



Henrietta Holsman Fore,  
U.S. Under Secretary of State for Management

April 11, 2007  
U.S. Department of State  
Room 1482  
Washington, DC

**Patricia Ellis, President, Women's Foreign Policy Group:**

Good morning everyone, and welcome to our members and friends. Thank you so much for having us here in this beautiful new facility. There's a great turnout today. We have representatives from international organizations, NGOs, the government, corporations, and the diplomatic community, and it's a real tribute to our speaker, Henrietta Holsman Fore, Under Secretary of State for Management.

We're so pleased to be here today. I'm Patricia Ellis, for those of you who don't know me, President of the Women's Foreign Policy Group. What we're all about is promoting women's leadership and women's voices on the pressing international issues of the day. We do that through our directory and also through our international issues programs. This is a perfect example. This morning we'll be discussing transformational diplomacy with Under Secretary Fore. She will be discussing how the State Department is adapting its operations and approaches to the new international challenges and global landscape.

Before I introduce our speaker, I'd like to recognize one of the Women's Foreign Policy Group board members with us today, Diana Negroponte of the Brookings Institution. Let's give her a warm welcome. We're so pleased to have her on the board. I also wanted to remind everyone about two exciting upcoming WFPG programs. One is part of our Authors Series. It will be held on April 25th in Washington with Ayaan Hirsi Ali, who will be speaking about her new autobiography called *Infidel*.

Then we have the second annual U.N. Study Visit, which will be held May 2 at the U.N. headquarters. The conference last year was fabulous, and this year will be great because we will be focusing on the U.N. under new leadership. We have, for example, the new Under-Secretary-General for Humanitarian Affairs and Emergency Relief, John Holmes. We have the Deputy Permanent Representative of the U.K. Mission to the U.N., who serves on the Security Council, and a lot of others, focusing on everything from U.N. reform, humanitarian challenges, peacekeeping, and the Security Council. Last year quite a number of people came up from Washington as well as people from other places. It's most of the day with a big luncheon and it's very exciting, and we hope anyone who can make it will come and join us.

It is now my privilege and pleasure to introduce today's speaker, Henrietta Holsman Fore. She is a long-standing member, a friend of mine, and especially a friend of the Women's Foreign Policy Group. She is a true role model for women's leadership in international affairs. She's done many things. I'm going to give you some of the highlights, but her career has spanned the public sector, the private sector, and the NGO world. She was sworn in as Under Secretary of State for Management in August 2005. She is

responsible for people, resources, technology, and security at the State Department and is also the Secretary's principal advisor on management issues.

Prior to coming to the State Department, she served as the 37<sup>th</sup> Director of the U.S. Mint at the Treasury Department. She had previously served at the State Department as a presidential appointee from 1989 to 1993 as Assistant Administrator for Private Enterprise at USAID and then Assistant Administrator for Asia. She's always been so active. During this time, she was the first Chairman of the U.S.-Asia Environmental Partnership, and she founded the Financial Services Volunteer Corps. In terms of the NGO world, she has served on numerous Boards of Trustees and had leadership roles. I'll just mention a few: CSIS, the Aspen Institute, the Asia Society, the Asia Foundation, the Institute of the Americas, the U.S. Committee on Pacific Economic Cooperation.

Before that, she had a career as a successful businesswoman. She had her own company and was on the boards of public corporations. She headed the Stockton Wire Company and served on two corporate boards that were listed on the New York Stock Exchange. And lastly, I wanted to mention that in 1997, and this is very relevant to what I was saying about being a role model for women's leadership, the State of the World Forum recognized Henrietta Fore with the Women Redefining Leadership Award. I'm going to stop there so we can get on with the program. Please join me in welcoming Under Secretary of State Fore.

**Under Secretary Fore:**

Thank you all very much, it is such a pleasure to see everyone here, and may I congratulate you on your new board member, Diane Negroponte, who has been a great friend, and we have the enormous honor and pleasure of having John Negroponte as our Deputy Secretary of State. I have a chance to see him every day on management issues also, which is a real asset to the department, and we are just so delighted that we now have both of you here at the Department of State again.

Patricia often reminds me that I do not come to meetings often enough, so Patricia, may I thank you for bringing everyone here for a meeting. Let me begin with a few words, and then we'll open up for questions. As Patricia has mentioned, I have been the Under Secretary for Management since August of 2005, allowing me to travel to about 50 posts in about 40 countries around the world. And what I have seen of the women and the men of our Department of State is a real credit to our country. They are able and skilled and courageous and smart and working very hard. One of the challenges that we have before us is that with the world changing around us, how do we prepare those people for the challenges that lie ahead? So I thought I would talk to you today about not only what I do, but also what we as the Department of State are doing to prepare our people for the challenges ahead.

I would love to hear your thoughts and ideas, if you think we are on the right track, if you would like to guide us in one direction or another, and then we would also love to have any suggestions or thoughts you might have on recruitment of our Foreign Service Officers and civil servants, because in the end, any organization is only as good as its people. My responsibilities cover the people in the facilities and the resources and the information as well as our Foreign Service Institute, our medical staff, our consular affairs; all of this lies in the realm of management. We have about 7,200 employees in management, about 30,000 contractors. Many of them are with diplomatic security, which has been our largest-growing segment within the Department, for management purposes. Not something for which we would have wished, but something that reflects the world as it is now.

We also have approximately 9 to 10 billion dollars for our State Operations Budget and about 20 billion in USAID, as well as in the State Department for foreign operations.

The State Department as a whole is just like running a global corporation; we are at work twenty-four hours a day, seven days a week, 365 days a year. But it is a harder challenge than it appears, because to keep an enterprise up twenty-four hours a day and seven days a week creates a great strain on the modernity of your systems, as well as the training and staffing of your posts. We have a platform overseas that supports all of our U.S. government agencies, approximately 70,000 people around the world. That platform covers thirty agencies and 267 embassies, consulates, and missions in 172 countries, as well as our Washington offices and our domestic offices, of which we have a great number, both in passports or consular duties as well as security for foreign missions, which all who are from our foreign missions know well.

About 800 of our officers currently work in unaccompanied posts. It is because of the danger levels that we are encountering and because we feel that at this time, we must look after all of our people in the best way possible. We anticipate that these numbers will be reduced in years ahead, but it is a number which has a huge impact on Ann Greenberg's portfolio, which is that of our families, our spouses and members of households, which is a very strong change within our diplomatic service.

We do many things besides diplomacy which you may not know. Because we do consular affairs, we also look after our adoptions. So if you're Madonna, and you're thinking of adopting a child from a foreign country, you come to us. When Angelina Jolie and Brad Pitt adopted, they wished to register their child as a United States citizen, so they came into our offices. We issue passports; we have had a great challenge in the past few weeks because of the newly instituted Western Hemisphere Travel Initiative. I believe all of you have been listening to and reading about this. It means that when you go to Canada or Mexico, from the U.S., or to the Caribbean, you need to carry a passport to return into the U.S. via the airlines.

People are concerned and slightly confused with the different timelines for needing a passport for travel by boat, by car, by plane, so we have had enormous call volumes. Our call-in numbers last week were running as high as 350,000 a day. For a time, they were closer to 600,000 a day and with that sort of load, it is hard to answer all of these calls well, which impacts the wait times for the customer. Luckily the calls we are getting has reduced to 115,000 a day – a much more manageable load that we are staying on top of. Nevertheless, all of this requires a system of production, of logistics, of management. Currently we are processing approximately 2.7 million passports. This is up 40 to 50 percent in 2007 alone. So you can see, all of this creates quite a demand. Our visa demand worldwide is up 20 to 40 percent. As we deal with these increasing work loads, we have to consider them as a country and as a diplomatic service.

We have opened a number of new positions, but I'll speak more about it later. We also build new embassy compounds, which you will see springing up in a number of countries. We have built 41 in the past few years, since 2001. They are safer and more secure, but they are often outside of the historic centers of our cities, and thus they change the profile of the U.S. diplomatic presence. We use local stones and materials and artwork, but also we bring in American artists and architecture and design.

We also look after the people in our Foreign Service in teaching languages. We now teach more than 60 languages. The average American student leaves university with fewer languages than many of the European counterparts, and as a result we think this is a challenge for the future. Our growing languages are Arabic and Chinese. You can see the world as it is and the challenges that we face, but the American students who do not have languages we can teach a Romance language in usually about 22 weeks, and then that begins their career. But a Foreign Service Officer here at the Department of State will learn anywhere from 3 to 6 languages in their time with us, and that also applies to spouses. We encourage all spouses and family members to also learn languages.

Let me focus now on transformational diplomacy and what the Secretary's vision has been, and where we are taking it. The Cold War has redefined the strategic framework of American foreign policy for the past

45 years, and with the end of the Cold War, international politics has changed dramatically. We have many new realities in this international system, but it changes where we do our work, it changes who we do our work with, it changes what kind of work we do, and it changes how we do our work. So let me give you 4 examples of that relate to how the Secretary and the Deputy Secretary are now transforming our Department and management.

First is where we do our work. The world used to be made up of two superpowers, but that really has become far more diffuse, and this is key. We do our work regionally now. There are many societal solutions that are regional. When I was just in India, we were talking about how students coming out of Afghanistan should learn English and engineering and business, and whether we could get them enough visas for study in the United States. And we thought there is a regional solution: they could be getting their education in India. India would be an excellent idea. So we are rethinking how we look at resolving problems and where answers lie, on a regional basis. I think that regional solutions and regional centers have a great future in our diplomatic world.

Second, this has to do with who we interact with diplomatically -- power is shifting. It is now seen more in economic and financial terms, as well as the educational assets of a country and a people, and with less emphasis on military strength. This is something that Singapore and Korea and Japan have known and are teaching all of us in the world we live in. So who we are collaborating with is now changing around the world.

The third example is what we actually do. Transnational threats such as terrorism, disease, climate change, international criminal cartels, drug trafficking, trafficking in persons, have all now become important elements of foreign policy and international relations. All of them rely on an asymmetrical balance of power, and that changes how you do your diplomatic work. One person with SARS changed how we thought about the region, our mobility, our access. It just changed how we thought.

My fourth example for you is technology, and how it has changed how we do our work, as well as where we do our work. We are 24/7 365 and we are global. We need real time information at all times and secure access to it. Blogs, wikis, instant messaging, communities of practice have all now entered our world, so that we have virtual communities online where we can discuss democracy, or schooling in America, and a wide number of subjects. And these then become your communities of interest, and they are not necessarily related to one embassy or one consulate, and as a result, we are thinking through how we can change this. When I was in India, in Mumbai, I was speaking with a graduate school which had a number of students who were interested in doing shared research online with our universities. So whether you're at the University of Southern California or you're at the University of Mumbai, it did not matter. You were working as one. That changes how we do our work.

Secretary Rice has set a clear direction for us, and she has committed us to a bold vision, that of expanding freedom and democracy in the world. Our challenge is how to bring peace, prosperity, and stability to the world around us. She has called for a new way of doing work in the Department. So let me outline the six areas that we are focusing on. The first is our overseas presence, and we have been undergoing global repositioning. The second is our partnerships with other government agencies and our capacity for crisis management. Our third is partnerships with the private sector. The fourth is the approach to foreign assistance. The fifth is how we do our business internally. And the sixth is our workforce; it is our diplomats of the future.

Let me just run through each one of them. On our overseas presence, we have a comprehensive long-term plan for a phased repositioning of our personnel and resources into the field. In the past two years, we have been focused on shifting positions, largely out of Europe and Washington, D.C. to the transforming countries around the world. The largest gainers, as you might have guessed, have been China and India,

but there are a number of other countries that are involved, and the intention for our Department, and for our Secretary and the President, is to move our personnel to where they are going to be needed most. The Deputy Secretary is leaving this afternoon for Sudan. That is an emerging area of need, and thus our staffing will change to reflect that. That reflects many of our new priorities. We want to be out from behind our desks and approaching the challenges that are on the ground in these emerging countries, with emerging and different challenges than those of the past.

We are getting our message out, whether the message is of non-proliferation or of counter-terrorism. Here are a few example of where these officers are going. We have moved over 200 positions, approximately 10% of our workforce, so it is not a small issue for us to be able to accomplish in this past year and a half. In Beijing, we have an officer who is focusing on outreach to the provinces regarding promotion of human rights, rule of law, and democracy. In Port-au-Prince, four officers are coordinating the U.S. interagency initiative in support of Haitian stabilization and reconstruction. In Dubai, a fluent Arabic-speaking officer whose full-time job is reaching out to local Arabic media, and who coordinates appearances of our diplomats and non-profit and business individuals throughout the region. In Durban, an economic officer is assisting with President Bush's Emergency Plan for HIV/AIDS in South Africa.

We have a phase three of global repositioning coming up, and in it, we have identified 85 positions that are moving from Washington and going out overseas, but some of these will also be used for training for the Foreign Service Institute. We are striving in Washington to "de-layer;" if any of your organizations have been through this you know what a challenge this is. Any of you who have worked on such subjects, I'd be very interested to hear from you, but we are trying to reduce the number of layers that we have, hence the paperwork, the clearances, a number of things, to be a leaner, more effective Department. We cannot do it all through internal allocation so you will see that we have global repositioning in our budget requests for FY2008. The growing visa and passport demands I mentioned, and the staffing for these creates a great pull on our junior officers who traditionally begin their careers doing consular work.

Localization: America's presence must be in more places; we have more than 200 cities around the world with populations of more than a million people that do not have an American presence. We would like to see how we can be in these centers. They are provincial centers, they are market centers, and they are centers of media interest. And so we have created what we call the American Presence Post. This is one or two Foreign Service Officers and a small number of Foreign Service Nationals. They focus on a limited range of activities, primarily American citizen services, outreach to the business community, as well as public diplomacy. We have currently eight American Presence Posts, and 17 new ones are now in planning. They are in East Asia, South-Central Asia, North Africa, and Latin America.

We also have created a concept called a Virtual Presence Post, and this allows you to click to an American post, rather than have a bricks and mortar office. For instance, in Mindanao in the Philippines, we will be sending an officer out from Manila, who will be holding events in Mindanao. They would go out for the day and come home at the end of the day. So it is a virtual presence that serves the community online. These are very fast-growing because they are inexpensive; they particularly appeal to our young, tech-savvy junior officers. We currently have 38 of these and the fastest-growing region is Latin America.

Let me move into partnerships with other U.S. government agencies. In the past three years, State and USAID have developed a joint strategic plan. They have been collaborating on both policy and management issues. We've developed a shared vision for how this should look, both overseas and domestically. We are urging a consolidation in our management areas to avoid duplication and overlap, and we are also looking for ways to use our regional operations more effectively, for technical officers. One of these concepts is the new Africa center, that the President announced in his State of the Union. It is called AFRICOM and we are doing that with the Department of Defense.

In addition, we have a concept for an Africa regional center in which a number of agencies could have technical officers with different specialties. So that, let's say there is an avian flu outbreak, medical officers can be dispatched to a part of the region that needs help. Perhaps there is a humanitarian crisis. Officers at our regional center can provide that surge capacity. Or in African Union diplomacy, maybe the subject is democracy in Africa. The regional center can also perform administrative functions, back-office functions so you do not have repeat the same work at each post. The locally engaged staff we hire to work in our embassies and posts are very capable and can take on more of this work. So we are thinking of a new management model using regional centers, and we are thinking of it across all agencies.

We have also been thinking about something called a Civilian Reserve Corps. The President spoke of it in his State of the Union address. While we are looking at both additions to our budget, we also need to look at how we reach out to officers and get them to work for any civilian agency. For example, an individual who carries expertise in energy, can work on an energy project in Iraq, or Afghanistan, or Haiti. They can work on reconstruction and stabilization projects, they can work on rebuilding, but they are a Civilian Reserve Corps. They may work in the federal government, they may also work in non-profit organizations, or law and order in the local police or fire departments. But we need civilians, we need to be able to put them in jobs in a number of countries where we need their help and assistance. This is a people-to-people initiative. Outreach to government agencies, I think, will be a very strong trend for the future.

Let me turn to partnerships with the private sector. This one is, I think, an area of growing interest for all of us. It encompasses how we can do more projects that are truly partnerships, integrating public and private sectors. Many years ago, governments ran out of money for doing many of the projects that they wanted to do, and as a result non-profit organizations and corporations with good corporate social responsibility programs picked up many of the programs. So we are re-looking at some of the models that we have, for instance, our overseas schools. How we fund these schools is a very important aspect. They're usually run with Boards of Directors, like any school that is comprised of parents and of individuals of prominence in the local community. They serve as a gathering point for American ideals and education system. They have local, as well as American and ex-pat community children.

But perhaps we can think of a new model, so are working on this with a new advisory committee that we have here at the Department of State, and thinking through what new models might be. We are always welcoming ideas and thoughts, so all of you who may have good ideas for us, we welcome them. We want to have good public-private partnerships whether they are in Belize or Beijing, whether they are in Dubai or Damascus, and for our overseas schools in many areas.

Another area of focus is foreign assistance. Randy Tobias is currently serving as both Administrator of USAID as well as wearing the hat of the Director of Foreign Assistance so we can ensure that foreign assistance resources are used efficiently and effectively across the Department. This is something that will be of great interest in the spring reviews which Deputy Secretary Negroponte and Secretary Rice will conduct. We will look at the strategic importance of countries and of programs across the board. We have been focusing on a greater collaboration and inter-training of our officers. Many years ago, we used to have a function called a Joint Administrative Officer, so we might invoke something like that in future years, where we are just thinking across the board and across agencies.

Let me turn to the fifth area, doing business internally. We are looking at many of the things that we in business know to try to make our Department as simple and as streamlined as possible. We are looking at human resources, at IT transformation, our procurement processes, at resources management and thus our budgeting. We have customer service boards, new shared services models that are underway, a limited number of competitive centers of excellent measurements -- all the things that drive excellence within management within the Department. The key to this is, of course, listening to your customers who are all

over the world. We have moved very strongly on this. Today, about 8,000 of our employees are commuting and computing mobilely. We are also looking at ways that we can reach out and create a new long-term goal of a mobile diplomat. We now have cell phones and PDA's and lots of new technologies that allow our people to do their work anytime and anywhere.

Our workforce. This is a high priority for us, recruiting and hiring of our Foreign Service Officers. If you know anyone who is interested in being a Foreign Service Officer, Mary Ann Miles is in charge of recruiting. We would love to hear from you. We are particularly keen on encouraging and reaching out to diverse pools and communicating, so whether you come from the Arab-American community in the United States, or whether you are a scientist or a philosopher, we are very, very interested in diversity at the Department of State.

We are also changing our Foreign Service system, how we do our exams, so that they will be partially online, it will be year-round, so that we will be able to commit more quickly. Many of these things Mary Ann and I and others can talk to you about, but we would love to get recommendations, and we know that Patricia Ellis has a particularly strong eye for talent, and so we will be looking to you for helping us on this.

We now have a Chief Diversity Officer. We are the first Cabinet agency to appoint one, because of a very strong commitment to diversity by the Secretary of State and the Deputy Secretary and myself. We are all very strong on this. The Director General has been extraordinarily helpful, as has our head of our Office of Civil Rights. Director General Staples has led the way in many of these initiatives, and Mary Ann's office is leading them. We would love to hear from you.

We have currently been reaching out in the last area of focus, which is that of training our officers. We've been reaching out online. We have a new model that we are considering which is that of training our officers online first, then having them come to classroom training at the Foreign Service Institute, and then having immersion training at the post. But all of this costs money. Our training float here at the Department of State is running at about 6%, that is 4 to 6% for our specialists and 6 to 8% for our generalists. Defense has a 15% training float. We know that we are behind. We are striving valiantly on how to make up this gap, and thus we have asked for increased hiring within the Department of State. Our FY 2008 budget that is on Capitol Hill reflects this, but I am sure that our FY'09 budget, our '10 budget, our '11 budgets will also reflect this. We just need more individuals coming into the Foreign Service.

There is a very exciting initiative that the Foreign Service Institute has just announced today, in which our professionals overseas will be running programs so they'll be able to use their expertise. These are for Foreign Service Institute credit, and will have ripple effects throughout our organization, and allow our center of operations to also be overseas.

With that, may I close, and just say that I think we have a very exciting future here at the Department of State and we are delighted that you came to visit us. We are very interested in your thoughts and ideas; do not consider today the end, consider it a beginning. We're available online, and we're available by telephone.

**Patricia Ellis, President, Women's Foreign Policy Group:**

Thank you so much. I'm going to start it off, and I'd like to raise two issues. One is the transition. You have a lot of people in this building who've been trained in a different modus operandi and they're used to doing business a different way, so I'm wondering what the transition is like for those people. And moving fast forward, what is your vision of the new Foreign Service Officer? And the last thing is, what about the countries where you're cutting back, what is the transition like for them, and how do they feel about this?

**Under Secretary Fore:**

These are great questions. I can tell you how we are approaching this, but I think it's a very interesting discussion, and it's one that's deep and thoughtful and I think it will go on for many years to come. Many of our partners in foreign ministries around the world are doing the same things that we are doing. They tend to be shrinking their European and North American presence, and they are moving out overseas. I think that we are all seeing that we need to change where we are doing our work. But it does not mean that the importance is changing, because much of the diplomatic work is done in the capitals of Europe; it is done through the collegial, intergovernmental agreements for how we should see the world as a group. Our foreign policy is very collaborative; the Secretary and the Deputy Secretary reach out regularly to counterparts around the world, and I think that will continue. But it is a worldwide trend that is now beginning; I think we are in the early years of repositioning for most foreign ministries.

The second one is how do you change your culture, how do you get people to think differently? And it's interesting, but we are finding that people are just stepping up. People see that this time has come. They want to change it. And so our greatest asset is our people; they wish to innovate, and the greatest gifts we can give them are standard operating practices worldwide, so they are not struggling with paperwork and clearances, so that as they begin to innovate, they can begin to see each other around the world. A good idea in Mozambique is picked up in another place somewhere in the world, and if we can do that, I think our Foreign Service Officers, the diplomats of the future, will be freed up in a way that they just have not seen. But since I have some Foreign Service Officers here... Mary Ann, anything you'd like to say?

**Mary Ann Miles, Director, Office of Recruitment, Examination, and Employment, U.S. Department of State:**

Thank you, I have just a couple of things I'd like to mention. One of them is that in fact we are engaged in a very large study now, called the Diplomatic Future. It has been sanctioned by Under Secretary Fore, which is intended to look at what kinds of tasks our diplomats will be doing ten years hence and what kinds of skills will be needed to effectively carry out those duties. At the same time, we are updating from ten years ago what people were doing in their jobs day to day in each of the five career tracks that we have for our Foreign Service Officers, and how the tasks and the skill needs have changed from ten years ago to today.

So we have actually two concurrent projects, the result of which should tell us a lot about what the trend has been, what the patterns have been, and extrapolating from that what the likely future diplomat should look like. That feeds all different kinds of processes, as you might imagine. Who should we be recruiting, or how should we be testing them, how should we evaluate and reward them, what kinds of promotion precepts should be applied, or tenure precepts? What about the course content at FSI; should it be changed in specific ways to reflect these changing needs? There are lots and lots of things afoot.

**Question:**

Thank you very much, you're very inspiring and it's nice to know that all these changes are underway. I'm a professor of International Development as well as Public Policy and Public Administration. I'm taking every opportunity at every venue that I have to talk about an issue that is of deep concern to me, and it is also very relevant to what you have said. It may be more relevant to people working in an international development setting than in diplomacy per se. Most of the job opportunities today are in conflict posts, or post-conflict posts. They're very dangerous. They are, as you said, unaccompanied posts. And my concern is that the people who are most likely to go to these posts are young and inexperienced. They see it as a career advancement opportunity and they don't yet have dependents, so it's easier for them to do this.

My concern is that we are raising an entire generation of practitioners who have not had any mentorship from experienced people. And I would love to see an initiative where we could match those people with those who are experienced, and maybe even already retired, maybe through IT systems. So I wondered if you could speak to that, and is the State Department working on any such initiatives, and how can we help to push this along? Thank you.

**Under Secretary Fore:**

Let me address that in two ways. Mentoring is a very important segment of how we operate. Mary Ann can tell you that she's been creating what is an award-winning mentoring program, and it is expanding, so that we have set mentors that you sign up for, and there is a structure program, and we also have situational mentors. And everyone who comes in the Foreign Service or the civil service who wishes to have a mentor can have a mentor. So that is what we strive for, and she can tell you more, but right now we have a number of programs on mentoring. We consider it a best practice. I mentioned to you that I thought that our people are our greatest asset. They are. We try to ensure this.

Our Foreign Service Officers, the ones that are coming in, have an average age of 32. They do not come directly out of college. They are coming to us with an enormous amount of experience. Some of them come out of the military, some are coming out of development programs, they've had a non-profit experience and life, they've run their own business. So many of them are not new to the international world. We have just had a group of officers in which half of the class spoke more than two languages and had lived overseas. These are not people who are educated more than you might think in international affairs and cultural affairs. So we are always interested in expanding our outreaching and pairing people according to their expertise. Any kind of a public-private partnership, or something that would cross between our retirees and those in the development community, non-profit organizations, private business, we would love to encourage that.

**Patricia Ellis, President, Women's Foreign Policy Group:**

And we do mentoring, so we'd love to work with you too. I'm going to start taking a couple of questions together, because we have limited time, if you don't mind.

**Question:**

First of all, tremendous clarity in your presentation. There have been some drawbacks of the new guidelines and transformation. Two items came to mind: partnerships within U.S. agencies and foreign assistance. I work in the field so I know that the attempt is to consolidate objectives by the different agencies. My question is whether that might more or less undermine specific objectives, like foreign assistance. Foreign assistance is supposed to assist wherever there is the greatest need. On the other hand, other objectives from other agencies, and even the State Department, might [play a role]. There might be a conflict there of objectives by the different agencies. I wondered whether you can comment on that.

**Question:**

First of all, thank you very much. I work for the DoD on business transformation, so some of the similar challenges that you face. And three themes emerged from your talk. The revolution of de-layering, pushing things downwards; the regional centers, the hubs of excellence, partnerships with subject matter experts; and then preparation of a focal point for the gathering of American ideals. And I thought that was sort of layered throughout your conversation. How do you prepare the host countries for the transformation of diplomacy, this new thrust? Many of them are already sort of staggering under the weight of their own nations. How do you merge your ideals with the kinds of issues that they face, and what are your preparations for that? And I can see some of that in the diplomat of the future. But I'd like to hear some of your challenges in doing that. Currently, I know, you're still in the stage of gathering information, but how do you make this executable?

**Question:**

This question actually takes off from the first question, which mentioned unaccompanied posts. And given also that at unaccompanied posts, typically the Foreign Service Officers are there for only one year, as opposed to two or more years, so they have much less opportunity to develop an institutional memory, build relationships with the locally engaged staff. And also given this world where security is increasingly an issue (as you know, GAO is looking at the evacuation of 2,000 American citizens from Lebanon this past summer), given the increasing numbers of crises and the increasing potential for crises, how can State work to build institutional memory, particularly in unaccompanied posts, and to have a systematic way of incorporating lessons learned?

**Question:**

The issue of the prevention of conflict and the readiness to deal in conflict situations, how much effort and time is going into lessons learned, and also the complications of relations with the Defense Department in hot areas which are in terrible crisis? It sounds like a lot of what you're planning, which sounds very exciting and very important, is future-oriented, and very important for building. But the current crises seem to be either under-managed or overwhelming and may take attention away from this agenda.

**Under Secretary Fore:**

I don't think I have an answer for all four at once, so let me take them in pieces. But all of them carry some threads, which is, how do you balance short-term and long-term needs? We always have crises, and yet diplomacy, by its nature, is building up relationships that are long-term, both in the country as well as with non-profit organizations and others. We also have that conflict that you so clearly outlined, which is, what do you do when you have conflicting needs of other agencies? That is something that we also see with something like visas or passports; it is that balance between being a welcoming country and yet a country that is very mindful of the security of the nation. We try to balance these and to find the right level, but it is difficult. I cannot tell you that any of this is easy; it is very, very hard.

So let me take the first question, which is, how do you rationalize that? Every country has a country team, for us, so that our ambassador leads the team. And they have Defense Department, and counter-terrorism, and HIV/AIDS and avian flu and health, and economic promotion, and development assistance all around the table. We expect that much of the sorting out is done on a country basis, because you have to work with the people of the host country. So if you are in Nepal or Sri Lanka, and you see that there is an internal civilian strife, some that is spilling over into the military, that you deal with it as a country team. That is very important. Issues that rise beyond the country team are always going to happen, but our focus has been on the country team and the ambassador in the country, so that they will make those decisions locally as to how to interact.

The regional and country themes issue: all of those and how we prepare ourselves is, I think, an issue that will evolve over the decades to come. Right now, we are talking very strongly with all of our country partners, because our image is not that our diplomats, or our companies or our non-profits, do it for a country. It is rather that we are there to help those in the countries do it for themselves. So we are there to help countries and individuals help their countries. I think it will be evolving; I think it will take time. Communications are central to this, as are public-private partnerships. So your thoughts and ideas for what the future of the world should bring in the way of public-private partnerships would be most interesting to us, and something that perhaps the Women's Foreign Policy Group would like to look at, and also if you're looking at forward planning, it might be an area of future interest and you might have some good suggestions for us. We would be interested.

The length of tours and the memory of lessons learned, and how we will manage with this. It's something that is a challenge for us. I will let Mary Ann and Ann also talk a bit about this, because we've been

encouraging looking at 18-month tours and two-year tours, because we think this lack of relationships is, in the long run, going to hurt our relationships, and yet, many of our officers have family responsibilities. All of you know this part of your life where you cannot take your young children and your loved ones with you somewhere, but they are stepping up and they are volunteering to go, at every age level. It is not just our young that are volunteering to go. But we have to find a way to have a balance of family lives and the shorter tours in very difficult places. Perhaps you might like to talk a little bit about that, either Ann or Mary Ann? And then we'll get back to the lessons learned.

**Ann Greenberg, Director, Family Liaison Office, U.S. Department of State:**

There's no question that, as the Under Secretary mentioned earlier in her remarks, that this is a change in the Foreign Service that we've seen within the Department over the last few years, and it has had an impact both on the employees and on the families. We have been working very hard within the Department, with the support of the Under Secretary and the Director General in particular, to provide support services to families, and to talk with people who've served in unaccompanied posts about what kinds of support is important to them, what is helpful to them, how we can ease the separation, how often people can come back together, whether they can remain at a post where they're already established; the children are in school, the spouse may have a job locally or within the mission.

We've been looking at a whole range of policies and programs and resources and support that we can put together to assist families when they are separated by service at an unaccompanied post. We've also acknowledged the children's sacrifice in this, and we have a program of medals and certificates that we give to children that was very well-received. I think a lot of it is that people still want to feel connected to the Foreign Service family, to understand that the Department is not just worried about the employee but is worried about their family members as well, and that regardless of where the employee is at any point in time and whether or not the family is with them, that those family members are still also part of the Foreign Service. We continue to develop these programs as we get additional information and people express their needs and concerns to us.

**Under Secretary Fore:**

And let me address the last one, which was how we and Department of Defense are you doing with our current relationships, and our ability to deal with crises. I was serving in my capacity as the number four at the Department when the conflict began to arise in Lebanon -- the Secretary was on travel we did not have a Deputy Secretary at the time, and Under Secretary Burns also on travel, And I can tell you that our relationship with DoD in a time of crisis is good. We talked several times a day, we had working groups that were operating around the clock, both here and in Cyprus and in CENTCOM. It was a time that was very difficult for all of us. We did not know how many Americans we had in Lebanon. Many other countries also struggled with this; you did not know where your citizens were. We do urge citizens to sign up with an embassy in the place you are traveling to overseas, so if a disaster like a tsunami or other emergencies strike or conflict erupts, we know where you are and can find you so that we can come and get you out of harms way.

But it was a difficult time because we as a Department do not carry many of the authorities you wish. So we were looking for ships. We don't own cruise ships, we don't own ferries, and we don't lease them. In a conflict situation, most private owners wish us to purchase them. It isn't what we have money for and not what Congressional appropriations are for. So how you acquire things in such situations means that you have to work very closely with DoD and with other agencies. We also were looking for planes. We actually asked for donations; anyone who could help us. And once we were able to get this moving, we successfully carried more people out of Lebanon than any other country, and we did it quickly and safely, and we did it because we used public-private partnerships and we had solid inter-agency cooperation.

It was our largest movement of American citizens since the evacuations of World War II, and that is a remarkable change. We were so worried that we might lose even one of our citizens, but as it turned out, we gained one. One baby was born on board one of our ships moving into Cyprus. Officers flew in from around the world, consular officers. People worked around the clock. We had retirees volunteering to help, interns who were Lebanese Americans volunteering. People worked night and day, at every level, and we had an extraordinary outpouring and turnout. And as you know, we've now set up a public-private fund for the rebuilding of Lebanon and we've had a great number of donations, and we are really working hard to try to rebuild.

So I think inter-agency cooperation can work, it must work, on behalf of the country.

**Patricia Ellis, President, Women's Foreign Policy Group:**

I just want to thank Henrietta Fore so much for taking the time. This discussion could go on for hours, and maybe we could reconvene at another time, because I know people will have a lot of other questions, and I know that your office and your colleagues are very open to hearing from people here. We wish you all the best with the implementation of these many changes that are taking place. I think they're very lucky to have Henrietta in this position. Thank you all for your good questions.

**Under Secretary Fore:**

Thank you all for coming, and don't hesitate to contact us. I know that's true for Mary Ann and Ann and myself, also.