

DEPARTMENT OF STATE FOREIGN SERVICE OF THE UNITED STATES OF AMERICA INSPECTOR'S EVALUATION REPORT		INSTRUCTIONS Prepare in quadruplicate; Post/Office fill-in boxes 1-6. This report should be discussed with, and copy given, to the employee at post/office or if need be, forwarded by mail.		
1. NAME OF OFFICER BEING RATED (surname first) Lincoln P. Bloomfield, Jr.		2. CLASS EX IV	3. SOCIAL SECURITY NO. (optional) 	4. POST/ OFFICE PM
5. FUNCTIONAL TITLE Assistant Secretary		6. PERIOD COVERED 5/25/01 – 12/20/04		
7. DATE REPORT RECEIVED IN PER		8. DATE RELEASED TO FILE		
INSPECTOR'S COMMENTS				
<p>Lincoln Bloomfield has been Assistant Secretary (A/S) for Political-Military Affairs since May 2001. He and his bureau serve as the Department's primary interlocutors with the Department of Defense, integrating diplomacy and military power to foster a secure international environment. The bureau also administers U.S. defense trade, licensing potential exports of \$100 billion per year. The bureau has been in the forefront of the Global War on Terror. It led, in the initial response to the 9/11 attacks, the diplomatic efforts to garner international support and obtain base access and over-flight clearances. Its efforts were, and have remained, key in building and sustaining the coalitions for Operations Enduring Freedom and Iraqi Freedom.</p> <p>Mr. Bloomfield brings to the job immense experience in his field, having served in several positions in DOD, including as Principal Deputy Secretary of Defense for International Security Affairs. He has also served in the Department, including as Deputy Assistant Secretary for Near Eastern Affairs, and in the White House, as Deputy Assistant to the Vice President. He knows government, and he knows everyone in his field in government.</p> <p>OIG found widespread praise and appreciation for A/S Bloomfield throughout the Department and throughout the inter-agency community. A common refrain was that there has never been anyone in his position with the breadth of experience, knowledge and policy acumen. Equally noted was his policy management skill – an ability to resolve issues and achieve concrete results across bureau and interagency lines. Examples include the unanticipated progress on the Global Defense Posture Review of our military footprint overseas and his landmark work in bringing together diverse Department and outside elements to successfully implement the Leahy Amendments on human rights.</p> <p>Department officials appreciate the Assistant Secretary's outreach to the bureaus, spearheaded by Mr. Bloomfield through daylong outreach meetings with each regional bureau shortly after he took office. He stresses to his staff the need to serve the regional bureaus – to substantively assist on major issues. He encouraged his staff to rise above a history of bureaucratic turf squabbling with the "regionals," even when it initially entailed turning the other cheek. It worked. Regional bureaus have recognized PM's ability – even indispensability - to assist with or even handle difficult regional issues. The bureau has in recent years overseen broad cooperation in the distribution of \$5 billion in annual security assistance, promptly provided arms export licenses for material needed by coalition partners, and concluded non-surrender ("Article 98") agreements to protect our military personnel. This success has helped give the bureau new prominence in the Department. PM is the only bureau that briefs the Deputy Secretary daily.</p> <p>Mr. Bloomfield has himself earned a warm reputation as an "action officer." He was instrumental in convincing Kuwait to continue supplies of oil to US forces. He has worked in difficult Article 98 negotiations, and he has made trips to several volatile countries in successful efforts to acquire and destroy man-portable air defense systems (MANPADS). His experience and efforts have also helped forge relationships, and sometimes even an easy familiarity, with ranking regional leaders and officials. These relationships have been valuable, and appreciated by the regional bureaus, with whom he carefully coordinates.</p>				
9. INSPECTOR'S NAME Michael J. Senko		10. PERIOD OF INSPECTION from 9/15/04 to 12/20/04		11. DATE OF THIS REPORT 12/20/04

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INSPECTORS' COMMENTS (continued)

Prominent among Mr. Bloomfield's achievements is his work on defense trade. Expert groups from the U.S. and abroad had long lobbied the President for reform and better process management. The A/S led a thorough reorganization of the PM Directorate of Defense Trade Controls (DDTC) that made the office more productive and far more responsive. He has also undertaken much-needed defense trade reform and crafted for the President a policy now before Congress that will much more rationally serve both U.S. industry and our allies.

The Assistant Secretary is an accomplished and enthusiastic public speaker, one of the rare people who are energized by addressing audiences. His speeches, domestically and internationally, are frequent and well-targeted. He is likewise seasoned in handling Congressional appearances and relations.

A/S Bloomfield has earned extraordinarily high respect throughout the ranks of his staff. They see him as intellectually expansive in handling policy, and they admire his incredible energy and passion, a passion that is readily apparent and inspiring. They also appreciate what so many describe as gentility. He reaches into the ranks to express individual thanks. He never yells. He is always calm. Interestingly, while much of his gentility is natural, he explains that his careful treatment of staff is very deliberate; he has worked in the ranks and knows the weight of his actions.

A/S Bloomfield knowingly took over a bureau known for its management challenges. In fact, he was told it was the most troubled bureau in the Department. He addressed many of the challenges head-on, even while the bureau worked flat out to support the Global War on Terror. He followed the DDTC reorganization with two other major office reorganizations, including a new office of Weapons Removal and Abatement that OIG found increasingly successful at de-mining and removing MANPADS from unstable nations. He placed new directors in offices that had been fiefdoms. He brought in a management consultant to align personnel and funding with bureau and Department objectives, and the bureau produced what the Deputy Secretary felt was one of the best Bureau Performance Plans this past cycle. The plan clearly justified the busy bureau's need for additional personnel

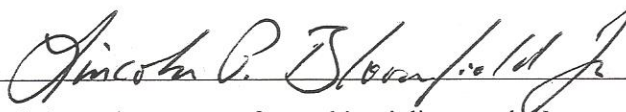
However, OIG found that many management challenges remain. Poor intra-bureau communication, low morale, questionable organization and personnel problems continue to plague the bureau. Bureaucratic change is often unsettling, and while OIG found all the reorganization well-advised, it also found it could have been better managed, with more buy-in sought at the mid- and staff levels. More, and sustained, attention is also needed to communication and the nuts and bolts of personnel administration. This is not easy in a bureau already overworked with the responsibilities of the GWOT, but the Assistant Secretary continues his efforts. He and his deputies are working to enhance communication, including by revamping its staff assistants office. They intend to focus more on nuts and bolts and have brought on-board an additional management consultant with years of experience in Department administration. The Assistant Secretary will leave the bureau in much better shape than when he began his tenure.

The Assistant Secretary is committed to the President's Management Agenda. PM out-sources a number of functions and employs a healthy number of contractors. Its financial performance appears solid, and budget and performance are clearly integrated in its BPP. DDTC is pursuing e-Gov through introduction of the D-Trade computer program, which will bring the processing of export licensing requests into the information age.

In sum, Assistant Secretary Bloomfield's knowledge, policy acumen, energy and diplomatic ability have served our nation exceptionally well during the last several years of crisis and struggle. He will be justly regarded as the standard against which PM Assistant Secretaries will long be measured.

I acknowledge receipt of a copy of this report

Date 12/26/04 Signature of Rated Officer



Employee may comment on inspector's evaluation and give to inspector or forward in triplicate to the Inspector General