay tuned for more information!

**NEWS BRIEF**

**Foreign Affairs Day Is May 2**

Invitations to the Foreign Affairs Day luncheon in the Benjamin Franklin Diplomatic Reception Room were mailed out in March. If you wish to reserve seats (two seats maximum), please confirm by sending your RSVP and lunch payment check as soon as possible. Luncheon seats are reserved on a first-come, first-served basis and sell out quickly. Payment must be included with the request. If you have any questions, please e-mail [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov).

Earlier in the day, the AFSA Memorial Plaque ceremony will take place in the Department of State's C Street lobby. Then at 3:00 p.m., AFSA opens its doors at 2101 E Street NW, for a Foreign Affairs Day reception for all retirees.



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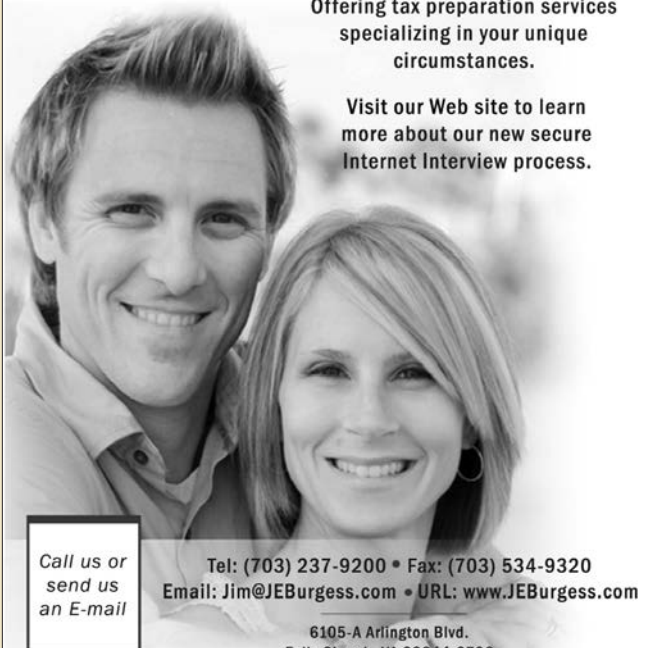
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Packout continued from page 59

ering the clothing storm, a couple of friends surprised me with donations from their personal closets. Since they dress far better than I do, I got to finish our tour looking and feeling pretty hot-to-trot.

That is, until our last day in Romania, when our ride to the airport knocked on the door at 4:30 a.m. The 3:45 a.m. alarm had failed to wake us up, precipitating a mad dash to catch our flight. That day I took the disheveled look to a whole new level. But that's another story for another time. ■

Read Emily's blog posts at [emlovesbeer.blogspot.com](http://emlovesbeer.blogspot.com).

## NEWS BRIEF

### AFSA Needs You To Get Involved

Interested in stepping up and getting more involved with your union and professional association? AFSA is looking for a few good active-duty, retired or resigned Foreign Service members in Washington, D.C. area, to serve on the following labor relations entities.

- **AFSA Governing Board:** Four active-duty Department of State Foreign Service employees sought to serve as State representatives to fill upcoming vacancies on the 2013-2015 AFSA Governing Board
- **The Foreign Service Grievance Board:** Recently retired or resigned Foreign Service employees with management or labor relations experience needed for this board, which is the final adjudicator of Foreign Service grievances and labor/management disputes.
- **The Foreign Service Impasse Disputes Panel:** Two current active-duty employees sought for this panel, which meets on an as-needed basis to resolve lingering collective bargaining disputes.

**Applications are due on April 23.** For more information and the announcements see [www.afsa.org/getinvolved](http://www.afsa.org/getinvolved). Overseas? Consider serving as an AFSA Post Representative at your post.

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## Exploring Unknown Human Terrain

### The Tender Soldier

Vanessa M. Gezari, *Simon & Schuster*, 2013, Kindle Edition/\$12.04, 368 pages.

REVIEWED BY JIM DEHART

On Nov. 4, 2008, in a village not far from Kandahar, an Afghan attacker doused a promising 36-year-old American named Paula Loyd with gasoline and set her afire. A teammate, Don Ayala, helped subdue the man and rescued him from a beating, then changed course and put a bullet through his brain. Nine weeks later, as Ayala awaited trial for second-degree murder, Loyd died of her wounds.

One American life was lost, a second changed forever, on the same day that American voters half a world away elected their next president. Vanessa Gezari tells Loyd and Ayala's stories, and assesses the controversial program that brought them to that Afghan village.

As members of a U.S. Army Human Terrain Team, Loyd and Ayala were participants in an ambitious effort by the Pentagon to bring social science knowledge to the battlefield. Gezari's thoughtful account of the program and its members is founded on insights gleaned from her time as a reporter in Afghanistan (2002-2004) and a half-dozen return visits while researching the book.

Ayala, a former Army Ranger and one-time contract bodyguard for President Hamid Karzai, was a good guy to have at one's side in dangerous times. Gezari describes his journey from Afghanistan to a federal courthouse in Alexandria, Va., where (spoiler alert!) he is spared a prison sentence for manslaughter and sentenced to five years probation.

But the heart of the book is Paula Loyd. Gezari recalls her life with sympa-

thy and affection, hailing her as "a brave and gentle woman with a Wellesley degree, a soldier's devotion to her country, and a fierce curiosity about the world." After graduating from Wellesley in 1995 with a degree in anthropology, Loyd enlisted in the U.S. Army. "Morally and politically," explains Gezari, "her sympathies lay with the grunts."

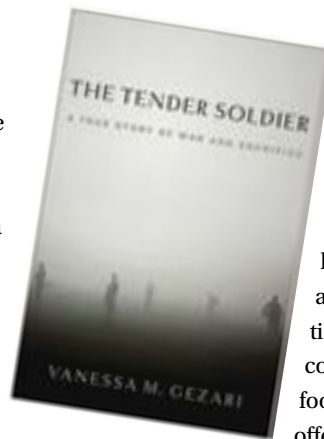
Following a deployment to Kandahar, Loyd earned a master's degree in

**Loyd and Ayala were participants in an ambitious effort by the Pentagon to bring social science knowledge to the battlefield.**

diplomacy and conflict resolution from Georgetown University, then returned to Afghanistan in 2004. She first worked for the U.S. Agency for International Development in Zabul province, then for the United Nations in Kabul.

When the U.S. Army launched its new Human Terrain System program in 2007, this remarkable young woman seemed the ideal recruit. In counterinsurgency, the taking and holding of physical terrain is ephemeral; the real battleground is the local population—the "human terrain" in Pentagon-speak.

In Afghanistan, U.S. commanders were tasked with bringing the locals closer to their government. In the process, some Afghans would need to be killed and captured, and others given support. To distinguish between the two groups, U.S. commanders needed help untangling complex loyalties and relationships at the local level. Trained anthropologists like



Paula Loyd were expected to furnish the "cultural intelligence" needed for this effort.

But while Loyd had spent most of her brief professional life in Afghanistan working for aid and development organizations, a startling number of her colleagues had never before set foot in the country. "Instead of offering cultural expertise," Gezari says, "the Human Terrain System

was training recruits to parachute into places they'd never been, gather information as quickly as possible and translate it into something that might be useful to a military commander."

While researching this book, Gezari was dumbfounded to meet one social scientist wholly unfamiliar with the distinctions between Pashtun and Hazara—a most basic level of cultural knowledge that any reader of *The Kite Runner* would possess. Across the board, few of Loyd's counterparts seemed up to what was indeed a profoundly challenging assignment.

In Gezari's telling, the Human Terrain System program was hyped from the start. Without funding, no Pentagon program will get off the ground; and to get funding, the benefits have to be stated in the strongest possible terms. "Overselling is pretty much required," she observes. It was never going to be easy to find scores of Americans both steeped in Afghan culture and willing to pull war-zone duty.

The author finds deeper meaning in the imbalance between our civilian and military institutions. "The military was America's all-purpose tool: war was America's foreign aid; war was America's international diplomacy. Contractor-run programs to help the armed forces understand their new sphere of influence grew faster than summer weeds."

Perhaps the program, like counterinsurgency itself, simply fell victim to unrealistic expectations. One suspects that even the most knowledgeable Western experts on Afghanistan would have been daunted by this task, and would have been the first to admit it.

To believe that every problem has a programmatic solution requires a certain amount of hubris. In the future, a little humility could go a long way as we size up other social systems. Acknowledging the limits of our understanding will give us the best chance of operating effectively in environments like Afghanistan, where ambiguity reigns.

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*Jim DeHart, a Foreign Service officer since 1993, is chair of The Foreign Service Journal Editorial Board. He has served as director of the Provincial Reconstruction Team in Panjshir and in Istanbul, Melbourne, Brussels and Washington, D.C., and currently directs the Office of Afghanistan-Pakistan Programs in the Bureau of International Narcotics and Law Enforcement Affairs.*

## A Grim Centennial

### **The War That Ended Peace: The Road to 1914**

*Margaret MacMillan, Random House, 2013, Kindle Edition/\$12.99, 784 pages.*

REVIEWED BY TRACY WHITTINGTON

In her much-anticipated new book, *The War That Ended Peace: The Road to 1914*, Margaret MacMillan quotes a young Austrian in 1900: “People no more believed in the possibility of barbaric relapses, such as wars between the nations of Europe, than they believed in ghosts and witches.”



To make her case that war was not an

inevitable end to Europe’s “long peace,” MacMillan expertly weaves together biographies, public opinion surveys and personal anecdotes. The result will enchant newcomers to World War I historiography and challenge those well-versed enough to debate the merits of the Schlieffen Plan.

MacMillan begins with a socio-cultural survey of Europe from the perspective of the 1900 Paris Exposition. From there she moves through seven chapters that paint individual, vivid portraits of the five great powers—Britain, France, Germany, Austria-Hungary and Russia—and their overlapping alliances and rivalries.

**When MacMillan returns to a panorama of Europe’s last months of peace in early 1914, the story once again feels like a runaway locomotive that may just right itself—until the very last minute.**

Next, she devotes dueling chapters to the battle between the forces for peace and war, respectively. By the end of the first, the reader is convinced the international peace movement will win out. At the conclusion of the second, the military plans of the great powers, all conceived to defend against real and imagined threats, appear ominously offensive.

Up to this point, it is almost impossible to stop turning the pages to find out how it all ends, even though you know what’s coming. But when MacMillan switches from a thematic approach to a chronological one, the book loses momentum.

Even when she covers pivotal clashes that could have triggered a European war

sooner than 1914, such as the two crises in Morocco, Bosnian unrest and the first Balkan War, she does so ploddingly. She might have overcome this flaw by linking the episodes, but instead treats them separately and adds dry explanations of political and military machinations that rely on the book’s first half for context.

The reader who can slog through these passages, however, will be well-rewarded. When MacMillan returns to a panorama of Europe’s last months of peace in early 1914, the story once again feels like a runaway locomotive that may just right itself—until the very last minute, well past the assassination at Sarajevo and Austria’s ultimatum to Serbia.

As in tragic love stories where the hero and heroine misinterpret, misunderstand and sometimes just miss meeting each other, Europe’s march to doom comes not from an accretion of bad decisions but from a random series of them. Had any single decision changed, the great powers might have maintained their peace, at least for a while longer.

It takes a skilled writer to present historical facts as cliffhangers. And it takes a master historian to lead the reader to a novel conclusion—that war was not inevitable—while remaining agnostic about whom to blame. *The War That Ended Peace*, though imperfect, proves that MacMillan qualifies on both counts. ■

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*Tracy Whittington, a Foreign Service public diplomacy officer since 2005, works in the Foreign Service Director General’s Office of Policy Coordination. She previously served in Kinshasa, Montreal and La Paz. A member of The Foreign Service Journal Editorial Board, she is the author of Claiming Your History: How to Incorporate Your Past into Your Present and, with her tandem spouse, Eric, A Street Dog’s Story: The Almost 100% True Adventures of Labi.*



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# Hi, My Name Is Susie— and I’m a Global Nomad

BY SUSIE MARTINEAU

For the past 13 years, I have been a very reluctant Foreign Service spouse. I have followed my husband around the world kicking, screaming, crying and complaining. I have resented my husband, I have resented the State Department, I have resented God for “calling” us to this lifestyle. All of my hopes and dreams for happiness were fixated on the day we’d return to America ... home ... the proverbial Promised Land.

On June 1, 2012, I finally got my wish. We arrived back in the States full of hope and optimism that life in America would ease all of the pain and disappointment of the previous 12 years.

I was wrong! We’d often heard from our friends overseas that the move “home” is the most difficult move of all. However, when you are living in impoverished Third World countries, it is impossible to believe that going back to America could be anything less than fabulous. But once we returned, reality hit—and hit hard.

We learned very quickly that all the perks and support offered to us overseas disappear the minute your feet land on U.S. soil. The financial ramifications and complete lack of emotional and logistical support left us feeling exhausted and completely alone.

So we struggled to find our way. Slowly, over several months, our new life began to take shape. A new house,

**As I worked my way through check-in and security, I was struck by the familiarity of it all—the rhythm of international travel—and how oddly comforting it was.**

new schools, new job, new church, new friends—piece by piece, it all started to come together.

Nearly a year later, on May 29, 2013, a crazy thing happened. I went to the airport for a flight to Mexico City to join my husband for a few days while he was working there. As I worked my way through check-in and security, I was struck by the familiarity of it all—the rhythm of international travel—and how oddly comforting it was.

Going through passport control and immigration; getting foreign currency; finding the safe, prepaid taxi stand—all these activities were as natural to me as breathing. Once in the taxi, I was overwhelmed by the realization that I felt more “at home” after half an hour in Mexico City than I had felt after 11 months in the United States. How could this be?

Day one in Mexico City brought an additional landslide of emotions. There was a huge international festival on the main avenue outside our hotel, with booths from all over the world selling clothing, food and souvenirs. As I walked down the street, it was a stroll down memory lane.

So many countries that have shaped

the life of our family were represented: Turkey, Guatemala, Israel, Nigeria, India, France, the Netherlands, the U.K., Thailand, the Czech Republic, Germany. Each booth unleashed an onslaught of memories and emotions, and, again, that unexpected feeling of being “at home.”

That is when it hit me. We are a third-culture family! Our first allegiance will always be to the United States, but we have left pieces of ourselves all over the world. Each country that we have either lived in or visited has left its stamp on our souls; for better or worse, who we are as individuals and as a family has been influenced by these foreign nations.

According to Wikipedia, a global nomad is someone who is living a mobile and international lifestyle. The pessimist in me says, “No place is home.” But the emerging optimist is beginning to say, “Every place is home!”

Foreign Service families are citizens of the world, and each of us decides whether to focus on what this lifestyle has cost us or the ways in which it has enriched us.

I have focused on the negatives long enough, and that choice has not served me well. So now, I am determined to focus on the positives, and to be thankful for the lives and experiences we have had as a third-culture family.

As a result, I can (almost) proudly proclaim: “My name is Susie ... and I am a global nomad!” ■

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*Susie Martineau, the wife of a Foreign Service consular officer, currently lives in Washington, D.C. During the past 13 years, the Martineaux and their three children have lived in Guatemala, Israel, Nigeria and India.*





**T**he afternoon sky is visible through the ruins of the Saint Joseph Cathedral in Antigua, Guatemala. One of the largest in Central America when it was built in 1670, the cathedral was all but destroyed by the earthquake of 1773. Only the entrance hall of the original edifice is still being utilized today. ■

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*Brandon West and his family are on their first tour, in Guatemala City. His wife, Christina, joined the Foreign Service in 2013 and is serving as a vice consul. A former marketing manager, Brandon is enjoying the extra time with their daughter and documenting their Guatemalan experiences at [diplodad.com](http://diplodad.com). This photo was taken with a Canon 6D and EF 17-40mm lens.*

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