Overview of the
U.S. Department of State

LTC Louis Bono
DEFENSE IS FROM MARS
STATE IS FROM VENUS
Improving Communications and Promoting National Security

Today the realities of the international environment require the military and foreign service professional to increase the breadth and depth in the scope of their duties [and] ... mandates a requirement for coordination, cooperation, and familiarity that capitalizes on the[ir] inherent strengths ... and recognizes the requirement for a "one team-one fight" approach to foreign policy.
DEFENSE FROM MARS, STATE FROM VENUS

Mars
• Hierarchical and bureaucratic
• Employs formal problem solving process based on thorough analysis, selection of the best course of action and an approved solution

Venus
• Individualistic/linear and bureaucratic
• Loyalty important but dissension encouraged
• Decision making is continuous and rarely conclusive
DEFENSE FROM MARS, STATE FROM VENUS

• These two cultures are as alien as life forms from two competing planets.

Martians
• Competence, efficiency, achievement
• Goal-orientated, time conscious, detail driven
• Early to everything – bottom-line focused
• Uniformity, teamwork

Venetians
• Competence, intellect, individual achievement
• Much less interested in facts, focus on bigger picture
• Planning is anathema
• Not necessarily punctual
Our History

- The first Federal Agency established under the constitution--July 1789
- Benjamin Franklin was the first U.S. diplomat
- Thomas Jefferson served as the first Secretary of State
Our Mission

“Advance **freedom** for the benefit of the **American people** and the international community by helping to build and sustain a more **democratic, secure, and prosperous** world composed of well-governed states that respond to the needs of their people, reduce widespread poverty, and act **responsibly** within the **international system.**”
Strategic Goals

- Achieving peace and security
- Governing justly and democratically
- Investing in people
- Promoting economic growth and prosperity
- Providing humanitarian assistance
- Promoting international understanding
- Strengthening consular and management capabilities
Our goals directly impact the lives of the American people…

- American jobs—through promotion of new and open markets
- Support American citizens abroad
- Promote democracy and foster stability around the world
- We make the world a safer place
- Save lives and protect the environment
- We help countries feed themselves
- We help in times of crisis
- We promote rule law and protect human dignity
- We help Americans see the world
- We are the face of America overseas
Always Deployed
More than 270 posts in over 180 countries
**Diplomatic Missions**

- Embassies: 168
- Consulates General: 72
- Consulates: 17
- Missions to International Organizations: 9
- Interest Sections (Cuba): 1
- Other: 4

**Total**: 271
Personnel—our people are our assets

About 23,000 American Employees
• Foreign Service—about 13,000
  – Generalists—about 7,500
  – Specialists—about 5,400
  – 65% posted overseas
• Civil Service—about 9,900

Locally Employed Staff—about 43,000
Foreign Service Officers (FSOs)

- Average entry age early 30s
- FSO Written Test, Qualifications Evaluation Panel (QEP), Oral Assessment, Medical and Security Clearances (extra points for Veterans, Foreign Languages)
- At least one foreign language before tenure
- Change assignments every 1-3 years, with generally most of the career served abroad, sometimes without families

FSO “Cones”
- Political
- Economic
- Management
- Public Diplomacy
- Consular

Foreign Service Specialists
- Administration
- Construction Engineering
- Information Technology
- International Information and English Language
- Medical and Health
- Office Management
- Security
Civil Service (CS) Officers

- Perform the same functions in DC as FSOs assigned to DC
- Offer in-depth expertise, such as arms control, sanctions, terrorism, American Citizen Services
- Have a different hiring and tenure program; enter the CS through competitive application
- CS officers do not rotate; do not generally staff U.S. embassies
Locally Employed Staff (LES)/Foreign Service Nationals (FSNs)

Host country nationals who work in U.S. posts worldwide

- Provide insights and assistance with host nation’s government, economics, social/cultural aspects, and Embassy administrative needs
- Vast majority are long time, loyal employees with specialized knowledge; LES/FSNs are the continuity
- Face the same risks as their American colleagues and sometimes even greater ones
## Rank Equivalents

<table>
<thead>
<tr>
<th>Military Grade</th>
<th>FSO Rank</th>
<th>Civil Service</th>
</tr>
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<tbody>
<tr>
<td>O-10</td>
<td>CA (Career Ambassador)</td>
<td>SES (ES-6)</td>
</tr>
<tr>
<td>O-9</td>
<td>CM (Career Minister)</td>
<td>SES (ES-5-6)</td>
</tr>
<tr>
<td>O-8</td>
<td>MC (Minister Counselor)</td>
<td>SES (ES-4-5)</td>
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<tr>
<td>O-7</td>
<td>OC (Counselor)</td>
<td>SES (ES-1-4)</td>
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<tr>
<td>O-6</td>
<td>FS-01</td>
<td>GS-14/15</td>
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<tr>
<td>O-5</td>
<td>FS-02</td>
<td>GS-13/14</td>
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<td>O-4</td>
<td>FS-03</td>
<td>GS-12</td>
</tr>
<tr>
<td>O-3</td>
<td>FS-04</td>
<td>GS-10/11</td>
</tr>
<tr>
<td>O-2</td>
<td>FS-05</td>
<td>GS-7/9</td>
</tr>
<tr>
<td>O-1</td>
<td>FS-06</td>
<td>GS-7</td>
</tr>
</tbody>
</table>
Organization Chart

United States
Department of State

Secretary of State (S)

Deputy Secretary of State (D(S))
- Executive Secretariat (S/ES)
- Executive Secretary

Deputy Secretary of State (D(N))
- Office of U.S. Foreign Assessments (FIA)
- Director

Under Secretary for Political Affairs (P)
- African Affairs
- South and Central Asian Affairs
- Economic and Business Affairs
- Energy Resources
- International Organizations
- Near Eastern Affairs

Under Secretary for Economic Growth, Energy and Environment (E)
- Antilles and Caribbean Affairs
- Western Hemisphere Affairs
- Energy Resources
- International Organizations
- Environmental and Natural Resources
- Political-Military Affairs
- Office of the Chief Economist

Under Secretary for Arms Control and International Security Affairs (T)
- Antilles and Caribbean Affairs
- Western Hemisphere Affairs
- International Organizations
- Environmental and Natural Resources
- Political-Military Affairs
- Office of the Chief Economist

Under Secretary for Public Diplomacy and Public Affairs (R)
- Educational and Cultural Affairs
- International Information Programs
- Public Affairs
- Consular Affairs
- Diplomatic Security and Foreign Missions

Under Secretary for Management (M)
- Administration
- Budget and Planning
- Diplomatic Security and Foreign Missions
- Office of Medical Services
- Foreign Service Institute

Under Secretary for Civilian Security, Democracy and Human Rights (J)
- Democracy, Human Rights, and Labor
- International Narcotics and Law Enforcement
- Population, Refugees, and International Organizations
- Office to Monitor and Combat Trafficking in Persons
- Office of Global Criminal Justice

Intelligence and Research (INR)
- Office of the Legal Adviser
- Office of Inspector General
- Office of Policy Planning
- Office of the Chief of Protocol
- Office of Civil Rights
- Office of Global Women's Issues
- Office of the Global AIDS Coordinator
- Office of Special Envoy and Special Representative

Legislative Affairs (L)
- Legislative Adviser
- Legal Adviser
- Legal Advisor
- Inspector General (OIG)
- Inspector General
- Chief of Protocol (S/CP)
- Chief of Protocol (S/CP)
- Senior Legal Advisor
- Special Legal Advisor
- Special Legal Advisor
- Special Legal Advisor
Regional Bureaus

• Responsible for U.S. foreign policy in a particular geographic region:
  – African Affairs (AF)
  – East Asian & Pacific Affairs (EAP)
  – European and Eurasian Affairs (EUR)
  – Near Eastern Affairs (NEA)
  – South & Central Asian Affairs (SCA)
  – Western Hemisphere Affairs (WHA)

• Country Desk Officers

• American Embassies in the region
Functional Bureaus

- Responsible for policy with regard to an issue or cluster of issues that cross regional boundaries (e.g., refuges, arms control, environment, trade, etc.)

- Work closely with regional bureaus to develop and implement policies and programs in respective regions
Typical Embassy Organization: Country Team

- Ambassador
  - Deputy Chief of Mission (DCM)
    - Economic Section
    - Consular Section
    - Political Section
    - Public Affairs
    - Defense
      - Defense Attaché Office
      - Security Assistance Office
    - Management
      - AID
    - Other Agencies
    - Marine Security Guard
    - Regional Security Office
What Do our Embassies Do?

• Interact with host government and citizens, encouraging them to support our policies
• Report to DC
• Encourage free markets
• Protect American citizens
• Provide visa and passport services
• Conduct public diplomacy and cultural programs
Chief of Mission

- President’s *Personal Representative*
  - But reports through the Secretary of State

- As Chief of Mission
  - Has full responsibility for the direction, coordination, and supervision of all United States Government Executive Branch employees in country
    - except for elements and personnel under the command of a geographic combatant commander
    - or employees on the staff of an international organization
  - Essentially in charge of all United States Government Executive Branch activities and operations and their conduct.
Passing Time or Subversive Plot?
The *Art* of Diplomacy

“Diplomacy: The patriotic art of lying for your country.”
**Ambrose Bierce**

“Diplomacy is the art of saying ‘Nice Doggie’ until you can find a rock.”
**Will Rogers**

“Diplomacy is telling a man to go to hell in such a way that he will enjoy the trip.”
**Caskie Stinnett**

“Diplomacy is the art of letting someone else have your way.”
**Daniele Vare**

“When a diplomat says ‘yes,’ he means ‘maybe’; when a diplomat says ‘maybe,’ he means ‘no’; when a diplomat says ‘no,’ he’s no diplomat.”
**Charles de Talleyrand.**

“When envoys are sent with compliments in their mouths, it is a sign the enemy wishes for a truce.”
**Sun Tzu**
Programs SOSH is Offering

- Bureau of Energy Resources (ENR)
- Internship in the Arctic Area of the Office of Oceans and Polar Affairs (OES/OPA)
- Bureau of Intelligence & Research (INR)
- (TBD) Office of European Union and Regional Affairs (ERA)
- Bureau of European and Eurasian Affairs, Office of Policy and Regional Affairs
- (TBD) Bureau of Economic and Business Affairs, Office of Development Finance
- (TBC) Bureau of Conflict and Stabilization Operations
- (TBC) Bureau of East Asian and Pacific Affairs, Office of Economic Policy
The intern will develop and coordinate a variety of reports and analysis, staff actions, correspondence, briefings and other related actions. The intern will receive intensive on-the-job training to provide experience in the application of concepts, principles, practices and procedures of energy analysis. Assignments will increase the intern's knowledge and function of analysis, and provide a familiarity with governing foreign affairs policies, procedures and regulations. For example, previous interns have written the ENR Weekly Report to the Secretary of State, cleared inter-agency memos, attended briefings with ENR Ambassador Pascual, drafted summaries/cables to our missions abroad, and briefed senior ENR principals on breaking energy market developments. ENR interns have also participated in meetings with outside energy sector private sector groups and companies, civil society, NGOs, and foreign governments.

-Dr. Ed Canuel
Internship in the Arctic Area of the Office of Oceans and Polar Affairs

Cadet will serve as an intern in the Arctic area of OES/OPA. OPA stands for the office of Oceans and Polar Affairs, and it is located within the Bureau of Oceans and International Environmental and Scientific Affairs (OES). OES works to advance U.S. foreign policy goals in such critical areas as climate change, renewable energy, resource scarcity, polar issues, oceans policy, infectious diseases, science and technology, and space policy, to name a few. The Arctic area within OPA consists of several officers and advisers, including the Senior Arctic Official to the Arctic Council. The Arctic has been warming significantly in the past thirty years due to climate change, and this is creating dramatic challenges and opportunities. For example, the diminishing minimum sea ice extent and advances in technology have made it more feasible for offshore oil and gas extraction in the Arctic; shipping routes across the Arctic Ocean through the Northern Sea Route and the Northwest Passage are open for longer periods; and thawing permafrost, melting glaciers and diminishing sea ice are causing massive changes in the Arctic ecosystems. The U.S. engages in international relations with the Arctic region primarily through the Arctic Council, an international forum consisting of the eight Arctic states, indigenous group representation (Permanent Participants), and observer states and organizations. The U.S. will hold the chairmanship of the Arctic Council from 2015-17, an opportunity to influence international Arctic policy at a time of rapid change and greater international awareness of the region. The intern would gain valuable experience in international relations by observing how national policy is created in this important area, and they would also be expected to significantly contribute to the efforts to prepare for the U.S. chairmanship, as well as assist with current projects.

-Dr. Ed Canuel
The State Department's Bureau of Intelligence and Research is one of the smallest members of the intelligence community. However, access to senior policy customers is greater than most of other counterpart agencies. This makes it a unique opportunity for a cadet to see a wide range of intelligence activities that support policy customers. The office’s focus is Strategic, Proliferation, and Military Affairs (SPM), which monitors worldwide strategic and conventional military forces, WMD and conventional-weapons proliferation, and conflict/security issues. Cadets will be treated as an intelligence analyst. The standing objective for interns is that they will, by the end of their rotations, have written an analytical intelligence product for the Secretary of State. To make this possible, intern must have a TS/SCI clearance passed to the Department of State BEFORE THEY ARRIVE. Only that access will enable them to work and participate in analytic production.

- Mr. Richard Yon
(TBD) The State Department's Office of European Union and Regional Affairs (ERA)

A key component of the Bureau of European and Eurasian Affairs, the ERA is responsible for developing recommendations and coordinates action on all policies related to the European Union. ERA’s development of transatlantic relations provides a unique opportunity for a cadet to gain first-hand knowledge of the intricacies of U.S.-EU relations and the value of our partnership. Cadets would have the opportunity to attend and observe high-level meetings between U.S. and EU officials, and draft and edit memoranda for officials within the Bureau. Moreover, ERA coordinates with EU institutions to develop transatlantic political and economic policies as they relate to the Middle East peace process, counter terrorism, the Transatlantic Trade and Investment Partnership – among other current issues – and cadets would have the opportunity to be an integral part of this process. The standing objective for interns is that they will, by the end of their rotations, have an in-depth understanding of ERA’s role in drafting and implementing American foreign policy. - Dr. Ed Canuel
The Bureau of European and Eurasian Affairs (EUR) develops and implements U.S. foreign policy in Europe and Eurasia. The Bureau promotes U.S. interests in the region on issues such as international security, NATO, coordination with the European Union and other regional organizations, support for democracy, human rights, civil society, economic prosperity, counterterrorism, and nonproliferation. The Office of Policy and Regional Affairs coordinates policy on cross-cutting nonproliferation and security issues, nuclear and strategic issues, missile defense, arms control, security assistance, sanctions, Cooperative Threat Reduction (CTR) policy and implementation, and international space cooperation.

-LTC Lou Bono
The mission of the Bureau of Economic and Business Affairs (EB) is to promote economic security and prosperity at home and abroad. The Bureau's work lies at the critical nexus of economic prosperity and national security. As the single point where international economic policy tools and threads converge, EB helps promote a coherent economic policy across the U.S. Government. EB’s International Finance and Development unit (EB/IFD) promotes U.S. economic development through global economic stability. The Development Finance -- Negotiating multilateral assistance projects that foster sustainable development and market reforms, are consistent with protection of human rights and the environment, and support U.S. jobs by creating export and development opportunities for U.S. companies.

-LTC Lou Bono
(TBC) Bureau of Conflict and Stabilization Operations

The Bureau of Conflict and Stabilization Operations (CSO) advances U.S. national security by breaking cycles of violent conflict and mitigating crises in priority countries. CSO engages in conflict prevention, crisis response and stabilization, aiming to address the underlying causes of destabilizing violence. CSO supports the Department’s conflict and crisis-response efforts through locally grounded analysis, strategic planning, and operational support for local partners. CSO offers rapid, locally-grounded conflict analysis in countries where mass violence or instability looms and access can be difficult. Its data-driven products draw on diverse sources, including diplomatic and media reports, polling, local interviews and international expertise, to identify the most important dynamics fueling instability. Building on this analysis, CSO helps develop prioritized strategies that target the causes of instability and address high-risk periods such as elections or political transitions. To help implement U.S. government and host-nation plans, CSO provides experienced leaders and technical experts. They amplify local initiatives that connect civil society partners, media, community leaders, technical experts, and under-represented groups like women and youth in coalitions that bridge social divides.

-LTC Lou Bono
The Bureau of East Asian and Pacific Affairs deals with U.S. foreign policy and U.S. relations with the countries in the Asia-Pacific region. The Office of Economic Policy (EAP/EP) advises and supports the Bureau and Department of State leadership in advancing U.S. economic, trade, security and public health interests in the Asia-Pacific region. The office is the U.S. Government’s coordinating body for the annual Asia-Pacific Economic Cooperation (APEC) forum. EAP/EP provides expertise on regional trade and economic development. The office coordinates public-private sector partnerships on a range of hot topic issues. The EP team consists of an accomplished group of foreign affairs professionals dedicated to creating an intellectually challenging, engaging, and rewarding environment that fosters professional and individual growth.

-LTC Lou Bono
The Academy’s Timeline

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
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<tbody>
<tr>
<td>17 JAN</td>
<td>ALL AIAD PROJECTS ENTERED INTO AMS BY DEPTs</td>
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<tr>
<td>20 - 24 JAN</td>
<td>AIAD DATABASE OPEN FOR CADET PREFERENCES</td>
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<tr>
<td>31 JAN</td>
<td>USCC LDB SCHEDULES CADET KEY LEADER POSITIONS FOR SUMMER 14</td>
</tr>
<tr>
<td>20 JAN – 20 FEB</td>
<td>DEAN REVIEW AND APPROVAL OF PROJECTS IN AMS</td>
</tr>
<tr>
<td>3 - 10 FEB</td>
<td>INTERNAL USCC CST SCHEDULING</td>
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<tr>
<td>10 FEB - 24 FEB</td>
<td>DECONFLICITION OF IADS AND SUMMER TRAINING (USCC)</td>
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<tr>
<td>25 FEB - 4 MAR</td>
<td>AIAD OICs SELECT CADETS</td>
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<tr>
<td>10 MAR</td>
<td>USCC PUBLISHES CADET SUMMER TRAINING SCHEDULE</td>
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<td>15 - 23 MAR</td>
<td>SPRING BREAK</td>
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<td>25 APR</td>
<td>EARLY DEPARTURE/ LATE RETURN/ AIAD CAP MEMOS TO IIDD</td>
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<tr>
<td>28 MAY</td>
<td>GRADUATION DAY</td>
</tr>
<tr>
<td>29 MAY</td>
<td>AIADs START</td>
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<tr>
<td>9 AUG</td>
<td>AIADs END (Saturday)</td>
</tr>
<tr>
<td>11 AUG</td>
<td>Re-Orgy Week Starts (Monday)</td>
</tr>
</tbody>
</table>
General AIAD Info

- Security clearance (work this with Mr. Yon) immediately after selection
- Internship duration is 6 weeks
- Housing is at American University (same for all USMA cadets in DC for AIADs)
- In and around transportation will be via DC Metro
- Cadets will receive TDY orders for authorized expenses: meals, incidentals, and transportation. Save receipts for transportation and expect to complete voucher before or during re-orgy week
- Be aware of unexpected issues that require your immediate attention throughout the Spring and Summer. YOU MUST READ E-MAILS and be willing to respond IMMEDIATELY
## Criteria for Selection

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Important Factors</th>
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<tbody>
<tr>
<td>• Solid academic record (high GPA) with no behavioral boards</td>
<td>• Preference given to rising firsties and then rising cows</td>
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<tr>
<td>• Background and/or strong interest in respective field</td>
<td>• If you are an IR major looking to build some &quot;field experience&quot; for upcoming thesis</td>
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<tr>
<td>• Recommendations from instructors</td>
<td>• You have not exceeded the IAD cap (3 IADs or 2 AIADs) or have any travel restrictions</td>
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<tr>
<td>• You have six consecutive weeks open in the summer and your TAC supports this internship to fill it in</td>
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What’s Next?

- Seek an application from Mr. Yon via e-mail. Applications must be received by Friday, January 17th @ 1600 hours
- Sign up in CIS/AMS beginning on 20-JAN
- Mr. Yon or Dr. Canuel may contact you for an interview
- Selections will be confirmed 4-MAR in AMS
- Richard.Yon@usma.edu
- Edward.Canuel@usma.edu
- Jennifer.Parisi@usma.edu