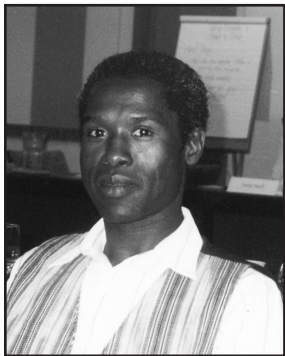


Management Officer

TULINABO S. MUSHINGI

CONSULATE GENERAL CASABLANCA, MOROCCO

Every organization — from a large company to a small non-profit — needs a business manager to oversee its day-to-day operations. United States embassies and consulates are no exception. Tulinabo (Tuli) Mushingi, 46, serves as management officer — the business manager — for the U.S. consulate general in Casablanca, a bustling port city on Morocco's Atlantic coast.



As management officer, Tuli has a variety of duties, ranging from overseeing the consulate's human resources section to procuring maintenance, travel, and transportation services for the 15 American and 40 local employees at post. He also manages a portion of the \$5 million annual budget allocated between the consulate and the embassy in Rabat. As financial officer, Tuli pays the bills and makes recommendations for budget cuts and increases directly to the consul general. He is also responsible for the consulate's computer and communications systems. His work in these areas has focused on

making the consulate a more paper-free environment and instituting the "international voice gateway," a phone line that will save the consulate tens of thousands of dollars per year.

A management officer (previously known as administrative officer) is also responsible for finding appropriate housing for the mission's American employees. Tuli considers many factors when buying or leasing houses and apartments, including safety, security, family size, and the amount of representational entertaining the officers' particular jobs require. He also oversees his post's health unit and community liaison office and is the consulate's representative on the board of the Casablanca American School. These issues are of particular importance to the morale and sense of well-being at any post.

Since Consulate General Casablanca is a relatively small post, Tuli also serves as the mission's security officer. He manages security issues for the consulate building, the consul general's residence, the annex building housing the public affairs section, and 15 leased employee residences. To ensure the consulate's security, Tuli supervises the local guard force and maintains close ties with Casablanca's law-enforcement officials.

A typical day begins with a review of the consulate's security posture. On his way to work, he greets the local guards and police posted outside the consulate. He then meets with his staff and reviews the day's work goals with his assistant. At his desk, Tuli checks his e-mail messages for the most pressing requests from the consulate community, Embassy Rabat and Washington. Throughout the day, he takes action on work and travel orders, negotiates vendor contracts, and pays the bills. Later in the day he visits other sections of the consulate, including the classified access areas. At least once a day, Tuli touches base with Embassy Rabat, to coordinate expenditures, personnel, and regional issues.



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Tuli defines his role as that of providing support to the mission so that other sections can easily and comfortably perform their jobs. If members of the consulate community are worried about their housing, health care, work conditions, or other aspects of life at post, they will not be able to focus on the foreign policy mission of the consulate. In other words, in any country the post's effectiveness depends heavily on its management officer.

Management officers have to be flexible enough to deal with whatever situations arise, according to Tuli. If a high-level official such as the Secretary of State announces a visit to post, the management officer must quickly redirect the efforts of his staff to prepare for the visit. The management officer himself will play a key role in coordinating the visit, making sure everything from security to transportation runs as smoothly as possible. Likewise, international events often influence the management officer's day-to-day duties. Since September 11, for example, Tuli has focused his efforts on increasing consulate employees' familiarity with emergency procedures. He even spent several days supervising the conversion of an empty shipping container into a temporary mailroom in the aftermath of several anthrax scares at the consulate.

Tuli says his job is satisfying because "it provides so many opportunities to make a positive impact on the everyday life of the mission community." Unlike some of the more policy-related jobs, Tuli notes, where results are seen sometimes after months, years or even decades, the management officer is able to point to numerous concrete accomplishments literally every day, an aspect of his job that he finds particularly fulfilling.



Seeing Secretary of State Colin Powell off in Casablanca.

Following a career of university teaching and work for the Peace Corps, Tuli joined the State Department in 1989 and the Foreign Service in 1991. He holds a Ph.D. in linguistics from Georgetown University and a master's degree in linguistics and French from Howard University. He also holds undergraduate degrees in French and African literature and linguistics from the National University of Zaire (now the Democratic Republic of the Congo). His previous Foreign Service assignments have included Kuala Lumpur, Malaysia; Maputo, Mozambique; and Washington, D.C. Tuli was born in the Democratic Republic of Congo and became a naturalized U.S. citizen in the early eighties. He and his wife, Rebecca, have a teen-age daughter.