



United States Department of State

*Director General of the Foreign Service
and Director of Personnel*

Washington, D.C. 20520

October 7, 1992

Ms. Prudence Bushnell
Deputy Chief of Mission
American Embassy
Dakar, Republic of Senegal

Dear Ms. Bushnell:

I am writing to extend early congratulations on your selection as the next United States Ambassador to the Republic of Rwanda. Although there are many hurdles to cross before your appointment process is completed -- security, medical, and conflict of interest clearances, agreement from the host government and, of course, Senate confirmation -- I want you to know that my colleagues and I stand ready to assist you.

As you prepare for your assignment, I urge you to become thoroughly familiar with the broad tenets of U.S. foreign policy and the full range of the Administration's domestic policies. To be effective, you will need both to understand and to articulate these policies and objectives. You will also need to master the particular problems of management in the public sector. You will want to be particularly clear about your authorities and responsibilities as an Ambassador, about the goals you seek to achieve and about how you and your mission fit into the larger context of our foreign policies. You should be aware also that you will be required to submit six months after assuming the position a report for the Senate Foreign Relations Committee and the House Foreign Affairs Committee, as called for by section 304(c) of the Foreign Service Act of 1980, describing your foreign language competence and the foreign language competence of the mission staff in the principal language or other dialect of your country of assignment.

Ambassadors are responsible not only for the activities of the Department of State and the Foreign Service, but are called upon to coordinate and supervise overall United States Government activities in their country of assignment. Therefore, you will be expected to provide strong direction and leadership to all Executive Branch agency activities in carrying out United States foreign policy, programs and operations in your country of assignment. Much of the effectiveness of your mission will depend on how successfully you carry out these responsibilities.

In today's environment of scarce budgetary and personnel resources, you will be called upon to provide effective management leadership and oversight. The molding of a strong, highly motivated, and professionally capable country team is essential to advancing U.S. interests and carrying out your mission. You must seek to ensure that your mission staff is given the fullest opportunity to develop their individual talents and professional skills. I will look to you and your Deputy Chief of Mission (DCM) to ensure that the United States Government's human and material resources are used wisely. I emphasize that your mission must have an effective internal control system established to avoid waste, fraud and mismanagement. Additionally, the President and the Secretary expect the highest standards of personal conduct from all U.S. government employees. As the President's personal representative abroad, your moral and ethical standards must set the example.

If your Deputy Chief of Mission is due for rotation in the near future, the DCM Committee (which I chair) will assist you by drawing up a short list of candidates for your consideration. You can assist us by telling us as soon as possible any specific qualities you seek in a DCM to ensure that you will be an effective team. Because DCMships are significant career development assignments, the Secretary and I place the highest importance on ensuring that these positions are filled in a fair, open and non-discriminatory way. I will therefore be asking you to give all candidates on the short list equal consideration and to help us further our affirmative action efforts should you have the opportunity to select a minority or woman from among other equally qualified candidates.

It is the Department's policy that, as ambassador, you may personally select a secretary to serve on your immediate staff. Career Foreign Service officers are normally expected to select a career Foreign Service secretary. I highly recommend this outstanding group of Foreign Service secretaries to non-career Ambassadorial selectees as well. Catherine Smith, Chief of the Secretarial Division, is available to offer assistance in the selection process. She can be reached at (202) 647-9526 and will be happy to review with you interested candidates from our secretarial corps. Foreign Service experience and, where appropriate, language skills are important factors in this selection process. For that reason only those secretaries who are tenured and have achieved FP-6, at a minimum, will be presented. I recommend you contact her as soon as possible to discuss the qualities you seek in the candidates.

In preparing for your assignment, you are expected to participate in the pre-departure Ambassadorial Seminar which the Foreign Service Institute offers. You will be contacted by FSI to discuss timing for your participation in an upcoming Seminar. For non-career selectees, the Department is

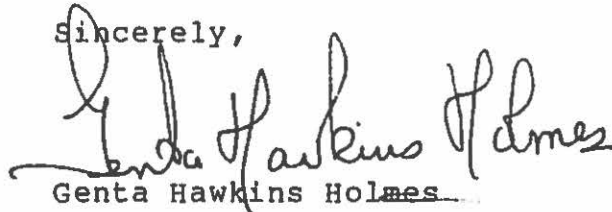
prepared to fund up to five weeks of consultation and briefings in Washington to prepare for your confirmation. Two of the five weeks will be devoted to attendance at the Ambassadorial Seminar.

During your consultations, I urge you to take advantage of private industry briefing programs sponsored by the Executive Council on Foreign Diplomats and the Business Council for International Understanding. Both of these groups have contacted the Department about the importance the business community attaches to these briefings. Your country desk officer and the Office of Commercial, Legislative, and Public Affairs in the Bureau of Economic and Business Affairs (EB/CPL), telephone number 202-647-1942, will be pleased to arrange these briefing sessions for you.

Ms. Sharon Bisdee, Chief of the Presidential Appointments Staff (202-647-3294), will be contacting you shortly. She will assist you during the appointment process and provide to you the appropriate appointment forms. In addition to Ms. Bisdee, the country desk officer will provide regional bureau support and assist with your briefings and consultations. Once your nomination has been forwarded to the Senate, the Office of Legislative Affairs will be your key point of contact during the Senate confirmation process.

I look forward to working with you during the months ahead, and to meeting with you during your consultations.

Sincerely,



Genta Hawkins Holmes