

THE FOREIGN SERVICE JOURNAL

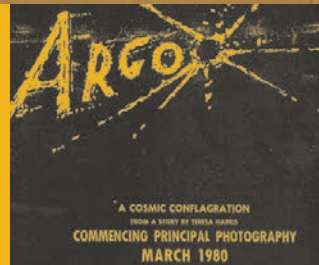
PUBLISHED BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

OCTOBER 2012



THE NEW FOREIGN SERVICE GENERATION

TEHRAN, 1979:
THE UNTOLD STORY



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FOCUS THE NEW FOREIGN SERVICE GENERATION

Today's New Hires: What They See, What They Say / 22

The hiring wave that began in 2008 with State's Diplomacy 3.0 program and USAID's Development Leadership Initiative increased these agencies' Foreign Service ranks by 17 and 54 percent, respectively. Here's a look at the new hires' thoughts and expectations about their work.

BY SHAWN DORMAN

The Hiring Pendulum / 25

The boom and bust hiring cycles at State and USAID have created serious staffing problems.

BY SHAWN DORMAN

Gen Y, and On to Z / 28

A retired ambassador shares her impressions of the new generations.

BY EILEEN MALLOY

What I Wish I Had Known ... / 38

New hires talk about what they wish they had known before joining the Foreign Service.

EDITED BY SHAWN DORMAN

Bridging the Foreign Service Generational Gulf / 42

More than half of the current Foreign Service has joined since 9/11. But differences in age and experience do not have to divide FS members.

BY BRANDON POSSIN AND LARRY BUTLER

FEATURE

"Argo": How Hollywood Does History / 50

The covert operation that extracted six American diplomats from Iran in 1980 is now a film starring Ben Affleck. Even if it's a great story, a "dramatization based on true events" is not history. But maybe that's OK.

BY MARK LIJEK

Cover photo by Mikkela Thompson: Entry-level officers from Embassy Dhaka visit the National Parliament of Bangladesh. Full image is found on page 22-23.

As we went to press, we received news of the deaths of four members of the Foreign Service in the Sept. 11 attack on the U.S. consulate in Benghazi. Please see p. 67 for AFSA's statement.

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Editor

Steven Alan Honley: honley@afsa.org

Senior Editor

Susan Brady Maitra: maitra@afsa.org

Associate Editor

Shawn Dorman: dorman@afsa.org

AFSA News Editor

Donna Ayerst: ayerst@afsa.org

Ad & Circulation Manager

Ed Miltenberger: miltenberger@afsa.org

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The Foreign Service Journal (ISSN 0146-3543), 2101 E Street NW, Washington, D.C. 20037-2990 is published monthly, with a combined July-August issue, by the American Foreign Service Association (AFSA), a private, nonprofit organization. Material appearing herein represents the opinions of the writers and does not necessarily represent the views of the *Journal*, the Editorial Board or AFSA. Writer queries and submissions are invited, preferably by e-mail. The *Journal* is not responsible for unsolicited manuscripts, photos or illustrations. Advertising inquiries are invited. The appearance of advertisements herein does not imply endorsement of the services or goods offered. *Journal* subscription: AFSA member—\$20, included in annual dues; student—\$30; institution—\$40; others—\$50. For foreign surface mail, add \$18 per year; foreign airmail, \$36 per year. Periodical postage paid at Washington, D.C., and at additional mailing offices. Indexed by the Public Affairs Information Services (PAIS).

E-mail: journal@afsa.org

Fax: (202) 338-8244

Web: www.afsa.org/fsj

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PRINTED IN THE U.S.A.

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CONTACTS



AFSA Headquarters:

(202) 338-4045; Fax (202) 338-6820

State Department AFSA Office:

(202) 647-8160; Fax (202) 647-0265

USAID AFSA Office:

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Deputy General Counsel

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Labor Management Specialist

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Labor Management Counselor

Janet Weber: WeberJ2@state.gov

Senior Staff Attorney

Neera Parikh: ParikhN@state.gov

Staff Attorney

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Staff Attorney

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Office Manager

Christine Warren: WarrenC@state.gov

USAID Senior Labor Management Adviser

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Staff Assistant

Alex Nostro: NostroA@state.gov

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Member Services Representative

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Administrative Assistant and Office Manager

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Director of Communications

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Editor/Publisher, FS Books

Shawn Dorman: dorman@afsa.org

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Bonnie Brown: brown@afsa.org

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Scholarship Assistant

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Diplomatic Capacity Needs Professional Institutional Leadership

BY SUSAN R. JOHNSON

For several years now, our military leadership has called repeatedly for an enhanced diplomatic capacity that can meet the multiplicity of complex contemporary challenges our nation faces, from terrorism to climate change. Can we build a stronger institutional capacity without a career Foreign Service that develops a deep senior bench of top-quality professional diplomats?

As the following charts illustrate, the trend has been in the opposite direction. (The data are drawn from the Web site of the State Department's Office of the Historian.)

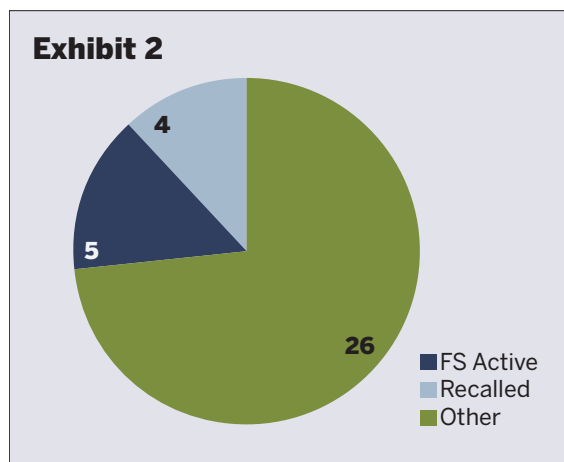
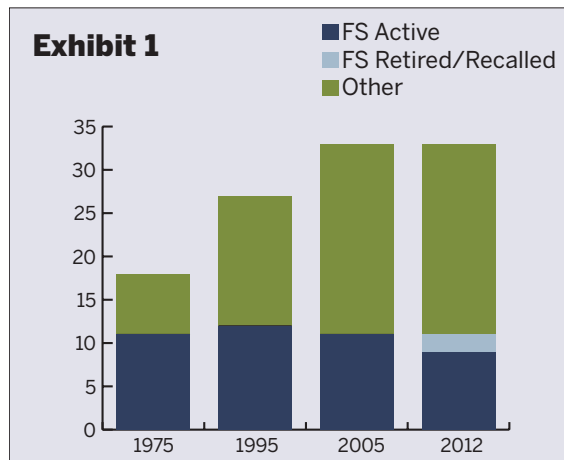
Exhibit 1 shows the top leadership positions (deputy secretaries, under-secretaries, assistant secretaries and counselor) at the State Department in periodic snapshots, starting in 1975. The total number of positions in this category has grown from 18 to 33 over 37 years. Meanwhile, the number of active duty Foreign Service positions has decreased, from 11 to 9, and the relative FS share has fallen from 61 percent to 27.

Exhibit 2 shows an additional group: the 35 special envoys, representatives, advisers and coordinators in place today. Of these, only five slots (14 percent) are filled by active-duty Foreign Service officers.

This is only a sliver of the data that AFSA has started to collect and



Susan R. Johnson is the president of the American Foreign Service Association.



examine. But it is more than enough to trigger a host of sobering questions, starting with this: If the trend continues, for how much longer will the United States have a professional diplomatic service?

How can we maintain the quality, integrity, motivation and professional-

ism of the career Foreign Service if three-quarters of the senior leadership positions in the Department of State are filled by political appointments? What impact does this trend have on its institutional memory, to say nothing of the personal networks built over years that are so vital for successful diplomacy?

Only an institution with a strong career diplomatic service can give sound, candid advice to political leaders in order to shape policy and implement it effectively. Can we really expect such advice from an institutional leadership overwhelmingly drawn from the advocates of one party or the other, which changes hands with every new administration?

In today's world, it is hard to argue that the United States can afford to make mistakes on the diplomatic

front because of our military superiority and the strength of our economy, or simply because we are the "indispensable nation." The questions raised above lie at the heart of the future of American diplomacy and the role we desire to play overseas in the coming decades.

Please contact me at Johnson@afsa.org to share your thoughts. ■

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FOREIGN SERVICE BENEFIT PLAN

A Small but Powerful Change

I found your June article, “Local Employees Seek a Dialogue with Washington,” interesting. Though I retired from the Foreign Service in 2007, I remember that use of the term “Locally Engaged Staff” to describe those who had been

“Foreign Service Nationals” was already an irritant. It is instructive to hear that it is still bothering many people.

What advantage or improvement was achieved by changing to “LES”? “Foreign Service National” describes such employees just as well as LES does. And “FSN” sounds much better than “LES.”

Since the newer term is still (after what, nearly 20 years?) not appreciated by the people it describes, why not return to FSN? What would it cost? At a minimum, it would show that the State Department doesn’t have a tin ear in regard to such matters.

Perhaps this issue is another example of a phenomenon described to me back in the 1990s by a Washington, D.C.-based electronics technician. We were discussing a major realignment of offices and bureaus that was taking place in the State Department, and scratching our heads over the resulting confusion in the field.

The tech commented, “Well, that is typical of Washington: a systemic problem is recognized, but instead of the problem being corrected, it is found to be easier to change the names of everything ... who reports to whom; what this, that or the other office is named; what supersedes this, that or the other directive. Then, though the initial problem hasn’t been corrected, by the time all the dust settles, it can be thought that improvements have been arrived at ... at least for a time.”



What may sound like a very small change is anything but that. Words are powerful, especially those used to classify people.

Steve Flora
FSO, retired
Canberra, Australia

Celebrating Joel Poinsett

Many thanks to Luciano Mangiafico for his FS Heritage columns on “U.S. Diplomats and the Smithsonian” in your February issue and “Joel R. Poinsett: First U.S. Envoy in Latin America” in July-August.

The two topics can be even more closely linked, as they were on Feb. 24 when the Chilean Embassy hosted a reception at the Smithsonian to celebrate the 200th anniversary of Poinsett’s 1812 meeting with Chilean leader Jose Miguel Carrera. The embassy, State Department and Smithsonian worked together on the celebration, which was held at the American Art Museum near a marble bust of Poinsett on exhibit there.

In her remarks, Smithsonian Under Secretary for Science Eva Pell noted Poinsett’s connections to the institution and his advocacy for a national museum that would showcase relics of the country and its leaders, celebrate American technology and document the national resources of North America.

While serving as Secretary of War, Poinsett oversaw the United States Exploring Expedition that circumnavigated the globe between 1838 and 1842. He insisted that the expedition include a staff of naturalists to study and collect samples from the natural resources of distant lands.

When the crates of specimens arrived, they were housed in the Patent Office Building, now home to the Smithsonian American Art Museum and the National

Portrait Gallery. These and other curiosities were managed by a group called the National Institute for the Promotion of Science, formed in 1840 by Poinsett and others to secure control of the James Smithson bequest and create a national museum in Washington.

Joel Poinsett’s advocacy for the collections helped ensure that the concept of a national museum would be included in the Smithsonian’s enabling act.

Beatrice Camp
Senior Adviser for International Affairs
Office of the Under Secretary for History,
Art, and Culture
Smithsonian Institution

A Different View

Regarding the July-August FS Heritage profile about Joel Poinsett, it should be noted that most diplomatic historians see him as the first in a succession of largely incompetent American envoys who made no secret of their contempt for Mexicans and egregiously crossed the line between diplomacy and interference in Mexico’s internal affairs. Poinsett’s “lasting legacy” for Mexicans today is not that he gave his name to a pretty native flower, but that he was in the vanguard of American imperialism in Mexico.

Charles Ahlgren
FSO, retired
Cranston, R.I.

Good Paperwork Does Not Make a Leader

I’m a retired USAID FSO who provides short-term technical and managerial assistance to USAID overseas missions. In that capacity, I frequently meet new-hire technical professionals who have been recruited and trained through the agency’s Development Leadership Initiative program.

While I thoroughly enjoy the oppor-

tunity to help these new officers, I worry about their ability to make contributions to USAID's development programs that hit the mark set forth in a 2011 Government Accountability Office report (GAO-11-241): "to develop the men and women the United States requires to fulfill its leadership role in world affairs, and to advance and defend U.S. interests."

Though I was a farm manager and an agricultural teacher before I joined USAID, one does not need to have degrees and practical experience in agriculture to be a successful agricultural development officer. But sometime, early on, you do need to know what illiteracy, hunger, poor health and a livelihood of \$0.70/day mean to a family, community and developing nation.

State points out in its comments to the GAO report that "much of the training at our posts is accomplished via on-the-job experience." Unfortunately, I have not seen nearly enough of this at the posts where I've worked as a consultant. Everyone needs to "kick the tires" for every development program handled.

Part of the problem is the fact that USAID managers assigned as supervisors and mentors in overseas missions do not have enough time to share their development experience with junior officers. Field trips to understand development are rare events and often difficult to arrange because of—you guessed it—forms and paperwork.

As a consequence, the motivation, compassion, curiosity, technical skills and previous development experience acquired—and required to join USAID—all vaporize quickly. And since tenure and promotion in USAID largely depend on an officer's ability to meet paperwork deadlines and get along with others, it's no surprise that those are the skills new hires devote time to honing.

I often ask new FSOs to sum up the purpose of our visit to a village or ministry in one sentence before we arrive at a village or ministry, and then ask them to do so again after we depart.

They generally don't say much before we arrive—they are just glad to leave the office. But afterward, their voices earnestly proclaim the "absolute needs" of beneficiaries that their program can fix. I can almost see fire in their belly again.

*Raymond H. Morton
USAID FSO, retired
Sarasota, Fla.*

Seven Billion and Counting

I'm surprised there have been so few responses to Ben Barber's clear, concise article in the April issue ("Seven Billion and Counting") concerning population growth. The prospect of billions of people competing for resources and employment on a rapidly deteriorating planet would seem to merit more attention.

The "Green Revolution" that used industrial farming methods to obtain greater crop yields to feed soaring populations did as much damage as good. Large agribusinesses have reduced the varieties of grains, seeds and fruits to those that suit their purposes and are easily packed and shipped. (Often those varieties require the use of pesticides, which the same companies sell.)

They also practice a method of agriculture totally dependent on oil, in which farms are consolidated into large holdings worked by machines. These large monocultures would seem to be both the cause of, and more subject to, droughts, because they need more water and oil to operate. Both resources will be in shorter supply in the future.

Factory farms housing huge numbers of animals in terrible conditions and factory fishing in the form of overfishing or

fish farms keep up with growing demand at the expense of animals, the environment and public health.

What new, magical technology can be used to feed even more people today in the face of droughts and changing weather patterns?

Barber's description of six young university graduates in Cairo who work the night shift at a hotel for a dollar a day, because no good job is available without family connections, is equally depressing. It also fits the profile of some of the terrorists involved in the 9/11 attacks. Huge pools of disaffected young people unable to find meaningful work (or any) are a source of instability and migration.

I empathize with how Barber has been affected by the growing crowds and environmental deterioration he sees when returning to places formerly visited. Solving one problem without thinking of others created dangers all.

Several months ago a radio talk show host interviewed attendees at a conference in Washington, D.C., on poverty in the developing world. Some spoke of their agencies' work in the field since the 1960s. That the problems are not only there but seem to be getting worse is truly discouraging.

Population growth is a serious problem that isn't being addressed. But Barber's article was a very good start.

*Michele D. Fiala
Bangkok, Thailand*

Remembering Adele

Americans in Paris have lost a good friend: Adele Annis died on July 3 at her country home in Gressy, France. Although she was not an official American, she worked for many years on behalf of both residents and temporary visitors to France.



Adele was involved with the American Aid Society from 1980 until her death, serving as its president for more than 20 years. Each November, she gave a summary of the year's activities on the occasion of the ambassador's reading of the president's official Thanksgiving proclamation.

Founded in 1922 and housed in the consular section of Embassy Paris, the American Aid Society provides a multitude of services that the U.S. government cannot. Working closely with the embassy's American Services section and private organizations like the American Church and the American Cathedral, it assists elderly American residents of France with housing, medical needs and much more. The Society also reunites Americans with lost belongings and advises them on dealing with the French bureaucracy.

After 9/11 the AAS worked tirelessly under Adele Anns' leadership to assist stranded Americans, coordinate offers of assistance from the French and communicate with concerned families in the United States. Her dedication and spirit will be missed by the many people she helped.

Carman Cunningham
FSO, retired
San Rafael, Calif.

CORRECTIONS

Due to a production error, the Table of Contents in the September *Journal* incorrectly lists Tyler Sparks as the author of both the Speaking Out column and the FS Know-How column that immediately follows. In fact, the latter piece was written by Jeffrey E. Zinsmeister.

In addition, the author ID for Tyler Sparks' Speaking Out column should have said that he entered the Foreign Service in 2005, not 2008.

We regret the errors. ■



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Present at the Creation

BY STEVEN ALAN HONLEY

It seemed apt to borrow Secretary of State Dean Acheson's title for his memoir for this message. For, as you can see just from the magazine's cover and first few pages, we have not only rebranded *The Foreign Service Journal* (as it will henceforth be known) but given it a comprehensive makeover, the first since 1994.

To make that transformation possible, a working group comprised of members of the AFSA Governing Board, Foreign Service Journal Editorial Board and AFSA professional staff met regularly with Eason Associates, the firm that carried out the redesign project, for most of the past year. My thanks to all who devoted their time, creativity and support to this initiative.

The process began with the creation of a new logo that explicitly identifies the *FSJ* as the American Foreign Service Association's flagship publication, and a cover design that enables us to spotlight several different topics in a balanced, engaging way.

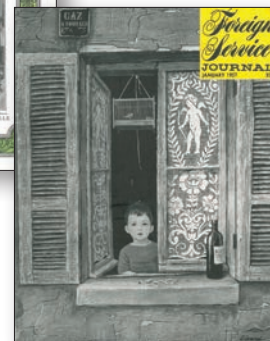
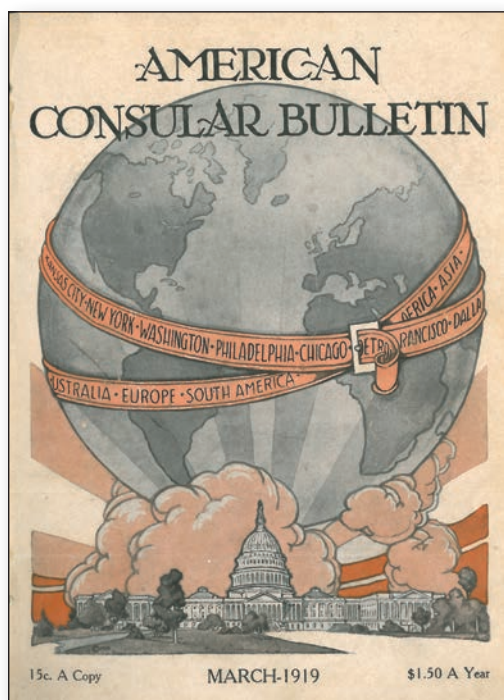


As a corollary, we will gradually move away from our traditional reliance on a focus section devoted to a single theme toward a flexible approach that offers a variety of articles each month.

Next came a revamped Table of Contents and masthead, and imaginative treatments for our standing departments and focus and feature sections, as well as a new, more integrated look for *AFSA News*. As part of the redesign, our decade-old Cybernotes department is now known as **Talking Points**. However, its purpose remains the same: to present useful, interesting and offbeat items on subjects pertinent to Foreign Service members, drawn from all forms of media.

You'll also find in this issue the debut of a new department, **Local Lens**, which is intended to spotlight the wealth of photographic talent among Foreign Service personnel and their families. This talent, combined with the unique international backdrop that Foreign Service life provides, will make for some great images.

Our goal in making all these changes is to produce a clean, colorful design with lively page formats that pull the different components of the magazine together into an appealing, coherent and dynamic reflection of AFSA's activities and members, as well



Our new Local Lens department will spotlight the wealth of photographic talent among FS personnel and family members.

as the world of diplomacy and development that the association represents.

With that in mind, it seemed fitting to devote this first issue of the new era to the new generation of Foreign Service personnel, hired since 2008 under the State Department’s Diplomacy 3.0 program and USAID’s Development Leadership Initiative. The centerpiece of that coverage is Shawn Dorman’s in-depth article, “The New Foreign Service Generation.” I think it’s safe to say that her report, which features the voices of recent entrants to the Service, represents the most thorough, insightful treatment of their concerns and aspirations to have appeared anywhere to date.

We follow that with “Bridging the Foreign Service Generational Gulf,” co-authored by a fourth-tour FSO, Brandon Possin, and a senior FSO, Ambassador Larry Butler. As they note, more than half of all current Foreign Service personnel have joined since the 9/11 attacks, so it is imperative to find ways to integrate them into the institutional culture and help supervisors manage them more effectively. Whether you’re a senior, mid-level or entry-level member of the Service, you’ll find valuable insights here.

Another voice from the new generation is featured at the back

of this issue. James Talalay, the spouse of a first-tour FSO in Chennai, took the photo featured in our first installment of **Local Lens**. And as a bonus, he also contributed this month’s **Reflections** column, “You Want to Join the What...?”

Let me also call your attention to this month’s **Speaking Out** column, “Achieving Work-Life Balance,” by Lillian Wahl-Tuco. While that subject obviously affects all members of the Foreign Service and their families, it carries particular weight for newer entrants as a factor in decisions about committing to the career.

Last but certainly not least, we offer a timely feature describing the story behind “Argo,” a brand-new film (opening Oct. 12) about the 1979-1981 Embassy Tehran hostage crisis.

You can share your reactions to the redesign—positive, negative or mixed—as well as our content, by writing us at journal@afsa.org. (Please specify whether you’d like your comments to be published in our Letters section.)

You can also use that same address to submit articles and columns for publication in *The Foreign Service Journal*. The author guidelines on our Web site (www.afsa.org/fsj) describe the various departments and give the basic requirements (length, format, etc.) for each. Please note that all submissions must be approved by our Editorial Board and are subject to editing for style, length and format.

We hope you enjoy the new design and look forward to hearing from you. ■



Just the Facts, Ma'am?

In May the Department of State posted the following notice on its Web site: “As of May 2012, Background Notes are no longer being updated or produced. They are in the process of being replaced by Fact Sheets that focus on U.S. relations with each country. The link to each document from anywhere on www.state.gov or on any other site, as a bookmark, etc., will remain the same, whether it appears as a Background Note or when it is replaced by a Fact Sheet.



“Background Notes listed below are the most recently published versions. Previous editions are available in our archive section.”

So far, only about a third of the old notes have been converted to the new format, but the move has already drawn sharp criticism in some quarters. In an Aug. 23 *Wall Street Journal* opinion column, retired Foreign Service officer James M. Roberts asserts that the shift in emphasis not only amounts to “transforming these documents from straightforward reference items into PR puff sheets for the president,” but reflects a pervasive favoritism toward left-wing governments.

For instance, Roberts compares the new Brazil Fact Sheet with the previous

Background Note, written during the George W. Bush administration. He says the Bush-era document, totaling 4,100 words, was full of information and statistics about Brazil, and the section on U.S.-Brazil relations was just 300 words long, or 7 percent of the total.

By contrast, the Fact Sheet is less than 1,200 words long, 830 of which (70 percent) cover current U.S.-Brazilian relations. Furthermore, Roberts says the coverage prominently features President Barack Obama, much of it in the context of the educational, scientific and cultural programs he launched during a March 2011 visit to the country. He also asserts that coverage of the president’s Latin American trip in the documents illustrates a disparity in treatment of left-wing and right-wing governments, since the Chile Fact Sheet makes no mention of the president’s stop in Santiago.

Foggy Bottom has not responded officially to such criticism. However, an Aug. 17 blog posting by Madeleine Morgenstern on *The Blaze* quotes an unidentified department spokeswoman as saying that emphasizing Obama’s achievements over those of his predecessor is “not a valid way to look at” the new profiles.

Instead, the spokeswoman said, the decision to change the Background Notes was made because much of the information previously featured—geographic or economic data on each country, for example—is now widely available elsewhere on the Internet, which wasn’t the case when they were first created for print 30 years ago.

After pointing out that the Fact Sheets all feature links at the bottom of the page to the State Department’s official country page, U.S. embassy page and other information sources, the spokeswoman

added that “the new series is meant to provide information unique to the State Department.”

Such controversies are nothing new, to be sure. Many State employees still recall that the George W. Bush administration took down the series of historic photos and cartoons illustrating the history of U.S. diplomacy that had lined the first-floor corridor running from the cafeteria to the C Street lobby. It replaced them with photos of President Bush and Secretary of State Condoleezza Rice with various foreign leaders.

Now, dozens of photos of President Barack Obama, Secretary of State Hillary Rodham Clinton and other Obama administration figures line that and several other hallways at Main State. Meanwhile, the original display of historic materials remains tucked away in a less frequented corridor.

—Steven Alan Honley, Editor

Small Arms, Big Problem

On Aug. 27 the Federation of American Scientists issued *Small Arms Survey 2012*, the largest study of legal weapon transactions ever conducted. The survey puts the value of the trade in small arms, light weapons, and their parts and ammunition at \$8.5 billion annually, more than double the 2006 estimate.

The group’s analysis of 80,000 small and light arms from Afghanistan, Iraq and Somalia reveals that mortars are the most common type in Iraq and Afghanistan, closely followed by grenades and firearms. Firearms are the most numerous type in Somalia. In all three countries, the vast majority of firearms are Kalashnikov-type automatic weapons.

These weapons are generally based on older designs from Eastern Europe

“

[The Iraq War] was one of the great strategic decisions of the first half of the 21st century, if it proves not to be the greatest.

Stephen Cambone, under secretary of Defense for intelligence during the George W. Bush administration, responding to a question during the Aspen Security Forum's July 27 "Lessons Learned from Iraq" panel discussion.

”

LOST at Sea?

Thirty years ago, the Law of the Sea Treaty (formally known as the United Nations Convention on the Law of the Sea) was completed after negotiations lasting from 1973 through 1982. Replacing four 1958 agreements, the treaty defines the rights and responsibilities of nations in their use of the world's oceans, and establishes guidelines for businesses regarding environmental protection and the management of marine natural resources.

In 1982 President Ronald Reagan called for renegotiation of some of the treaty's deep seabed mining provisions, a process that led to the 1994 Agreement Relating to the Implementation of Part XI (the mining regime). That agreement, which the United States signed, makes the treaty's terms significantly more favorable to the United States; in fact, some of its provisions went even further than what Washington had sought. Yet no U.S. administration has submitted the treaty for Senate ratification, though they have all have abided by its terms.

Meanwhile, the convention entered

where government arsenals are also behind the times (e.g., Afghan police forces facing the Taliban). More encouragingly, however, the data also suggest that efforts to limit the spread of technologically sophisticated arms and newer generations of

weapons have been successful.

Founded in 1945, the Federation of American Scientists is a nonpartisan think-tank that works to find solutions for science and security policy challenges.

—Emily A. Hawley,
Editorial Intern



and China but tend to circulate within these countries for years rather than being imported directly from producing countries.

The survey also confirms that a high volume of even antiquated weapons can be very effective, especially in countries

NOTEWORTHY

Bureaucracy in Crisis: How the State Department Responded to 9/11" is the title of Darina Shtrakhman's March 28 honors thesis featured in the University of Pennsylvania's *College Undergraduate Research Electronic Journal*. Shtrakhman's summer 2011 public diplomacy internship at the State Department inspired her to research the topic.

In her thesis abstract, Shtrakhman poses the question: "What if the enormous and complex federal structure we've created is so large and entrenched that it resists change, even when faced with an emergency?"

She begins by reviewing the U.S. response to the various al-Qaida attacks preceding 9/11, with special emphasis on the August 1998 bombings of the U.S. embassies in Kenya and Tanzania. She then looks briefly at how State's structure

and mission expanded during the Cold War and its aftermath, before assessing changes since 2001.

Shtrakhman concludes that while State "has improved its public diplomacy efforts in the Muslim world and its approach to counterterrorism, an absence of outside pressure from commissions and a lack of funding have prevented the department from making dramatic changes to the bureaucratic structure. This, in turn, has negative consequences for how diplomats carry out their missions in a technologically sophisticated and multipolar world."

Visit U. Penn's *Undergraduate Journal* site, at <http://repository.upenn.edu/curej/155>, to read a detailed, insightful lesson on what it means to never forget.

—Emily A. Hawley, *Editorial Intern*

50 YEARS AGO

Hello? Mr. Miles Toomuch, the jazz musician? This is the State Department—Bureau of Images—Victor Veneer speaking. I'm calling, sir, in regard to the Attorney General's plan for improving our image abroad by sending over our intellectual and artistic elite—oh, yes, you are, Mr. Toomuch! Well, we say so!

Anyway, we down here at Image just wanted to check you out on some difficult questions you might be asked on your trip—you know, by rioting students or something. For instance, what would you say about our resumption of atmospheric testing?

Oh, you'd say *that*, would you? And how would you handle divisive questions on race relations? I see. And about our Berlin, NATO and Asian policies? Mmm, hmm. Well, Mr. Toomuch, instead of all *that* couldn't you play something on your horn? I mean, isn't *music* truly the best communicator?

Heavens, no one is trying to suppress you, Mr. Toomuch, but it *is* sort of *your* image against *our* image of our image, isn't it? And shouldn't important decisions on image be left in the hands of the public relations experts who may have access to classified publicity that you don't know about?

Well, look, Mr. Toomuch: Before we reissue you your passport, why don't I send you our sample image sales kit, including pamphlets, film strips and visual aids—all under the general title of "Operation Good Guy." We'd like you to have the right slant before you went abroad, sir.

After all, image is *everybody's* job.

—REPRINTED BY SPECIAL PERMISSION OF JULES FEIFFER AND THE HALL SYNDICATE; FSJ, OCTOBER 1962.



into force in 1994, a year after Guyana became the 60th nation to sign. To date, 162 countries, including every NATO member, except Turkey and the U.S., and the European Union have ratified it, and those signatories have pushed ahead to fully implement its provisions.

For example, Russia has already asserted sovereignty over nearly half of the Arctic, and Canada intends to put forth a large claim of its own to the region. Such claims could encroach on America's exclusive economic zone.

Failure to finally ratify the Law of the Sea Treaty could affect the United States' ability to lay and maintain undersea communications cables; impede rights of passage, navigation and safety along critical maritime transit routes, including through the South China Sea and the Strait of Hormuz; and threaten access to economically important minerals, including rare earth minerals. Conversely, all parties to the treaty instantly gain an internationally recognized extension of their seabed beyond the 200-mile exclusive EEZ.

A broad, bipartisan coalition was formed earlier this year to mount a full-court press for Senate ratification of the treaty. Supporters of the American Sovereignty Campaign include every living president and Secretary of State, the Joint Chiefs of Staff, and many current and former Army, Marine and Air Force generals and Navy and Coast Guard admirals.

Despite the campaign's efforts, however, prospects for ratification are uncertain at best. On July 16, Senator James Inhofe, R-Okla., released a letter in which he and 33 of his GOP colleagues vowed to oppose the treaty if the Obama administration submits it for a vote. Since 67 senators (two-thirds of the 100-member Senate) are required to ratify any treaty, consideration was again deferred.

—Steven Alan Honley, Editor

NPR's Brit Bit

The United Kingdom's ambassador to the United States, Sir Peter W. Westmacott, was the guest on the Aug. 25 episode of the National Public Radio quiz show, "Wait, Wait ... Don't Tell Me!"

While the entire segment is entertaining, AFSA members may find the following exchange between Westmacott and the show's host, Peter Sagal, particularly amusing:

Sagal: Now, you have an extensive resumé in the British Foreign Service. You've been all over, right?

Westmacott: Well, I've been to a lot of different countries, and I've been in this business for almost 40 years.

Sagal: Right. I'm curious; I mean, does the Queen ever

summon you with a message to send?

Westmacott: Not that often, but...occasionally, she will send me a little e-mail saying, "Here's a nice letter I'd like you to send to that nice President Barack Obama in the White House. Please send it around."

Sagal: Really? You get little...did you say e-mails? Does the Queen e-mail?

Westmacott: Oh, she's very modern. She does Twitter; she does e-mail; she does Facebook; she does all sorts.

Sagal: Wait a minute.

Jesse Klein: What?

Charlie Pierce: You're not following the Queen?

Sagal: The Queen of England tweets?

Westmacott: You check it out.

Sagal: So you were the ambassador to France prior to this.

Westmacott: I was ambassador to France prior to this. Before that I was ambassador to Turkey. And I also served in Iran before the revolution.

Sagal: Right. I mean, it seems odd to us that they would award plum ambassadorships on merit.

Westmacott: To somebody like me?

Sagal: Yes.

Westmacott: Oh yeah.

Sagal: Presumably...

(Laughter)

Sagal: I mean presumably because of your ability or something, rather than...

Westmacott: Well, I did years of language training before I came here.

Sagal: Really?

(Laughter)

Westmacott: That was really...

Sagal: It's really excellent. Your accent is a little off, but otherwise you sound fluent.

Westmacott: I'm working on it. ■

—Shawn Dorman, Associate Editor

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Achieving Work-Life Balance at State

BY LILLIAN C. WAHL-TUCO

Here are some statements that many of us in the Foreign Service hear all too often when discussing work-life challenges:

“I’ve been very lucky that my office allows me to telework one day a week.”

“I was lucky to land in an office that allowed me to take the maternity leave I wanted.”

“I was lucky that I had an understanding boss when I needed to take leave due to elder care issues.”

Indeed, luck seems to be a key ingredient when it comes to the implementation of work-life balance policies at the Department of State. Many employees are aware that State ranks seventh on the list of “Best Places to Work in the Federal Government.” But they may not know that it ranks only 19th out of 30 on work-life balance and 27th out of 30 for having a family-friendly culture.

The demographics of the Foreign Service have changed tremendously over the last several decades, with more tandems, dual working and single parents, and individuals living with a parent than ever before. We should recognize the changing needs of our employees by implementing policies that ensure State can compete with the federal agencies and many private companies that long ago recognized the benefits of investing in such policies.

Lillian C. Wahl-Tuco, a consular-coned Foreign Service officer, is currently the Czech desk officer in the Bureau of European Affairs. A State representative on the AFSA Governing Board, she is also on the board of Balancing Act at State, an employee organization that addresses work-life balance issues.

Work-life balance now ranks as one of the most important workplace attributes, second only to compensation, among more than 50,000 global workers polled in a 2009 research study conducted by the Corporate Executive Board. And employees who feel they have attained work-life balance tend to work 21 percent harder than those who don’t.

We owe it to ourselves, particularly the new classes of Foreign Service employ-

ees, to evaluate how well we implement our personnel regulations, advocate for flexible application of workplace and leave policies, and promote work-life balance at State. Doing so will enable the Foreign Service to recruit and retain a 21st-century work force without relying on luck.

Speaking of Luck...

I have been fortunate to have understanding supervisors who valued me as an employee and trusted that I could successfully telework one day a week for

a short time when I returned to work after the birth of my son. As one manager later told me, “You changed my mind about telework, and I realized it can work.”

Other colleagues have not been as fortunate, however. There are still too many managers who won’t approve personal leave, or who refuse to allow telework even for those in positions that are eligible for it, simply because they don’t trust their staff to perform.

We want to see State become the best federal agency in which to work, with a culture known for work-life balance and family-friendly policies.

This is in spite of the fact that State has a policy of encouraging supervisors to approve such arrangements, and the Office of Personnel Management has instructed every federal agency to look into increasing telework arrangements as a means of improving the productivity and continuity of operations. We should take a leaf from the book of our sister agency, USAID, which has made telework such a priority that it requires every new employee to complete a short online telework training course.

Now, I have no doubt many readers at this point are thinking to themselves, “Telework isn’t practical for most Foreign Service employees because they need access to classified material.” While it is true that those in jobs requiring classified

access might not be the perfect candidates for extensive teleworking, that isn't necessarily a deal breaker.

Some of our colleagues in the Bureau of Intelligence and Research successfully telework by using "classified buddies." Under this system, employees use their e-mail and phone autoreplies to identify a colleague who can assist clients while they're out of the office.

The Value of Flexibility

Beyond telework, many of us know that the department allows for flexible work schedules and job-sharing. (Anecdotally, it appears employees in functional bureaus have more success with setting up such arrangements than those in regional bureaus.)

But is it as easy as it should be to secure these arrangements? And are as many people trying flexible work schedules as could be doing so? Why not set up a centralized place on the intranet that lists individuals seeking a job-share arrangement?

Then there is the question of what guidance State Department managers use to decide whether to approve such arrangements. A few colleagues have told me that they were denied such arrangements solely because "If I approve your request, then everyone will want to do it."

I don't think the Foreign Affairs Manual imposes a cap on the number of employees allowed to follow flexible work schedules or telework. But even if it did, this logic is flawed.

First, not everyone wants to have an alternative work schedule, job-share or telework arrangement. Second, it should not be OK to dismiss a request out of hand rather than take the time to evaluate it on the merits. Supervisors should consider granting an FWS or telework arrangement on a trial basis and give

their employees the chance to succeed. They may be surprised by the positive effect on their employees' energy and dedication.

Child Care

Then there's the child care issue. Few subjects evoke greater angst in parents than the lack of child care resources. On returning to Washington, D.C., for an assignment, I was shocked to learn of two-year waiting lists for day care placement—ironically, the length of my tour.

Diplotots, which has only about 100 spots, has between 600 and 1,000 children on its waitlist. Nor does it have an electronic-based, transparent system for handling those awaiting placement. State should consider investing in a contract similar to the one at the National Institutes of Health, which allows for automatic quarterly updates of one's status on the waitlist, and provides assistance finding other non-NIH day care options if no spaces become available in the time frame needed.

Like many other officers returning to Washington, I ended up hiring a nanny. Not only was that option more expensive than a day care facility would have been, but lining her up consumed most of my maternity leave—when I should have been enjoying my son rather than stressing about finding suitable care.

Realizing that this is a major headache for Foreign Service and Civil Service employees alike, the department is in the process of opening up a new child care center in the new Consular Affairs building; as luck would have it, that space already housed such a facility. Ideally, the new site will include a waitlist management component in its contract.

The department also pays for a service through InfoQuest to help identify sources of emergency backup care when



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your child care or elder care provider is unavailable. Many State employees are unaware this resource even exists; but even if they did know, IQ's service is limited and cannot guarantee a caregiver or a spot in a day care center. In contrast, our colleagues in the Office of Management and Budget, the White House and

as an investment in employees and the organization.

After conducting a comprehensive survey of our nearly 200 members to discover the above priority areas, we began working with the Bureau of Human Resources' Work-Life Division to address these concerns. WLD is a small office of

Attention to these issues will enable the Foreign Service to recruit and retain a 21st-century work force—without relying on luck.

the D.C. courts all have access to the "Cadillac" version of InfoQuest, which does guarantee emergency backup care.

The cost of having employees miss work due to not having a backup for their child care or elder care provider would be useful to know in evaluating the merit of this expanded program. The government agencies cited above clearly believe that it makes sense for both the institution and individual employees to spring for the higher version of Info-Quest.

Balancing Act at State

Frustrated by all these challenges, a group of Foreign Service and Civil Service colleagues, both male and female, started a group in the department last year called "Balancing Act at State." Its goal is to address these work-life challenges, encourage more consistent implementation of our existing policies, and advocate for greater attention to a host of related issues such as telework, child care, alternative work schedules, job-sharing and parental leave policies. Members of the group view focusing on these issues

about five full-time employees (in addition to three current vacancies) tasked with handling all of the above work-life issues, along with everything from the Combined Federal Campaign to the Student Loan Repayment Program.

We've recruited a number of senior advocates like Principal Deputy Assistant Secretary of Public Affairs Dana Shell Smith, who recently wrote an insightful article in the *Atlantic Monthly* about her experience with work-life balance in the Foreign Service and the need for both personal responsibility and institutional policy to encourage all managers to support a healthy work-life balance.

Balancing Act at State is working from the bottom up and from the top down to urge State's most senior leaders to ensure greater consistency in the implementation of these policies and encourage managers to pay greater attention to them. The State Department we envision would seek to educate employees (especially managers) about work-life balance policies by, for example, including them in all mandatory leadership training.

It would also use awards to recognize



managers who are successful at prioritizing work-life balance in their offices. Finally, it would create a senior-level work-life balance committee to champion these issues, for the good of the department and all its employees.

From the Top Down ... and From the Bottom Up

We would also welcome a focus on work-life balance within the Quadrennial Diplomacy and Development Review implementation process, leading to a long-term strategy to address these issues.

But all of these ideas and initiatives require at their core acceptance of the value of championing work-life balance at State and a desire to improve the current situation.

Like many of my colleagues, I feel lucky every day to work at State. It was a dream come true to become an FSO and serve my country, just as it is for our newest colleagues. I'm also grateful to have the chance to serve on the executive board at Balancing Act at State.

We have found many allies, both in HR's Work-Life Division office and elsewhere, who support our cause and assist us in advocating for these issues. Such support inspires us to keep going. We want to see State move up to become the best federal agency in which to work, thanks to a culture known for work-life balance and family-friendly policies.

And with enough vision, a lot of hard work—and yes, some luck—we might just succeed in bringing that about. ■

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TODAY'S NEW HIRES: WHAT THEY SEE, WHAT THEY SAY

Here's a look at what the new hires of State and USAID expect from a Foreign Service career.

BY SHAWN DORMAN

Following a Foreign Service hiring wave beginning in 2008, designed to replenish depleted ranks, the Foreign Service today once again resembles the boa constrictor that swallowed an elephant. And as Saint Exupéry describes the boa in *The Little Prince*: “You have great truths inside you if only anyone would bother to look.”

The Department of State and the U.S. Agency for International Development have welcomed a major influx of new talent under State's Diplomacy 3.0 hiring program and USAID's Development Leadership Initiative, increasing their ranks by 17 and 54 percent, respectively.

The boa's last big meal came in the early 2000s with the hiring surge brought on by State's Diplomatic Readiness Initiative

Shawn Dorman, a former FSO, is associate editor of The Foreign Service Journal and editor/publisher of AFSA's book publishing division, FSBooks.

FOCUS THE NEW FS GENERATION



Mikkela Thompson

and USAID's New Entry Professional program. It was absorbed quite swiftly, primarily due to extraordinary staffing needs in Iraq and Afghanistan.

The new elephant is currently being digested. But before it is completely absorbed, we want to take a look inside the boa. We want to get a sense of what the new hires of Diplomacy 3.0 and the DLI see. What do they expect from this career, and are those expectations being met? What are the resulting new strengths and challenges for the Foreign Service?

To find out, AFSA sent out a request for input via our AFSAnet listserv to members of the Foreign Service who joined the State Department and USAID between 2008 and 2012. We asked for comments on a range of topics focused on the Foreign Service career, culture and life. Our initiative was not designed as a scientific survey, but rather an informal way to take the pulse of the new Foreign Service generation.

Here we present a picture that has been distilled from the candid and thoughtful responses of some 60 individuals of diverse backgrounds from a wide variety of career tracks at State and USAID. (More extensive material from this "sound-ing" will be available online at www.afsa.org/fsj.)

A careful read through the information we received yields a number of broad observations about the new generation:

- They joined to serve their country: the concept of "public service" is alive and well in the Foreign Service.
- A majority of them have lived overseas before.
- They bring to the Service a vast array and depth of professional and life experience—though it is not experience in nation-state diplomacy—which they hope will be utilized.

Entry-level officers from Embassy Dhaka at the National Parliament of Bangladesh, where they toured the building, library and reading room on March 20. From left to right, Marita Lamb, vice consul; Brigid Ryan, vice consul; Gregg Tripoli, political officer; Anastassia Littlefield, political/economic OMS; Felicia Genet, TDY from USAID Sudan Office of Transition and Conflict Mitigation, Khartoum; Ogniana Ivanova-Sriram, vice consul; Venkatesh Ramachandran, assistant GSO; Gayle Shayman, RSO OMS; Matt Steed, vice consul; Mikkela Thompson, management OMS; (above) Maychin Ho, USAID Office of Acquisition and Assistance; and Kerry West, USAID Office of Acquisition and Assistance.

- They are tech-savvy and comfortable with social media, less so with traditional diplomatic writing.
- Work/life balance is critical to them, and spousal employment opportunities will determine whether many remain in the Service.
- For the most part, they knew what they were getting into before joining the Foreign Service.
- They are less inclined to see divides or hierarchies between FS generalists and specialists and between Foreign Service Americans and Foreign Service Nationals/Locally Employed Staff.
- They are astounded by the extent of agency bureaucracy.
- They are disappointed by mid-level (mis)management.
- The elements of the system they see as needing the most improvement are the annual evaluation process and the assignments system.

Who Is Generation 3.0?

Overall, the new generation may not be all that different from previous groups of entrants going back a few decades. New hires tend to be of various ages, averaging in the low 30s; well-educated; from diverse backgrounds and professional settings. They bring a broad base of foreign language knowledge and overseas experience.

Making the Foreign Service look more like America will continue to be a major challenge for State and USAID recruiters, but progress is being made.

The male/female ratio seems to be balancing out, with some State Foreign Service officer classes having more women than men. Certain specialist tracks continue to attract more men than women, including diplomatic security and construction engineering.

The number of minority new hires fluctuates; for State, it tends to rise when Pickering fellowships and other programs conclude and participants (many of whom are minorities) join the Foreign Service.

The single most common characteristic new hires share is previous overseas experience, although most join without exposure to nation-state diplomacy. Many who join USAID come in with development work experience.

To get a sense of demographics, we asked each respondent to describe his or her orientation class in terms of diversity of gender, ethnicity, race, age, work and educational background,

international experience, languages spoken and family status (single, married/partner, kids). Here is a sampling of State and USAID orientation classes as described:

- *State FSOs, 143rd A-100, 2009, class of 92:*

The class was very diverse regarding gender and age. If there were more men than women, I didn't notice; it seemed very balanced. However, there were shockingly few minorities represented. One minority classmate told me that her heart was pounding on the first day of A-100 as she scanned the room and saw only one other dark-skinned new FSO—out of 92. That's something you'd expect from her mother's generation, not ours!

- *State FSOs, 150th A-100, 2010, class of 81:* This class was 60-percent men; maybe 10-percent minorities. Huge age range, from 22 to 59, with a median age of 35. Of the 81, about 15 people were over 40. Probably 30 percent had Ph.D.s.; 10 percent were lawyers; 40 percent were former Peace Corps Volunteers. Very bright, interesting cadre of professionals. Maybe only 10 percent lacked language proficiency. The second- and third-career officers were very interesting and diverse. All had concerns about how or whether their expertise would be used in the FS.

- *State FS Specialists, 2011, class of 75:* My entry class consisted of almost every type of American out there: from new citizens, language-needs hiring, African-American, Asian and so on. We had five or six religions represented, including Latter-Day Saints and Muslims. In age, we ranged from 21 to late 50s. We spoke many languages. I was excited to see that the hiring included folks of all types, including some who would need special accommodation.

- *USAID DLI Class, 2009, class of 40:* My entry class was fairly diverse. We had about 30 Caucasians; the other 10 included African-Americans, Hispanics and Asian-Americans. We came from all over the U.S., and all had at least a master's degree (a requirement for joining DLI). There were more men than women, probably about 60/40. Average age seemed to be between 30 and 35. Some of us had up to 20 years of work experience; a few had less than five. Nearly all had lived overseas and worked in international development before. Most of us spoke a foreign language to some extent. About half of us were

“The newer generations have higher expectations that the workplace/agency should be responsive to their needs and interests.”

—FSO Ben Kauffeld

married or had a partner who would travel to post, and probably about a third had children.

Why Join the Foreign Service?

The most frequent response to the question of the motivation for joining the FS was “to serve my

country” or “public service.” Other factors were the desire to work and live overseas and to work in international relations/foreign policy/development. Several respondents mentioned wanting to further democracy and human rights. Answers did not differ in any noticeable way between men and women or between State officers and specialists. Only a few new hires mentioned job security as a motivation; one USAID officer mentioned the fact that he was “laid off, wanted to do something meaningful” as his motivation.

“It is what I always wanted to do,” says economic track officer Mark Palermo, who joined in 2008. “But when I graduated from college in 1992, I was told it was impossible to get in, especially for somebody coming right out of undergrad. I already had a job lined up (in a bad economy), so I let it go. Approaching 40, I was reaching a point in my life where I felt I was running out of time to serve my country, to work for a prosperous and peaceful future, and, well, I guess to have a legacy other than running an architecture company and making a good living. Maybe an early mid-life crisis?”

One consular officer, himself an immigrant, said that he wanted to do something that allowed him to have an impact on people's lives. He decided to join on a whim one day while surfing the Internet for career options.

Many State FSOs tried numerous times to get in before succeeding, including one person who got through the process on the fifth try and another on the sixth.

Several of the State specialists did not know about those career options until just before applying. “The thought of joining the Foreign Service had never crossed my mind,” says Security Engineering Officer Daniel Carlson. “Honestly, I had no idea they even hired engineers. However, as soon as I saw the job posting, I started working on my application. I had an offer within about eight months.” A health practitioner says he heard about the Foreign Service from a recruiter at a medical conference.



The Hiring Pendulum

State and USAID appear to be permanently on a pendulum that swings from budget cuts (followed by severe shortages of personnel and capacity) to the reactive damage-control funding burst that comes just in time. The 1990s saw the post-Cold War “peace dividend” turn into major cuts in Foreign Service staffing and resources.

But emptying embassies and USAID missions created problems: the U.S. still needed to be engaged in all the same (and new) places and, in many cases, even more so than before as the world could no longer be divided in two, and black-and-white turned to gray.

The pendulum swung back and a new hiring surge began in 2001. The State Department’s Diplomatic Readiness Initiative and USAID’s New Entry Professional program increased State’s ranks by about 30 percent and USAID’s by about 25 percent, respectively.

The new hires were quickly absorbed into the system, primarily to meet the new demands for Foreign Service

Development Leadership Initiative aimed to increase the State Department’s Foreign Service personnel by 25 percent and double the number of USAID Foreign Service officers by hiring an additional 1,200 people. Congressional funding to repopulate the ranks of the Foreign Service was approved, and the hiring surge took off.

At the same time, to better compete with the private sector for the best candidates and to increase diversity, the State Department revamped its hiring process, implementing the “Total Candidate” approach in 2007.

By 2011, in the wake of the financial crisis and a new Congress, funding for these hiring initiatives dried up, and the pendulum began to swing back. State had managed to increase its ranks by about 17 percent, and USAID had hired more than 800 of the 1,200 goal. But by late 2012, hiring was slowing down to about the rate of attrition.

The staffing troubles do not appear to have abated, however. A June Government Accountability Office report concludes that, as of October 2011, “28 percent of over-

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The GAO report notes that 40 percent of new positions are in Afghanistan, Iraq and Pakistan, and most of them are mid-level rather than entry-level positions.

employees to staff Baghdad (the largest embassy in the world) and Kabul. And as a result of earlier hiring slow-downs, many members of the new generation were sent out to jobs above their rank.

Equally troubling, the training reserve (also called the training float), which so many studies had determined was necessary to allow for professional education and development of the Foreign Service, never materialized. By 2007, State and USAID were again severely understaffed: 20 percent of positions in embassies worldwide were unfilled.

In 2008, the pendulum began to swing back. The State Department’s Diplomacy 3.0 hiring initiative and USAID’s

seas Foreign Service positions were either vacant or filled by upstretch candidates ... a percentage that has not changed since 2008.”

The report notes that the gaps persist—especially at the mid-level—because while the number of personnel has increased, so has the number of positions overseas.

The GAO report also points out that 40 percent of new positions are in Afghanistan, Iraq and Pakistan, and most of them are mid-level rather than entry-level positions. But new hires come in at the entry level, which leaves a serious imbalance between capacity and staffing needs.

—Shawn Dorman

A USAID officer says the Foreign Service has been “a lifelong dream,” and that she has always wanted to serve in the developing world. USAID officers point to the desire to work in development as a primary motivation for joining the

Foreign Service. Several mention “the mission” and public service, as well as “job security.” Given that permanent jobs in the development field, as opposed to contract jobs, are difficult to come by, job security is probably more of a factor for those joining USAID than State.

Talking about My Generation

We asked new hires to describe their demographic, defining it not in terms of age but in terms of when they joined the Foreign Service. (Each orientation class comprises people whose ages range from 22 to 59.) The current average age for entry to the Foreign Service is about 32, which is a year or two higher than a decade ago.

Most new hires are coming in with prior work experience; many join the FS as a second, or even third, career. The most common attribute of those joining today is that they have had prior overseas experience of one kind or another. A majority come in with some foreign language skills.

“We are a team, but one with many highly individualistic people who get paid to think for themselves.”

—FSO Mark Palermo

The new Foreign Service generation is patriotic and highly motivated, says an Information Resources Management officer, adding “I’m sure previous generations have the same traits.”

“This generation ‘gets it,’” says Ambassador Tom

Armbruster, who met thousands of Foreign Service candidates while serving as the New York region’s diplomat-in-residence from 2010 through 2012. “They understand that we do tough work in tough places.” The comments from new hires bear this out: They tend to know what they are getting into in terms of hardship and unaccompanied postings. Not many are entering blind to the realities of the career and lifestyle. This is probably due to the expansion of easily accessible information about the career that can be found online. The impact of technology and interconnectedness cannot be overstated when it comes to the new generation.

In terms of age, a majority of those coming in under Diplomacy 3.0 and USAID’s DLI are part of Generation Y (born in the mid-1980s through the early 1990s), but many are from Generation X (born in the mid-1960s to early 1980s). A growing number of former military personnel have joined in recent years, especially into management and specialist tracks. They tend to be older new hires.

Today’s new hires seem to be more egalitarian, seeing fewer arbitrary lines between career tracks, among agencies and between Foreign Service and local staff. Only time will tell if this is a lasting trait.

“I think our generation is less bound by agency culture,” offers Political Officer Erin Williams. “And since we come from a different generation, we have different professional styles and expectations, to our benefit and detriment. I don’t think we’re overly naïve in thinking we can change the world, but we have a perspective that is more, why not try?”

“Another difference is that this generation entered the Foreign Service during the financial crisis,” she says. “So there are people who are starting second careers because their first was no longer an option. They bring an outside perspective, but they are also from a different professional generation. So, in this respect, I think it’s difficult to generalize across the spectrum of FSOs who entered as part of Diplomacy 3.0.”

“Our generation seems to mesh well with those who entered within the last 10 years, but there tends to be some friction with

My Generation

With many of us in high school or college when 9/11 took place, we see the world as a more chaotic and dangerous place. I think we are skeptical of any notion that the U.S. has unassailable moral authority. With planes and Internet connections, “remote” posts need not be so remote anymore. Today in almost all countries, the U.S. government is but one means of U.S. influence overseas. Others include U.S.-based diaspora communities, NGOs, media and entertainment outlets, American-educated elites and U.S. businesses. I think many of us new folks see a need to engage with other U.S. actors overseas (i.e., in a kind of “force-multiplying” capacity) rather than keep our work stovepiped and exclusive.

—A public diplomacy officer in Europe

the older generations,” says a political officer serving in sub-Saharan Africa. “This may be because our generation does not value hierarchy as much, and we tend to have the philosophy that if you can play, you should be in the game, regardless of age or rank.”

More progressive, more innovative and more in touch with what’s truly important to host-country populations is how a consular officer in South Asia describes the new FS generation. He adds: “It also seems more open to new ideas. However, the stifling State Department culture forces even this younger generation to conform. Many good new ideas never go anywhere, and change at State proceeds at a snail’s pace. Meanwhile, the world we’re supposed to be engaging is changing far more rapidly, and becoming far more complex at the same time—a situation that inherently demands more outside-the-box responsiveness.”

“For the most part, we’re well-educated, have other work

experience, and joined the Foreign Service as a career, not a stepping stone to something else,” says Beverly Mather-Marcus, a political officer who joined in 2008. “Some of the more obvious differences with prior generations are that there are more female officers with male ‘trailing spouses’ now. It’s also far more common for our spouses, male and female, to work.”

Overriding Commitment to the Mission

The USAID officers who responded are committed to development work as their career, and several see this as a higher priority than commitment to the agency. USAID FSO Kristin Ray comments: “I think in general this generation of USAID FSOs is highly committed to USAID’s mission, highly ambitious, and eager to be innovative. We adapt well to change, are able to use technology effectively, and seek ways to network and share tools that work across missions. Most of us have experience working across cultures and being collaborative.



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Gen Y, and On to Z

BY EILEEN MALLOY

Gen Y FSOs (born from the mid- to late-1980s through the early 1990s) have a strong focus on technology. They are more at ease using e-mail as a medium of communication than State cables. This has caused information gaps as these officers do not realize how many different parts of the U.S. government still rely on cable traffic for coverage of fast-moving events.

Moreover, most e-mail messages sent over the department's system are not saved for historical records. The Office of the Historian will be hard-pressed to document how specific policy decisions were actually made due to these gaps in cable traffic.

Gen Yers have a strong focus on quality of life: both their own and that of their spouse and children. They also have high expectations as to the quality of education available at post and are more resistant to sending their children to live and study at boarding schools. State has had to invest in the establishment of new schools at many hardship posts in order to attract a sufficient pool of bidders on these jobs.

Spousal employment is a major consideration for Gen Y bidders. They have been vocal in their complaints about the quality of jobs available to their highly educated spouses and partners during tours of duty overseas. Their focus on quality of life has resulted in pressure on the department to extend Internet service to U.S. government residences at hardship posts.

Gen Yers want to be treated as equals by their supervisors, even when they have far less experience in the subject matter. They expect much more one-on-one interaction with their supervisors and with embassy leadership. They do not hesitate to express dissent, both inside the

Ambassador Eileen Malloy retired from the Foreign Service in 2008 after a 30-year career and continues to work as an inspection team leader for the Office of the Inspector General. In this capacity, she has visited numerous posts and has enjoyed meeting hundreds of new hires serving around the world.

The views expressed in this article are hers alone and do not represent the views or conclusions of the OIG.

embassy and also on social media.

Senior officers, mostly baby boomers, need to adjust the quantity and format of interactions with Gen Y officers to meet their needs and help them understand appropriate boundaries when placing material on social media sites. Failure to do so creates negative morale at embassies and can lead to curtailments and lower productivity.

The Next Cohort

Gen Z individuals (born from the early 1990s on) are only just starting to enter the work force or serving as interns at the department. Gen Zers have a strong focus on the Internet but, unlike Gen Xers, they use text messages or instant messaging more than e-mail. For a baby boomer or a Gen Xer, "snail mail" means letter mail handled by the U.S. Postal Service. For a Gen Zer, "snail mail" refers to e-mail.

One implication of this is that their ability to draft lengthier e-mails or cables may be constrained by their lack of experience in the art of drafting. Some will also need to learn to distinguish between information related to their work that is suitable for posting on social media sites, and that which must be protected to safeguard national security. Frequently, Gen Zers lack a long-term strategy for managing their professional image on social media sites.

Members of Gen Z have learned to operate in a highly sophisticated media world; but as a norm, they seem less able to digest information from various sources and to produce their own unique views.

Gen Zers have no memories of a time when diversity was not the norm. This should make them much more open to practicing equal employment opportunity at work and in their personal lives.

Finally, Gen Zers have worked, and some are still working, their way through college in a time of economic recession. Most of them will be burdened by student debt and worried about their personal financial security. This will likely mean that they will need to see a strong student loan repayment program as part of recruitment to the State, Department. It also means that once they join State they may be more likely to stay on its payroll for an extended time frame than their Gen Y colleagues.

I think a lot of us tend to be overly confident and perhaps impatient with the older generation.”

As one female USAID FSO who joined in 2011 notes, “Our generation appears to be able to look at historically difficult interagency negotiations with fresh eyes. We are results-oriented.” A similar sentiment was expressed by a USAID democracy officer serving in Central Asia: “I think that my generation is no-nonsense. I think we are less concerned with rank and ceremony and more concerned about getting things done.”

And FSO Ben Kauffeld writes from USAID Ghana: “As a Gen Xer entering the Foreign Service in my 40s, I think I am straddling generations. I think the newer generations have higher expectations that the workplace/agency should be responsive to their needs and interests, rather than that they should adapt themselves—and I think this is a good thing that will, hopefully, bring change.”

One USAID FSO serving in southern Africa commented

on a lack of experience of some of her colleagues coming into the Service: “The current crop of new FS officers often lack significant work experience. Some have no work experience except for internships, coming to USAID straight from graduate school. The way USAID set up the DLI program (not offering mid-career slots and with very low starting wages) led to a situation with lots of new professionals. So we now have some new officers who are not ready to lead offices, at a time when we are losing senior staff and could really use people with good leadership skills and with the ability to work collaboratively, both within and outside USAID.”

A Critical Look at FS Culture

Impressions of the Foreign Service culture among recent entrants vary greatly. A USAID officer covered all the bases by observing that FS culture is “what you make of it.” Positive descriptions from respondents include: pride in service, patrio-



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tism, high motivation and talent. Less positive descriptions include: insular, arrogant, characterized by an enduring hierarchy between various groups (e.g., FSO generalist/FS specialist, FS/local staff, veterans/newcomers).

Many also say that the new generation is breaking down those traditional divides. “The old generalist/specialist divides are not what they used to be,” says a Diplomatic Security special agent. “There is no reason for a specialist to have an inferiority complex.” This DS agent knows people who have switched from DS to an FSO track and the other way around, resulting in even greater understanding of what each group actually does and the challenges they face.

“So far my impression of FS culture is largely positive,” says USAID officer Kristin Ray, who’s on her way to her second post, Kathmandu. “People have been friendly, collegial and interested in each other’s work. I have been surprised by the very collaborative culture in USAID.”

“I did not expect to be having as much fun as I’m having. I did not expect to have so many awesome colleagues and friends,” says an office management specialist on her first tour in Asia. “I didn’t expect to spend so much time with the ambassador. All these things may be unique to this post. I’ll find out next time.”

“It’s a bit like being in college or university while on an island. Including voting off,” the OMS adds. “We play together with the folks we work with. We vacation together, we travel together, we live on the same streets. Not a bad thing, just very much like a family.” Another specialist, an information resources officer, likens FS culture to high school, cliques and all.

Eva Moss, who grew up as a Foreign Service dependent and helped review all the responses to our questionnaire as an AFSA intern, puts it this way: “The Foreign Service culture seems a lot like an enormous worldwide high school. Lots of teachers’ pets, frustration with grades, issues with cliques, feelings of isolation, tumultuousness of couples and singles alike, balancing fun and work, and constant friction with those in charge.”

“We came in knowing there would be challenges, and that I was moving from the private sector to government,” says a

Close to one-third of all mid-level positions are either vacant or filled by FSOs in upstretch assignments.

—June 2012 GAO report

second-career officer serving in India. “But we were prepared for that. Sure, there are things that are annoying; but honestly, it’s a pretty good gig. We get paid to live overseas—we’re fully supported in a place where it’s not always easy to live. I get a good salary and good

benefits. I have benefited from perspective! I mean, what’s to complain about?”

Still, the “organizational culture” of the State Department comes up for frequent criticism, and many also mention either extreme bureaucracy or poor management as key areas of concern. A political officer who joined in 2008 describes the culture this way: “quirky and talented people, far more passive-aggressive than I imagined.”

A number of respondents point to the Employee Evaluation Report as directly contributing to a culture of the individual rather than of community. Most of those who mention the EER see it as a broken system, wasting vast amounts of time with the end products depending more on the mix of personalities involved in drafting than on the actual work of the rated employee.

“The emphasis on ‘up or out’ does, I think, cause persons to engage in much self-promotion and relentless attention to advancement, not infrequently at the expense of genuine teamwork and collegiality,” says one public diplomacy officer serving in a consular position in South Asia. She calls Foreign Service culture “overly hierarchical and bureaucratic.”

“The Foreign Service is a lot more boring and tedious than I had imagined,” says a second-career econ officer serving in a pol/econ position at a small post. “The work isn’t substantively any different than the work performed at the Department of Motor Vehicles or numerous other nameless bureaucracies—it just happens to have more exotic field offices.”

“Rather than a pursuit of excellence, there is more of a pursuit of mandates,” says a consular officer in a European post. “There’s lots of time wasted on meetings and reports that no one reads and do not improve bilateral relationships. I feel more like a clerk than a diplomat. Many senior officers have a total lack of appreciation of skills brought into the Foreign Service.”

“Living overseas and working at an embassy—with the logistical support of the U.S. government—is pretty much what I

expected,” says a consular officer serving in South Asia. “But work in the Foreign Service has been eye-opening. For one, I wasn’t expecting such an emphasis on quantity of work, at the expense of quality. In the evaluation process, I was also surprised by the lack of mechanisms that objectively measure merit.”

“I did my homework,” says econ officer Mark Palermo. “It is about what I expected. It is an odd hybrid, not quite the usual insular bureaucracy, but not entrepreneurial in big ways. People working here know they are part of a relatively small, elite agency. The mission is big but vague. Innovation happens in many small ways, but we are absolutely horrible at capturing it and propagating best ideas. We are atomized at times. We are a team, but one with many highly individualistic people who get paid to think for themselves. The relationship between Washington and the field is baffling and Byzantine. We have little or no ‘brand identity’ inside or outside the State Department.”

Most Satisfying and Least Satisfying

We asked respondents to share the most- and least-satisfying elements of their work in the Foreign Service to date. Nearly one-third of the State FSOs cite consular work as highly satisfying (every new-hire State FSO must serve at least one year in a consular position before tenure). “The most satisfying elements have been helping American citizens in need and meeting foreigners who do awe-inspiring work for their own countries as well as for bilateral relations with the U.S.,” says Tressa Weyer, a consular track officer serving in Moscow. Least satisfying for her are “the cumbersome bureaucratic tools such as E2solutions [for travel/voucher management] and Ariba [for procurement].”

Many point to “helping others” or “helping colleagues” as most satisfying. Some say working with great people is the most satisfying element of their job, and others mention “making a difference.” Still others point to travel and discovering



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new places and cultures. Several USAID respondents say that working in the field and visiting projects are most satisfying for them.

“The most satisfying element is the ability to make a tangible difference in people’s lives and in advancing democracy in their country. The least satisfying is dealing with the endless bureaucracy that seems designed to block you at every step,” says a USAID officer serving in Central Asia.

Another USAID officer, Ashley King, writes from Almaty, describing her job satisfaction this way: “I feel challenged all day, every day. I use my language, technical, people and writing skills, and I’m trying to develop new ones. There’s always something fascinating and meaningful to dig into, and the agency is so hungry for the experience I bring. I feel very valued.”

We Need a Stronger Brand

The number-one factor for me to make this my career is the importance of the work the department does. The number-one retention issue, in my view, is making sure that State has the tools and resources to do its job, and some measure of public respect for and understanding of what we do. The department needs to be visibly fighting for these things.

Put another way, we need a stronger brand. It will be difficult to retain highly motivated, talented professionals—especially those with private-sector experience prior to joining the department—if the institution and its people are neglected, underfunded, misunderstood and looked down upon.

Important but lesser retention priorities: 1) a plan to deal with the bottleneck that will develop when all these Diplomacy 3.0 folks are FS-1s trying to get into the Senior Foreign Service (I suspect a lot of folks will develop an exit strategy well in advance); 2) more emphasis on helping families (very broadly defined) cope with the lifestyle; 3) additional academic work relevant to our cones and training, including in organizational development, management and leadership; and 4) improvements to the bureaucracy and administration of day-to-day life in the department. Those of us coming from the private sector are aghast at the inefficiency we witness, though I chalk some of it up to oversight, transparency and reporting requirements.

—*State Economic Officer Mark Palermo*

In the least-satisfying category, “the bureaucracy” takes first place; one in three respondents mention it. Next comes management, especially mid-level management. Other negative elements include funding (the struggle for resources), visa work/workload, the annual evaluation system, bidding, the endless stream of visitors to manage, and waiting years before serving in one’s chosen career track.

Mid-Level (Mis)Management

With the high caliber of new hires joining the Foreign Service, and the professional experience many already have coming in, it is no surprise and probably similar to previous generations that they find fault with how they are managed. This is perhaps inevitable given that they are hired at entry level. However, there appears to be an extra burden today that exacerbates the problem. That is the mid-level staffing and management experience gap.

The problem, which some call a crisis, is outlined in the June Government Accountability Office report, “Foreign Service Staffing Gaps Persist Despite Significant Increases in Hiring.” (See p. 60 for a discussion of the impact of this problem in the Foreign Agricultural Service.)

According to the GAO report, close to one-third of all mid-level positions are either vacant or filled by FSOs in upstretch assignments (positions above their grade). Many of these mid-level managers have had no management training and are still fairly new to the Foreign Service themselves. In fact, while State has expanded leadership training in recent years, professional and practical *management* training is still lacking.

“There is a dearth of leadership capability among the mid-level managers,” says an entry-level FSO who comes from a career in international business. He adds: “Managers should be trained on how to engage and inspire their employees. I haven’t been in long, but I have already seen a lot of mid-level managers taking advantage of tenure and not adding much value to the organization, oblivious to the fact that their employees need coaching and encouragement. Quite demoralizing.”

One PD officer serving in Russia says that the State Department “is very hierarchical. For managers, this manifests itself in kiss-up, kick-down behavior.” The three least-satisfying elements of the job for an FSO working in a consular section in South Asia are: “Working in an environment with little or adverse management, being given responsibility but no authority, and receiving limited practical training but bearing huge consequences for making mistakes.”



Vice Consul Marita Lamb and commissary staff at a ribbon-cutting ceremony at Embassy Dhaka.

Public Diplomacy Work Needs to Be Done at Home

There should be more opportunities to work at home—in the States—to be like a diplomat-in-residence without having the seniority that is required. There is a lot of PD work to do in the USA. Ninety-nine percent of Americans have no idea that Foreign Service officers are the diplomatic corps. The vast majority do not know what the Foreign Service does. Education is critical if we hope to ever build support for diplomatic initiatives. Everyone knows the military, but do they know the military is used only when diplomacy has failed? Do they know what diplomacy is? We need to teach them. Why lose good officers if they need a break when they could be doing important work back home?

—First-tour State FSO Bob Perls

A USAID democracy and governance officer who recently served in Afghanistan says that the most discouraging element for him is “the creeping threat of greater centralization in USAID through the greater emphasis on policy and a flawed belief that more bodies in Critical Priority Countries [Afghanistan, Pakistan and Iraq] will make us more effective.” USAID’s focus on the CPC is “leading us away from our true mission,” he believes. “Senior policymakers push this surge idea without thinking of what people can do and not trying to measure their value versus cost.”

Overall, USAID officers are displeased by the inequities with their State colleagues, from lower entry salaries to unequal benefits. AFSA USAID Vice President Francisco Zamora confirms that concerns about inequities are raised all the time by new hires. One inequity raised by a USAID FSO that could be easily fixed is that USAID has no “Flag Day” comparable to State’s. (That refers to the day assignments are given to a new

FOCUS THE NEW FS GENERATION

On Mission Appreciation Day at Embassy Dhaka, Vice Consul Sarah Longbrake and embassy carpenter Nasiruddin help the children of mission staff paint Earth Day murals.



Mikela Thompson

entry class, when each member of an orientation class receives a small flag for the country of assignment.)

The Broader Mission

We also asked new hires how their work connects to the broader Foreign Service mission and U.S. policy. Many of the State new entrants are serving in consular positions, and most believe that their work is directly connected to the broader mission of the Foreign Service.

Consular track officer Jason Spellberg, serving in Islamabad, describes the connection this way: “Many of the clichés about consular work are true. For one: consular work actually

While State has expanded leadership training in recent years, professional *management* training is still lacking.

is the bread-and-butter of the mission. Among the primary objectives of all missions, of course, is to assist U.S. citizens in the host country and to protect the U.S. homeland. What is not as often celebrated is the fact that the consular section has the greatest impact

on the U.S. image in the host country, as well. Even in Pakistan, where U.S. policies remain highly controversial, foreign nationals care far more about consular issues than anything else the United States does. Unfortunately, the consular career track is not recognized in proportion to its importance to the State mission.”

And as Salman Khalil, a consular track officer serving in a consular position in Amman, puts it: “My job directly connects to the broader mission of the Foreign Service and U.S. foreign policy. As a consular officer, I am helping to improve our image in the world, improving our economy through tourism to the U.S., and am on the front lines of national security and counterterrorism. We are also developing relationships with host-country officials to ensure all of our citizens are treated fairly.”

A Diplomatic Security special agent writes from Afghanistan: “Our bureau creates the platform on which diplomacy is conducted by ensuring the safety and security of U.S. diplomatic personnel and facilities.” And General Services Specialist Michael Warfield says “People can’t do their jobs if I don’t do mine.” This sentiment was echoed by many serving in specialist and management track positions.

Among USAID officers, several describe the close connection they feel their work has to the broader mission. A USAID environment officer puts it this way: “In South Africa, I think my work helps build relationships with a key partner and also helps local nongovernmental organizations become leaders in environmental conservation, which they can then use to grow and make even more progress in a high-biodiversity region with significant environmental challenges.”

However, a USAID officer who recently served in Afghanistan notes that “being chained to diplomatic and military objectives and failing to recognize that they can undermine our development goals” can create problems. He says: “I think USAID works in broader diplomatic interests in the long term; but when we are locked into short-term goals, we undermine the long-term impact.”

This Generation “Gets” It

This generation “gets it.” I never find myself having to defend the Foreign Service against the charge that we are cookie-pushing cocktail party goers. They know that we do tough work in tough places, and that Iraq, Afghanistan or any new hot spot could be in their future.

They are especially concerned about family life. Some say, ‘I would join, but I have a family.’ I try to explain that it is possible to make this career work, as a single, tandem or family. But it is tough. It’s like Rubik’s Cube (which I’m still working on!).

This generation speaks the critical languages. Arabic, Hindi, you name it, they speak it. They are not intimidated by the old image of a “Boy’s Club,” an “Ivy League Club” or a club that excludes minorities. They understand that we want to represent America.

They don’t understand how important it is to write clearly. Typos, grammatical errors and carelessness abound in their writing. They need to understand that writing sharply is essential.

But I’ve been happy to talk to this generation. I’ve talked to thousands of them. And I’m confident that we’re in good hands.

—Ambassador Tom Armbruster, former diplomat-in-residence for the New York region, 2010-2012

Into the Unknown: Bidding and Entry-Level Assignments

We asked new hires for their impressions of the bidding and assignments system. Everyone has strong opinions on this critical element of an FS career! The most common words describing the bidding system, from State and USAID new hires alike, are: non-transparent, opaque, obscure, arbitrary, frustrating, confusing, random, archaic and unfair. Several call it “fair” or “fine/good;” one calls it “exciting;” and another says it is “transparent.” Most of the respondents have so far only dealt with entry-level directed assignments.

One first-tour management officer states: “Transparency International would give it a low rating.” A consular officer in a high-volume post describes how the system works this way: “A stack of posts gets dropped on the floor, and one at a time a post gets picked up and given to the next name on the list.”

“The entry-level officer bidding process is archaic and ineffective,” says first-tour FSO Bob Perls. “Plus, we are wasting language talent all the time. Why send a Mandarin speaker to

Spanish class to serve in Ciudad Juarez when China is a top priority? This is happening over and over again in many A-100 classes. It makes no sense. In my case, I struggled to get a 3/3 in German and, after two years in Frankfurt, I will probably never use it again. This does not make sense in an era of limited resources.”

Perls continues: “There is no flexibility, no bridge assignments, no taking into account performance on the job, interests, previous life experience. When it is so hard to get in and there is such a good talent pool, why treat them as fungible assets?”

As for the bidding and assignment system at USAID, the DLIs who responded to this question do not seem impressed, either. Words used to describe it included: broken, inefficient, backward and disorganized. “Bidding has been the worst experience of my FS career so far,” writes a USAID democracy officer serving in Central Asia.

And another USAID officer says: “There is one system on paper and there is another, very influential, informal system



Foreign Service Officer Tressa Weyer in Moscow.

that dictates where people go. Assignment is often based on the interaction of personalities.” One USAID officer tells us that several colleagues are enrolled in training for languages not spoken in the country to which they are assigned.

It may be that the intake of a larger number of new hires than usual accounts

for some of the recent difficulties with the bidding and assignments system at USAID. “The bidding system over the past two years has become very disorganized, with last-minute scrambles to create positions,” says a USAID officer serving in southern Africa. “Some staff find it hard to find positions that meet their professional and family needs. I hope this will be resolved soon, as Human Resources adjusts to the huge influx of new staff.”

Work-Life Balance

Family concerns (e.g., spouse/partner employment, children’s education, frequent moves) are a factor for almost everyone considering the Foreign Service career. We asked respondents whether they would describe their agency as “family-friendly.” Overall, a majority at both State and USAID say yes. But as one cautioned, “family-friendly” is a “loaded term.” Many explain that it depends on factors that change by assignment, such as managers, the ambassador and specific conditions at post.

Positive assessments center on children and related issues—but are less so when it comes to spouses and partners. State is “very family-friendly,” says one FSO without children. “We are repeatedly told: ‘the State Department loves children.’ And it does.”

Many respondents point to long hours, but commensurate opportunities for extra time with family, including travel. A consular officer at a post in Russia says she works “far more than eight hours a day, and it does make it difficult to spend enough time with my family. But I compensate by taking short breaks whenever possible, and we travel together. Fortunately, there are a lot of holidays that allow long weekends.”

Several respondents say that the increased focus on “expeditionary diplomacy” and unaccompanied tours makes the Foreign Service less family-friendly. The number of unac-

“An agency that requires a significant percentage of its work force to serve in unaccompanied, war-zone assignments by nature will struggle to be family-friendly.”

—A female USAID officer

companied posts has risen dramatically over the past 10 years, from about 200 to more than 1,000 positions, and this certainly takes a toll on separated families. “I believe the State Department makes many efforts to ensure that families are taken care of and that family issues are addressed,” says FSO Salman Khalil. “But I

do feel that unaccompanied tours are very difficult for families. I can say that from personal experience.”

“Family-friendly is hard to define and every family is different,” says management-track officer Jennifer Rizzoli, serving in Cape Town. “I think there are attempts to meet a definition of family-friendly, but that doesn’t mean that your family’s needs will be met. Also, it’s inconsistent; while one family may have a great experience at one post, that same family may have a terrible experience at the next one.”

“State’s policies are trying to move in the right direction, particularly in regard to same-sex partners, opposite-sex unmarried Members of Household, and nontraditional family situations in general,” says State public diplomacy officer Rachael Zaspel from Bridgetown. “However, there is still progress to be made.”

USAID responses are mixed. One female USAID officer sums it up this way: “I would not describe my agency as family-friendly. An agency that requires a significant percentage of its work force to serve in unaccompanied, war-zone assignments by nature will struggle to be family-friendly.”

Respondents who are single tend to describe the agencies as “too family-friendly,” noting that family considerations for their colleagues often put them at a disadvantage when it comes to assignments, housing and time off. One new management officer says, “Yeah, families are taken care of very well; singles, not so much.” A single female State officer at a post in Mexico speaks for several others when she points out that it is “hard for single women to find a husband; not many men in the U.S. or world are willing to follow you around. But that’s not really something State can solve for single women.”

Tandems have certain advantages by sharing the Foreign Service career (two salaries, ability to work at the same post, U.S. government support), but also face periods of separation and no guarantee of being assigned to the same post.

I Wish I Had Known ...

Here is a selection of illustrative comments from new hires about what they wish they had known before joining the Foreign Service, including advice for those considering the career.

I feel like I had fairly good information coming into the Foreign Service, but I would tell candidates to stay relaxed; don't feel like this is the end-all, be-all. Don't give up if you really want to join. It's a great career, and there are amazing people you will work with.

—State Consular Officer Salman Khalil, Embassy Amman

The Foreign Service is not for everyone. It is a “lifestyle” career, definitely not a typical 9-to-5 job in any way. And while people try to recreate their U.S. lifestyle overseas, that is not the reason to join the FS. You work in a giant bureaucracy, so there are many things that feel stifling. But there are also many outlets and opportunities to make change and be creative (of course, this depends somewhat on your post and managers).

Flexibility and the ability to adapt to change are probably the most important qualities you can bring to the Foreign Service. I think experience in another career is also really helpful.

Colleagues in their first jobs have had some difficulty adjusting. But then again, colleagues who came from careers where they were the bosses have also had difficulty adjusting to working in an environment that requires buy-in from lots of different stakeholders.

—Second-career officer serving at a post in India

I would advise FS candidates to consider their willingness to be part of an extreme hierarchy. Many of us are strongly independent types, so having a military-like chain of command is hard.

—Consular Officer Tressa Weyer, Embassy Moscow

I underestimated the “political” realities of working for State. I thought the success of my career would depend on how effectively I relate with foreigners. But it's possible the most critical work requirement, from a career standpoint, isn't

managing relationships with foreigners, but with our own co-workers—particularly those serving at higher ranks.

—Consular Officer Jason Spellberg, Embassy Islamabad

I wish I had known how impersonal the system is. I thought it would get better after getting my offer, but the bureaucracy only gets worse having to deal with assignments, training and relocating. My advice? Be aware that nobody is looking out for you or your best interests. You need to educate yourself on the rules and regulations and have a Plan B, Plan C and Plan D in place in case your Plan A doesn't work out.

—Management Officer Jennifer Rizzoli,
Embassy Cape Town

I wish I'd known that I might be required to spend nearly half of my career in Washington. I thought this was the *Foreign Service*.

—Security Engineering Officer Daniel Carlson,
on assignment in Florida

I wish I had known my first two-year tour would be state-side, and been better prepared to deal with the resulting financial burden.

Expect to go through every administrative process as if you were the first-ever to go through it; the guinea pig, if you will. That's how disorganized these processes can feel like most of the time.

—An information resources management specialist

Working for USAID

I think USAID does its employees a disservice when they imply that we will be hands-on managing projects overseas and doing technical work. A lot of what we do is manage outside organizations that are managing projects and, once you are a chief or deputy of an office, you're less likely to be involved technically. Making that clear at the outset would help attract and keep the right sort of people.

—A USAID officer in southern Africa

I wish I had known that serving in a Critical Priority Country (unaccompanied) would be such a big expectation. When I applied to USAID in 2007, I knew that I could be sent anywhere; but there was nothing in the job posting that stated an expectation to do an unaccompanied tour early on. Yet during my first day of orientation, after I had left a better-paying job to join USAID, we were told that all of us would be expected to serve in a CPC in the near future and that we could expect to return to such an assignment multiple times throughout our career. This was a big surprise and something I would have preferred to know before making the decision to join.

—A female USAID officer in Latin America

USAID is generally less respected than State, which manifests itself in a variety of ways, most prominently in starting salaries. USAID also pays less attention to language needs of its FSOs. I have colleagues currently enrolled in Spanish and French classes to go to Thailand. Another is learning Portuguese to go to Iraq.

—USAID Officer Daniel Morris, Foreign Service Institute

Spousal Employment

I would advise FS candidates to think very carefully about the spousal employment issue if their spouses are working professionals. Spousal employment continues to be the dark cloud over an otherwise fantastic career.

—A State political officer serving in sub-Saharan Africa

Do not shrug off warnings about how difficult this lifestyle will be for ambitious spouses of Foreign Service officers.

—A consular track officer serving in Mexico

You must have patience, beginning with the application process, but you must also be proactive. Make sure you and your significant other spend a lot of time discussing realistic employment opportunities (or not) for them at post. Your non-FSO Eligible Family Member will need to sacrifice a lot and be very flexible, adaptable and supportive of your career.

—A USAID health officer serving in Africa

Will They Stick Around?

To our question as to whether or not they view the Foreign Service as a long-term career, the most common response by far is “yes, but...” We also asked what the most important factor is in determining whether it will *be* a career. The vast majority of respondents say that they do want the Foreign Service to be a long-term career; but most of them also point to factors that could push them out—spousal employment being the one that comes up most frequently.

Almost all respondents came into the Foreign Service viewing it as a long-term career, many saying they’d like to stay “until retirement” or for 15 to 20 years. One public diplomacy officer serving in a consular position points out: “‘Long-term career’ is a bit of a strange phrase to me these days. I expect to be working somewhere in some capacity for 35-plus years. I see myself in the Foreign Service for at least seven to 17 years, but can’t see that as the *one* thing I will do for the rest of my working years.”



FSO Jennifer Rizzoli meets Secretary of State Hillary Rodham Clinton during her visit to Cape Town in August.

Another new hire isn't sure all her peers are in it for the long haul: "Some of my younger colleagues, who are right out of school, chose the Foreign Service because they couldn't find jobs elsewhere. I would be surprised if many of them stayed in for their whole careers."

Joining the Foreign Service is a lifestyle commitment, as well as a professional commitment. And it is primarily the "life" side of the equation that gives people pause. Among the majority who hope to remain in the Foreign Service for a long-term career, half also say that family considerations, especially spousal employment, will determine how long they actually stay. Other top concerns relate to a healthy work-life balance, opportunities to use their skills during early tours, and the need to improve management.

Foreign Service Single

Really, I don't think anyone in the Foreign Service thinks about the single people except the single people. If I hear "You're so lucky to be doing this as a single person" one more time, I'm going to smack someone. Yes, I am responsible only for my own happiness, but if something has to get done, I have to do it. The three people I care most about in the world are on the other side of the planet.

I have to deal with the constant explanations about American culture with the locals and why it's really okay to be over 30 and unmarried. Community liaison officers are so focused on spousal employment and entertaining the kids that they haven't the first clue about what single people would like for support (e.g., where are exercise/sports/dance/art classes in town, vets and pet support services, adult-only social activities or long weekend trips?).

Housing committees and executive offices don't think through the security implications of coming home alone at night after dark (except to say "it looked fine during the day" or "don't do it"). To a certain extent, I think USAID is trying—I really value the knowledge that I could add my parent to my travel orders and the tickets to get home to the U.S. for an emergency. However, if something happens to me and I can't make my own decisions medically, someone still has to buy her own ticket to come to wherever I am to make those decisions for me. The agency will pay for a spouse and children, but not for any other decision-makers.

—A female USAID officer in Asia

"Our generation is most concerned about the types and availability of jobs in the coming years," says the second-career FSO in India. Those who are not consular track, she adds, worry that it will be several tours before they can serve in their chosen track. This is not a new concern. On management issues, another new FSO says State must do better at "keeping good managers and weeding out bad ones, before they've done a lot of damage."

A disappointed second-career FSO serving in a political/economic position at a small post puts it bluntly: "This is the wrong career for me. I am leaving the Foreign Service at the conclusion of my current assignment. While I realize that I am a 'junior officer,' I also have a doctorate, two master's degrees and a lot of experience doing complicated and high-responsibility activities. The Foreign Service does not allow me to exercise creativity, responsibility or independence. Instead, I am a micromanaged, eternal control officer who occasionally writes watered-down cables that still take weeks to months to clear."

A facility manager says he hopes and plans for his FS job to become a long-term career. "Leaving a highly compensated career in the private sector for an honorable cause was easy. Staying in a job as the veil is lifted on the idiosyncrasies and day-to-day working of the State Department will be challenging. I committed myself to three tours. We shall see what experiences during this journey lead me deeper down the rabbit hole or closer to the exit sign."

Spousal Employment Matters

Although its importance for FS families is not new, spousal employment appears to be the single greatest concern for the new generation. We asked respondents whether they expect their spouse or partner to have a career, and how significant the issue is in determining how long they will stay in the Foreign Service. Approximately half of those responding say they expect their spouse or partner to have a career; the other half point to a desire for spousal employment opportunities but not necessarily career track positions. Several single employees mention that while the question is currently "not applicable" for them, they anticipate spousal employment opportunities will become an issue in the future.

A number of respondents note that if their spouse or partner could not find the right employment opportunities, they would leave the FS. A political officer serving in sub-Saharan Africa says he would love to spend his entire career in the FS, and doesn't plan to get out until age requires he leave—but added that his professional career depends "on my wife being able to retain hers." This goes for tandem couples, as well. Several tan-

dem couples pointed to joint placements as the number-one factor determining how long they will stay in the Service.

Security Engineering Officer Daniel Carlson says that he sees his job as a long-term career. “The only thing that gives me pause is that my wife is not happy with her employment situation. If we can resolve that, I expect to remain in the service until retirement in 20 or 25 years.”

“My spouse absolutely expects to have a career,” says an economic officer in Asia who joined in 2012. “Whether he can find meaningful work will be one of the major considerations in whether I stay in the Service.” Several say they believe spouses and the wealth of experience they bring should be utilized by posts, and a number offer their own stories of how management did not help where it could have.

The 20-plus new hires who said their spouses or partners would be fine with opportunities to work at post and do not necessarily expect a career are likely to be less disappointed than those trying to fit a non-Foreign Service career alongside an FS career. But at the same time, the new group of spouses

and partners may be better equipped than previous generations to pursue careers, thanks in part to advances in technology and telework.

Looking Ahead

The Foreign Service career used to be truly mysterious to the uninitiated, to anyone not actually in the Foreign Service. While most Americans still don’t have a clue about what the Foreign Service is or does, this is no longer the case for those looking at careers in international relations.

The new generation at State and USAID signed up for the Foreign Service with a reasonably good sense of what they were getting into, and they are ready to go to the tough places and serve their country. They bring a wealth of overseas and professional experience, though not wide experience working in diplomacy. For many, the Foreign Service is a second career.

They expect, in return, that the agencies in which they serve will allow them to put their experience and skills to good use—not bury them in bureaucracy and bad management. ■

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BRIDGING THE **FOREIGN SERVICE GENERATIONAL GULF**

BY BRANDON POSSIN AND LARRY BUTLER

Differences in age and experience do not have to divide FS members. Instead, veterans and newer entrants can learn to appreciate each other's perspectives and insights.

Something divides too many members of the Foreign Service. It can thwart teamwork and sap job fulfillment. It has led to too many talented officers resigning and gives others gray hairs.

What is it? The generational gulf between the oldest and the youngest.

Knowing how to overcome these age fault lines would lead to much happier offices, from Santiago to Sapporo. So what causes this gulf? And why is bridging it more difficult than in previous decades?

Culture Clash

Let's start with the startling statistic that more than half of today's Foreign Service joined after 9/11. While many of the new entrants arrived with one or more careers behind them, a good proportion are in their 20s and new to government.

At the same time, most of the good folks at the top of the organization came into government service in the 1970s, 1980s or 1990s. Regrettably, too many of these veterans treat their younger colleagues just as they were treated by their own gruff bosses, despite efforts by department leadership to break the pattern. Their attitude is, "That's the way we've always done it around here."

Whether this unpleasant approach did get them promoted, or actually slowed down their careers, many of these managers see it as how they got to where they are today. And despite efforts by the department to change such behavior, and the impact of



Younger employees are more likely to assert their individuality and question the need for nose-to-the-grindstone work.

social media on corridor reputations, this personality type persists.

Happily, many of their colleagues have broken the pattern. But they, too, emerged from a more homogeneous, lower-tech world with clearer job and personal expectations. Just a generation removed from President John F. Kennedy’s “best and brightest,” members of this cohort savored the honor of being selected to be in the Foreign Service and did whatever the job required.

In contrast, newer employees—mostly Gen Yers and Millennials—tend to expect their managers to deal with them as did their nurturing teachers, parents and youth soccer coaches. Raised with a closet full of participation trophies, the prevailing attitude is, “I am special and need to constantly be reminded of it. We should work on what we want—when and where we want to do it.” Coming from a world made increasingly heterogeneous by globalization and access to technology, younger employees are more likely to assert their individuality and question the value of nose-to-the-grindstone work.

Growing up in smaller families, more than a few of our newer colleagues crawled and then walked from one compliment to another, shielded from failure and criticism. Entering the job market, often via unpaid internships or volunteer activities, many have gravitated toward assignments that feed their sense of self-worth. This has produced what sociologists are term-

ing a culture of narcissism: choose, play and get praised.

Therein lies the generational gulf of job expectations. Foreign Service

veterans, used to being surrounded by and competing with highly talented colleagues, are conditioned to see superior performance as the norm—while Gen Yers and Millennials expect to be treated as the franchise’s most valuable players from day one. The veteran ethos privileges routine, and the newer ethos privileges flexibility.

Veterans value predictability and conformity, while newcomers want autonomy. Veterans want newcomers to listen and

Brandon Possin, who joined the Foreign Service in 2007, is currently an economic officer in Islamabad. He previously served in Buenos Aires, Jakarta and Lima. Ambassador Larry Butler, also an economic officer, joined the Service in 1976 and is Brandon’s mentor partner. He currently serves at a military command in Europe.

Brandon humors Larry’s vast repertoire of “back in the day” war stories, while Larry wonders how Brandon stays awake during his workday after staying up all night connecting with friends from Indonesia, Peru and back home. He has concluded the answer is “Starbucks.”

The views expressed in this article are those of the authors, and do not necessarily reflect those of the U.S. Department of State or the U.S. government.



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learn, while newcomers want to learn, be heard, participate and contribute from their first day. Rah-rah recruiting pitches and encouraging presentations from senior State Department officials to A-100 and new specialist orientation classes all too often inadvertently mislead our new colleagues as to the realities of the Foreign Service.

Strengthening mentoring programs can go far to bridge the generational gap.

Diverging expectations can lead to conflict in the office, as well. A new consular officer likely wants to hear she did an exceptional job for interviewing 120 visa applicants in one morning, whereas a veteran consul might dismiss this as just an average day, nothing special. A new engineering security specialist wants to stay late to devise a new technical solution, but his veteran supervisor might say, "If it's not broke, don't fix it. No one will thank you. Go home!"

The flip side is the veteran political officer who stays late to polish a subordinate's reporting message, while the "newbie" colleague is anxious to enjoy the local social scene to make connections. That same entry-level political officer not only wants to know what happened at country team, but thinks she should attend regularly. Her boss thinks she's out of line, and fails to share what went on at the meeting.

To bridge this generational gulf, here are some ideas that have worked for both of us.

What Younger Employees Want

Attention. More than anything else, younger employees crave feedback from above. They want their work recognized and praised, for they have recently left an educational system geared to boosting their own self-esteem and shielded from negative comment. Yet they truly want their work criticized, too, as their parents and teachers have done—but constructively. It's a recipe for frustration when supervisors treat subordinates' work as merely routine and unworthy of commentary.

One technique for bridging this gap is "small victories," which come in two varieties. Managers can periodically give verbal or written kudos, invite subordinates to lunch, and offer ego-sus-

taining, motivational feedback. They can also single out employees for sustained or periodic good effort.

The Foreign Service's best leaders at every level do all these things. But too many supervisors still treat good effort as par for the course, not as anything special.

Coaching. A recent *Foreign Service Journal* article (Jeffrey LaMoe and Ted Strickler, "The Army's Approach to Leader Development," July-August) criticized the lack of career development planning for FS members, and noted that Defense Department civilian supervisors are trained to engage subordinates in developing training programs to support individual career plans. Employees thrive when they know their supervisors want them to succeed and show them how to do so—both in the short term, through tips and coaching, and through mentoring for longer-term development.

Reams of managerial consulting products confirm that workers are most productive when they believe they are getting better at their job. Brown-bag lunches with front office and country team principals, Foreign Service Institute training opportunities and one-on-one informal writing seminars are all ways younger employees can see themselves improving their tradecraft.

The antithesis of this is an authoritarian supervisory style, where the aim is judging rather than motivating. One of us had a supervisor toss him a copy of the *New Yorker* and *Elements of Style* in response to his first drafting effort, back in 1977.

Meaningful work. Many younger employees yearn to "change the world." Just read any college application essay to find out how many of them think they've already started to do this while in high school! Countless graduation speakers, teachers and mentors reinforce this mentality.

Nor does it help when new FSOs see their peers in the private sector and at nongovernmental organizations already changing the world via Facebook. A recent *Washington Post* "Federal Faces" profile presented the contributions of a college graduate's work for a federal agency in a conflict zone in glowing terms. Whatever the reality of their time there, the effect on that person's motivation had to have been huge.

Younger employees want to hear why their work matters. Checking a box on an evaluation form is not enough; they want to know how their work had impact. Smart managers tell these subordinates how their contributions advance American foreign policy goals. The managers we have seen doing this have happy employees.

Autonomy. The 9-5 schedule is passé for younger employees, who can "go on a tear" at 11 p.m. and are used to the flexible class schedules of contemporary universities, which are geared



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to promoting creativity. The reality of strict operating hours for consular sections or other offices serving the public, or indeed the rest of the organization, will inevitably collide with the ideal of being able to shape one's own schedule. Fortunately, good-faith efforts to accommodate that preference, while still respecting the constraints of time zones and Washington's needs, will go far to motivate newer Foreign Service members.

Smart managers tell their subordinates how their contributions advance American foreign policy goals.

Connectedness. Veteran Foreign Service officers may not be aware of the extent to which Millennials and Gen Yers are connected in real time via e-mail, Facebook and other social media, and are prepared to share their impressions (good and bad) of Foreign Service life and work instantly with wide audiences. A supervisor who unloads on a Millennial may find him or herself being flamed across a slice of the Foreign Service blogosphere (and beyond).

Likewise, a Millennial may not comprehend the consequences, both in the workplace and in terms of security, of laying one's life or opinions out on social media, where nothing is private. A-100 orientation classes could consider creating case studies of good and bad examples to get at this before the new Foreign Service member learns the hard way.

What Veteran Employees Want

Commitment to the job. Younger employees inevitably have to adjust expectations, learn to sacrifice for others, and sometimes just do the job to gain the necessary experience for success. After all, we diplomats may promote democracy, but bureaucracies aren't paradigms of participatory democracy.

While the Foreign Service has gotten better at promoting a healthy work-life balance, nothing may impress a more senior Foreign Service member as much as the sight of a younger colleague electing to invest an evening on a priority mission project with a firm deadline at the cost of a social engagement. (Several mid-level FSOs who were asked to comment on an early draft of this paragraph expressed dismay and disbelief that this might still be true—a good illustration of the generational gulf.)

Recognition of experience. Veteran employees have accrued hard-won professional knowledge and real-world experience,



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Inside a U.S. Embassy

DIPLOMACY AT WORK

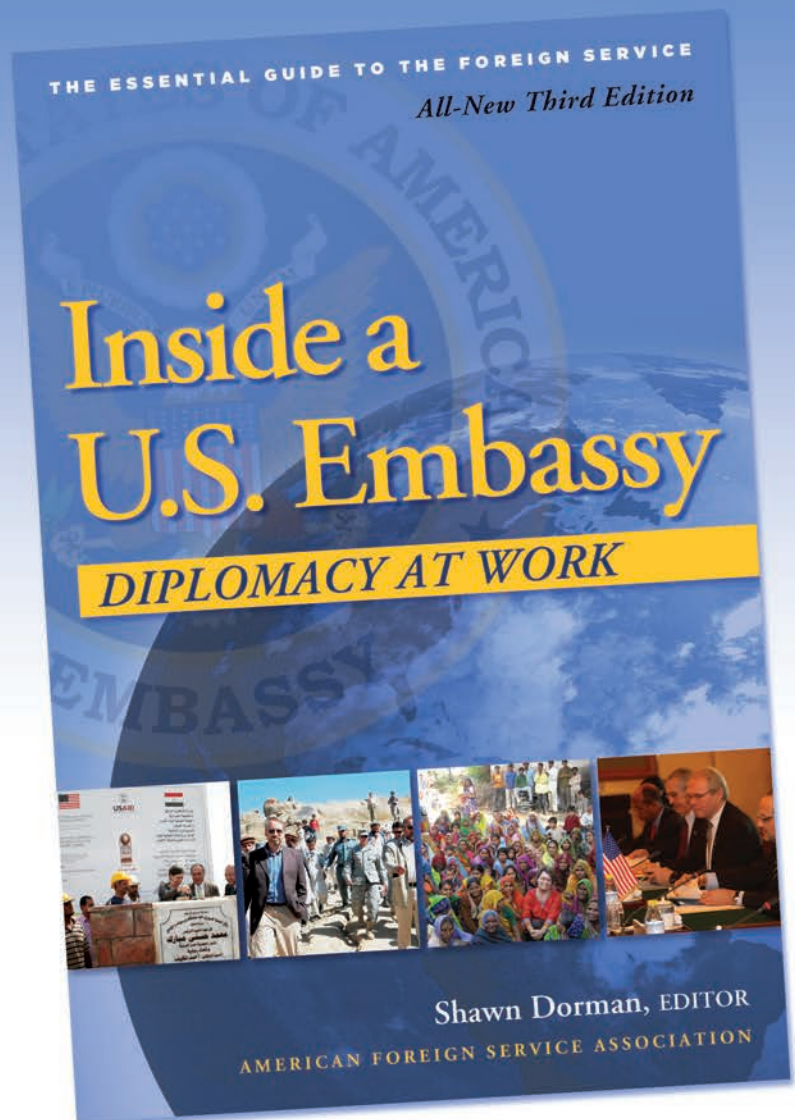
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FOCUS THE NEW FS GENERATION

which they want to share. Younger employees should recognize this and seek to tap into the knowledge and tradecraft of the older generation. Whether or not they apply such tips, making the effort can facilitate intergenerational collaboration.

Desire to be emulated. While not all “old school” habits make sense, some do. Newer officers should use common sense and tact when eliciting insights into why some seemingly archaic styles or procedures are still relevant in 2012.

Discretion. As they say in Vegas, what goes on in the embassy has to stay in the embassy. An embassy or consulate is just too small a pond to engage in public square gossip via social media platforms. Airing internal issues, whether professional or personal, is a fast way to gain a reputation for loose lips. Self-censorship and good judgment can maintain peace in the Foreign Service family.

The Value of Mentors

Strengthening mentoring programs can go far to bridge the generational gap. Mentors articulate the unwritten rules of the Foreign Service to the newer employees—rules that reorient younger employees' expectations. In return, newer employees offer their mentors valuable perspectives on the views and attitudes of the newest members of the work force, in the context of a non-supervisory relationship.

True, mentor match-ups sometimes don't work out; but having a department office vigorously track mentorship pairs could help identify more appropriate partners. Such an office could also encourage mentoring in the fragile first months of an assignment, and explore ways to devise better pairings (perhaps through common geographic and topical interests).

Deputy chiefs of mission and principal officers should also look for ways to retool existing programs for mentoring untenured employees to make them more effective. In addition, promotion precepts could underscore active mentoring as a key leadership trait.

Tapping Other Generations' Strengths

The Foreign Service has adapted well over the decades, reflecting changing work-force needs and wants. (Many of us recall a former Deputy Secretary of State's legendary “wire-brushing” of a bitter Senior FSO who had nothing good to say to a whole A-100 class during orientation.)

For new entrants, the Foreign Service Institute should redouble efforts to teach generational awareness, starting with the A-100 curriculum. (FSI has consistently done a good job of educating the Foreign Service on personality differences and

how to manage them; age and generational differences are equally important to understand and overcome.) For mid- and senior-level employees, FSJ's leadership and managerial training courses can raise consciousness regarding the realities of managing newer employees.

Over time veteran Foreign Service employees may come to realize that their younger colleagues' work style is not only more appropriate to 2012 than traditional approaches, but perhaps even more to their own liking. In his seminal management book, *Drive*, Daniel Pink makes just this point when he identifies the elements of very satisfied employees: autonomy, mastery and purpose.

For their part, younger employees may learn that they are most content when de-emphasizing themselves and putting mission and country ahead of their own preferences. And they may even see how older employees' vast knowledge and war stories can help them with their own challenges.

We can all learn how age is an asset when we let it unite us. ■

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A black passport with the word "PASSPORT" in gold lettering is placed on top of a colorful map. The map shows various geographical features and place names, including "Glandorp" and "Glandorp".

2012 ANNUAL FS AUTHORS

ROUNDUP

Watch for the November *FSJ*'s annual roundup of books by current and former members of the Foreign Service and their families.





The White House

"ARGO" HOW HOLLYWOOD DOES HISTORY

Even if it's a great story, a "dramatization based on true events" is not the same as history. But maybe that's OK.

BY MARK LIJEK

One attraction of the Foreign Service is the chance to observe and be part of history-making events. That happened to me during the 1979 Iranian Revolution, when militants seized Embassy Tehran and held most of the Americans hostage for 444 days. I was a first-tour officer who had the good fortune, along with my wife, Cora, and four other American diplomats, to elude Iranian security forces and eventually leave Iran in a covert operation known as the "Canadian Caper."

President Jimmy Carter met with the six diplomats in the Oval Office on their safe return to the United States. From left to right: Kathleen Stafford, H. Lee Schatz, Joseph Stafford, Pres. Carter, Cora Amburn-Lijek, Mark Lijek and Robert Anders.

Some 30 years later, I had the opportunity to take part in what I call a history-faking exercise concerning those dramatic events, as a consultant for production of the new film “Argo.” The movie tells the story of how the Central Intelligence Agency masterminded our exit during that crisis. It’s a fine story, no doubt.

But, while in 1980 the CIA used Hollywood to help fool the Iranians during our escape, this time around the ways of Hollywood fooled me. In the end, I have no hard feelings because the people I worked with and the project itself were both impressive. “Argo” is wonderful entertainment, if less than accurate history.

Here’s what happened.

Letting the Cat Out of the Bag

When we landed safely in the United States in January 1980, the media called our escape the “Canadian Caper” because we had been hidden for almost three months by Canadian embassy staff and exited Iran using Canadian passports. The details of our departure from Iran were kept purposely vague for nearly two decades.

Suddenly, in 1997, the Central Intelligence Agency announced that our escape had been planned and implemented by Antonio (Tony) Mendez, who had recently retired from a senior position in the Office of Technical Services. The publicity was part of the CIA’s 50th-anniversary celebration, and Mendez was one of 50 recipients of awards for pioneering work. The recognition was deserved and overdue, but no one had thought to tell the Canadians it was coming.

For nearly 20 years before that, the Canadian ambassador to

Mark Lijek, a Foreign Service officer from 1978 to 1996, was serving in Tehran when militants took over the U.S. embassy. Subsequent posts include Hong Kong, Kathmandu, Warsaw and Frankfurt, as well as State Department assignments. After leaving the Foreign Service, he and his wife, Cora, traded roles, with Mark becoming a stay-at-home dad while Cora worked. He is active in civic and community affairs, and has recently completed an e-book about his Iran experience, The Houseguests: A Memoir of Canadian Courage and CIA Sorcery (see marklijek.com). He and Cora served as consultants on the film “Argo,” which comes to theaters on Oct. 12.

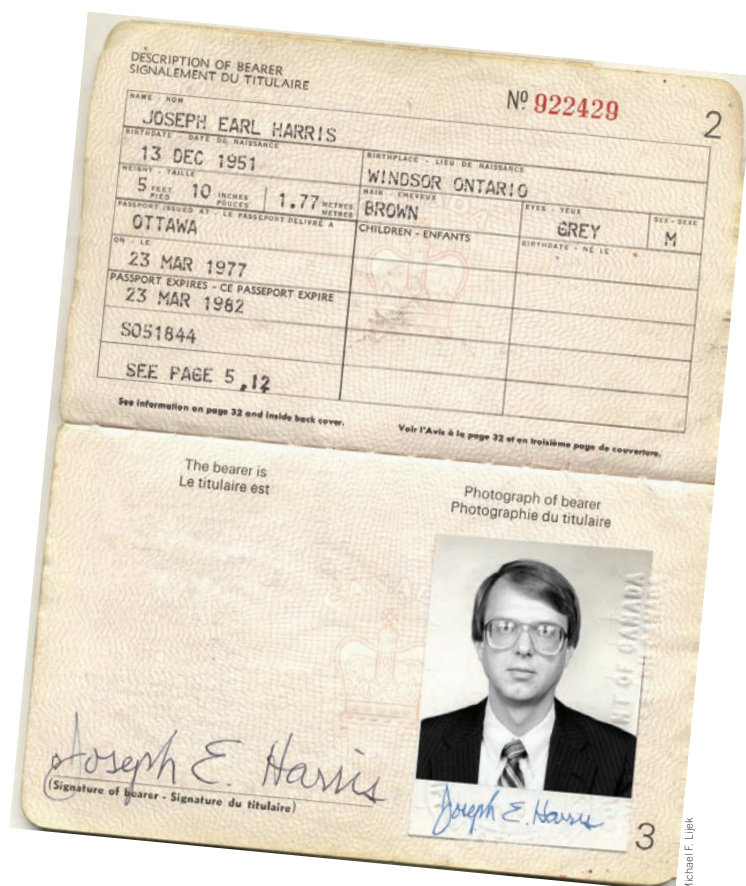
In January 1980, the media called our escape the “Canadian Caper” because we had been hidden for almost three months by Canadian embassy staff and exited Iran using Canadian passports.

Tehran at the time, Kenneth Taylor, had worn the hero’s mantle. When we left Iran, there was justified fear that the slightest hint of CIA involvement would complicate efforts to negotiate a release of the remaining 53 U.S. hostages. So the American and Canadian governments asked Ambassador Taylor to take full credit for

the “exfiltration.”

Taylor quickly became a symbol of pride for Canadians and was feted all across the United States. As the years passed and the event faded from memory, he was able to lead a more nor-

This facsimile of the fake Canadian passport used by the author was created by his son.





U.S. State Department

The author returns to U.S. soil at Dover Air Force Base on the evening of Jan. 30, 1980.

mal life. Still, he remained a prominent figure, and his perceived role smoothed the way to a plum posting as consul general in New York City and, later, a job as vice president for government relations with RJR/Nabisco.

Where Praise is Due

I first learned of the CIA announcement when a reporter called to ask for my reaction. Stunned, I refused to comment until I could confirm that the agency had gone public. Meanwhile, as more reporters called me, I became increasingly mystified by the tone of their questions. Many, especially the ones from Canadian media, implied that Taylor had done something dishonorable.

I could certainly understand the disappointment, that what was presumed to have been a Canadian operation turned out to involve CIA assistance. But I still found this reaction bizarre and insisted, as often and as clearly as possible, that Taylor and his Canadian colleagues had done their jobs, and done them very well indeed. I made the same point in several documentaries later made about Mendez.

Fortunately, Amb. Taylor's role is now well documented in an excellent book by Robert A. Wright, *Our Man in Tehran: The Truth Behind the Secret Mission to Save Six Americans during the*

Iran Hostage Crisis and the Ambassador Who Worked with the CIA to Bring Them Home (Harper Collins, 2010).

I have also taken every opportunity to praise John Sheardown, the Canadian consul in Tehran and the man most responsible for our finding refuge. Back in 1979, Bob Anders, the ranking FSO in our group, telephoned Sheardown after we had been in hiding for four days and were beginning to realize that the takeover would have no quick end.

Sheardown's immediate response was, "Why didn't you call sooner?" Anders explained that we were still coping on our own, adding that there were five of us (the sixth was still hiding elsewhere). Sheardown commanded, "Bring 'em all!"

An Unconditional Welcome

Although several more days passed before we concluded that imposing ourselves on Sheardown was our only viable option, Anders made clear that Sheardown had extended an unconditional, almost insistent welcome. That greatly eased our concerns.

Desperate as we had become, we understood that anyone who sheltered us was taking a huge risk, a risk the British had already been forced to decline. We spent one night in the British residential compound uptown, but their embassy down-

town had been briefly held by militants earlier that day and the residential compound barely escaped attack as well. Given that, and Britain's generally high profile in Iran as the country's former colonizer, the State Department concurred in the decision to put us back on the street. That Sheardown practically summoned us to take refuge so unhesitatingly made us feel less radioactive.

When we arrived at his house, we were greeted by his lovely wife, Zena, and a stylish young man with large-framed glasses and curly hair, whom I assumed to be one of Sheardown's assistants. Only when I asked whether the ambassador knew we were there did I learn that the curls belonged to Ambassador Taylor. He told us that we were welcome for the duration, and that he spoke for Prime Minister Joe Clark.

This was a great relief. And, although the next 11 weeks had some exciting moments, from that point on I never really doubted that a way would be found to bring us home. The Sheardowns personally hosted us for most of that time, and offered a warm hospitality that more than overcame the fear and boredom of those difficult days. (Two of our group stayed at the Canadian ambassador's residence.)

In the first weeks of 1980, after we had been at the Sheardowns' home for nearly two months, Bob Anders and I asked Amb. Taylor to send a message to Washington: It was time to consider us a separate problem from the hostages, since that crisis was no closer to resolution. The gist of our concern was conveyed, but it was probably unnecessary because Ottawa was already pressing Washington for a plan. They, like we, understood that each passing day increased the odds of some random event leading to our capture.

Studio Six Opens for Business

Fortunately, CIA operative Tony Mendez had already been thinking about how to get us out. Over the years, he had developed many useful contacts in Hollywood. One of the best was John Chambers, a make-up artist who had designed Mr. Spock's ears for "Star Trek," as well as the humanoid monkeys in the original "Planet of the Apes" films.

Chambers had pioneered make-up techniques that proved useful to the CIA's disguise efforts, but this time his role was different. He and some associates helped Mendez set up a

I first learned of the CIA announcement when a reporter called to ask for my reaction. Stunned, I refused to comment until I could confirm that the agency had gone public.

phony production company, appropriately named Studio Six. They rented office space, acquired the script that became "Argo: A Cosmic Conflagration," and even placed a pre-production notice in the *Hollywood Reporter*. Mendez also offered two other escape

scenarios, neither associated with Hollywood, but neither was as extensively fleshed out.

When he traveled to Tehran and met with us, Mendez presented all three options. But it was obvious that the Studio Six plan was his preference. Although the choice was not unanimous, we agreed, partly on the assumption that Hollywood's denizens live in the kind of unreal universe where a bloody revolution would not deter a plan to scout shooting locations. We were also impressed by the props, such as the script and storyboards, and the production company. Calls to the number on our Hollywood business cards would be answered.

While we believed in the scenario, we were especially thrilled with the Canadian passports that contained our aliases. We did not learn until later that issuing these passports violated Canadian law and required an Order in Council, a procedure that had not been used since World War II. While I understand there was some bureaucratic resistance to this action, Taylor and Mendez rightly argued that we would be far more confident traveling as Canadians and therefore less likely to screw up.

With the exception of a delay due to mechanical problems with the aircraft, we left Tehran on schedule. This is not to say that there was no drama, but in general the plan worked well. We landed in Europe, said good-bye to Tony, and moved on in the company of Sheldon Krys, then executive director of the State Department's Bureau of Near Eastern Affairs.

The plan was for us to go into hiding until the hostages were released, but the story of our escape broke almost immediately. So we returned home to a welcome we could never have imagined.

The Project Gets "Wired"

Soon after the 1997 CIA announcement of Tony Mendez's role in our escape, media interest in the story again flagged. Nearly a decade later, however, in 2006, we were contacted by Joshua Bearman, who was writing an article about the "Canadian Caper" for *Wired*. At the time I knew only a little about



The six American diplomats returned to the United States in January 1980 in the covert operation known as the “Canadian Caper” received a hearty welcome at the State Department.

that magazine. But once Mendez confirmed he was cooperating with its coverage, I followed suit.

I had never shied away from interviews, and welcomed any opportunity to emphasize the Canadian role. Given the brilliance of Tony Mendez’s plan and the cachet of his career, he would be sure to receive his due no matter who was telling the story. By comparison, the importance of the Canadian contribution tended to be overlooked.

What I did not find out until last year is that the Bearman article was, in a sense, a plant. It was written with the deliberate intention of selling the story to a Hollywood studio, and *Wired* was chosen because the right people in Hollywood read it.

As soon as the article was published, a Bearman associate began peddling it around town. With his longstanding Hollywood connections and his more recent consulting work, Mendez anticipated this and negotiated with Bearman for a piece of whatever film deal might develop. (With Matt Baglio, Mendez has also gotten a book into print about the episode, *“Argo”: How the CIA and Hollywood Pulled Off the Most Audacious Rescue in History*, published by Penguin this year.)

His foresight paid off when George Clooney bought the movie rights to the story in 2007. Mendez cautioned that Clooney had a pile of projects, and there was no telling when or if “Argo” would rise to the top. But in the spring of 2011, we learned that the film was finally going forward, though with Ben Affleck rather than Clooney playing Mendez.

Shortly thereafter, I was called by an executive producer, who sent copies of the script to my wife and me—and to the



Photos by U.S. Department of State

other escapees—asking us to sign “True Event Character Consent” release forms. By doing so, we agreed to be portrayed and to serve as consultants in exchange for a modest payment.

Because we were considered public figures for purposes of the Canadian Caper, the studio did not actually need our permission to proceed. But our signatures made the lawyers happy, and we were pleased to play a role, however minor, in the project. So I spent lots of time answering questions, including from Christopher Denham, the actor who would portray me.

Shortchanging the Canadians Yet Again

To our disappointment, the script seriously minimized the role of the Canadians, and the Sheardowns had been completely written out of the movie. I understood that this was primarily a story about Mendez, but I was still unhappy about that decision. To me, the Sheardowns were the *least* dispensable characters. Cora and I also objected to some comments that implied the Canadians had gotten cold feet about helping us.

While it was true that Ottawa had pushed for an exit strategy, it was not because they regretted their involvement with us. Both we and the Canadians were concerned that the longer we stayed, the greater the odds of being compromised—whether by a medical emergency, a traffic accident or any number of other possibilities.

In addition, the Canadians could see that there was no progress toward a hostage release, and that even such a release would not necessarily get them or us off the hook.

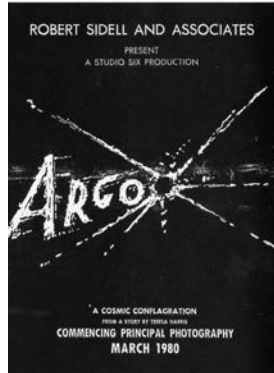
We guessed that this angle had been added to the plot to

increase the pressure under which Mendez was seen to be working. Cora and I suggested other ways this could be done, but I don't think our input had any impact. And, for a time, I again felt foolish for ever thinking actual history would matter to Hollywood types.

Consolation Prize

Last fall we were invited to Los Angeles to watch some shooting. We visited imposing sets and met the actors playing us, several of whom bore an uncanny resemblance to the originals. We also had lunch with Ben Affleck, who struck me as genuinely interested in telling the story the right way.

But I also came to see that for Affleck, truth was less about facts than about atmosphere. And I finally understood why the questions I had gotten during production usually pertained to details like the layout of the



This poster for the fake movie "Argo" was created by the CIA in 1980. The film and its Studio Six production company were part of the elaborate backstory used in the rescue.

buildings and the signs on office doors, or what we were thinking or feeling at certain times.

Another producer explained that the Sheardowns were excluded because including them would have required a longer film, another set and two more actors. So they decided to house our group with Amb. Taylor, since he was already a necessary character.

While regrettable, that explanation makes sense to me. Ultimately, I accepted that it was unreasonable to expect a "dramatization based on true events" to substitute for history, even though I expect that for many viewers, it will do exactly that.

As a sort of consolation prize, Cora and I were interviewed for the DVD bonus features, during which we once again stressed the crucial role of the Canadians. We hope the Sheardowns and

their compatriots will receive their due there, at least, if not in theaters. ■

CONGRATULATIONS FSJ!

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AFSA Celebrates High School Essay Contest Winner

BY DONNA AYERST, AFSA NEWS EDITOR

On July 26, at the Department of State, Secretary of State Hillary Rodham Clinton presented the first-place certificate to Natasha Madorsky of Cleveland, Ohio, this year's winner of the American Foreign Service Association National High School Essay Contest.

Earlier in the day, Ms. Madorsky, a rising 12th-grader from Cleveland Heights High School, was invited to join Senator Sherrod Brown, D-Ohio, at a morning coffee held at the U.S. Senate Visitor Center in Washington, D.C.

The AFSA contest was first held in 1999, for the purpose of stimulating interest among high school students in diplomacy. Contestants must select an essay topic from a list of current U.S. international relations issues occurring in specific countries. Natasha's winning essay focused on the crisis in South Sudan.

"AFSA is very proud to have sponsored this important contest over the years, which has attracted thousands of students country-wide to write thoughtfully on critical foreign policy issues and to consider entering the U.S. Foreign Service or other international careers," commented AFSA President Susan R. Johnson.

Natasha received an award of \$2,500 and a trip



(Top) Secretary of State Hillary Rodham Clinton presents first-place certificate to Natasha Madorsky. (Bottom, Left to Right) Elizabeth Stern, Robert Waters, Natasha Madorsky, Michael Madorsky, Sec. Clinton and Margaret Hull chat after the presentation.

to Washington, D.C. (accompanied by her parents, Dr. Elizabeth Stern and Michael Madorsky, and her English teacher and mentor, Margaret Hull) for a meeting with Secretary Clinton. Our contest sponsors were represented by Robert Waters, vice president of academic affairs at the Institute for Shipboard Education, and

Mona El-Banna of Booz Allen Hamilton.

Once accepted to an accredited university, she will also receive an all-expense-paid educational voyage with ISE's Semester at Sea program. Her high school will receive 10 copies of AFSA's book, *Inside a U.S. Embassy*.

This year, some 500 essays were submitted from

CALENDAR

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Luncheon: 169th A-100 Class

10/19/2012
12:00 - 2:00 PM
Luncheon: USAID DLI-24 Class

10/22/2012
2:00 - 3:30 PM
AFSA Book Notes:
"America's Other Army"



In Remembrance

Continued on page 59



Staying in Place in an Up-or-Out System

The Foreign Service personnel system is buttressed by two distinctive features: rank-in-person and an up-or-out retention system. FS employees, like members of the military, hold personal rank, rather than deriving it from the position they occupy.

This gives the government tremendous flexibility when determining overseas assignments and reduces the already considerable bureaucracy inherent in transferring employees to new postings. The up-or-out retention system acts as a management control to rank-in-person by creating a strong disincentive to employees resting on their laurels.

The Time-in-Class and Time-in-Service components of the system make it a “retention” system rather than merely a “promotion” system. Because failure to rise within a given time period ends careers, TIC and TIS encourage continuing professional development. They enable our agencies to provide true pay for performance and provide a predictable degree of flow to FS promotions. That, in turn, means that to stay in the system, a Foreign Service member must constantly be competitive for promotion.

In order to work best, the up-or-out retention system requires rated employees to “look” essentially alike. Similarity between job

descriptions and standardized reviews of performance make it easier to compare performance and qualifications between employees.

As the department has diversified its workload and changed its expectations with regard to employee careers (due to wars, the Quadrennial Diplomacy and Development Review, dramatic broadening of the Bureau of Diplomatic Security functions, and other factors), various groups of

... a Foreign Service member must constantly be competitive for promotion.

employees have become disadvantaged in the process.

AFSA is increasingly working with management to find ways to reduce the effect on retention of the following situations:

- Detail to other agencies or organizations are strongly encouraged by the QDDR. A tour of duty in an intergovernmental organization—as an adviser to the military or international body, or as a congressional staff member—can be both broadening and prestigious. However, translating that service into a competitive employee evaluation report is occasionally problematic. The duties and responsibilities inherent to such details are poorly understood by both employees and, occasionally, the department itself. We have

seen cases where perceived conflicts between those duties and the department’s current “message” have disadvantaged employees. More generally, many details are considered long-term training and documented with a training report. AFSA would like to see that training report more closely resemble a standard EER form, or be replaced by one.

- Reserve military service is documented in ways different than performance in most

Foreign Service jobs. AFSA is currently working with management to study the effects of such service on careers and to monitor compliance, by State, with the Uniformed Services Employment and Reemployment Rights Act, which requires agencies to ensure that reserve service does not disadvantage employees who are called to such duty. In the USERRA context, we are looking at a number of issues; e.g., how duties performed for the military can be described in terms of the core precepts of performance in the Foreign Service.

- Caps and bottlenecks exist in the career paths of many specialists, which either cap the level to which members of that specialty can rise, or severely limit the

percentage of employees who can aspire to higher levels. Where the entire group is capped, the group as a whole is generally exempted from TIC regulations. Where even one member of the group can rise to higher levels, the entire group is subject to TIC. AFSA would like to see management exempt from TIC any group where fewer than 5 percent of members can aspire to promotion above FS-2 during a full career.

- Extended service in Washington or other state-side postings is increasingly a reality for many employees, particularly those in certain specialist classes. AFSA’s efforts to address the impact through the promotion precepts seem to be working. But given that the changes are fairly recent, we continue to monitor the situation closely.

- Employees with disabilities often face hidden biases limiting their assignments, which in turn, affect their ability to demonstrate their skills in competitive settings. As with USERRA, AFSA contends that compliance with federal policy on disabilities requires the department to enable such employees to compete, on a level playing field, with other members of their rank and skill classes.

Despite significant improvements in some areas, we consider the department to be far from where it should be. ■



Water Under the Bridge

As I write this column, the Foreign Commercial Service is facing the biggest proposed change in its history: the consolidation of the International Trade Association. The idea is to merge the Department of Commerce's Market Access and Compliance with sections of the Commercial Service.

You might be asking yourself, "Why would a government agency take on such a merger in the face of fiscal armageddon, sequestration, the end of the Bush tax cuts and the debt ceiling crashing around our heads?" And, in case you didn't notice, a national election. Hey, you're not alone.

Is this really the time to undertake a major reorganization—which, no matter

what anyone tells you, always costs money and productivity on the front end? Not to mention the possibility of being hit with 8-percent mandatory cuts in January and (assuming the candidate remembers the name of our department) our very elimination in a who-knows-what political environment?

What's the expression, something about rearranging deck chairs on the Titanic? This is clearly no time to be setting out to sea.

We have just ended a 60-day consultation with management, which proved to be frustrating and ineffectual. It was supposed to be a decision-making discussion in accordance with President Barack Obama's Executive Order 12871, which directs

the management of each federal agency to work with their employee organizations to enact change through a process of organizational buy-in that makes implementation smoother and the new policy more effective. Unfortunately, since nothing was changed during the process and the key decisions seem to have already been set in stone, the process was in some ways worse than the traditional bargaining because it had no real legitimacy.

We find ourselves facing one of the principal issues our FS brothers and sisters in State, USAID and FAS regularly confront: the deprofessionalization of the Foreign Service. The proposed consolidation will eliminate what

is currently our most important regular FS job—the Deputy Assistant Secretary for International Operations position—and replace it with a Civil Service or, possibly, a political position. That means that the whole FCS field will be working for someone else; someone who does not know, at an experiential level, the critical international issues that drive our Service and our careers.

We continue to hope that someone in this town—be they from the Hill, the White House or the Secretary's office—will be able to understand the key issues we face. Sadly, it is more likely that folks will remain ignorant of the Foreign Service. ■

Essay Winner,

Continued from page 57

22 states and abroad. A list of the 25 finalists, as well as current and past winning essays and other information about the contest, can be found at www.afsa.org/essaycontest.

AFSA's National High School Essay Contest is governed by an advisory committee chaired by retired U.S. diplomat Dr. Eugene Schmiel. Essays are judged by teachers, staff and active-duty and retired Foreign Service members. ■

AFSA HIGH SCHOOL ESSAY CONTEST SPONSORS

AFSA's essay contest is generously co-sponsored by Booz Allen Hamilton, an international technology consulting firm, and the Institute for Shipboard Education's Semester at Sea study-abroad program. We are very grateful for their support.

Booz Allen Hamilton has been at the forefront of strategy and technology consulting for nearly a century. Today, the firm provides services primarily to the U.S. government in defense, intelligence and civil markets, and to major corporations, institutions and not-for-profit organizations. Booz Allen Hamilton is headquartered in McLean, Va.

Established in 1963, Semester at Sea is a unique study-abroad program. Using the ship *M.V. Explorer* as its traveling campus, students, faculty and lecturers live and learn together while circumnavigating the globe each fall and spring semester. Participants earn transferable credit from the University of Virginia, the program's academic sponsor. More than 55,000 individuals representing 1,500 institutions have traveled to more than 60 countries since the program's inception. Semester at Sea is administered by the nonprofit Institute for Shipboard Education in Charlottesville, Va. For information on upcoming voyages and to apply, please visit www.semesteratsea.org. ■



Views and opinions expressed in this column are solely those of the AFSA FAS VP.

The Mid-Level Staffing Gap

One of the major challenges the Foreign Agricultural Service faces is the growing staffing gap of Foreign Service officers at the mid-level (FS-1, FS-2 and FS-3). Thirty percent of our overseas positions are filled with officers in upward stretches, with most of these positions at the mid-level.

This is only going to get worse due to the impending mandatory retirement of up to a fourth of the Foreign Service under the “up-or-out” rules. According to a recent report issued by the Government Accountability Office, the State Department is facing a similar problem: 28 percent of its overseas positions are either unfilled or filled by FSOs at a lower grade.

Unlike the State Department,

where the gap is largely due to the recent surge in hiring (and prior cut-backs), the problem at FAS is mainly caused by insufficient

A lot of experience is walking out the door and the officers who remain are facing serious morale problems.

promotions in recent years. The number of FS-1 officers has dropped by 25 percent in the last six years, while the workload has grown.

A lot of experience is walking out the door and the officers who remain are facing serious morale problems, because they are asked to do more with fewer opportunities for advancement.

The GAO and the department recognize the staffing

gap is a serious issue that needs to be resolved, but it is not clear that U.S. Department of Agriculture management is ready to take on the

problem. The focus at the USDA has been on cutting costs. They are assigning lower-grade FSOs to higher-grade positions even as they reduce the number of higher-grade officers. While this policy has had a major impact on FS job satisfaction, the actual budget savings have been minimal.

The severity of the problem is further exacerbated by the fact that our overseas

positions already tend to be at a lower grade than those of our counterparts in Commerce and State.

Our constituents in the agricultural community view the Foreign Service and our overseas offices as the most important part of the FAS. If U.S. agriculture were growing less dependent on exports, we could easily scale back our overseas presence. But that is not the case: U.S. exports are increasing in importance, with one in three U.S. farm acres now planted for export, and 31 percent of U.S. gross farm income coming directly from exports. The success of the Foreign Agricultural Service overseas creates jobs and builds rural communities across America. ■

FSOs Helping Bosnian Street Dogs Survive

A model no-kill dog shelter set up in Bosnia’s Brcko District, which has been under direct U.S. supervision since shortly after the end of the 1995 war that tore Yugoslavia apart, was recently forced to close, jeopardizing the lives of 99 former street dogs.

The presence on the ground of an American supervisor had provided some measure of protection for the canines. But with U.S. supervision now ended, the

dogs that lived in the shelter were slated to be killed.

To get them to safety, dog lovers, including former FSOs who served in Bosnia, mounted Operation Rescue Them. A new, no-kill shelter site has been located and leased. More than 40 dogs have been moved, thanks to the efforts of a local nongovernmental organization, The Society for the Protection and Wellbeing of Animals (known as Arka), based in

Novi Sad, Serbia, and managed by Branka and Pavel Pasko, a Yugoslav couple.

Help is urgently needed to ensure that the remaining dogs are moved to safety and that the new shelter can continue to operate. Donations can be made through the Animal Welfare Institute at www.awionline.org.

Please select donation amount, designate one time or recurring and note in the special instructions sec-



tion that the donation is for **Arka-Bosnian dogs**. You may also send your check to AWI, 900 Pennsylvania Ave. SE, Washington, DC, 20003, attention Susan Millward. ■

2012 Adair Lecture Features Ambassador Chas. Freeman

BY TOM SWITZER, AFSA DIRECTOR OF COMMUNICATIONS

On Aug. 29, AFSA's sixth annual Caroline and Ambassador Charles Adair Memorial Lecture kicked off the fall semester at American University's School of International Service. The lecture series is generously endowed by former AFSA President Marshall Adair through a perpetual gift to AFSA's Fund for American Diplomacy. The program is an important part of our national outreach efforts to elevate the profile of diplomacy and development.

This year's speaker, Ambassador Chas. W. Freeman Jr., served as U.S. ambassador to Saudi Arabia during Operations Desert Shield and Desert Storm and deputy chief of mission and chargé d'affaires in Beijing, among many other Foreign Service assignments. He was also the principal interpreter during President Nixon's visit to China in 1972. Since retiring from the Service, he has advised or served on the boards of many U.S. and foreign business development associations and foreign policy think-tanks.

Amb. Freeman told the packed audience of students and current and former diplomats that while "the U.S. is not in decline, it is certainly in denial." Shifting alliances, diffusion of wealth and power and America's growing use of coercion as a diplomatic tool



Students from American University's School of International Service join Amb. Chas. Freeman after his speech on Aug. 29.

have all reduced our ability to shape trends and events around the world.

Amb. Freeman then declared that the "post-Cold War era is long past. The U.S. is now uncertain against whom we should deploy our incomparable military might or to what international purposes we should bend ourselves. Call it what you will, this is an era of enemy deprivation syndrome." This syndrome has led Washington to conduct a foreign policy "that drives diplomacy toward a futile effort to persuade allies to join us in building military rather than civilian infrastructure and engaging in a constantly expanding list of wars of choice."

During the remainder of his remarks, the ambassador assessed China and other

rising powers; our economic, trade and investment policies; and the role of Western values as a national interest. He closed with a warning: "America's recent departures from the rule of law are in many ways the greatest menace our freedoms have ever faced. Our country faces no external existential threat comparable to that of the

Cold War. Yet we are building a garrison state that is eating away at our liberties in the name of saving them. Peace is the climate in which freedoms grow."

He ended his talk by deploring "the futility of imposing our freedoms on others by force. Freedom cannot be sustained if we ourselves violate its principles." Thunderous applause broke out as the audience rose to its feet.

During the Q&A session, a diplomat asked whether the Foreign Service can make a difference in improving U.S. effectiveness. Freeman responded by urging FS personnel and U.S. policymakers to re-examine past mistakes and design more effective policies going forward. In Freeman's view, FSOs can make a difference by employing the maxim, "Optimism is

Continued on page 62

NEWS BRIEF

52nd AAFSW Art & BookFair

The 52nd annual Art & BookFair of the Associates of the American Foreign Service Worldwide will take place from Friday, Oct. 12, through Sunday, Oct. 21. The event will be held in the Diplomatic Exhibit Hall of the Harry S Truman building. The fair will feature books, art, collectibles, stamps and coins from all over the world. All proceeds benefit Foreign Service families and the AAFSW Scholarship Fund. If you would like to volunteer to help at the event, please contact Judy Felt at (703) 370-1414.

NEWS BRIEF

Help FS Youth Attend College

During this year's Combined Federal Campaign, please consider pledging to CFC #11759, "Foreign Service Youth Scholarships—AFSA." Your donation will help to fund undergraduate need-based college scholarships and merit awards for high school seniors who are children of Foreign Service employees. AFSA is on track to help 100 students in the 2012-2013 school year, with awards totaling more than \$225,000, but only with your support. Applications will be available in November at www.afsa.org/scholar.

NEWS BRIEF

AFSA Scholarship Program Change

Please note that all applicants for AFSA Financial Aid for the 2013-2014 school year must have a parent who is an active-duty, retired or deceased member of AFSA. Since 1997, this has been required of all applicants for the AFSA Academic and Art Merit Awards, which are a benefit of AFSA membership. The Associates for the American Foreign Service Worldwide will apply the same criteria to the scholarships they sponsor under AFSA's program. Please visit www.afsa.org/scholar for more details.

Adair Lecture,

Continued from page 61

to diplomats what courage is to soldiers."

Amb. Freeman was joined on stage by AFSA President Susan Johnson, former AFSA President Marshall Adair, American University School of International Service Dean James Goldgeier and School of Professional and Expanded Studies Dean Carola Weil.

Marshall Adair noted, "These lectures are intended to expose students to individuals who actually practice diplomacy—to add the operational perspective to their university's academic perspective. They are intended to challenge the students to get the most out of their university's curricula, and to inspire them to future public service, perhaps with the Foreign Service." ■

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AFSA Bylaw Amendments Pass

BY JANET HEDRICK, DIRECTOR OF MEMBER SERVICES

In accordance with Article VI, Sec. 1 of the AFSA Bylaws, the Committee on Elections certifies that all three proposed amendments were approved by the membership. The table below provides a breakdown of the votes cast:

Proposed Bylaw Amendment	Yes	No	Blank	Total
Online Voting	4,016	57	2	4,075
Board Eligibility Requirements	3,822	250	3	4,075
Name Change for Committee on Education	3,992	81	2	4,075

The Committee on Elections notes that just over 25 percent of the membership voted, the highest participation levels for a bylaw, referendum or Governing Board election in recent history. Moreover, members completing the online survey overwhelmingly expressed satisfaction and approval of the new online voting process. ■

NEWS BRIEF

AFSA Welcomes New Interns

Three new interns have joined AFSA for the fall semester, bringing energy and ideas with them.

Jonathan Yuan, from Breinigsville, Pa., is the communications, marketing and outreach intern. A junior at Cornell University, majoring in government and China and Asia/Pacific studies, he participated in a State Department externship last year.

Edward Hardrianto Kurniawan joins AFSA for a six-month tour as the new *FSJ* advertising intern. He is a student at the HAN University of Applied Sciences in Arnhem, Netherlands, where he is in the third year of an international business and management program. Edward is originally from Jakarta.

Rounding out this year's fall interns is Emily Hawley, the new *Foreign Service Journal* editorial intern, a senior at Santa Clara University in California.

We thank the departing group of interns for a job well done, and wish Beth Romagnoli, Claudia Gerken and Eva Moss the best in their future endeavors.

TLG Intern Has “Fantastic” Summer at State

BY ÁSGEIR SIGFÚSSON, DIRECTOR OF MARKETING AND OUTREACH

Since 1992, AFSA and the Thursday Luncheon Group have sponsored a minority college student for a summer internship at the Department of State. The collaboration provides a hands-on foreign affairs experience to students who otherwise might not have such an opportunity.

This year's intern was Angela Addae, a native of Vicksburg, Miss. Angela is a second-year Ph.D. student in sociology at the University of Arizona. She is a first-generation



TLG intern Angela Addae.

Office of India Affairs has been a fantastic place to work with people who are energetic and passionate. From attending think-tank forums on public-private partnerships to participating in meetings with high-level officials, there is never a dull moment on the India desk," she declared.

Angela's personal highlight of the summer was the opportunity to attend the swearing-in ceremony for Makila James, the new U.S. ambassador to Swaziland.

Angela recounts

that "the ceremony was a defining moment during my summer internship because it allowed me to witness Ambassador James, also a woman of color, take on the highest rank in the U.S. Foreign Service. It was an inspirational, yet humbling experience that enabled me to learn of her journey and envision myself on that platform."

AFSA thanks the Office of India Affairs for their ongoing willingness to host the TLG intern, and we look forward to welcoming another deserving student next summer. For more information, please visit www.afsa.org/minority_internships.aspx. ■

Dispatches from Marineistan

Little America: The War Within the War for Afghanistan

Rajiv Chandrasekaran, Alfred A. Knopf, 2012, \$27.95, hardcover, 333 pages.

REVIEWED BY CHRISTINE DAL BELLO

Rajiv Chandrasekaran's latest book, *Little America: The War Within the War for Afghanistan*, focuses on President Barack Obama's 2009 decision to send additional U.S. troops to "Marineistan," the Marine Corps area of operations in Helmand province. The acclaimed *Washington Post* reporter conducted 70 interviews for this highly readable book, which he notes would not have been possible without Kael Weston, a State Department employee who "introduced me to Larry Nicholson and convinced him to grant me insider access to the Second Marine Expeditionary Brigade during its year in Helmand province."

Throughout, Chandrasekaran makes clear his respect for many of the military and civilian officials he encounters. He points out that Carter Malkasian, the State Department representative in Helmand's Garmser district at the time, was the only foreign official whom he ever heard "widely referred to as a sahib, an Urdu salutation once used to address British colonial officials that Afghans employed as a term of honor and respect."

I particularly appreciated his assessment of the late Richard Holbrooke, which he illustrates with stories that capture his genius, as well as his propensity for rubbing others the wrong way. As Chandrasekaran says, the antipathy between

Ambassador Holbrooke and the White House was "visceral and vicious ... and sabotaged America's best chance [to midwife a negotiated settlement among the Taliban] for a peace deal to end the war."

The author concludes that Embassy Kabul was not realistic in its aspirations, wasting time and resources on "useless district governments." Making matters worse, neither the State Department nor the U.S. Agency for International Development could fulfill the key civilian component in the military's counterinsurgency strategy.

As for the U.S. military, *Little America* is replete with examples of tribalism within the Pentagon; rigidity on the part of many generals serving in Afghanistan; and egregious acts committed by a handful of troops, including murdering civilians, disrespecting the Koran and mistreating Taliban corpses.

While the surge proved successful in the short term, the spillover effect that the military commanders had expected when asking for additional troops never materialized. Instead, progress in the south was offset by losses in the eastern and northern parts of the country. And even where the military did stabilize areas, the Americans weren't confident that the Afghans were capable of taking over the effort.

Then again, that should not have been surprising given the fact that 95 percent of the army and police forces are reportedly functionally illiterate. One Afghan National Army battalion Chandrasekaran observed lacked the ability to plan or execute even the simplest missions. And while they knew how to fire their guns, their "spray and pray" technique was hardly effective.

But the biggest problem was their lack of motivation. While ideology has fueled

Even where U.S. troops did stabilize parts of the country, it wasn't clear that Afghans could take over the effort.

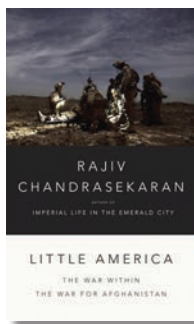
the most successful Afghan fighters, Chandrasekaran reports that most ANA recruits had joined out of necessity, for the income to support their families.

My own Foreign Service tour in Afghanistan, from 2005 to 2006, was brief and predates the period covered in *Little America*. But even then, it was abundantly clear to me that our measures of success were far too short-sighted. The type of change we were trying to effect takes decades, not months or years.

I still recall a conversation with a civilian contractor colleague who was involved in police training. She mentioned that many of the recruits had never even looked in a mirror. Yet in both the police and army sectors, we were trying to mold them into images of American forces, comprised of young men and women who have the good fortune to grow up in more privileged and educated circumstances.

Overall, the flaws Chandrasekaran highlights in the handling of the Marineistan deployment and the overall U.S. mission in Afghanistan will be all too familiar to most readers. While I took exception to some of his characterizations, which were simplistic and one-sided, the personal accounts he weaves throughout his narrative, and his compelling storytelling style, animate an otherwise thoroughly depressing story.

Christine Dal Bello, a Foreign Service officer serving in Pretoria, recently completed a Pearson Fellowship. Her previous assignments include Mumbai, Vienna, Jakarta and Kabul, where she served for six months from 2005 to 2006.



Time for Straight Talk

State of Disrepair: Fixing the Culture and Practices of the State Department

Kori N. Schake, Hoover Institution Press, 2012, \$19.95, hardcover, 157 pages.

REVIEWED BY DONALD M. BISHOP

Here's how Kori Schake of the Hoover Institution frames her book: "The culture shock of working in the Department of State for someone who'd professionally grown up in the Pentagon is difficult to overstate." As its title says, the department is in a state of "disrepair" and needs "fixing."

Opening it, I feared a screed by someone who spent years at the Pentagon but only a few months on State's Policy Planning staff. What could she know? How can she understand the nuances and texture of our work? Doesn't she understand all the burdens we bear? As I read on, however, I found many telling criticisms.

"State has not been able to provide the personnel, readiness, flexibility, agility and funding to support and shape reconstruction programs." I saw that up close and personal in Afghanistan.

The department "fails to foster the talent it possesses." How true.

"The 'whole of government' operations mantra chanted by Secretary of Defense Robert Gates and Admiral [Mike] Mullen should be understood as a plea by the Department of Defense for State to better do its job." Amen.

The department "blames its management inadequacies on lack of resources." Count me guilty, too. I've voiced the same opinion.

"State excuses itself from the responsibility of building support in the public and, crucially, on Capitol Hill." Ouch!

Think of what many of us say to col-

leagues, or ourselves, over coffee in the department cafeteria or an embassy canteen. "We don't do any training except in languages." "We policy plan, but we don't plan programs." "No one gives us the people or the money we need." "We don't have a constituency."

Schake agrees that these are accurate descriptions of organizational shortcomings that have atrophied the department. But she also sees them as excuses for failure, and she is impatient with our "business as usual" approach.

The militarization of foreign policy,

Schake is right: Now is the time to address State's training, education and planning deficits, as well as the confusion of executive authorities that so hobbled our response after 9/11.

in her view, has come about not because the armed forces covet working on diplomacy and development. It's happened because State proved unequal to its tasks, and missions migrated to the military.

Schake argues—to my mind, accurately—that much of this is due to the department's culture and organizational dysfunction. We see problems, but we shrug our shoulders. They're just too big, too hard to fix.

It's not possible in a short review to address all her recommendations. She gives the work of consular officers high praise, indeed, though she might have noted that the Department of Homeland Security now plays a role in visa decisions, too. In any case, consular officers

are best placed to see just how ambitious is her agenda for the cone, and how difficult to achieve.



Schake's diagnosis and the strong medicine she prescribes both stem from the department's shortcomings in Iraq and Afghanistan. Many in the Foreign Service regard our massive deployments in those nations as aberrations we can soon, happily, put behind us.

I sense a longing for a steady-state Foreign Service, for the protect-report-represent institution we knew in the 1990s.

Laying down the burdens of Iraq and Afghanistan will not, however, release the State Department from meeting the challenges of insurgencies or violent extremism. Moreover, we need to be prepared for equally disruptive new challenges.

Schake is right: Now is the time to address training, education and planning deficits, as well as the confusion of executive authorities that so hobbled our response after 9/11.

For all these reasons, *State of Disrepair* is an important book. Without a management and professional upgrade, State and the other foreign affairs agencies, and the Foreign Service, will fall short.

That stark conclusion should not be dismissed simply because it's sweeping, direct and lacking in nuance, and may hurt our feelings. ■

Donald M. Bishop, a retired Foreign Service public diplomacy officer, was a public affairs officer in Dhaka, Lagos and Beijing, and twice a political adviser at the Pentagon. His last assignment was Kabul.

USAID FSO Killed in Afghanistan

Ragaei Abdelfattah, 43, an FSO on his second tour with USAID, was killed in the line of duty in Afghanistan's Konar province on Aug. 8 in a terrorist attack by a suicide bomber. Abdelfattah had been working there with local officials to establish schools and health clinics and to deliver electricity.

Mr. Abdelfattah was born in Giza and grew up in Cairo, where he studied architecture at Ain Shams University. He worked in urban planning and ecotourism development in Egypt and led a project for the U.N. Development Program before arriving in the United States shortly before Sept. 11, 2001.

At first he pursued a Ph.D. at Virginia Tech in Blacksburg, Va., but then took a job with the Maryland-National Capital Parks and Planning Commission in Prince George's County to support his young family. There he became a supervisor and was regarded as a rising star.

As one of his colleagues told the *Washington Post*, Mr. Abdelfattah was "very smart, very passionate about community development, very knowledgeable." And, she emphasized, "he was really a people person who took time to get to know his co-workers."

Mr. Abdelfattah became a naturalized citizen several years ago. He loved everything about the United States, friends recall, including bad chain restaurants and suburbia. "I used to joke with him that he was even more American than I was," his wife, Angela Ruppe, told the *Post*.

Because he had worked as a contractor with USAID officials in Egypt,

he began to think seriously of working with the agency again and applied for a position. He was offered Afghanistan and took it, returning recently for a second tour.

"He felt like he was doing rewarding development work," his wife told the *Post*. "He spoke to me many times about the relationships he was building. It was fulfilling."

A member of a Provincial Reconstruction Team in eastern Afghanistan, Mr. Abdelfattah played a leading role in the Highway Seven Economic Corridor Strategy, a critical effort designed to increase economic activity along the highway linking Torkham Gate with Kabul.

During his posting, Mr. Abdelfattah kept in touch with family and friends, including his former colleagues in Prince George's County, and planned to take the American Institute of Certified Planners exam in November.

"Ragaei died a hero—in service to our country and our agency's mission of providing help to those in need and advancing our national security," USAID Administrator Rajiv Shah said in a statement on Aug. 9.

Secretary of State Hillary Rodham Clinton praised Mr. Abdelfattah's work as "an example of the highest standards of service," and condemned the attack that took his life.

Mr. Abdelfattah's first marriage ended in divorce. He is survived by his wife of three years, Angela Ruppe, and two teenage sons.

■ **Robert Durrie Barton**, 91, a retired USIA Foreign Service officer, died peacefully at his residence in Washington, D.C., on April 5.

Mr. Barton was born in London of American parents from Chicago. On the family's return to the United States, they took up residence in New England. He graduated from Bowdoin College in Brunswick, Maine, in 1941, and enlisted in the U.S. Marine Corps Reserve shortly after Pearl Harbor. He obtained the rank of captain and fought on Iwo Jima.

In 1942, Mr. Barton married Nancy Hemenway Whitten. In their wartime correspondence, the couple vowed to do what they could to prevent any future wars. Motivated by this idealism, Mr. Barton sought and was given a position in the U. S. Foreign Service in 1946.

Their first post was Montevideo, where he served as assistant public affairs officer from 1948 to 1952. In 1953, he was posted by the U.S. Information Agency to Argentina's second-largest city, Rosario. There he oversaw two binational cultural centers encompassing seven provinces.

In 1957, Mr. Barton resigned from USIA and took a position as director of inter-American affairs for the Institute of International Education in New York City. For the next four years he criss-crossed Latin America, helping to expand the number and quality of foreign students invited to study in the United States. His office also administered the State Department's Fulbright programs in Latin America. In addition, he was involved in founding the Council on Higher Education in the American Republics.

In 1961, Columbia University invited Mr. Barton to be its director for East Campus development—namely, building the School of Foreign Affairs. He also served as deputy director of the International Fellows Program, which recruited

50 outstanding students each year from Columbia's graduate schools to use their special talents in, for example, journalism, business management, medicine or even theology, internationally.

Mr. Barton returned to the State Department in 1964 and was posted to Madrid as assistant cultural attaché. Among his accomplishments was an agreement between the Metropolitan Museum of Art and the Prado Museum to bring a 12th-century apse from a small mountain village to the Cloisters in New York City. Applauded by then-New York Governor Nelson Rockefeller, the agreement involved a reciprocal "loan" of some ancient Spanish bronzes to the Prado.

In 1966, he was assigned to Santo Domingo as director of human resource development for the U.S. Agency for International Development, but public riots turned into a civil war six months after his arrival. After being evacuated back to Washington, he worked on emergency relief until being reassigned as director of human resource development for the Caribbean.

By the end of the year he had accepted an offer from USIA to serve as cultural attaché in La Paz. While there he authored a book, *A Short History of Bolivia* (Editorial Los Amigos del Libro, 1968); but his most vivid memory was having had dinner with the nation's president the day Che Guevara was captured and killed.

Mr. Barton's next assignment was as public affairs officer in Guadalajara. While there, he completed his master's degree at the University of Oklahoma. Four years later, he returned to Washington to help organize the State Department's Speakers Bureau.

In 1973, Mr. Barton joined the Senate Foreign Relations Committee as its Republican adviser. For the next six years

AFSA Mourns the Deaths of American Diplomats in Libya

"We are deeply saddened and mourn the tragic loss of Ambassador Chris Stevens, Foreign Service Information Management Specialist Sean Smith and their colleagues in the outrageous and cowardly attack on the U.S. consulate in Benghazi," AFSA President Susan R. Johnson said in a statement issued on Sept. 12. "We extend our heartfelt condolences and sympathy to the families and loved ones of those killed. Their service and example are an inspiration to us all."

U.S. Ambassador to Libya J. Christopher Stephens, 52, a career FSO; Information Management Specialist Sean Smith, 34, an Air Force veteran who joined the Foreign Service a decade ago; Diplomatic Security agent Tyrone S. Woods, a former Navy SEAL who had served multiple tours in Iraq and Afghanistan; and former Navy SEAL Glen Doherty, who was assigned to a State Department security detail were killed when a mob stormed the consulate, setting fire to the buildings, during a protest on Sept. 11.

"The violent attack on U.S. diplomatic compounds once again underscores the dangers that American diplomats face in service to our country," the AFSA president continued.

"AFSA deplores attacks and use of violence against diplomats and diplomatic missions. We oppose intentional efforts to offend religious feelings. We firmly believe in diplomacy and the commitment to sus-

tained dialogue to resolve differences of whatever sort and for better mutual understanding among people of differing faiths, ideologies and cultures."

President Barack Obama ordered flags to be flown at half-mast and further increased security for American diplomatic personnel around the world in the wake of the attack. It was the sixth time an American ambassador has been killed in the line of duty, the last being Adolph Dubs in Afghanistan in 1979.

"I strongly condemn the outrageous attack on our diplomatic facility in Benghazi," Pres. Obama said, adding that the four men "exemplified America's commitment to freedom, justice and partnership with nations and people around the globe."

In mourning "those we've lost," Secretary of State Hillary Rodham Clinton emphasized the dedication of all America's diplomats. "All over the world, every day, America's diplomats and development experts risk their lives in the service of our country and our values because they believe that the United States must be a force for peace and progress in the world, and that these aspirations are worth striving and sacrificing for," Sec. Clinton said. "Alongside our men and women in uniform, they represent the best traditions of a bold and generous nation."

Further tributes to the four diplomats will appear in the November *Journal*.

he handled African and Latin American affairs. In April 2012, Mr. Barton returned to Capitol Hill to attend the confirmation hearing of his youngest son, Rick, as the first assistant secretary of State for conflict and stabilization operations.

After resigning from the Senate staff, Mr. Barton took up the work of president of the Textile Arts Foundation he and his wife had founded. On invitation from the National Endowment for the Arts, Nancy Hemenway (her nom de plume) lectured, exhibited her works and conducted workshops in five nations in Africa.

The foundation conducted large one-artist shows at the Art Institute of Chicago, the Edinburgh Art Center and the Los Angeles County Museum of Art, as well as smaller exhibits in about 20 other American museums. It was dissolved in the late 1990s when Mrs. Barton succumbed to Alzheimer's disease.

Living in Georgetown, the couple was involved in the Foundation for the Preservation of Historic Georgetown. Mr. Barton became its president, and was later elected vice president of the Georgetown Citizens' Association. He was also involved in the Presbyterian P Street Church, the Palisades Community Church, the Palisades Public Library, Iona, Meals on Wheels and the Friends Club. He was a member of Diplomatic and Consular Officers, Retired.

The couple returned annually to their summer home at Juniper Point, West Boothbay Harbor, Maine. But on Mr. Barton's retirement, they purchased the Tengren estate at Southport, where Mrs. Barton enjoyed much-improved studio facilities, and lived there for 11 years.

When his wife's illness necessitated a return to Washington, Mr. Barton began working summers as a volunteer at the Boothbay Memorial Library. He was also a contributor to the Boothbay Land Trust,

Botanical Gardens, St. Andrews Hospital and the YMCA.

Mrs. Barton died on Feb. 23, 2008.

Mr. Barton is survived by their three sons, Robert Bradford (and his wife, Julie Benson) of Darien, Conn., William E. (and his wife, Lisa) of Ponte Vedra Beach, Fla., and Frederick D. (and his wife, Kit Lunney) of Washington, D.C.; a brother, Bernard D. of Minneapolis, Minn.; seven grandchildren, two step-grandchildren, nine great-grandchildren, and a step-great-grandchild.

Donations in his memory may be made to one's own favorite charity or to the Nancy H. & Robert D. Barton Scholarship Fund at Bowdoin College, Brunswick ME 04011; Wheaton College, Norton MA 02766; the Juniper Point Village Improvement Society, Box 498, West Boothbay Harbor ME 04575; DACOR, 1801 F Street, Washington DC 20008; or the Palisades Community Church, 5200 Cathedral Ave. NW, Washington DC 20016.

■ **Stephen M. Carney**, 90, a former USIA Foreign Service officer, died on July 3 in Mount Pleasant, S.C., after suffering various health issues.

A graduate of Potomac State College in Keyser, W. Va., Mr. Carney enlisted in the Army during World War II. His assignments included serving as a communications sergeant in General George Patton's 95th Infantry Division in France and Germany. Later he was a Phi Beta Kappa graduate of West Virginia University.

Before joining USIA, Mr. Carney was the director of English teaching at the binational cultural center in Nicaragua and then director of the binational center in Equador. As a USIA FSO he served in Martinique, France, Spain (three different posts), Bolivia and the Dominican Republic, as well as in Washington, D.C. He was the USIA desk

officer for France, Spain and Portugal during the 1960s.

Following his retirement from the Foreign Service in 1971, Mr. Carney worked for McGraw Hill for nearly 10 years. In 2009 he was named "Chevalier de la Legion d'Honneur" by the French Government for his military and diplomatic service in France.

One volume of his memoirs is being considered for publication in the book program of the Association for Diplomatic Studies and Training. In recent years, he also wrote several essays on his Foreign Service experiences, one of which—"Memorable Encounters with Two Early Public Diplomacy Stalwarts"—is on the Web site of the Public Diplomacy Alumni Association (www.publicdiplomacy.org/pages/).

Mr. Carney is survived by his wife of 63 years, June K. Carney, five children, nine grandchildren and two great-grandchildren.

■ **Lee Coldren**, 69, a retired Foreign Service officer, died of cancer on July 29 in Sacramento, Calif.

Mr. Coldren was educated at Berkeley and Oxford, where he was a Rhodes Scholar. He joined the Foreign Service in 1970, where, as he put it, he specialized in "mountainous, drug-producing, ancient countries prone to instability and terrorism." Following two years in Lima, he worked in Kabul from 1974 to 1977.

After a stint as Sri Lanka desk officer, Mr. Coldren spent two years in New Delhi. He then returned to Afghanistan in 1980 to cover the Soviet-Afghan War. After a tour as deputy director in the Office of Korean Affairs, he spent three years as consul general in Surabaya. He was subsequently deputy chief of mission in Dhaka.

Mr. Coldren's last assignment was as

office director for Pakistan, Afghanistan and Bangladesh. In that role, he traveled often to Afghanistan to meet with the various factions and warlords. Opposing the conventional wisdom of the intelligence community, he predicted the rise of the Taliban and the fall of Kabul. After years trying to get the government to pay attention to Afghanistan, Mr. Coldren retired from the Foreign Service in 1997 and moved to Sacramento.

In retirement, he continued an active involvement in international affairs, participating in United Nations-sponsored Afghanistan meetings and appearing on local radio and television stations to explain Afghan issues to a broader audience. He also wrote an annual Groundhog Day roundup of family events and of

travels with his wife, Mary.

He is survived by his wife, Mary Czechan Coldren, of Sacramento, and his four beloved children: Daryl, Malcolm, Wali and Clea.

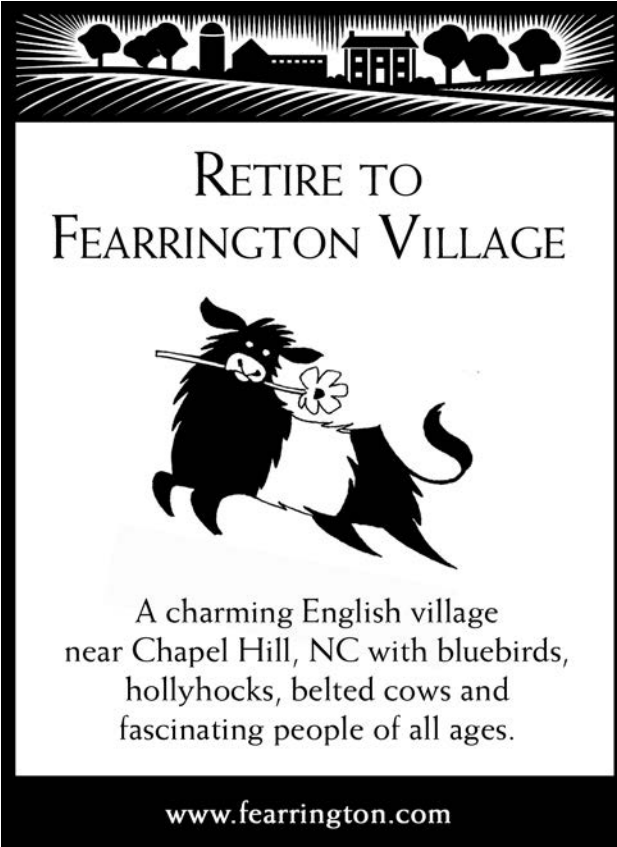
■ **George Per Fourier**, 69, a former Foreign Service officer, died on March 4 at his residence in Delicias de Cobana, Costa Rica.

Mr. Fourier was born on Jan. 18, 1943, in Portland, Ore., where he attended the Catlin Gabel School. He earned a B.A. degree from Williams College and wrote his senior honors thesis completely in Russian, about the novel *War and Peace*. During college, he took a year off to learn German in Munich. During this time he purchased a Mercedes 190SL roadster,

which he drove from Munich to Jerusalem and back.

He next earned an M.A. from Stanford University with highest honors in Slavic studies, and twice served as student coordinator of an exchange program between Stanford and the University of Warsaw, the first such exchange program between a private American university and a communist university. His research was on two Polish theater of the absurd playwrights, Slawomir Mrozek and Witkacy.

On entering the Foreign Service, Mr. Fourier's first posting was as vice consul in Tehran (1972-1974). During this period, he was sent to Damascus to assist in visits by Henry Kissinger, who was negotiating the end of the Yom Kippur War.



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He was next posted to Moscow, in time for the June 28-July 3, 1974, summit meeting between President Richard Nixon and General Secretary Leonid Brezhnev. As the chief immigrant visa officer in Moscow, Mr. Fourier oversaw the issuance of several thousand immigrant visas to Soviet political dissidents and Jewish “refuseniks” following Pres. Nixon’s success in negotiating their right to emigrate.

Mr. Fourier also issued a U.S. passport to Lithuanian sailor Simas Kudirka, who, in 1970, had jumped off a Soviet vessel onto a U.S. Coast Guard boat off Martha’s Vineyard, requesting asylum, but was mistakenly returned to the Soviet ship, where he was badly beaten. This became an international incident when it was learned that Mr. Kudirka was entitled to U.S. citizenship. (A 1978 TV movie, “The Defection of Simas Kudirka,” starred Alan Arkin as Kudirka.)

Mr. Fourier was sent to Vladivostok, then a closed city for foreigners, to assist at the Nov. 23-24, 1974, summit between President Gerald Ford and Brezhnev, which eventually led to the Helsinki Accords on human rights.

His last posting was as U.S. consul general in Warsaw from 1979 to 1980. Mr. Fourier resigned from the Foreign Service in 1984, while serving at the Passport Office in New York.

Settling in Manhattan, he became a landlord, helped raise his two sons and was known for wearing a Stetson cowboy hat and cowboy boots. In 2000, he purchased property overlooking the Pacific Ocean near Montezuma, Costa Rica, where he resided during his retirement years, making many Costa Rican friends. Part of his ashes were scattered in gardens he had built on this property, and part will be kept in the family vault in Oregon.

Mr. Fourier is survived by his son, Jason, of Toluca Lake, Calif., and by a brother, Jan, of McMinnville, Ore. His marriages to Beverly Banas, who accompanied him overseas, and to Olga Chmukh ended in divorce. Another son, Eric, died in 2008 in a motorcycle accident.

■ **Herbert Gordon**, 93, a retired Foreign Service officer, died on May 19 at Meadow Ridge in Redding, Conn., from coronary artery disease.

Mr. Gordon was born on Aug. 13, 1918, in New York City, where his father was a tailor. He attended City College New York before joining the Army in 1941. He served in France and Belgium and then with the Civil Affairs unit in Germany from 1944 to 1945. On his return from the Army, Mr. Gordon worked for TWA and the *Long Island Daily Press* in Jamaica, N.Y.

In 1947, he entered the Foreign Service. Mr. Gordon’s first posting was to Sydney, where he met his wife, Helen Watson, who was serving in Australia as an information officer for the Canadian High Commission. The couple wed in Sydney in 1948.

From 1950 to 1954, Mr. Gordon served as chief of the visa section and aide to the ambassador in Athens, followed by four years as political officer in New Delhi. Here, he began what was to become a tradition of playing Santa Claus at many posts, where he enchanted embassy children in the costume made for him by a tailor in New Delhi.

From 1957 to 1960, Mr. Gordon returned to the State Department’s Bureau of Intelligence and Research as assistant chief of the Near East, South Asia and Africa Division, and then as chief of the Biographic Information Division.

Mr. Gordon attended the National War College from 1960 to 1961, after which he was assigned to Phnom Penh as chief political officer for two years. From 1963 to 1968, he was director of the State Department’s Secretariat Staff and then head of the Personnel Bureau’s Senior Assignments Division.

Mr. Gordon returned to New Delhi in 1968 as political-economic counselor, and then became consul general in Calcutta. His 1969-1973 tenure encompassed the Indo-Pakistan War and subsequent Bengal refugee influx. For his leadership under conditions of unusual political and social stress, he was awarded the State Department’s Superior Honor Award in 1973. His final position was as chief of senior assignments in the department, which he held for two years.

Following retirement from the Service in 1975, Mr. Gordon worked in the State Department’s declassification operation, served as an adviser to USAID on South Asian affairs, took courses at George Washington University and assisted his wife’s business, Helen Gordon Real Estate.

Throughout his life, Mr. Gordon read widely and voraciously, with books and current affairs periodicals stacked high on every available surface. He took great pleasure in poring through the *Washington Post*, doing crossword puzzles and participating in poker and play-reading groups, and he played golf and tennis well into his 80s. Attending baseball games with his grandsons brought him special joy. All who knew him relished his quick wit (he loved bad puns), steel-trap memory, and his charm and ready smile.

The Gordons were longtime residents of Washington, D.C., but from 2002 to 2011 resided in Mitchellville, Md., before recently moving to Connecticut.

Mr. Gordon is survived by his wife

of 63 years, Helen Gordon of Redding, Conn.; his daughters, Anne McLaughlin (and her husband, Ed) of Ithaca, N.Y., and Laura Kutnick (and her husband, Dale) of Redding Center, Conn.; a sister, Gloria Delson of Los Angeles, Calif.; and five grandchildren, Ben and Gordon McLaughlin and Toren, Varyk and Kyja Kutnick.

■ **Earl Allyn Kessler II**, 90, a retired Foreign Service officer, died on May 24 in Fairfax, Va., with his family at his side.

Mr. Kessler was born in Portland, Ore., in 1921 and became interested in international affairs after a conversation with an officer at the consulate in Vancouver. He pursued that interest at the University of Southern California, which had one

of the few international affairs programs in the country at the time, graduating in 1944. He then entered the Navy's V-7 program, received cryptographic training and served in Honolulu working on Japanese codes.

When his Navy enlistment ended, he embarked on a diplomatic career that spanned the tenures of 12 Secretaries of State and five continents. On Oct. 24, 1946, he joined the State Department as a courier and was issued a green diplomatic passport signed by Dean Acheson.

Covering all of Asia from his Shanghai office, Mr. Kessler had vivid stories of China's civil war, the Marshall mission and final U.S. evacuation from Shanghai to Honolulu. From Hawaii, he helped design and fly courier services that

connected the State Department with missions in Australia, New Zealand and South and Southeast Asia.

Mr. Kessler then moved into administrative duties with assignments in Athens (1949-1952) and Madras (1952-1954). In 1955 he returned to Washington and worked in the Refugee Relief Program of the Bureau of Security and Consular Affairs.

In 1957 he was assigned to Mexico City, where he met and married Martha F. Varela in 1959. Mr. Kessler's 1960 tour in Baghdad as personnel officer was marked, on the one hand, by the ambassador's being declared persona non grata and, on the other, by enjoyment of the embassy's motor boat and picnics.

Mr. Kessler next served at the consul-

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ate in Kobe-Osaka as an admin officer. There he dealt with the mayor of Osaka on naval visits, experienced anti-nuclear demonstrations and reported on the new trend of American companies, like the producer of Arrow shirts, moving production to Asia.

After arriving in Quito in 1965, he was involved in a short-lived experiment to combine the State Department and USAID administrative offices. Quito was also challenging for its altitude, anti-U.S. demonstrations from time to time and mission adjustment to the PNG'ing of Ambassador Wymberley deRenne Coerr.

The family's next move, in the summer of 1969, was to Nairobi, where Mr. Kessler served as general services officer. Staying on the African continent, he was next assigned to Embassy Freetown.

After 17 years overseas, Mr. Kessler returned to the department in 1974 and taught administration courses at FSL. He then moved to the Board of Examiners in 1977 and worked on recruitment and issues that arose from the passage of the new Foreign Service Act in 1980. He stayed with BEX until his retirement in 1986, and did several When Actually Employed stints there.

Mr. Kessler is survived by his wife Martha, of Fairfax, Va.; five children, Laura, Janet, Earl, Bryan and Andrew; and eight grandchildren, Melinda, Dylan, Charly, Shawn, Allyn, Ella, Harrison and Holden. Contributions in Mr. Kessler's memory may be made to the Macular Degeneration Foundation, Inc., P.O. Box 531313, Henderson NV 89053.

■ **Richard M. Key**, 89, a retired FSO with USIA, died on June 27 in Pompano Beach, Fla., after a long illness.

Mr. Key came to the United States from Poland as a child. As an undergraduate in a Spanish class at Queens College

in New York City before the war, he met his wife, Pearl Frasco.

Mr. Key served in the Office of Strategic Services with the U.S. Army during World War II. He then became a professor of Romance languages at Rutgers, Indiana University and the University of Kansas, where he earned his doctorate.

Mr. Key joined the State Department in 1956. Over a 21-year career, he served in Panama, Mexico, Venezuela, Brazil, Argentina and Poland, as well as in Washington, D.C., where he was deputy assistant director of USIA for Latin America. He retired from the Foreign Service in 1977.

Mr. Key enjoyed a long and happy retirement of travel, family life and writing, his second love. He completed two espionage novels and numerous essays and travel articles before he fell ill. He also loved photography and had a photo published in *Time* magazine.

He is survived by his wife, Pearl, of Pompano Beach; two children, Dr. Richard R. Key of California and Kristen Westermann of Long Island, N.Y.; and two granddaughters, Kelly Kreis of Stony Brook, N.Y., and Sandy Kreis of Boston, Mass.

■ **JoAnn "Joey" Kula**, 74, a retired Foreign Service secretary, died on March 25 in Altamonte Springs, Fla.

Beginning in 1981, Ms. Kula's Foreign Service postings included the U.S. Mission to the Organization for Economic Cooperation and Development in Paris, Ankara, Rabat, Santiago, Riyadh and Asuncion. After retiring in 1996, she did several When Actually Employed assignments in Malawi, Swaziland and Djibouti.

Once fully retired, she enjoyed painting, making jewelry and writing. She recently co-authored a book with her

best friend: *Ticket to Tomorrow: From the Bizarre to the Bazaar* (Brighton Publishing, 2011).

She is survived by her son, Bret Kula, of Deland, Fla.; her daughter, Toni Kula, a Foreign Service office management specialist posted in Washington, D.C.; and twin granddaughters, Ashley and Alexandra Kula, who both attend American University in Washington, D.C.

■ **Mrs. Pearl Rachlin Richardson**, 85, the wife of retired Foreign Service officer Cecil Richardson, died on May 19 in Washington, D.C., after a brief illness.

Mrs. Richardson was born on March 9, 1927, in Brooklyn, N.Y. She earned both an undergraduate and a master's degree from City College of New York and taught in New York City public schools.

Mrs. Richardson accompanied her husband on his many assignments abroad, including to Dakar, Saigon, Lagos, Niamey, Paris, Accra, Brussels, Quito, Tehran, Lima and Nassau. She was an active participant in many activities both here and abroad, earning a Certificate of Appreciation from the State Department for her work in family support during the Iranian hostage crisis.

She served as president of the American Women's Club and did educational counseling in Accra and was vice president of the American Society in Lima. Using her teaching skills, she taught in the Department of Defense school in Saigon, where she also edited field reports for an agricultural development project.

Even when her husband returned to Washington, she accompanied him on trips abroad as an inspector; and again when, after retirement, he took temporary work assignments at numerous posts. These included some 17 different countries, many of which she had not previously visited. Avid traveler that she

was, Mrs. Richardson traveled even more extensively on her own in North and West Africa, China, India and South America.

Following retirement, the Richardsons settled in Washington, D.C., and took advantage of its rich cultural life.

Mrs. Richardson leaves behind her husband of 56 years, Cecil; two brothers, Jack Rachlin of Washington, D.C., and Marvin Rachlin of West Palm Beach, Fla., and their families.

■ **John F. Rieger**, 95, a retired Foreign Service officer, died on June 9 in Arlington, Va.

Born on April 23, 1917, in New York City to parents who had emigrated from Hungary and lived in a tenement on the

Lower East Side, Mr. Rieger followed high school with a one-year stint bellhopping on Grace Line passenger ships. He then attended Mount Saint Mary's University, graduating magna cum laude with a degree in Elizabethan English literature.

In 1941, he joined the Army and served with the Horse Cavalry and then with the 3rd Army, 45th Infantry Division in the European theater. He participated in four "D-Day" landings at Anzio in southern France, Salerno and Sicily, where he was awarded the Bronze Star.

In 1945 he married his "fascinating redhead," Mary Ahearn, of Cliffside Park, N.J. After working for the Opinion Research Company for a year, he was hired by the Department of State and

assigned to Berlin. His wife, their baby daughter Patricia, and Mrs. Rieger's mother, joined him.

Over the next 30 years, their posts included Frankfurt, Bonn, Rio de Janeiro, Salzburg, Tel Aviv, Khartoum, New Delhi and Bangkok, as well as Washington, D.C.

In the mid-1950s, Mr. Rieger worked in the Refugee Relief Program and designed a program for refugees of the Hungarian Revolution, for which he was personally recognized by President Dwight Eisenhower.

The Riegers were both active in community theater throughout their time abroad. At every post, they were famous for their fabulous St. Patrick's Day parties, including one in New Delhi that included

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elephants painted kelly green or pink. He was a dedicated hiker and mountain climber. "I enjoyed all my posts," he would say. "What a life!"

Mr. Rieger retired in 1977 and received a Superior Honor Award from the State Department. In retirement, he was an active community volunteer and received a certificate of appreciation from Fairfax County for his work.

His wife, Mary, passed away in 1989, and his sister, Elizabeth Dalton, died in 2005. Mr. Rieger is survived by his children, Patricia Hayes of Sebastopol, Calif., Paul Rieger of Forsom, Calif., and Ann Rieger of Annandale, Va; four grandchildren, Joseph and Siobhan Hayes, and Stephanie and Shannon Rieger; and two great-grandsons, Morris and Noah Hayes.

Donations in his memory may be sent

to Capital Caring, 2900 Telestar Court, Falls Church VA 22042.

■ **Heather Moon Schaufele**, 89, wife of the late Ambassador William E. Schaufele, died on May 27 in Salisbury, Conn.

Mrs. Schaufele was born in Bakersfield, Calif., to Leonard Moon and Ruby (Warr) Moon. She graduated with a major in music from the University of California, Berkeley in 1945 and attended the Julliard School of Music in New York City. She sang professionally with the Robert Shaw Chorale and, later, as a soloist whenever her schedule permitted.

The Schaufeles were married in 1950, just before Mr. Schaufele joined the Foreign Service and received his first assignment as a Kreis Officer in Ger-

many. He went on to serve as ambassador to Burkina Faso, the United Nations and Poland; and as State Department inspector general and assistant secretary for African affairs.

Heather Schaufele will be remembered for her active devotion to staff members, as well as her leadership in community activities at posts abroad as well as in Washington, D.C. She continued her positive involvement in community activities after the couple retired to northwestern Connecticut.

Amb. Schaufele died in 2008.

Mrs. Schaufele is survived by her sons, Steven and Peter, and two grandchildren.


■ **James Maxwell Young**, 61, a retired Foreign Service officer, died on June 12 in California.

Mr. Young was born on Feb. 8, 1951, in Minneapolis, Minn., to Max and Tillie Young. He attended the University of Minnesota from nursery school through doctoral studies, receiving his Ph.D. in Future Studies.

After joining the Foreign Service in 1980, Mr. Young was posted to Germany as a political officer. Other assignments included Botswana, Russia, England, Nigeria and Washington, D.C. He was fluent in Russian, German and French.

On retiring from the Foreign Service in 2002, he began the second chapter of his life, as a writer and actor.

Mr. Young is survived by his brother, Dennis (and his wife, Pat) of Isanti, Minn.; nieces Rebecca (and her husband, Gary) Bettinger of Big Lake, Minn., Amy (and her husband, Wally) Murray of Cincinnati, Ohio, Sarah (and her husband, Will) Hammelrath also of Cincinnati, and Christina (and her husband, Bill) Bollengier of El Dorado Hills, Calif.; nine grand nieces and nephews; and special cousins Kaye Bush and Pat Bennett. ■



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You Want to Join the What ...?

BY JAMES TALALAY

Newspaper reporter spouse comes home one day, and says she wants to change careers and join the Foreign Service.

The what?

"It's the State Department."

Oh. Well, then which is it?

"Hillary Clinton. We get to live in a foreign country."

Spouse says not Paris. "Don't get excited; there are 1,000 tests to take to get in."

She says the Foreign Service is in the middle of a hiring increase—good news, considering her industry is downsizing by the minute. "The Surge," it's called on a zillion online bulletin boards. We live in Miami; the only surge we know comes with a hurricane.

Spouse passes first test, exciting! Not so fast, 999 more tests to go.

Spouse passes the rest of the tests! She's hired! What? She's only on a list? And she might "wash out?" What kind of agency is this?

Weekly list-checking takes over our lives. "Up 11 spots to 34, and they pulled 26 people from the list last month," she says. So we really don't know anything. We wait months, up and down, up and down the list.

CNL enters our vocabulary. Like those ads promising you can make money at home: "Pass a language test and increase your score!" Remember that Russian from college?

Spouse joins Russian social group, gets a tutor. I learn to say "What a nightmare!" in Russian. We meet new friends. The Foreign Service experience is already rewarding, and she's not even hired.

Spouse studies hard for six months; passes the Russian test! 1,001 tests passed!

Spouse catapults up the list. Still we wait.

But not long.

The call comes—an e-mail, actually—and suddenly reality hits. We really are not going to live in Paris!

She's hired! What? She's only on a list? And she might "wash out?"

The acronyms flood in. TA, UAB, HHE, ELSO, OBC.

The waiting is over; time for action. Spouse goes to D.C. for A-100. I stay behind to take apart the life we built during the past 20 years. I have a few months.

I sell everything we don't need, an embarrassing number of items. Craigslist is amazing. We begin telling friends and neighbors, a bittersweet exercise.

Spouse calls with daily training updates. I have no idea what she is talking about.

The bid list is out. So many great places to go! So many places we don't want to go! OBC is now making sense. Where on earth is Mbabane? I can't even pronounce it. We

study, worry and rank. Wash, rinse, repeat.

I arrive in D.C. for the next life-changing event: Flag Day. A 20-second announcement that determines the next two years of our lives. No pressure.

The assignments cascade forth. Spouse's name is not called. I can now recognize the Mexican and D.C. flags.

Places highly ranked are called, but none with Spouse's name. Uh oh. Are they testing her diplomatic skills?

I've crossed off every place on the list, still no assignment.

"For the position of consular officer in Chennai, India ..."

Wow!

Spouse goes to receive her flag, returns to seat, gives me a teary look. I give her a huge thumbs-up; the tears are for joy.

Flag Day is over. Everyone in the room will be scattered all over the world, an amazing concept. Spouse shows me our details. We leave that soon?!

Everything accelerates. Spouse continues training. More items are discarded, our house is sold. Suddenly it's all about consumables.

Parties are thrown, goodbyes repeated.

Travel orders are set; so is our arrival date in Chennai.

We have one last fling in New York on our way to India: the Big Apple, where we attended college and got married. A perfect place to say goodbye to our home. ■

James Talalay is married to FSO Sarah Talalay. They are on their first tour in Chennai. James is a commercial filmmaker, and now he and Sarah are serial travelers and bloggers. You can read about their adventures at hellotalalay.blogspot.com.

BY JAMES TALALAY ■ TAKEN WITH A CANON EOS REBEL T3I USING A TAMRON 28-85MM ZOOM LENS. THE FOCAL LENGTH WAS 51MM AT F5.6, 1/250 SHUTTER.



One of the secrets I learned in Agra was a rarely seen, but breathtaking place from which to view the Taj Mahal. Everyone sees and takes photographs from its front garden. But if you venture behind the monument, across the Yamuna River, and then turn to look back at it from a distance, the view is just as stunning. I went at sunrise for the pretty light, and was rewarded with a glimpse of a group of colorfully-garbed women walking along the riverbank.

James Talalay is an EFM in Chennai. You can see more of his photographs at hellotalalay.blogspot.com.

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