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State

Magazine

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United States Department of State

March 1997



**International
Organization
Affairs:**

**Bureau
without
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On the cover



Left: First Lady Hillary Rodham Clinton and IO's Sharon Kotok in Beijing at International Conference on Women in 1995; Acting Assistant Secretary for International Organization Affairs Princeton N. Lyman, right, in Angola with Ambassador Donald Steinberg, center, and special assistant R.P. Eddy.

State Magazine

Carl Goodman, *Editor-in-Chief*
Barbara Quirk, *Deputy Editor*
Rich Florence, *Designer*
Kim Banks, *Editorial Assistant*

Advisory Board Members

Kenneth Hunter, *Chairman*
Sylvia Bazala, *Executive Secretary*
Paul Ashby
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Catherine Brown
Glyn Davies
Carmen Martinez
Linda Watt

State Magazine (ISSN 0278-1859) is published by the U.S. Department of State to facilitate communication between management and employees at home and abroad and to acquaint employees with developments that may affect operations or personnel.

The magazine welcomes State-related news and features. Informal first-person articles work best accompanied by photographs of the author in the environment written about. The magazine will also consider cartoons and poems related to life at State. *Please include your telephone number or a way to be reached.*

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United States Department of State

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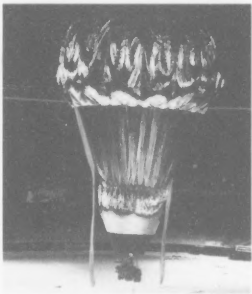
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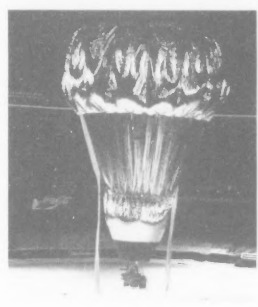
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Dear Colleagues:

I want to say how much I look forward to working with you to advance the foreign policy and national security interests of the United States. As a student and teacher of international affairs, and as America's Permanent Representative to the United Nations these past four years, my respect for the Foreign Service, Civil Service and foreign national employees of the State Department has grown deeper and deeper.

As Secretary, I will strive to see that you receive the recognition and rewards you deserve for the sacrifices you make and the hard work you

perform. I will work with Congress to obtain the resources required to defend U.S. interests and ensure American leadership. I will seek your help in managing the Department efficiently. And I will be asking you for your very best effort every week and every day.

In the weeks ahead, I hope to get to know as many of you as possible as I get around the building and visit our posts abroad. We have much work before us, and I hope that we will all approach our responsibilities with enthusiasm, determination and the commitment to work as a team.

Sincerely,

Madeleine K. Albright

News Highlights

Secretary holds upbeat town hall meeting

Secretary of State Madeleine K. Albright received standing ovations from several hundred Department employees who packed the Dean Acheson Auditorium for her first town hall meeting.

The gathering, held Jan. 27, resembled a pep rally, with the new Secretary as head cheerleader. "We have the wind at our back," she said, "and we will strive to have the world's finest diplomacy."

Noting that diplomacy is "threatened not so much by hostility as by ignorance," she pledged to work to obtain the necessary budgetary resources to ensure that Department personnel get their deserved rewards, that employee and family needs are met and that training and the deployment and use of new technology receive priority.

"I have studied and participated in American policy all my life," the Secretary said, noting that many of



Deputy Secretary Strobe Talbott introduces Secretary Albright.

Photos by Sharon Moore



Secretary Albright addresses employees in the Dean Acheson Auditorium.

her heroes and role models have been Department employees of great prominence.

She told the assembly of employees that her approach to management is not change for change's sake, but improved accountability, less duplication of effort and a results-oriented approach. We must do a better job, she said, of communicating to the

American people how the Department's accomplishments affect their lives.

As for diversity, she said, "It enriches the workplace and improves the work product. It is also central to what America is all about."

Before receiving her second standing ovation, she urged employees to talk to her when they see her in the hall. "We are all in this together, and I want very much to work with all of you."

Deputy Secretary of State Strobe Talbott introduced Ms. Albright to employees. □

News Highlights

Ambassador Harriman dies; receives France's highest honor

by Barbara Quirk

The author is deputy editor of State Magazine.

Pamela Churchill Harriman, the first woman to serve as U.S. ambassador to France, died of a cerebral hemorrhage at the American Hospital of Paris Feb. 5. She was 76.

President Clinton, learning of her death, said, "We are deeply indebted to the work she did in maintaining our relationship with one of our closest and oldest allies. She was a source of judgment and inspiration to me, a source of constant good humor and charm and real friendship, and we will miss her very, very much."

In a diplomatic cable to all posts, Donald Bandler, deputy chief of mission, said, "Pamela Harriman earned the profound respect and deep affection of all those who worked with her over the past four years. She was a longtime friend and ardent supporter of the Foreign Service and the Department, and she believed deeply that America must continue to play a leadership role in the post-cold war world."

As envoy to the nation's oldest post, Ms. Harriman was credited with easing tensions related to provisions of the General Agreement on Tariffs and Trade; NATO policy, industrial espionage; and issues related to the Middle East, the United Nations and Africa.

President Clinton appointed Ms. Harriman to the Paris post in 1993 after she served as national co-chair of his first presidential campaign. Earlier, she founded Democrats for the '80s, a political action committee that raised nearly \$12 million for Democratic candidates. Ms. Harriman's Washing-

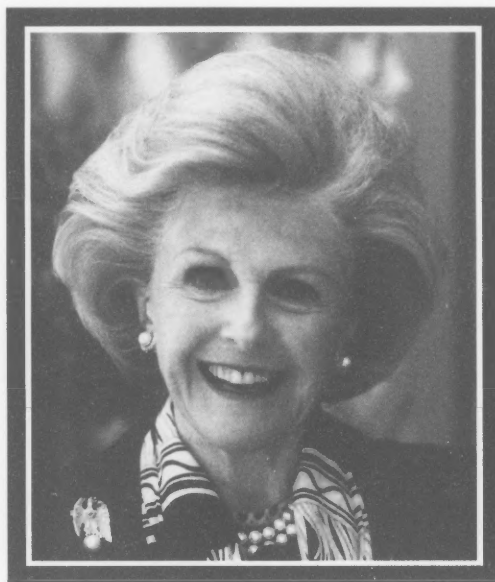


Photo by Diana Walker

ton home served as a salon for political thinkers, who credited her with promoting President Clinton's ascendancy and the Democratic Party's move to the political center.

Pamela Beryl Digby was born March 20, 1920, in Farnborough, England, the daughter of a baron. During World War II, she married Randolph Churchill, son of Winston Churchill. While her husband served in the war, she became a confidante of the British prime minister. After her first marriage ended, she adopted France as her homeland, living there for many years before marrying Averill Harriman, the celebrated ambassador who served as U.S. envoy to the Soviet Union and governor of New York.

Ms. Harriman acquired U.S. citizenship and began a career of aiding Democratic causes, starting as a fundraiser for President John F. Kennedy. Other efforts included stints

as a member of the board of directors of the Commission on Presidential Debates, member of the National Committee of the Democratic Party, honorary trustee of the Brookings Institution and member of the Council on Foreign Relations.

At a memorial service in Paris, French President Jacques Chirac posthumously awarded Ms. Harriman the Grand Cross of the Legion of Honor, France's highest honor. Ceremonies were also held at Andrews Air Force Base, Md., and in Washington, D.C., where President Clinton delivered the eulogy. Pallbearers included Mr. Bandler; Peter Tarnoff, under secretary for political affairs; and Richard Holbrooke, former assistant secretary for European affairs. Ms. Harriman leaves a son, Winston, a brother and numerous grandchildren and great grandchildren. □

Department to hold public service week

The State Department will observe Public Service Recognition Week May 5-11 as part of a nationwide outreach effort to both recognize and stimulate interest in public service careers. Public employees in an estimated 1,200 cities are participating in all 50 states, five U.S. territories and U.S. embassies and military bases around the world.

This is the 12th annual Public Service Recognition Week whose official theme is "A Challenge and a Dream... Public Service Today and Tomorrow."

In the Washington, D.C., area, State is among 100 federal and local agencies that will be exhibiting on the National Mall. An estimated 150,000 visitors are expected to tour the exhibits, including 5,000 school children. Seven outstanding government programs will be honored with Public Service Excellence Awards at the Breakfast of Champions May 5.

Week-long activities at State will recognize contributions of current and former Foreign and Civil Service employees, Foreign Service Nationals and families of State employees and will demonstrate how all of these groups further the mission of the Foreign Affairs agencies. Some 20 awards will be presented during the week recognizing individual contributions.

The week's inaugural event will be the dedication May 5 of the Department's library, honoring Dr. Ralph J. Bunche, former undersecretary general of the United Nations and winner of the 1950 Nobel Peace Prize.

Secretary Madeleine K. Albright is scheduled to participate in the weeklong observance along with other Department officials, area Congressional representatives and others.

More details about Public Service Recognition Week will appear in April's *State Magazine*.

Employees pledge \$1 million to CFC

State Department employees contributed an average of \$105 to the Combined Federal Campaign, putting the Department over the top in total dollars pledged.

The Department exceeded its dollar goal of \$1,150,000 by 5 percent, raising \$1,205,000 in pledges. Overall participation was 34 percent.



One bureau, PRM, achieved more than 159 percent of its dollar goal with 79 percent employee participation. The

bureau will receive a Presidential Award.

Another bureau, IO, reached nearly 113 percent of its dollar goal, with 70 percent of its employees participating. The bureau will receive a CFC Chairman's Award.

Ten other bureaus met or exceeded their CFC goals. They are A, ARA, DRL, EAP, FSI, INL, L, OIG, PER and PM.

President asks for budget increase

President Clinton has proposed a 2.3 percent spending increase for State in his 1998 budget plan to Congress, reversing a 10-year downward slide in funds allocated for the Department.

Under the plan, \$19.45 billion would go for Department operations, peacekeeping, foreign aid and international lending institutions. If approved by Congress, funds for running the Department would rise to \$2.58 billion, increasing by 2.3 percent.

The proposed reversal reflects the administration's view that the United States cannot continue its role of global leadership unless greater resources are allocated for diplomacy.

News Highlights

New school opens at Arlington training center with new dean

by Doug Langan

The author is former deputy director of FSI.

The School of Applied Information Technology was formally inaugurated in a ceremony at the National Foreign Affairs Training Center in Arlington, Va., Oct. 30. The school incorporates the programs of the Warrenton Training Center formerly managed by the Office of Information Management of the Bureau of Administration and the Information Management Training Division of the Foreign Service Institute. The school's new dean is Robert McMahon (see following article).

Opening remarks were delivered by Acting Under Secretary for Management Patrick Kennedy, who, with Foreign Service Institute Director Teresita Schaffer, proposed the school. Mr. Kennedy cited the Department's strong commitment to enhancing its information technology capabilities and underscored the importance of providing information technology professionals and users alike the skills needed to take full advantage of current and future systems.

"We must ensure that (the School of Applied Information Technology) is involved whenever new systems and applications are being considered, so that essential training requirements and ramifications are addressed early on," Mr. Kennedy said.



Photos by Bob Kaiser

At ceremony inaugurating new FSI School of Applied Information Technology are, from left, Chief Information Officer **Eliza McClenaghan**; Deputy Assistant Secretary for Information Management **Joseph Lake**; Dean **Robert McMahon**; Acting Under Secretary for Management **Patrick Kennedy**; and Foreign Service Institute Director **Teresita Schaffer**.

He praised the Warrenton and Foreign Service Institute training programs for their quality and relevance, and predicted that their merger would energize and improve both. "What we need," Mr. Kennedy said, "is a robust, fully integrated and cohesive training approach to complement our systems development efforts. This school is a first step in that direction."

Chief Information Officer Eliza McClenaghan welcomed the new school's establishment as an opportunity to ensure that training is integrated into the Department's strategic planning efforts. She said the Department's ability to accomplish its future mission will depend heavily on the tools and techniques of the information age. Emphasizing the school's importance to the

Department, Ms. McClenaghan said, "We have the opportunity to achieve a level of excitement about, and achievement in, training programs. We should not turn to this area first when we have cuts to absorb. The perception has been that training is expendable. We have to turn this around."

Deputy Assistant Secretary for Information Management Joseph Lake said that the new school represented an important element of the Department's strategy to improve its information technology posture, and he challenged the new school to design courses to meet the specific skill requirements of State's major job categories. "Applied information technology," Mr. Lake said, "must be one of the core skills of foreign

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Honors & Awards

3 employees honored for excellence

by Barbara Quirk

The author is deputy editor of State Magazine.

Three State Department employees stationed overseas have been honored for excelling in administrative, security and consular efforts. They are **Matt Burns**, Rome; **George Lambert**, Sarajevo; and **Teddy Taylor**, Budapest.

Mr. Burns of the Rome Embassy received the Leamon R. Hunt Award for Administrative Excellence. He



earned a certificate of appreciation and \$5,000 for innovating operations in Italy. His name will be inscribed on a plaque displayed in the Office of the Assistant Secretary for Administration.

Mr. Burns was nominated by Reginald Bartholomew, ambassador to Rome, who credited him with modernizing embassy properties. "Matt submitted budgets to upgrade all our facilities—from a complex electrical heating and heating proposal to restoring public rooms for the first time since 1947. During his

tenure as general service officer, he secured the highest level of FBO funding this post ever witnessed," the ambassador said.

Praising Mr. Burns' other efforts as GSO, the ambassador said, "Matt took full advantage of our new PCs to computerize all GSO activities, training his staff in the technology. And when the time came, he avoided a RIF in his section by relocating our most valuable employees."

Spearheaded ICASS project

The ambassador also praised Mr. Burns for spearheading the mission's ICASS project, recalling that he met with every agency head to explain the program, negotiated the charter and defended the first budget proposal to the ICASS council.

The admin officer was lauded for inspiring the junior financial management officer and information management staff to work together to develop an accounting system. The ambassador recalled that when the administrative counselors of the major European posts met in Rome, accompanied by the under secretary for management, "...they were dazzled by our interagency cooperation, software advances and Matt's presentation."

The 12 others nominated were Timothy Harley, Luxembourg; Llewellyn Hedgbeth, Ulaanbaatar; Richard Ingram, Abuja; James Kessinger, Beirut; Richard Kramer, Rabat; Gerald Loftus, NATO; Robert McAnney, Dakar; Ronna Pazdral, Zagreb; Thomas Ryan, Helsinki; Bernardo Segura-Giron, Panama City; Stuart Spode, Foreign Buildings

Office; and Robert Wood, Athens.

Mr. Lambert, regional security officer in Sarajevo, was selected "Security Professional of the Year."



He received \$5,000 and a certificate signed by the Secretary.

Mr. Lambert was nominated by charge Michael Parmly for bolstering security in war-torn Bosnia-Herzegovina. "When George arrived, post personnel were in the middle of the hottest shooting war in Europe since 1945," Mr. Parmly said. "Even now the country still has over six million live mines and countless rounds of unexploded ordnance."

Described as an RSO's nightmare, the post hosted visits by the President, First Lady, Secretary of State, then Ambassador Albright, and a recent presidential delegation observing national elections. The delegation visited towns and villages all over the country.

Honors & Awards

Pushed for security upgrades

To increase safety at the post, Mr. Lambert pushed hard for security upgrades, increasing the local guard force from an authorized strength of 13 to the present 82 and hiring a Washington-based team to train them. The residential security program now covers over 60 residences. He also persuaded an expert anti-mining team to brief post personnel on the problem.

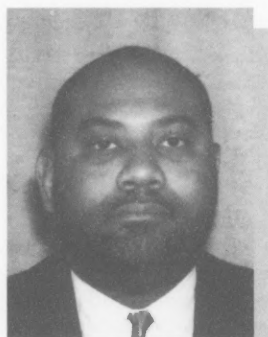
"His impact on security in the broader community has been even more astounding," Mr. Parmly asserted. "When the hostile environment led to the shooting of an embassy employee, George was particularly effective in coordinating the investigation with local officials, helping to produce quick arrests. When a U.S. NGO had one of its employees shot, George gave antiterrorist briefings to the group's personnel all over the country, and during the tense election, he organized sessions to reassure AID contractors."

The security officer was also hailed for his role in organizing the first meetings of leaders of rival factions in the Bosnian civil war. His efforts "earned those parties' respect for U.S. evenhandedness," the charge concluded.

The 22 other nominees were Wayne Ashbery, Ankara; Lanny Bernier, Managua; Steven Chalupsky, Harare; John Couch, Gaborone; Nace Crawford, San Jose; James Cronin, Warsaw; Jeffrey Culver, Abu Dhabi; Gerald De Salvo, San Salvador; John Frese, Monrovia; John Hernly, Beijing; John Holland, Diplomatic Security; also, Mark Lefler, Diplomatic Security; Bruce Matthews, Moscow; James McWhirter, Diplomatic Security; Bill Miller, Jerusalem; Peter

Pham, Bangkok; Michael Ross, Yaounde; Steve Poloick, Marie Roy, Steve Schmidt, James Wellman, all of Frankfurt; and William Springmeier, Moscow.

Mr. Taylor, consul general in Budapest, won the Barbara M. Watson Award for Consular Excellence. He will receive a certificate



signed by the Secretary and a \$5,000 honorarium.

Mr. Taylor was nominated by Donald Blinken, ambassador to Hungary, for increasing morale and upgrading consular operations in Budapest. "He inherited a consular section that was seriously demoralized in the wake of personnel upheavals that left the staff without well-defined roles or a sense of purpose," the ambassador said. "Mr. Taylor introduced new practices, such as involving FSNs in decision making and initiating a series of information meetings between FSNs and the front office. He pursued a long overdue FSN salary increase, partially relieving the pain of inflation.

"His 'will-do' attitude has turned the section around, earning him the loyalty of the staff," Ambassador Blinken noted.

Enhanced community services

Praising Mr. Taylor's management skills, the ambassador said, "The instituted prescreening of nonimmigrant visa applicants, launched a training program for travel agents and extended same-day issuance to nearly all of the 200 NIVs issued daily. He inaugurated a program to cross-train FSNs between visa and American citizen services' functions and has required all FSNs to take the complete consular correspondence course."

The consul was also cited for enhancing services to the community. "Mr. Taylor has led the section in delivering top-quality service to its clients," the ambassador said. The section now reaches out to Budapest's large business and resident American community, publicizing its services at business association meetings. Mr. Taylor also provided consular information to 4,000-plus U.S. troops in Tazsar. Information included visa application procedures, fees, scams preying on gullible travelers and changes to immigration law.

Summing up the consul's leadership, the ambassador said, "What is remarkable is that in this society still struggling to shake off the psychological legacy of 49 years of communism, Mr. Taylor's management style is encouraging initiative among the staff and fostering the expectation among the public of efficient, courteous service."

The eight others nominated were Dan Chase, Luanda; David Donahue, Singapore; Joel Ehrendreich, Lome; Peggy Gennatiempo, Mexico City; Richard Hermann, Riyadh; David Schensted, Kathmandu; Cynthia Sharpe, Belfast; and Bill Stewart, Dubai. □

Direct from the D.G.

This column was written by Anthony C.E. Quainton, director general of the Foreign Service and director of personnel.

We have come to the end of the Civil Service rating cycle and we shall soon be engaged in the Foreign Service cycle. Once again we will be forced to face the unpalatable fact that we are far from our goal of evaluating employees objectively. Last year's Foreign Service promotion boards repeatedly criticized the hyperbole that characterized evaluations and the lack of honesty in describing weaknesses. The same can also be said for the Civil Service, where we have one of the highest percentages of employees getting outstanding ratings among government departments. OPM was very critical of this fact in a recent evaluation of our personnel policies and procedures.

What is it, I frequently ask myself, about our bureaucratic culture that makes us shy away from criticism? Part of the answer is that we reflect a larger culture of grade inflation and litigation. It is easier to praise than to criticize, particularly where the penalty for criticism is long and expensive litigation. And yet as I watch the assignment process at work and look at how we go about choosing senior managers, whether Civil or Foreign Service, I am struck by the disservice we are doing to the Department by our lack of candor. Reviewing an officer's file provides few clues to that officer's real potential. Too often the corridor or bureau reputation of an officer is at variance with the written file. The result is, of course, that there is more cronyism than necessary, that employees perceive an old boy/girl network at play, and that notwithstanding glowing evaluations, officers



repeatedly get passed over for prestigious or career-enhancing assignments.

We can and must do better. Doing better has several elements—systematic counselling and feedback, candor in describing performance and honesty in assessing the future potential of employees. Many of us and I include myself in that category, find it difficult to sit down with subordinates and carefully and thoroughly go over performance. We provide day-to-day feedback on individual products, or at least by our corrections, comments and emendations give subordinates some idea of what we expect. But aggregating those comments is difficult in personal terms and often painful. But if we fail in this task we are almost certain to fail at the moment of drafting the EER when an employee is likely to feel that criticism has been unfairly sprung on him. Similarly, we should not be recommending an officer for higher level positions when we know that the officer is not ready for that position. Almost all Foreign Service officers were recommended by their supervisors for promotion last year, and yet we know that many were not ready or qualified.

We are all part of the problem; we are also part of the solution. When we think about our primary responsibilities, we

take for granted high levels of integrity. We tell it like it is so that our political leaders can make appropriately informed decisions. We emphasize the value of honest dissent and frank criticism. Indeed, one does not have to go to very many interagency or intradepartmental meetings to see that we indeed do speak our minds. We know how to speak up. What we need to do is see comparable honesty in our performance appraisal system as beneficial for the institution in which we work. We serve no useful purpose in advancing unqualified officers, in praising poor performance or in encouraging unrealistic career expectations.

As April 15 approaches, I hope each one of us—rated, rating and reviewing officers—will make a commitment to greater objectivity. By all means, praise outstanding performance. Give credit where credit is due. Use our new Department-wide awards program to reward employees who merit it! But also in listing areas for improvement, or in making specific criticisms in the narrative portions of the report, tell it like it is and link any less-than-enthusiastic comments to those skills and qualities that you are required to evaluate, but also make sure that weaknesses have been honestly discussed well in advance. We are working closely with AFSA to institutionalize more effective counselling and an improved area for improvement section in the EER form. But the bottom line is this: hyperbole encourages self-delusion. It is time to reintroduce greater realism and objectivity into our assessment and rating process. □

Ask Dr. Dumont

Q.

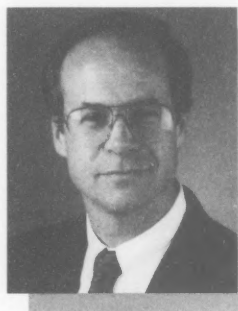
I'm transferring soon, and we've begun to sort through the house. We have fluoride tablets, malaria suppressants and other medicines. I know these are dangerous to children in large doses, but I don't know the best way to store and transport these medicines. Your suggestions?

ARA

A.

In the United States thousands of children hurt themselves and commit accidental suicide by poisoning themselves with improperly stored prescription medications. All medications should be in childproof containers. Your health unit can provide these containers. This caution also applies to all over-the-counter medicines, including liquids. Simply because it can be purchased without a prescription does not mean that a medicine is safe for children.

Once in childproof containers, the medications must be made inaccessible to all children. Medicines should not be left on the kitchen counter, on the dining room table or in the bathroom. A locked cabinet is a safe place as long as the key is secreted. Houseguests should also be warned about leaving medicines where children might gain access, as in an unlocked suitcase or in a purse.



This column by Cedric Dumont, M.D., chief of the Department's Office of Medical Services, appears monthly in State Magazine. Whether you are serving overseas or at home, you are encouraged to get your questions answered on these pages. Write to the editor, or to Dr. Dumont directly. In either case, your post will not be identified.

Cleaning supplies, often stored under the sink in the kitchen and bathrooms, are another potential poison source for children, especially crawling babies and toddlers. Store these highly toxic supplies out of reach.

When traveling, hand carry all medicines in a locked suitcase. If your child should ingest medicines unsupervised or toxic cleaning supplies, you should contact the Health Unit for information on the danger potential of the particular substance. Poison Control hotlines in the United States, open 24 hours a day, can be contacted, too. Two such centers are the District of Columbia, National Capitol Poison Center, Georgetown University Hospital (202) 625-3333; and the Maryland

Poison Center, University of Maryland School of Pharmacy (410) 706-7701. Keep these numbers by your phone.

If you talk to the center, have the container in your hand so that you can read the contents, or spell the words to the poison control person. Try to estimate how much the child might have swallowed. In this way you can get the most accurate information. If the child is unconscious, proceed immediately to the urgent care site for your locality.

Q.

I bought a car with airbags on both driver and passenger sides. Now I'm learning about deaths caused by passenger-side airbags in particular and some deaths and injuries caused by driver's-side airbags. My wife and I and our two young children are in a developing country that has few health resources. I bought this car to provide greater safety, and now I'm concerned that I may have done the opposite of what I intended. Can you clarify this for me?

AF

A.

There has been considerable confusion generated by the discovery of this problem. There is no doubt that airbags have saved thousands of lives each year in the United States.

Several precautions should be taken to minimize danger from these safety devices. Rear-facing infant seats should never be placed in the front seat of a car with dual airbags. This practice has resulted in death when the airbag explodes and rams the infant into the seat back at tremendous force. A person less than five feet tall and less than 100 pounds should ride in the back seat, wearing a seat belt, or ride in a child-specific car seat. The danger to a small person, child or adult, is reduced the greater the seat distance from the dashboard.

Drivers are injured by the airbag in at least two ways: one if they sit closer than six inches to the steering wheel, and another if the bag explodes with the driver's hands in a position high on the steering wheel, at 10 a.m. and 2 p.m. If the bag deploys with the driver's hands in this position the force of the air bag sends the hands and arms into the driver's face and head causing the damage.

Automobile manufacturers are modifying airbag designs. One solution is to slow the speed of deployment of the bag, another is a "smart" chip, which senses the size of the passenger and adjusts the deployment's speed and force.

Airbags are responsible for saving thousands of lives. Minor adjustments in passenger placement and driver's position should save even more.

Q.

Several of my colleagues and I are experiencing some vague, but annoying, low back pain. I cannot imagine that this is happening as a result of service in the region, but I also cannot figure out why it is happening. Do you have any suggestions or recommendations for us?

ARA

A.

Vague low back pain is a common complaint. Office workers experience this in large numbers. There are indeed several things that can relieve the stress on the low back. First, a person with a flat, or relatively flat, muscular abdomen is less

likely to experience low back pain than one with a softer abdomen because the abdomen can pull on the back muscles. The proper height of the work surface could relieve back strain. A proper chair, one with low back support and height adjustment, is essential. During long automobile rides, a neck roll pillow or rolled towel placed at the lower back offers low back support and therefore relief. In addition, when sitting for long periods of time, placing your feet on a footrest may be helpful. Proper sitting posture and getting up from the desk to stretch or walk around a bit will be a big benefit.

If vague discomfort changes to more intense discomfort or otherwise changes for the worse, see your health care provider. □

Contest challenges youth to share their experience

The Overseas Briefing Center and Foreign Service Youth Foundation has announced the 1996 winners of the second annual KidVid Contest. First place winners were Shannon Benz, Mariel Murray and Lara Murray for their presentation on Milan. Eric and Janel Hall took second place for Mexico City, and Michael Quigley came in third with a video on Rome. Receiving honorable mentions were Maria and Jessica Mejia for their submission on St. Petersburg.

The contest encourages foreign service youth to use sounds, colors and people of the cities to bring a real flavor for what life is like for both youth and adults. The 1997 contest began Feb. 1 and continues through the summer, giving enough time for youth ages 10-18, to work on a production covering all aspects of a post: school, housing, city life, recreation, for example. Watch for this year's announcement and contest rules and use the opportunity to give the youth a worthwhile project, and to showcase life at your post.

For contest details, contact Sheri Mestan Bochantin, M/FSI/OBC, Room E2105, ext. 27271.

Bureau of the Month

International Organization Affairs: a bureau without borders

by Kaye Boesel

The author is assigned to the Office of U.N. Political Affairs.

On a typical day, just in the short time between morning staff meetings and lunch, IO officers deal with issues ranging from sanctions on Iraq, feeding refugees in Rwanda and stopping the spread of nukes to expelling errant U.N. diplomats and debunking radical militia groups' stories about the invasion of U.N. black helicopters.

Working with its missions overseas and in New York, IO plays a key part in headline issues worked at the United Nations, its special-

ized agencies and other international organizations. Our missions include:

- **U.S. Mission to the United Nations (USUN), New York.** First among equals, USUN is unique. It functions like an embassy but it's located in the United States and is headed by a member of the President's cabinet. The former U.S. representative, Madeleine Albright, is our current Secretary of State. Previous U.S. representatives have included Dr. Ralph Bunche and Thomas Pickering. USUN not only represents the United States at the United Nations, but also serves as our interlocutor with

some 200 member state and permanent observer missions to the United Nations.

- **U.S. Mission to the United Nations, Geneva.** Representing the United States in the many international organizations based in Switzerland, our mission is involved in economic and social issues including human rights, intellectual property, health, labor, the environment and emergency relief.

- **U.S. Mission to the United Nations, Vienna.** Although smaller in size than our mission in Geneva,

UNVIE is engaged in the critical work of nuclear safety, drug abuse and crime issues.

Our missions in Rome, Montreal, Paris and Nairobi represent the United States in specialized international organizations that deal with



Principal Deputy Assistant Secretary Molly Williamson.

food, aviation, education and the environment, respectively.

IO addresses national security issues in traditional and nontraditional ways. In the more traditional geopolitical realm, the Office of U.N. Political Affairs and the Office of Peacekeeping and Humanitarian Operations work to build consensus within State, the NSC and other Departments on positions the United States will take in the U.N. Security Council and General Assembly. Issues relate to international peace and security, such as imposing sanctions on a member state or sending peacekeeping forces to troubled areas.

Equally threatening to our national security, however, are such significant transnational issues as refugees, food security, population, water rights, human rights, status of women, international crime, access to health care, the environment and education. Staffers in the Offices of

continued on page 14



Betsy Anderson, Office of Technical Specialized Agencies, at a meeting of the International Labor Organization in Geneva.

Q & A with Princeton N. Lyman, acting assistant secretary for International Organization Affairs

Q. What are the hottest issues facing IO these days?

A. I feel like we have a real "window of opportunity" this year to reassert U.S. leadership within international organizations and to boost the value of these multilateral institutions as cost-effective vehicles for achieving our goals for a more peaceful, prosperous and humane world. There is a new U.N. Secretary-General, a newly elected administration and Congress and an interest among all these to address these objectives. The IO bureau will be going all out to capitalize on these opportunities. Our top priority is to accelerate the U.N. reform process and concurrently put our nation's financial relations with the United Nations on a sound footing. Toward these ends we have to work intensely with the United Nations, with other member nations, and with the U.S. Congress.

Q. As a bureau, IO seems to have its hand in many issues. How does it keep all the balls in the air?

A. We manage it by working closely with virtually all the other bureaus. IO is a microcosm of the Department. Almost every major issue in our foreign policy comes before the United Nations in one way or another. This is because international organizations were created by member governments to address collectively many of the same problems that affect the "foreign relations" between individual member governments. Let me give you some examples: we work with regional and functional bureaus on

policy formulation for the Security Council regarding U.N. policy in Bosnia, stability in Burundi, peace in Guatemala; we interact with the global affairs bureaus on transnational issues such as food security and climate change; funding the IO's within the Department's budget means we have close working relations with Management offices; and we interact with the Offices of Foreign Missions, Protocol and Visa Services in our role as host country to the United Nations.

Q. Is an assignment in IO career enhancing?

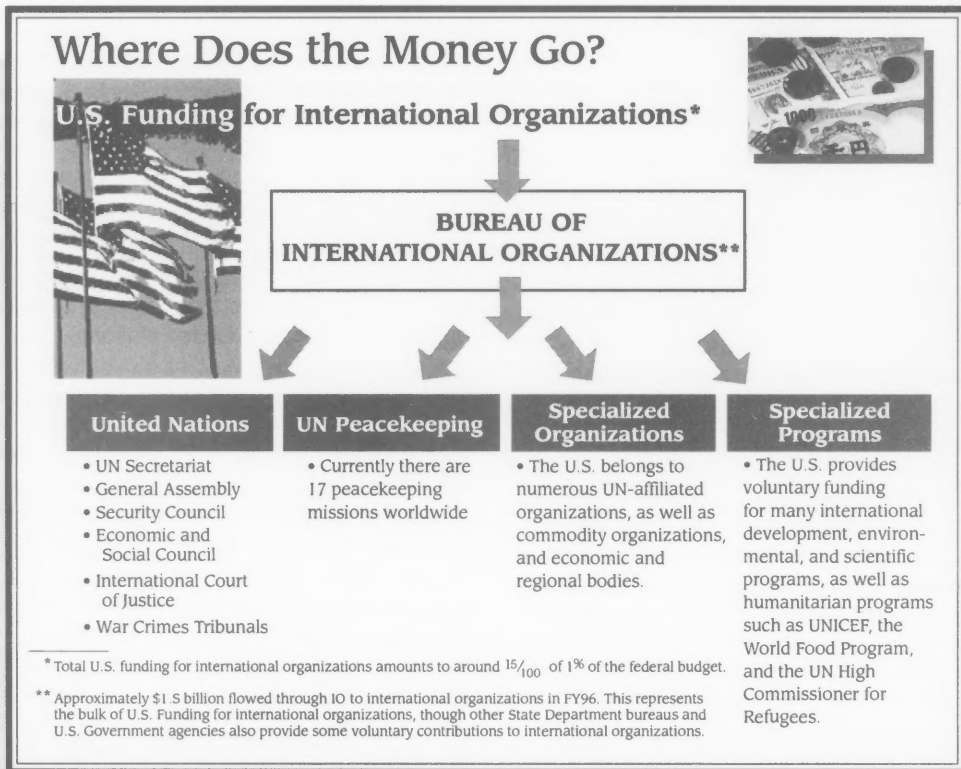
A. IO staffers tell me that once you get multilateral work in your blood you don't always want to go back to "bilat." It can be the kind of job kids dream about having...the thrill of sitting behind the United States of America nameplate and speaking into the microphone, saying, "It is the position of my government...." Veteran IO staffer Ray Wanner likens multilateral work to state-house politicking. You have to identify the key players on an issue, work the process, figure out what kind of coalition you have to build, and if you haven't done your coalition building before the meeting, you're dead. Another IO staffer said your key allies on a given issue may be traditional bilateral enemies. It's a different world and my sense is that IO staffers truly enjoy their work. As to career enhancement, coalition and consensus building are necessary skills for successful diplomats as well as senior civil service employees. I am very pleased to see the promotion rates and good follow-on assignments for IO personnel, even when they go back to "bilats."

Bureau of the Month

Technical Specialized Agencies, International Development Assistance and Economic and Social

organizations concerned with these issues and participate in international conferences where we work

several dozen international organizations and programs. Many are unknown to the population at large:



Affairs develop and promote U.S. positions on these issues in the U.N. General Assembly, the U.N. Economic and Social Council, U.N. sub-organs such as UNDP and specialized agencies. We also meet regularly with nongovernmental

to advance solutions to these problems.

IAEA, WHO, ICAO, WTO, WMU, UNICEF, WIPO, FAO, WFP, UNDCP...it can be confusing, but IO is at home in the alphabet soup of

indeed even media correspondents sometimes fail to distinguish among them. But each plays a vital role in protecting the health, safety and opportunities for Americans. A key responsibility of the Bureau is to seek and manage funding for the



Secretaries Karen Lynch, left, and Carol Oakley.

United Nations and specialized agencies. The era of tight budgets across the U.S. government has made this work especially challenging. IO staffers in the Office of U.N. System Administration must justify to the Department, the OMB and the Congress every penny of the \$1.5 billion that flows through the IO Bureau to the U.N. system and other international organizations.

IO is the central point in the U.S. government for accrediting U.S. delegates to 600-plus international conferences each year. From the Women's Conference in Beijing to the U.N. General Assembly to the Convention on International Traffic in Endangered Species (CITES) conference in Zimbabwe, IO's Office of International Conferences is responsible for managing the delegation size, and in some cases, for planning and organizing the events.

IO is also the central point in the U.S. government for arranging secondments of U.S.G. employees to international organizations. The U.N. Employment Information and Assistance Unit's mandate is to ensure that Americans are equitably represented on the staffs of international organizations.

As is the case with all bureaus, IO has an executive office. In addition to seeing that we have the necessary resources to do our jobs, this office also puts the "checks in the mail" to

scores of international organizations.

Finally, the IO bureau is home to several smaller entities providing a unique range of services:

- a reference library housing U.N. and specialized agency documents. The library provides research and reference services—including access to U.N. documents on either microfiche or CDs—for both government and private sector users.

- a host country relations desk that coordinates Department positions—as they relate to the United Nations and international organizations—on diplomatic privileges and immunities, visa denials, expulsions, crimes and indebtedness of diplomats and diplomatic missions.

- a combination press relations and international sports desk. The IO staffer holding this position was the Department's point person on the Olympic Games in Atlanta.

- desks involved in outreach to domestic audiences; the "ReliefWeb" (see: <http://www.info/usa.gov/ofda/reliefweb>) and the Secretary's Preventive Action Initiative. □

Kit Traub, Sharon Kotok and Ray Wanner contributed to this article.



John Cook, left, Office of Peacekeeping and Humanitarian Operations, with Italian peacekeepers in Angola.

Bureau of the Month

How many do you know?

Match the work described in the left column with the name of the international organization or peacekeeping force. If you miss more than one, it may be time for you to consider a tour in IO.

1. Located in Geneva, this organization eradicated smallpox.
2. Hearings were held in this organization on the shutdown of the Brothers to the Rescue planes.
3. Formed in 1948, this is the oldest peacekeeping force.
4. The world's weather forecaster.
5. Founded in 1865, it helps you "reach out and touch someone."
6. Monitors weapons in Iraq.
7. Its constitution is in the Treaty of Versailles; it sets standards for working conditions.
8. Located in Rome, this organization aims to ensure freedom from hunger.
9. Based in Vienna, it played a key role in negotiating the Agreed Framework with North Korea. (Bonus points for knowing the name of the DG.)
10. Provides assistance, especially in developing countries, on health and welfare issues for youth.
11. Located in Geneva, this organization works to protect refugees' interests.
12. U.S. soldiers participate in this peacekeeping force.

For more info on the IO Bureau, please see our home page:
<http://www.state.gov/www/issues/united.html>

Answers on page 38

Post of the Month

Dushanbe: mountain highs and valley lows

This embassy is in the capital of Tajikistan, a Central Asian nation closed until recently to most of the world and the scene of a civil war from 1992 to 1993, the remnants of which continue to linger in parts of the country. Home to some of the world's highest mountains, the country is nestled between Kyrgyzstan and Uzbekistan to the north and west, Afghanistan to the south and China to the east.

Dushanbe lies in a sheltered valley below the Hissar Mountains. The post reports that the city's light traffic, broad streets, pleasant weather and friendly people make Dushanbe a delightful city for bicycling.

Tajikistan has about 5.5 million people, nearly three-quarters of whom live and work in rural areas. Tajiks comprise about 67 percent of the population, Uzbeks, 23 percent, with Russians, Tatars and other minorities comprising the rest. Tajik and Russian are the major languages. Islam is the principal religion.

Having emerged from the Soviet era, Tajikistan now calls itself a democratic, secular republic with executive power invested in the president, prime minister, council of ministers and executive committees in every region, city and district.

Since the civil war, commerce and industry have been depressed. Production has declined and public debt increased. Cotton is the country's major cash crop. Aluminum production is the largest industry. There are a few private companies and a small but growing number of joint ventures with foreign firms.

The end of the Soviet era left the arts and education without direction or money. However, Dushanbe still boasts two live theaters, an opera house and dance companies. Poets

are beloved, and their statues have replaced those of Lenin in the city. Foreign Service staffers and their families there are featured as part of our continuing series.



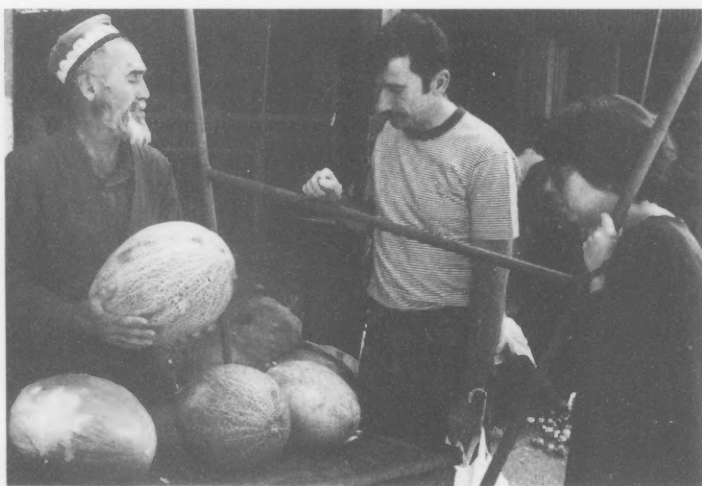
A place of quiet. Dushanbe's central mosque.

Post of the Month: Dushanbe

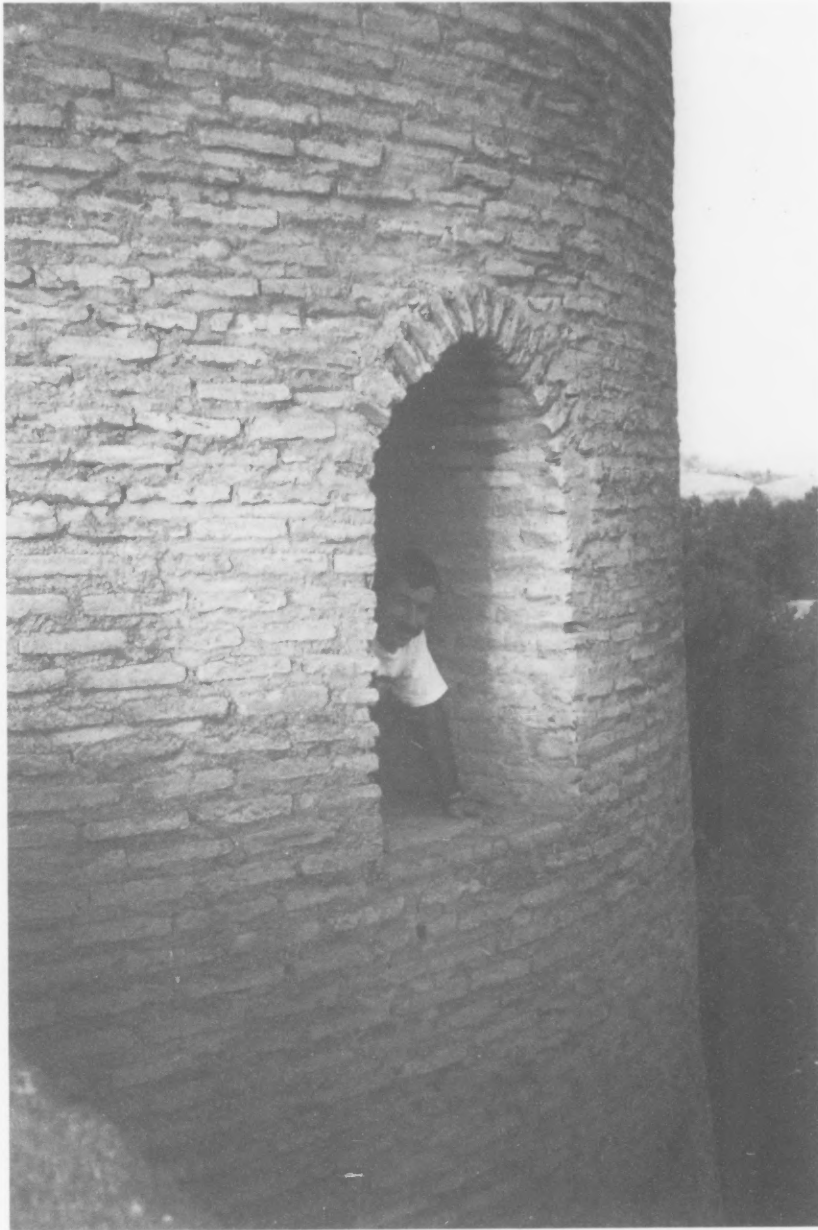


Welcome, all. Personnel Assistant **Ludmilla Nazarova**, center, greets Ambassador **R. Grant Smith** and his wife **Renny** upon their arrival at post with a traditional welcoming gift of Tajik clothing.

Oh, shy one. Political-Military Assistant **Susan Wilson** dressed as a Tajik bride.



Melon market. **Brad Hanson**, deputy chief of mission, and **Elizabeth Sharrier**, general services and consular officer, inspect melons.



*A window on the world.
Deputy Chief of Mission
Brad Hanson at Hissar
fort outside Dushanbe.*

Post of the Month: Dushanbe



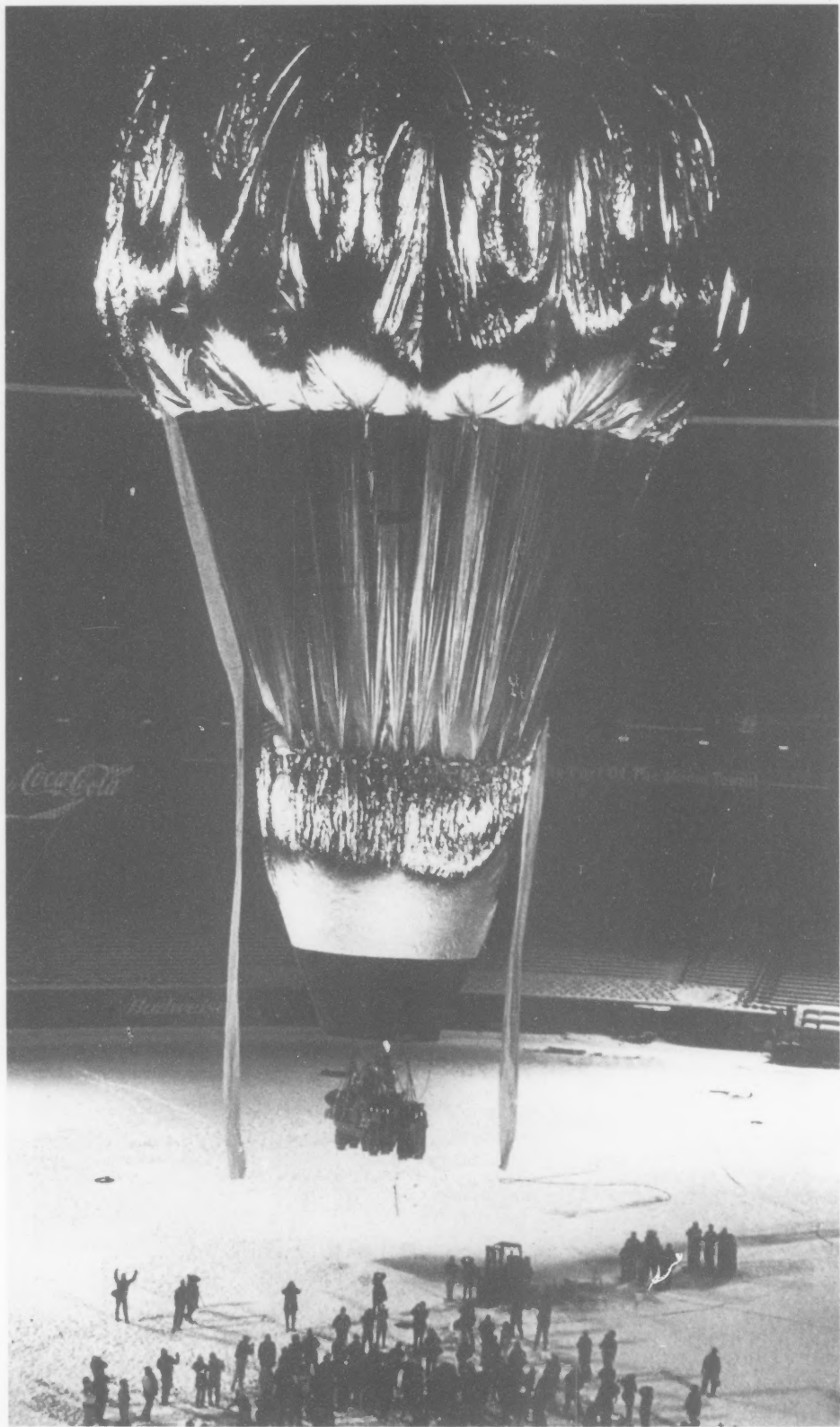
Renny Smith, wife of Ambassador R. Grant Smith,
relaxes at Hissar fort.



*His reign. Ambassador **R. Grant Smith** riding at the hippodrome in Dushanbe city.*

*Prepare to ski. At the 11,000-ft. Anzob Pass: Political-Military Officer **Robert Baer** and Political-Economic Officer **Martha Patterson**.*





Going solo. Balloonist **Steve Fossett** lifts off from Busch Stadium in St. Louis in *Solo Spirit*.

Photo by Michael Forsberg, National Geographic Society

Balloonist 'lands' at watch desk

by Carl Goodman

The author is editor of State Magazine.

When you're a professional balloonist attempting to circumnavigate the globe solo in the gondola of a hot air balloon, few things can be left to chance.

Knowing that, professional balloonist Steve Fossett, 52, a Chicago securities trader, called on State Department professionals, namely the Operations Center's watch staff. And what he got was sound advice.

He visited the State Department recently with project manager Bo Kemper to personally thank watch staff for steering him in the right direction.

"We followed him from day one," commented senior watch officer Gerri O'Brien. "His ground crew in Chicago would fax us his coordinates every day. We kept a little balloon on our board during the whole time he was aloft."

"You couldn't have asked for a better ground crew to work with."

Departing from St. Louis Jan. 13, Mr. Fossett was aloft in his Solo Spirit for six days, two hours and 54 minutes, traveling 9,000 miles before landing Jan. 20 in remote northern India near the village of Piparpur, 370 miles southeast of New Delhi. Later, in nearby Sultanpur, he enjoyed curry and a good rest.

Traveling at an average altitude of 20,000 feet in an unpressurized capsule, Mr. Fossett was exposed to

in the middle of the Pacific Ocean. The watch advised Fossett's Chicago-based crew to choose India over not so



Balloonist Steve Fossett with senior watch officer Gerri O'Brien.

all of nature's elements: heat, cold, rain and wind. Prevailing winds often threatened to carry his silver-colored balloon, a hybrid using both helium gas and hot air for lift, over countries, like Libya, that had either denied him flight clearances or presented potential problems.

Where in the world could an adventurer find a 24-hour office with accurate information about flight clearance requirements and political conditions worldwide? The State Department's Operations Center, of course.

"You couldn't have asked for a better ground crew to work with," Mr. Kemper said of the watch staff. "They were unbelievably attentive and a tremendous resource."

In the end, Fossett had a choice of landing in northern India with fuel to spare or continuing on, perhaps even burning all of his reserves and landing

friendly Burma.

During his visit to the watch Jan. 27, Mr. Fossett praised the Operations Center's helpfulness and customer service orientation. The watch staff, in turn, offered their advice for his future attempts to be the first to circumnavigate the globe in a balloon. None, however, volunteered to accompany the adventurer on his next flight.

Meanwhile, the Smithsonian Institution wants to display the gondola at the National Air and Space Museum, the most visited of its museums. Few tourists, however, will get the same lift as resident watch staffers. □

Watch officer Carter Smith contributed to this article.

Photo by Joyce Natchayan, Agence France-Presse

Assignment season: a chorus line

by Julieta Valls Noyes

The author is desk officer for Greece.

When a new show prepares to open on Broadway, the call goes out for the best performers. Details on the parts available are spread around to attract a pool of diverse talent. The aim is not to determine simply the best actors but to put together the best cast.

This fall the Office of Southern European Affairs issued a casting call of its own. Facing an almost complete turnover in personnel next summer—and needing a talented staff to handle the dynamic agenda the United States is pursuing with Greece, Turkey and Cyprus—EUR/SE departed from the traditional recruitment approach.

Office director Carey Cavanaugh, who admitted he'd watched *A Chorus Line* the previous weekend, encouraged us to spread the word and stage an office open house where desk officers could describe positions available here and abroad while evaluating likely new colleagues. One senior watch officer in the Operations Center likened it to fraternity or sorority "rush."

Although the idea has been widely used in the private sector, people here hailed it as innovative and unique. Foreign Service officers, after all, are typically told they must be responsible

for finding their own assignments. Armed with little more than a list of names, titles and numbers, we go—PAR in hand—from office to office seeking a hearing. Our approach opened doors, spread information and guaranteed bidders the ability to meet with our staff and recent returnees from overseas to learn what it's like to work in this office or at one of our six posts.

We publicized the open house to

information on the countries in our region were passed out.

Our posts in Greece, Turkey and Cyprus helped with planning and provided information on their open positions. For bidders considering overseas tours, the conversations ranged from schools and housing to arrangements for shipping pets.

Our colleagues abroad weren't forgotten—we were careful to return all calls and e-mails and set up appointments with anyone passing through Washington. In fact, augmenting the domestic search with an open house gave us more time to aid overseas bidders.

Participants deemed the open house a success. Several, who came interested only in one job, decided to pursue an entirely different option in our region. We were

able to correct some preconceived notions—for instance, the misnomer that Turkey is a quiet account. We also learned that some people regard the European bureau as a closed club, a misconception we put to rest.

The event attracted an unprecedented pool of bidders, including over 20 for each of our desk officer jobs. The pool stretched from Main State to Yerevan, Ouagadougou and points beyond. Our only difficulty was choosing among so many strong contenders.

We will repeat the event next year, and we hope to see you there. □



The author, left, discusses her job with candidates Karen Enstrom and Francisco Palmieri.

executive offices, central personnel, independent officer associations, known prospective bidders and on B-Net. Our "casting call" drew more than 40 Foreign Service officers, several secretaries, a few curious Civil Servants and some office directors from other bureaus who decided to copy our approach.

Besides homemade cookies and soft drinks, attendees received generous helpings of information about how to work the assignment process. All the officers up for rotation were available to interview possible replacements and answer questions about their portfolios, office environment and "crisis of the day." Detailed job descriptions and

Pride, past, pasta imbue Athens' runners

by Anita S. Booth

The author is administrative counselor in Athens.

Far from the pageantry of Atlanta's Centennial Olympic Village lie the plains of Marathon. The Athens' Marathon Race Oct. 20 started from an otherwise unremarkable village near the Tomb of the Athenian soldiers who fell at the Battle of Marathon. Our walk/run path followed that of the legendary Phidippides, the messenger commissioned to bring news of the defeat of the mighty Persian forces to the citizens of Athens in 490 B.C.

The ancient Olympics featured sprint runs stadium length. Much later, in 1896 the long endurance run became part of the Games. We were intrigued and challenged by the prospect of completing the marathon in its centennial year at the birthplace of the Olympic ideals.

Last April, the Defense Communications Support Group's Jim Tuson organized and trained a group of marathon novices. A veteran of 17 marathons and winner of the 1994 Maui Marathon, Jim established a six-month program and worked with each of us according to our specific fitness and skill levels. We were a diverse group, married and single, civilian and military employees and family members, young and not so young. Most of the group's practice runs took place in Paleo Psychico, meaning Old Psyche or Spirit, where Phidippides temporarily collapsed from exhaustion on his way from Marathon to Athens.



The Acropolis.

He already had run a total of 260 miles just before the Battle of Marathon to gain Sparta's pledge of support against the foreign invaders.

Running with the pack

Jim followed the training guidelines recommended in books by veteran marathon runner Jeff Galloway. Customarily, the group met every Sunday, gradually increasing the distance run to build endurance. Because of the heavy traffic congestion and dense construction in Athens, our training circuits were largely repetitive. The infamous hill leading up to the Russian Embassy was an especially aerobic segment. Other formidable challenges presented themselves. Heightened security concerns over the summer months necessitated changing schedules and start times. July temperatures in excess of 100 degrees required progressively earlier start times—normally between 5:30 and 6:30 a.m. Territorial stray dogs abruptly changed our

pace from a run to a walk or even a full stop. On one Sunday morning, two stray dogs joined Jan Jennings and me, accompanying us the entire eight-mile circuit. These wiry and unbathed compatriots, whom we nicknamed Scottie and Bones, fended off other dogs and followed us home.

Aside from two "on our own" midweek runs, we moved our longer weekend runs of 10 miles or more out to Marathon itself, advancing our wake up times by another 45 minutes. Due to high traffic volume, narrow lanes and little or no road shoulder, practice runs started earlier and became more difficult. We started in the dark and ran through sunrise. We ran in drizzle, but mostly we ran in the heat and dust. Sometime around the 18-mile run, we affectionately nicknamed Jim Tuson "Dr. Death" for his counseling and encouragement amid nagging knee, hamstring and foot complaints. By Marathon Day, we had already logged over 300 miles. Special mention goes to

Pride, past, pasta imbue Athens' runners

Dave Bechard. Even temporary duty stints in Yemen did not deter him from essential workouts. During one week in May, Dave managed to clock nine miles in his hotel room. We call that dedication.

Perhaps the biggest obstacle of all was the course itself. The Marathons/Athens route may be one of the least attractive marathon routes in the world. The 26-mile stretch is mostly a two-lane asphalt road. The path is a procession of gravel and litter along the roadside, barking dogs, blaring church bells and traffic. From about the 12th mile on, the maze of concrete shops, bakeries, filling stations and apartment buildings becomes more dense and taller as the road winds uphill in rollercoaster fashion. Translate that into still air, monotony and taunting left-brain messages to give up. We filled the walking parts of our walk/run with conversation. During the run portions, we invented our own mind games for distraction and motivation.

Pals, pasta buoy marathoners

Several mission members trained entirely on their own. A few hardy souls signed up just weeks or days before Marathon. On the eve of the race, Jim brought Jeff and Barbara Galloway to our house to inspire our group and provide last-minute tips at a carbohydrate-laden meal. Galloway, a veteran of 100 marathons, came to Athens with a



Runners all. From left are Jan Jennings, Cpl. Erik Miller, Sgt. Joe Venerose, Chief Petty Officer Jim Sutton, Jennifer Post, Judy Oliveira, Sgt. John Oliveira Standing: Celia Crespo, Chrysse Mayes, Margie Leunig, Maryann Rooney, Donald Booth, Anita Booth, Chrysse Crespo, Tom Miller, Jeff Galloway, Mark Beane, Jim Tuson, Richard Post, John Hawkins.

group of 80 U.S. runners he had coached for this race.

We received tremendous support from our official community. During the actual run, embassy volunteers created little "stations" to provide us with water, sponges and fruit. Their encouragement provided enormous mental and physical reinforcement. Running into Panathinakon Stadium—the site of the 1896 Olympics—was thrilling amid the cheers of families, friends and other runners. The Employee Welfare and Recreation Association opened the restaurant and bar for a post-marathon celebration (and more pasta).

While not all of us would commit at this point to running another marathon in the near future, we learned that a marathon experience is about 90

percent mental stamina and about 10 percent physical fitness. Somewhere along those six months of training, like Phidippides, we each found our new psyche (neo psychico). Striving to achieve a personal goal gave us all an unforgettable sense of camaraderie and victory (nike).

Embassy participants in the Athens Marathon were Mark Beane, Dave Bechard, Anita Booth, Donald Booth, Chrysse Crespo, Celia Crespo, Stella Crespo, Ted Dimitracopoulos, Maj. Robert Gates;

Also, Jeff Galloway, John Hawkins, Jan Jennings, Maj. John Jerakis, Margie Leunig, Chrysse Mayes, Cpl. Erik Miller, Tom Miller, Sgt. John Oliveira, Judy Oliveira, Jennifer Post, Richard Post, Maryann Rooney, Spyros Skandalis, Chief Petty Officer Jim Sutton, Jim Tuson, Keith Walker and Sgt. Joe Venerose. □

Mission 2000 Germany: a model for the future

by J.D. Bindenagel

The author is charge in Bonn.

Unification was the greatest moment for Germany since the end of the Second World War. The success in building democracy and prosperity in the old West Germany was strengthened by the 1989 revolution in East Germany. At that time the United States was represented by two embassies, a mission in West Berlin, six consulates and eight USIS Amerika Haus cultural centers. There were more than 2,000 employees in all.

In 1990, as DCM in Berlin, I began working with my counterpart at Embassy Bonn, George Ward, and his minister counselor for administrative affairs, Harry Geisel, to consolidate our representation in the two Germanys. As East Germany disappeared and our responsibilities to the western half of Berlin ended, the two Berlin missions closed and a smaller, streamlined Embassy Office Berlin opened.

Meanwhile, we waited for the Germans to make a decision. Would the government stay in Bonn or move back to Berlin? The answer came in 1991, when the Bundestag voted to make Berlin the seat of government of the new republic.

Our major reorganization involved four successive ambassadors: Vernon Walters, Robert Kimmitt, Richard Holbrooke and Charles Redman. I returned to Washington in 1992 as director of the Office of Central European Affairs, where I worked closely with Don Hays, the embassy's counselor for administrative affairs,

to create a "small post program" for our consulates, as part of our overall restructuring plan.

With FBO we negotiated a property agreement for housing, office space and administrative facilities for the new embassy in Berlin. Communications facilities at each post in Germany were revamped. Remaining consulate staffs were freed up to perform essential work—advocacy, analysis, reporting and representation.

We hoped that these initial steps would be enough. Then the budget crisis of 1995 launched us into a

“
In Germany we're striving for a new kind of post... one (with) one-stop shopping.
”

series of reviews, town meetings, consultations with employees and management initiatives. These efforts evolved into a new staff model, "Mission Germany 2000."

Our plan for the future eliminated a consulate general, two USIS Amerika Hauses and more than 150 American and Foreign Service National positions. Mission staffing already has shrunk by one-third since 1990 to approximately 1,400. This figure will stabilize at about 900 four years from now. When completed, the new embassy in Berlin will have around 280 employees—about a third the number who worked in Bonn at the peak of the Cold War.

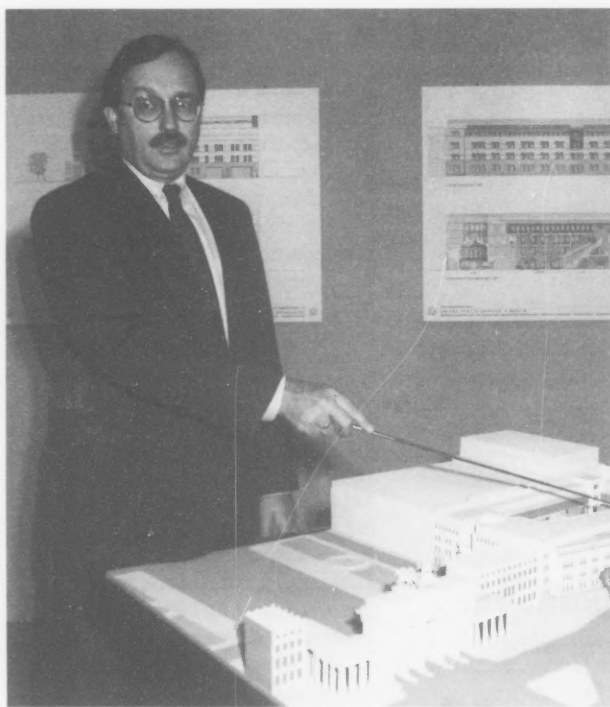
Successful restructuring means the ambassador must coordinate all agencies at post, not just State. We formed an interagency team to determine how all elements of this diverse mission could better work together. Our more than 30 agencies have different functions, but we worked together to achieve our common goals. Among other things, teams now prepare representational events and coordinate reporting, including input from our consulates.

The team concept influenced our design for the new embassy building. Multipurpose areas will help members address the changing needs of the public as well as mission personnel. Over the last two years we have organized economic conferences in Berlin, Leipzig, Weimar-Erfurt and Potsdam. In the future, such activities, organized by the trade promotion and business advocacy team—which includes the economic section, Foreign Commercial Service, Office of Defense Cooperation, USIS, and others—will have access to public conference facilities in the embassy.

Key elements of the mission will be grouped into functional suites: econ/treasury/science/labor/trade; political/military liaison; and law enforcement organizations. Co-locating team members in suites will allow us to maximize the number of reporting officers while sharing administrative support staff and conference facilities.

On the administration side of the house, there will be a "service court" where employee services are co-located for convenience and efficiency.

Mission 2000 Germany: a model for the future



The author displays a model of the new embassy.

Probably the most dramatic note in the new chancery's new structure is its representational space. The architects designed a rooftop facility with a magnificent view of the Brandenburg Gate and the Reichstag, which senior American officials and business leaders can use to promote U.S. interests.

In addition to the building's physical attributes, there is also good news for the American taxpayer. The project will be financed largely by proceeds from the sale of existing U.S. real estate holdings in Berlin and the rest of Germany.

In Germany we're striving for a new kind of post. We want to create an embassy that is a tightly run, fully integrated mission—a place where one-stop shopping will give American taxpayers, tourists, business people and retirees their money's worth. □

Closing the Consulate

by Kelley Dupuis
(Stuttgart, September 1996)

*Sometimes what's been forgotten can speak
More eloquently than what's been remembered.
Four old, crumbling books, swiped from a box—
I can't imagine how they'll ever be missed—
Paint pictures of a past no one thinks about now,
One that might never have been there at all,
Through glass tinted during an age and a time
When things were built to last, though nowadays
We have trouble even grasping such an idea.*

*The closed-circuit camera facing the back door
Makes you pause for a split second, but then
You smile at yourself—it's as dead as the rest
Of this building; no longer does a glassed-in
Marine eyeball a monitor at the other end.
Among a pile of trash in the hallway lies a transcript
Of the speech the secretary made here last month,
With German newspapers respectfully covering
The last-time reeling-down of the American flag.*

*It's everywhere, that official talk, but more articulate
Are the things now speaking that you know
Will be forgotten: this afternoon light on the
Sign reading CASHIER, and on the hours posted for
Passport business, the empty basement lockers,
The now-meaningless "security check sheet"
On the propped-open-with-a-brick bulletproof door
Which invites the world (which ignores the invitation)
To watch as we haul an old refrigerator away.*

The 'art' of diplomacy

by Carol Wilder

The author is cultural affairs officer in Santiago.

When Gabriel Guerra-Mondragon arrived as our new ambassador in Chile, the first item he wanted to discuss was how to take full advantage of the Art in Embassies Program. The program was established in 1961 to provide exhibits of American art for display in U.S. missions abroad. There are now over 100 such exhibits worldwide.

Ambassador Guerra-Mondragon and his wife, Alicia Rodriguez, had worked extensively with curator Virginia Shore of the State Department's office for the Art in the Embassies Program to select 17 artworks. All but one of the paintings was by contemporary American artists. They had chosen a wonderful mix of well-known icons—such as Morris Louis, Louis Nevelson and Larry Rivers—and younger "hot" artists such as Rupert Garcia and Arnaldo Roche. Several of the artists have Hispanic roots, the ethnic background shared by the ambassador and Ms. Rodriguez. The artworks were to be on loan from their owners—galleries, museums or the artists themselves—to be displayed in the official residence for the duration of Guerra-Mondragon's stay in Chile. This was, of course, exciting to a USIS officer who, given budget realities, long ago relinquished hope of sponsoring an exhibition of top caliber U.S. art.

Insurance costs alone would be prohibitive.

As exciting as this was, the ambassador was thinking on a grander scale. Along with the American art, he wanted to exhibit a collection of outstanding Chilean sculpture on the terrace and surrounding lawn at the rear of the residence. He believed that

relations value of the project. He put us in touch with the director of the leading sculpture gallery in Chile, who agreed to help.

With the gallery director's advice, Ambassador Guerra-Mondragon and Ms. Rodriguez selected 12 of the most famous sculptors in Chile to invite to lunch in May 1995 to discuss the project. We ate on the terrace, where the sculptures would be placed, drank fine Chilean wines and spoke of the ability of art to cross cultural boundaries.

We fielded questions. The exhibition would be launched in November, allowing plenty of time for artists who needed to create a new work for exhibition. There would be a professionally designed catalogue with fine photographs of the artworks. All sculptures would be available for sale, at the discretion of the artist, and the artists and commercial gallery directors could bring potential buyers to see the works in the residence. If a work were to sell or be needed for exhibition elsewhere, the artist would be free to remove it so long as it was replaced by another work within a reasonable amount of time.

We noted that thousands of visitors pass annually through the residence, and many, from both the United States and Chile, are art collectors. We also pledged a major publicity campaign to call attention to the exhibition, which by now, at the suggestion of Ms. Rodriguez, was being called "Pintura Norte, Escultura Sur," or Northern Painting and Southern Sculpture.

It was a successful afternoon. Ten of the 12 promised their collaboration. The number of Chilean artists eventually



Ambassador Gabriel Guerra-Mondragon and his wife Alicia Rodriguez in their study, with Julio Larraz's painting "The Trial" behind them.

exhibiting the art of both nations would symbolize the ever closer ties between our countries since Chile's return to democracy.

The prospect was daunting. How could international-level Chilean sculptors be convinced to provide major works for exhibition at no charge on an open-ended basis? Advice was sought from the official in the Foreign Ministry in charge of Chile's cultural programs overseas, who immediately understood the excellent public

The 'art' of diplomacy

grew to 16. Gathering the rest was easy once the art community learned of the project and the caliber of the artists already involved.

Private sector support was needed to cover the costs of the catalogue and of mounting the sculptures. After receiv-

The tour program, to begin in March after the coming Chilean summer, was announced at the preview of the art works held for the press, gallery directors and artists in early November. We provided catalogues, press packets with information on the Art in the

Despite the lack of any museum docent tradition in Chile, the museum volunteers organized a very effective training program for the tour program. Information on the artists and their work was gathered, translated into Spanish and placed in loose-leaf reference notebooks. Talks by art history professors and the artists themselves were organized, and the head of the education department of the museum conducted training sessions on conducting art tours.

AT&T continued its support by providing a direct line into the museum volunteers' office and an answering machine, which could be dedicated to recording messages from people who wanted to register for a tour. Confirmations were sent to the tour participants via postcard. For security reasons, the names of all tour participants, with their national identification numbers, were provided to the residence guards prior to each tour.

The poster for the tour program, designed and printed by USIS, was sent by the museum to over 500 cultural organizations and schools throughout Chile.

The response has been excellent. The start of the tours prompted another round of media coverage on the exhibition, including CNN. Many tour participants, of course, have been motivated as much by the chance to see inside the ambassador's residence as by the chance to see the art collection, but we consider that worthwhile, too, for the tour program demonstrates the openness of American society. To date, through the tour program and during other social events at the residence, over 3,500 people have seen the "Pinturas Norte, Esculturas Sur" exhibition. □



Sculptures by leading Chilean artists displayed as part of the "Pinturas Norte, Escultura Sur" exhibition at the residence of U.S. Ambassador to Chile Gabriel Guerra-Mondragon.

ing clearance from the appropriate offices at State, we approached AT&T, which has a long history of support for the arts. They agreed.

As Art in the Embassies Program Curator Virginia Shore hung the American paintings and the sculptures began to arrive at the residence, the Ambassador and Ms. Rodriguez decided a collection of such wonderful works should be open to broader public viewing. Ms. Rodriguez was by this time an active supporter of the National Fine Arts Museum, and she suggested to the newly formed museum volunteers that they organize public tours of the exhibition one morning each week. The entrance fee would go to the museum.

Embassies Program and a variety of photographs to attending journalists. Press releases were sent to media throughout Chile.

We got far more coverage than we had anticipated. Santiago is filled with galleries, and there are frequent art openings. This exhibition, however, captured the interest of the press—both for the caliber of the artists represented and for the unusual location. Nine illustrated articles came out over the coming weeks and the exhibition was featured on two television programs.

The exhibition was formally inaugurated Nov. 10 with a black tie gala at the residence for 300 business leaders and the cultural community. It was the first time I had seen the Macarena danced. It turned out to be one of the most talked about events of the season.

Welcome, Little Los Amigos Preschool

by Michael Conlon

The author is deputy director of the Agricultural Trade Office in Mexico City.

Somebody recently asked me if I would set up an embassy preschool again, perhaps at my next post. My first reaction was "no way!" But after a few moments of reflection, I changed my answer to "maybe." It's been fun creating something useful, although it's been a wild ride.

My efforts began two years ago with my wife Lisa's disappointment in local preschool options for our two-year-old daughter. Many of my wife's friends echoed her frustrations. Quality schools were expensive with rigid schedules. Even toddlers were required to spend five days a week at preschool.

Over dinner one evening, Lisa and I agreed to champion an embassy preschool. I was a Peace Corps volunteer in the Dominican Republic in the early 1980s, and starting a school reminded me of a Peace Corps project—a grassroots idea with local community support. And "the toughest job you'll ever love," seemed an appropriate slogan for what we were about to undertake.

The following week I presented our idea to Priscilla Cordova, the CLO (community liaison office coordinator), who greeted our plan with enthusiasm. She sent e-mails requesting information from posts that had already set up preschools and child care facilities. We re-



The author, left, with intern Shelley Trenary and children at the school.

ceived responses from schools in Tokyo, Beijing and Moscow. We also found a helpful publication from FLO (the Family Liaison Office) called "Creating a Child Care Facility at Post."

I posted a notice in the Aztec Calendar, our embassy newsletter, inviting parents to a meeting to form an embassy preschool. At our first meeting, all the parents seemed to want flexibility in a school, and most felt that because of their schedules full day care was essential. Most agreed that a preschool in the morning with child care in the afternoon would be a good combination. We formed an interim board to get the ball rolling.

At first we considered locations outside the embassy, such as churches, but costs proved prohibitive, and the group decided the only place to have the school would be at the embassy. We also sent child care surveys to parents at the post. The responses we received convinced us

we had enough interest to proceed. The FLO publication told us we'd need the support of several key people at post for the project to succeed. With this in mind, we met with Russ King, the administrative counselor, who was instrumental in aiding two embassy schools in the past. He was supportive and championed the idea that children of Mexican employees

attend the school.

But we also faced people at the embassy who were at best indifferent to the prospect. Several voiced displeasure at the idea of "noisy children" running through the embassy.

The terrible bombing in Oklahoma City also set our plans back. After that some people felt a preschool in an embassy would simply be too dangerous. I gave a presentation to the Embassy Action Committee, which oversees security issues, explaining that several other U.S. embassies operated preschools. After a long discussion, EAC gave us their support.

Welcome, Little Los Amigos Preschool

We had other lucky breaks along the way. An extraordinary fundraising effort gave the school the money necessary for start-up costs. My wife became the president of the American Embassy Association and her board donated \$5,000 to the preschool. We had several bake and flower sales over the next two years. The embassy Marines were supportive, assisting at fundraisers and donating the proceeds of one of their happy hours. Deputy Chief of Mission Charles Brayshaw volunteered his residence for lucrative parties. We also enlisted the help of the U.S. business community. Altogether, we raised nearly \$15,000 before the school opened.

Another stroke of luck was space. The biggest constraint to establishing a child care facility at an embassy is space. What mission has

“*The toughest job you'll ever love' seemed an appropriate slogan for what we were about to undertake.*”

extra space? The embassy initially considered giving us a temporary building next to the chancery that the Foreign Buildings Operations used. But the decision was made to tear the building down once Foreign Buildings Operations vacated the buildings.



Budding artists in the school's art area.

The Regional Administrative Management Center had been located at the embassy for many years and in the process of moving to Charleston for what seemed like a decade. Most of its operations finally moved there in 1996, freeing up space by the fall.

Our next challenge was finding a director for the school. Most members of the board wanted an embassy spouse for the job. But for nearly two years, no one seemed qualified or interested. Finally, last summer, Monica Gillooly, the dynamic wife of a military attache, arrived for a two-year tour, with a master's in early childhood development and several years of experience. We practically begged her to take the job, and to our joy she did.

Another lucky break came from the state of Oregon. One day early last year, the CLO stopped by my

office to tell me that a representative from Oregon's international internship program wanted to see me. Through that meeting, we obtained two interns who helped us start up the school. Experienced in early childhood education, the interns lowered costs and proved to be a godsend.

After two years, the roller-coaster ride of starting a preschool came to an end when we opened for business Sept. 11, 1996. For now, the school is located on the plaza level of the embassy next to the health unit and cafeteria. We are scheduled to move into bigger quarters this spring.

So, if you've got small children and you're looking at posts, perhaps you should consider Mexico City. We'll welcome you at the Little Los Amigos Preschool and Child Care Facility. □

Fighting fire with training

by Jerry Dysart

The author is chief of FBO's Fire Prevention Branch.

The fire protection function devotes considerable time and resources to fire prevention, fire safety inspections and training. Although it may appear ironic, we sometimes find gratification for our efforts in the misfortune of others. As branch chief for the Fire Prevention Branch, I gather and evaluate information about all fire incidents in Department facilities, particularly those that demonstrate the effectiveness of our programs.

I have chosen two fire incidents from 1996 that offer valuable lessons about unsafe practices and fire safety preparedness. Even though Peace Corps functions are not directly related to our missions, the circumstances are worth noting. I thank the people and posts for their cooperation in providing descriptions of the events.

La Paz, Bolivia

La Paz is in the Andes Mountains at nearly 11,000 feet above sea level. With a climate described as "perpetual fall," few houses have central heating, and most mission members rely on embassy-provided electric heaters or residential fireplaces to take off the chill. Conventional wisdom says that the combination of altitude and lack of oxygen makes starting a fire a daunting task. Consequently, almost everyone uses some kind of accelerant—newspaper, paraffin-based solid or liquid fire-starters, and sometimes gasoline.

In this recent case, the mission member recognized the inherent dangers of using gasoline, and he took what appeared to be adequate precautions. After applying some

embassy residence is supplied with dry chemical fire extinguishers) but he couldn't operate it. Assuming his wife was still in the house, he ran to look for her, inhaling smoke



La Paz DEA secretary Wendy Wayker practices with a dry chemical extinguisher.

gas to the wood in his fireplace, he moved the container to what he thought was a safe distance away before lighting the fire. Unfortunately, two factors combined to turn a cozy fire into a dangerous blaze. First, a small quantity of gasoline spilled, making a fuse from the fireplace to the gas container. Second, in the time between pouring the gasoline and lighting the fire, enough gasoline fumes accumulated to create a small cloud, which exploded when the match was applied. The one match lit the gasoline in the fireplace, the cloud of fumes and the gasoline trail to the container, which in turn ignited a chair. The fire soon spread to other furniture, drapes and the floor. The resident immediately went for the fire extinguisher (each

and toxic fumes in the process.

Stumbling out of the house, he found that his wife had gotten out and called the embassy's roving security patrol. Quick action by a patrol member in extinguishing the fire prevented further property damage.

The lessons learned from this incident were shared with the mission community during a general staff meeting. First, don't use gasoline or any liquid to start a fire. Instead, use only newspapers or solid fire starters. Second, know how to use your fire safety equipment. Third, know when to get out. Finally, have a family fire-evacuation plan.

Fighting fire with training

N'djamena, Chad

Quick action by three Peace Corps security guards averted a potentially serious fire incident near the Peace Corps offices here.

Post reported that one of two local customs trucks was pursuing smugglers at high speed when it overturned and careened into another pickup truck being fueled at a service station near Peace Corps offices. A small gasoline fire started immediately when the impact forced the pickup truck into a gas pump, toppling the pump. The overturned customs pickup was on its side and leaking gasoline. The Peace Corps guards quickly put out the fire using their truck extinguishers. The accident claimed three lives and immediately attracted a large crowd, which

would have seriously complicated the situation had a large fire developed.

The guards attributed their action to fire extinguisher training they received two months before the incident.

Using gasoline for purposes other than to fuel a vehicle or other equipment invites disaster. Outside a closed container, gasoline produces invisible vapors that are extremely flammable and potentially explosive. Gasoline has one of the widest explosive limits of all flammable liquids. This means that gasoline vapors are explosive in a very weak mixture with air ranging to a heavy mixture with air, unlike most other flammable liquids. If gasoline is poured into a fireplace or on anything for that matter, and not imme-

diately ignited, the vapor produced will collect and perhaps spread, setting the stage for an explosion and fire. Although other common flammable liquids—like kerosene, diesel fuel and paint thinner—may not be as explosive as gasoline, they must all be used carefully and only for the purpose intended.

Final notes

Hands-on "live" fire extinguisher training is an integral part of all OPS/SAF fire and life safety inspection visits to posts. All personnel and dependents are invited to attend the sessions. The sessions normally last 30 to 45 minutes. Each session's size must be limited. Everyone at post should take the opportunity to attend. □



Pretoria. Charge **Bob Pringle**, center, transfers log books for C-130 Hercules aircraft to **Bertus Berger**, acting chief of the South African Air Force. With them is defense attache **Keith Betsch**. The aircraft was donated to South Africa for humanitarian relief and search and rescue operations.

Education & Training

Courses: National Foreign Affairs Training Center

Program	May	Length
Advanced Area Studies		
Andean Republics (AR 533)	These courses are integrated with the corresponding languages and are scheduled weekly for 3 hours. Starting dates correspond to language starting dates.	
Benelux/European Union/NATO (AR 568)		
Brazil (AR 535)		
Central America (AR 539)		
France (AR 567)		
Francophone Africa (AR 513)		
German-Speaking Europe (AR 593)		
Haiti (AR 536)		
Iberia (AR 591)		
Italy (AR 594)		
Lusophone Africa (AR 514)		
Mexico (AR 531)		
Nordic Countries (AR 596)		
Northern Africa (AR 515)		
Southern Cone (AR 534)		
The Caribbean (AR 538)		
SLS, Basic Language Courses (Full-Time Training)		
French (LFR100)	27	24 Weeks
German (LGM100)	27	24 Weeks
Italian (LJT100)	27	24 Weeks
Portuguese (Brazilian) (LPY100)	27	24 Weeks
Spanish (LQB100)	27	24 Weeks
SLS, Familiarization & Short-Term (FAST) Language Courses		
French (Fast) (LFR200)	27	8 Weeks
German (LGM200)	27	8 Weeks
Italian (LJT200)	27	8 Weeks
Portuguese (Brazilian) (LPY200)	27	8 Weeks
Russian (LRU200)	27	8 Weeks
Spanish (LQB200)	27	8 Weeks
Administrative Training		
Budget & Financial Management (PA 211)	12*	6 Weeks
CFMS-Misc Obligations (PA154)	19	2 Days
CFMS-Requisition Documents (PA153)	15	2 Days
CFMS-System Overview & Orientation (PA150)	13	1 Day
Contracting Officer's Rep. (COR) Update (PA 173)	—	1 Day
Contracting Officer's Rep. (COR) Trng/Construction (PA 125)—	—	3 Days
FSN Classification and Compensation (PA 232)	19	2 Weeks
General Services Operation (PA 221)	12	12 Weeks
How To Be A Certifying Officer (PA 291)		Correspondence Course
How To Be A Contracting Officer Rep. (PA 130)		Correspondence Course
How To Write A Statement of Work (PA 134)		Correspondence Course
ICASS Seminar (PA 245)		
(Internat. Cooperative Adm. Support Services)	14	1 Day
	28	
Introd. to Simplified Acquisitions & Req. Overseas (PA 222)		Correspondence Course
Management Control Workbook (PA 164)		Correspondence Course
How To Develop Job Aids (PA 166)	05	3 Days

New school opens

(continued from page 6)

affairs." The mastery of information technology, "will be as crucial to our future success as language and area expertise, economic and political reporting and analytical skills, and the management of administrative and consular operations," Mr. Lake said.

Ms. Schaffer introduced the staffs of the Warrenton and Arlington campuses and, with Mr. Kennedy, presented a group Superior Honor Award to the DIM/FSI team that developed the plan to establish the new school. Recipients included Larry Carmack, Jim Casey, Harry Geisel, Doug Langan, Mary Jo Lange, Tom McMahon, Cathy Russell and Barry Wells.

An advisory board is being established to help guide the new school with curriculum development and resource issues. The board, to be chaired by FSI's deputy director Ruth Whiteside, includes senior representatives of the staff of the Chief Information Officer, the Bureau of Administration's Office of Information Management, Consular Affairs, Diplomatic Security, Personnel, the Under Secretary for Management, Finance and Management Policy, regional bureaus and the Executive Secretariat.

Education & Training

Courses: National Foreign Affairs Training Center

Program	May	Length
NEPA Trng Domestic Operation (PA 129)	—	1 Week
Overseas Contracting Officer's Warrant Trng (PA 223)	—	4 Weeks
Personnel Course (PA 231)	—	7 Weeks
Property Management for Custodial Officers (PA 135)	—	2 Days
Training for Overseas Cashier Superior (PA 294)		Correspondence Course
Training for Overseas Cashier (PA 293)		Correspondence Course
Training for Overseas Voucher Examiners (PA 200)		Correspondence Course
Working with ICASS (PA 214) (Internat. Cooperative Admin. Support Services)	20*	4 Days

* Date change from the original listing in FSI Schedule of courses catalog.

Consular Training

Automation-Consular Managers (PC 116)	-5	8 Days
Congen Rosslyn Consular (PC 530)		Continuous Enrollment
Consular Orientation (PC 105) (6 Days)		Continuous Enrollment
Immigration Law and Visa Operation (PC 102)		Correspondence Course
Nationality Law and Consular Procedures (PC 103)		Correspondence Course
Overseas Citizens' Services (PC 104) (6 Days)		Correspondence Course
Passport Examiner' Correspondence Course (PC 110)		Correspondence Course

Curriculum and Staff Development

Basic Facilitation & Delivery Workshop (PD 513)	—	3 Days
Training and Design Workshop (PD 512)	-7	3 days
Visual Aid Basics (PD 520)	—	1 Day
Strategic Planning & Performance Measurement (PD 529)	—	2 Days

Leadership & Management Development

EEO/Diversity Awareness for Managers and Supervisors (PT 107)	12 15 21 28	2 Days
Effective Public Speaking/Speech Dynamics (PT 113)	—	1 Day
Foreign Affairs Leadership Seminar (PT 119)	-4*	2.2 Weeks
How To Develop Job Aids (PA 166)	-5	3 Days
Introduction to Management Skills (PT 207)	12	1 Week
Introduction to Business Process Re-Engineering (PT 128)	—	0.5 Days
Managing Change (PT 206)	—	21
Managing People Problems (PT 121)	—	28
Performance Management Seminar (PP 205)	—	3 Days
Teambuilding (PT 129)	—	20*

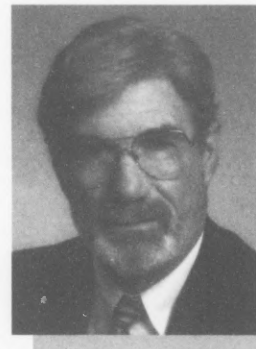
* Date change from the original listing in FSI Schedule of courses catalog.

Information Management Training

Access 2.0 Intermediate (PS 151)	—	2 Days
Access 2.0 Introduction (PS 150)	/	2 Days
Banyan Vines Administration (PS 260)	23	1 Week
C-Lan End User Training (PS 223)	-6	1 Day

New dean joins school at NFATC

Robert McMahon, a member of the Senior Executive Service, is the new dean of the School of Applied Informa-



tion Technology at the Foreign Service Institute. He brings long experience in the private sector and government to his new job.

After several years in systems development and management with Fortune 500 firms, Mr. McMahon served as a consultant to the chief information officers of the Federal Bureau of Investigation and the Department of Defense. From 1992 to 1995 he was director of information technology in the Treasury Department's Office of Financial Management Services. In 1995, he became Managing Director for Planning and Development in State's Office of Information Management.

A Philadelphian, the new dean holds a B.S. degree from St. Joseph's College and an M.B.A from Drexel University. At the Oct. 30 ceremony at the National Foreign Affairs Training Center to inaugurate the school, Mr. McMahon said, "We want you to have a sense of ownership and involvement in the new

Courses: National Foreign Affairs Training Center

Program	May	Length
Corporate Systems & Administration (PS 654)	27 30	4 Weeks
Excel 5.0 for Windows (PS 170)	-5 19	2 Days
Excel 5.0 for Windows, Intermediate (PS 171)	/	2 Days
PowerPoint 4.0 for Windows, Introduction (PS 140)	/	2 Days
Internet, Concepts (PS 218)	-2 16 30	1 Day
Introduction to Windows (PS 123)	-6 13 20 27 —	1 Day
Managing Information Programs (PS 213)	—	3 Weeks
Microsoft Project (PS 180)	—	2 Days
MS Mail 3.5 Administration (PS 267)	—	1 Week
NT Server 3.5 Administration (PS 265)	19	1 Week
PC Survival Skills (PS 112)	-5 19	1 Day
PowerPoint 4.0 for Windows, Intermediate (PS 141)	—	1 Day
Windows for Workgroup User Skill (PS 162)	-9	1 Day
Windows NT 3.5 Administration (PS 264)	12	1 Week
Workgroups for Windows Administration (PS 262)	-6	3 Days
Word 6.0 for Windows (PS 132)	-7 14 21 28 —	2 Days
Word 6.0 for Windows, Intermediate (PS 133)	/	2 Days
Word 6.0 for Windows, Advanced (PS 146)	—	2 Days
These classes are full and since all computer classes fill quickly, please contact the Office of the Registrar, (703) 302-7147 to find out about the enrollment status.		
Junior Officer Training and Orientation Training		
Orientation for Foreign Service Officers (PG 101)	—	11 Weeks
Orientation for Designated Posts (PN 112)	20	4 Days
Orientation for Civil Service Employees (PN 105)	—	3 Days
Orientation for Foreign Service Specialist (PN 106)	—	3 Weeks
Introduction to Working in an Embassy (PN 113)	—	2 Days
Washington Tradecraft (PT 203)	12	2 Weeks
Office Management Training		
Better Office English: Written (PK 225)	—	1 Week
Better Office English: Oral (PK 226)	—	1 Week
Civil Service Training for Entering Personnel (PK 104)	—	2 Weeks
Drafting Correspondence (PK 159)	19	1 Week

school to insure that we serve your real needs, and get from you the kind of feedback and support we need to be successful."

OPM issues new policy on attendance during bad weather

The Office of Personnel Management announced Jan. 22 a new federal "adjusted work dismissal" and "adjusted home departure" policy. This supersedes the late arrival and zone dismissal policy published in a Department Notice Nov. 6, 1996.

"Adjusted work dismissal" policy permits employees to leave work early based on their normal departure times. For example, if a three-hour early dismissal is authorized by OPM, employees who normally leave work at 5 p.m. would be authorized to leave at 2 p.m. This replaces the old "zone dismissal" policy that released employees based on the location of their homes. Changing commuting patterns and population growth in the Washington area warranted a more efficient dismissal policy to relieve overloaded highway and public transportation systems.

The new policy allows employees to leave their homes later than their normal departure times. For example, if OPM announces that an "adjusted home departure" policy is in effect and employees should delay their departure two hours, those who normally leave for work at 7 a.m. would delay departure until 9 a.m. The "adjusted home departure" policy replaces the "delayed arrival" policy. The former policy, directing employees to arrive at work at an announced time, placed more people on the roads earlier and hin-

Education & Training

Courses: National Foreign Affairs Training Center

Program	May	Length
NEPA Trng Domestic Operation (PA 129)	—	1 Week
Overseas Contracting Officer's Warrant Trng (PA 223)	—	4 Weeks
Personnel Course (PA 231)	—	7 Weeks
Property Management for Custodial Officers (PA 135)	—	2 Days
Training for Overseas Cashier Superior (PA 294)		Correspondence Course
Training for Overseas Cashier (PA 293)		Correspondence Course
Training for Overseas Voucher Examiners (PA 200)		Correspondence Course
Working with ICASS (PA 214)	20*	4 Days
(Internat. Cooperative Admin. Support Services)		

* Date change from the original listing in FSI Schedule of courses catalog.

Consular Training

Automation-Consular Managers (PC 116)	-5	8 Days
Congen Rosslyn Consular (PC 530)		Continuous Enrollment
Consular Orientation (PC 105) (6 Days)		Continuous Enrollment
Immigration Law and Visa Operation (PC 102)		Correspondence Course
Nationality Law and Consular Procedures (PC 103)		Correspondence Course
Overseas Citizens' Services (PC 104) (6 Days)		Correspondence Course
Passport Examiner' Correspondence Course (PC 110)		Correspondence Course

Curriculum and Staff Development

Basic Facilitation & Delivery Workshop (PD 513)	—	3 Days
Training and Design Workshop (PD 512)	-7	3 days
Visual Aid Basics (PD 520)	—	1 Day
Strategic Planning & Performance Measurement (PD 529)	—	2 Days

Leadership & Management Development

EEO/Diversity Awareness for Managers and Supervisors (PT 107)	12 15 21 28	2 Days
Effective Public Speaking/Speech Dynamics (PT 113)	—	1 Day
Foreign Affairs Leadership Seminar (PT 119)	-4*	2.2 Weeks
How To Develop Job Aids (PA 166)	-5	3 Days
Introduction to Management Skills (PT 207)	12	1 Week
Introduction to Business Process Re-Engineering (PT 128)	—	0.5 Days
Managing Change (PT 206)	—	21
Managing People Problems (PT 121)	—	28
Performance Management Seminar (PP 205)	—	3 Days
Teambuilding (PT 129)	—	20*
		1 Day

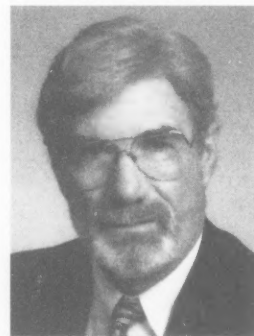
* Date change from the original listing in FSI Schedule of courses catalog.

Information Management Training

Access 2.0 Intermediate (PS 151)	—	2 Days
Access 2.0 Introduction (PS 150)	/	2 Days
Banyan Vines Administration (PS 260)	23	1 Week
C-Lan End User Training (PS 223)	-6	1 Day

New dean joins school at NFATC

Robert McMahon, a member of the Senior Executive Service, is the new dean of the School of Applied Informa-



tion Technology at the Foreign Service Institute. He brings long experience in the private sector and government to his new job.

After several years in systems development and management with Fortune 500 firms, Mr. McMahon served as a consultant to the chief information officers of the Federal Bureau of Investigation and the Department of Defense. From 1992 to 1995 he was director of information technology in the Treasury Department's Office of Financial Management Services. In 1995, he became Managing Director for Planning and Development in State's Office of Information Management.

A Philadelphian, the new dean holds a B.S. degree from St. Joseph's College and an M.B.A from Drexel University. At the Oct. 30 ceremony at the National Foreign Affairs Training Center to inaugurate the school, Mr. McMahon said, "We want you to have a sense of ownership and involvement in the new

Courses: National Foreign Affairs Training Center

Program	May	Length
Corporate Systems & Administration (PS 654)	27 30	4 Weeks
Excel 5.0 for Windows (PS 170)	-5 19	2 Days
Excel 5.0 for Windows, Intermediate (PS 171)	/	2 Days
PowerPoint 4.0 for Windows, Introduction (PS 140)	/	2 Days
Internet, Concepts (PS 218)	-2 16 30	1 Day
Introduction to Windows (PS 123)	-6 13 20 27 —	1 Day
Managing Information Programs (PS 213)	—	3 Weeks
Microsoft Project (PS 180)	—	2 Days
MS Mail 3.5 Administration (PS 267)	—	1 Week
NT Server 3.5 Administration (PS 265)	19	1 Week
PC Survival Skills (PS 112)	-5 19	1 Day
PowerPoint 4.0 for Windows, Intermediate (PS 141)	—	1 Day
Windows for Workgroup User Skill (PS 162)	-9	1 Day
Windows NT 3.5 Administration (PS 264)	12	1 Week
Workgroups for Windows Administration (PS 262)	-6	3 Days
Word 6.0 for Windows (PS 132)	-7 14 21 28 —	2 Days
Word 6.0 for Windows, Intermediate (PS 133)	/	2 Days
Word 6.0 for Windows, Advanced (PS 146)	—	2 Days
These classes are full and since all computer classes fill quickly, please contact the Office of the Registrar, (703) 302-7147 to find out about the enrollment status.		
Junior Officer Training and Orientation Training		
Orientation for Foreign Service Officers (PG 101)	—	11 Weeks
Orientation for Designated Posts (PN 112)	20	4 Days
Orientation for Civil Service Employees (PN 105)	—	3 Days
Orientation for Foreign Service Specialist (PN 106)	—	3 Weeks
Introduction to Working in an Embassy (PN 113)	—	2 Days
Washington Tradecraft (PT 203)	12	2 Weeks
Office Management Training		
Better Office English: Written (PK 225)	—	1 Week
Better Office English: Oral (PK 226)	—	1 Week
Civil Service Training for Entering Personnel (PK 104)	—	2 Weeks
Drafting Correspondence (PK 159)	19	1 Week

school to insure that we serve your real needs, and get from you the kind of feedback and support we need to be successful."

OPM issues new policy on attendance during bad weather

The Office of Personnel Management announced Jan. 22 a new federal "adjusted work dismissal" and "adjusted home departure" policy. This supersedes the late arrival and zone dismissal policy published in a Department Notice Nov. 6, 1996.

"Adjusted work dismissal" policy permits employees to leave work early based on their normal departure times. For example, if a three-hour early dismissal is authorized by OPM, employees who normally leave work at 5 p.m. would be authorized to leave at 2 p.m. This replaces the old "zone dismissal" policy that released employees based on the location of their homes. Changing commuting patterns and population growth in the Washington area warranted a more efficient dismissal policy to relieve overloaded highway and public transportation systems.

The new policy allows employees to leave their homes later than their normal departure times. For example, if OPM announces that an "adjusted home departure" policy is in effect and employees should delay their departure two hours, those who normally leave for work at 7 a.m. would delay departure until 9 a.m. The "adjusted home departure" policy replaces the "delayed arrival" policy. The former policy, directing employees to arrive at work at an announced time, placed more people on the roads earlier and hin-

Education & Training

Courses: National Foreign Affairs Training Center

Program	May	Length
Effective Speaking & Listening Skills (PK 240)	—	2 Weeks
Employee Relations (PK 246)	—	2 Days
Senior Secretarial Seminar (PK 111)	21	3 Days
Files Management and Retirement (PK 207)	30	1 Day
Proofreading (PK 143)	—	1 Day
Supervisor Studies Seminar (PK 245)	19	1 Week
Travel Regulations and Travel Voucher for Secretaries (PK 205)	—	1 Day
Writing Effective Letters and Memorandums (PK 241)	—	1 Week

Political Training

Current Policy Focus (PP 514)	—	3 Days
Foreign Affairs Interdepartmental Seminar (PP 101)	-5	2 Weeks
Global Issues (PP 510)	—	3 Days
Executive Congressional Relations (PP 204)	—	3 Days
Negotiation Art & Skills (PP 501)	-5	1 Week

* Date change from the original listing in FSI Schedule of courses catalog.

Security Overseas Seminar

Advanced Security Overseas Seminar (MQ 912)	-6	1 Day
SOS: Security Overseas Seminar (MQ 911)	19	2 Days

Overseas Briefing Center (non SOS)

American Studies (MQ 115)	29	2 Days
Employment Planning (MQ 700)	—	1 Week
Encouraging Resiliency in Foreign Service Children (MQ 500)	—	1 Day
English Teaching Seminar (MQ 107)	13	3 Days
Go Logistics for Adults (MQ 220)	17	0.5 Days
Go With Kids (MQ 210)	17	0.5 Days
Go Without Kids (MQ 200)	17	0.5 Days
Go Logistics for Children (MQ 230)	17	0.5 Days
Introduction to Foreign Service Life (MQ 100)	19	1 Week
Introduction & Effective Training Skills (MQ 111)	-5	1 Week
Legal Consideration for Foreign Service (MQ 854)	28	0.2 Days
Life After The Foreign Service (MQ 600)	--	2 Days
Personal Finances and Investments (MQ 852)	—	0.2 Days
Post Options for Employment and Training Overseas (POET) (MQ 703)	—	1 Day
Regulations, Allowances and Finances (MQ 104)	—	3 Days
Targeting The Job Search (MQ 704)	—	2 Days
Tax Seminar (MQ 117)	—	0.5 Days
Traveling With Pets (MQ 855)	—	0.2 Days

Career Transition Center

Job Search Program (RV 102)	—	13 Weeks
Retirement Planning Seminar (RV 101)	—	1 Week

Students should check with the Office of the Registrar, (703) 302-7144 to confirm course dates.

dered efforts to clear unsafe roads. The "adjusted home departure" gives work crews more time to remove snow or to deal with other emergencies before drivers commute to work.

OPM is the federal government's point of contact with Washington area municipal governments and regional organizations, such as the Washington Metropolitan Transit Authority. The director of OPM will consult these officials before a decision on closure, dismissal or special leave is made and notify each federal agency.

If an emergency occurs before normal working hours, OPM will try to notify the news media by 6 a.m. of the policy to be announced. During work hours, OPM will notify agency personnel directors by telephone or fax. The Office of Employee Relations will advise bureau and office administrative staffs of OPM's determinations.

For more information, call (202) 606-1900; Internet: <http://www.opm.gov/weather>.

Answers to IO quiz on page 16

12. UNPREDEP
11. UNHCR
10. UNICEF
9. IAEA
8. FAO
7. ILO
6. UNSCOM
5. ITU
4. WMO
3. UNMOGIP
2. ICAO
1. WHO

Safety Scene

This column is written by Stephen Urman, director of the Office of Safety/Health and Environmental Management. You may send questions to Mr. Urman, A/FBO/OPS/SAF, SA-6, Room L-300, Washington, D.C. 20522, or write to the editor. (Your privacy will be respected.) Department policy prohibits reprisal actions against employees who express concerns regarding unsafe or unhealthful working conditions.



Q.

Does the Department's integrated pest management program mean that we have to live with roaches and other bugs in our homes? I want to protect my family and pets from toxic pesticides, but I can't stand bugs!

Africa

A.

Following the integrated pest management program does not mean we must live with pests! This would not make sense since, in addition to being annoying, pests can carry disease. Instead, the fundamental concept of integrated pest management is to discourage pests from ever entering your home. Many of these measures are consistent with good property maintenance and housekeeping (e.g., repairing window screens, cleaning up food particles and minimizing pest entry from plants, woodcarvings and pets). With these self-help measures, residents can squelch any pests before a large-scale infestation occurs. These measures include

using bait stations, traps and aerosol sprays. Your commissary should have these products in stock. But if self-help measures don't work, post can authorize use of EPA-registered and/or Department-approved chemical pesticides. These pesticides are designed to combat specific pests based on the efficacy and safety when applied properly. Unless a chemical pesticide is listed in the Department integrated pest management program, it must not be used.

Q.

I thought I heard something recently about fire hazards from halogen lamps. Do you know anything about a problem with these devices?

Asia

A.

Halogen floor lamps, those with exposed tubular bulbs atop a six or seven-foot pole, have been implicated in over 100 fires and 10 deaths, according to the Consumer Product Safety Commission. The bulbs, which can reach temperatures of close to 1000° F, can ignite combustible materials that touch or are

even close to the bulb. Reportedly, some have even exploded after extended constant use, causing fires. Best advice is to ensure that such combustibles as drapes and bedding are not close to the lamp. This is especially important above the lamp where radiant energy is most concentrated. Always pay attention to manufacturer warnings. Of course, turn off the lamp when you leave the room.

Q.

The general services officer at my post wants to come in and repaint my child's bedroom where water has been leaking and paint is deteriorated. Could this affect my child's health?

South America

A.

It most certainly could! If the paint contains lead (many foreign products still do) the paint chips/flakes could be ingested by your child. We're especially concerned with those younger than 72 months since they are more likely to place things in their mouth and seem to be more susceptible to effects from lead. That's why the Department conducted a lead policy/program several years ago to ensure that paint is properly maintained in good condition, and that any

Safety Scene

deteriorated paint or renovation that might abrade paint is properly controlled and managed to minimize risk.

The first thing to do is clean up paint chips and then have the general services officer take a sample and send to us for analysis (contact us first for proper sampling procedures). If lead is present, we can provide appropriate procedures for safe cleanup and paint restoration. Of course, any new paint applied should come from the United States where lead has been banned in residential use paints for many years.

Q.

Does the use of cellular phones by people with pacemakers pose a health problem? I've read about health concerns associated with

their use and wondered how safe it is for me, a pacemaker wearer, to use cellular phones.

Europe

A.

Clinical and laboratory studies have been conducted to examine the potential for cellular phones to interfere with cardiac pacemakers. They found that when some cellular phones are placed very close to some implanted pacemakers, interference with the pacemaker's normal delivery of pulses can occur. The interference was more common with digital phones. Analog phones, the type most used in America today, were associated with a low incidence of interference.

The studies revealed that, in most cases, pacemaker wearers could not feel the interference, and that the

interference stopped when the phones were moved away from the pacemaker. Furthermore, scientists and physicians who evaluated the findings from both laboratory and clinical studies concluded that electromagnetic interference from cell phones does not pose a public health problem to pacemaker wearers. If you are still concerned, however, and want to further minimize risks, follow these rules:

- Keep a distance greater than six inches between the cell phone and the pacemaker (the greater the distance between the pacemaker and a cell phone, the less the risk of interference).
- Avoid placing the cell phone over the pacemaker (such as in the breast pocket) when the phone is on.



Personnel. Wanda Hall, Clarence (Butch) Page and Leila Price, seated, receive the John Jacob Rogers Award at their retirement from Deputy Assistant Secretary Jennifer Ward and Director General Anthony Quainton.

Civil Service Personnel

Promotions (February)

GS-4

Crawford, Francine M., Philadelphia Passport Agency
Savoy, Robert Leon, Bureau of Personnel

GS-6

Branch, Derrick A., Consular Affairs
Schindel, Rachel S., Foreign Buildings Office

GS-7

Banfield, Denise A., International Organization Affairs
Couch Jr., Thomas M., Executive Secretariat
Dorsey, Lisa Deidre, Intelligence and Research
Henderson, Lena Elizabeth, Medical Services
Mills, Sheila M., Economic and Business Affairs
Mullane, Alma, Philadelphia Passport Agency
Weaver, Joy Lawanda, Near Eastern Affairs

GS-8

Gunn, Patricia A., Intelligence and Research
Jablonsky, Michele, European Affairs
Lane, Gerda, European Affairs

GS-9

Badger, Charles E., National Passport Center Portsmouth
Brown, Alvin, Office of the Chief Financial Officer
Carroll, Thomas J., National Passport Center Portsmouth
Garrett, Edwin G., Consular Affairs
Hudson, Steven W., National Passport Center Portsmouth
Lapointe, David L., National Passport Center Portsmouth
Relitz, Stephan R., Bern
Wallace, Florella, Office of the Chief Financial Officer

GS-11

Jones, Amanda E., Executive Secretariat
McMillion, Deborah E., Consular Affairs
Nelson, Michael L., Executive Secretariat
Pope, Loretta A., Oceans Bureau
Richter Jr., Walter, Diplomatic Security

GS-12

Call, Kristin B., Bureau of Personnel
Costa, Diane, Office of the Chief Financial Officer

Green, Reginald James, Executive Secretariat
Lee, Elmer Ellsworth, Office of Information Management
Stange, Birgitta D., Administration
Weetman, Susan C., Public Affairs

GS-13

Foss, Larry W., Administration
Ghaffarkhan, Karen M., Office of the Legal Adviser
Schlaeppli, Bert Jason, Office of the Chief Financial Officer

GS-14

Cole, Robert Kendall, Foreign Buildings Office
Harrington, Anne M., Political-Military Affairs
Klasky, Helaine S., Public Affairs
Valus, Kim M., Economic and Business Affairs

GS-15

Leader, Judith K., Office of the Inspector General
Linn, Margaret A., Office of the Inspector General

XP-8

Pridgen, Stephen, Office of Information Management

Appointments (February)

Bridges, Billy W., Consular Affairs
Hoshaur, Margaret Ann, Consular Affairs
Holy, Robert L., International Narcotics and Law Enforcement Affairs
Killion, David, Office of Legislative Affairs
Malvaso, Matthew, Executive Secretariat
Matthews, Virginia, Foreign Service Institute
Moxam, Fiona M., Office of the Chief Financial Officer
Wilson, Jaci, Office of Legislative Affairs

Reassignments (February)

Gimondo, Ronald L., Languages Services to International Organization Affairs
McLaughlin, Ernest Ray, Pre-Assignment Training to Office of Information Management
Pagano, Margarete-Rose, Consular Affairs to Office of the Chief Financial Officer

Rudd, Cheryl L., Economic and Business Affairs to Population, Refugees, and Migration
Weetman, Susan C., Office of Information Management to Public Affairs
Wilder, Timothy Edward, Bureau of Economic and Business Affairs to Near Eastern Affairs

Resignations (February)

Barrett, Lezlie T., European Affairs
Bleyle, Kathy H., Foreign Service Institute
Bloch, David, Office of the Inspector General
Carter, Mary C., Bureau of Personnel
Clatterbuck, Stacey L., Foreign Buildings Office
Denniston, Richard, Inter-American Affairs
Garba, Christopher J., New Orleans Passport Agency
Herman, Zehava, Foreign Service Institute
Hite, Kerry E., Public Affairs
Kane, Whitney E., European Affairs
Kim, Ihn, Los Angeles Passport Agency
Lowery, Phyllis, Near Eastern Affairs
Marcaccini, John R., National Passport Center Portsmouth
Mingey, Pamela A., Office of the Inspector General
Moffitt, William A., Office of the Inspector General
Morgan, Karine M., Near Eastern Affairs
Pan, Yuling, Foreign Service Institute
Pendergrass, Malila, Languages Services
Penny, Kimberly N., European Affairs
Smith Jr., Jesse C., Administration
Taylor, Roger Steve, Foreign Service Institute
Walpole, Robert D., Political-Military Affairs
Washburn, Nicholis, Los Angeles Passport Agency
Winner, Andrew C., Political-Military Affairs

Retirements (February)

Bentz, Carlton L., Office of Overseas Schools
Henderson Jr., D. Rudolph, Office of the Legal Adviser
White, Joseph P., Foreign Buildings Office
Williams, Beverly, Near Eastern Affairs

Civil Service Personnel



Photo by Bob Kaiser

Taking the oath. Thirteen new Department employees took the same oath of office on the same day, Jan. 23, as Secretary Madeleine K. Albright. The Secretary was sworn in by Vice President Al Gore at the White House while the 13 civil service members were sworn in by Joan Baldrige, assistant chief of protocol, in the Benjamin Franklin Room at Main State. Taking the oath, from left, are **Josephine Hamilton, Idris Diaz, Andrew Weinschenk, Christopher Bush, Grace Dermott, Gloria Fettes, Carl Goodman, Pamela Kepchar, Janet Mosby, Denise Sandige, Joyce Bagley, Robert Burney and Fiona Moxam.**



Photo by Ann Thomas

Honored. Patricia A. Popovich, right, executive director, Bureau of Personnel, receives a Franklin Award from Jennifer C. Ward, deputy assistant secretary for personnel, for her outstanding contributions to the bureau. The Department's newest award recognizes the achievements of individuals in a variety of areas such as customer service, innovation and teamwork.



*For legal advice. Treaty Specialist **Sonja Foggie**, right, retiring after 37 years of service, receives the John Jacob Rogers Award from Deputy Legal Adviser **Jamison Borek**.*

*For extra mile. **Nancy Beck** receives Extra Mile Award for assisting reporters traveling to China with the Secretary from **John Dinger**, director of the Press Office.*



Foreign Service Personnel

Appointments (February)

Lyman, Princeton, International Organization Affairs
Wang, Emily F., East Asian and Pacific Affairs
Young, Kenneth H., East Asian and Pacific Affairs

Transfers (February)

Allie, Marv A., Addis Ababa to Nato, Brussels
Aly, Ramzi G., Diplomatic Security to Beirut
Arness, Rekha V., East Asian and Pacific Affairs to Consular Affairs
Augustine, Mark A., Zurich to Bern
Auldridge, Stephen E., Tunis to Nairobi
Baker, Dorothy E., Montreal to Athens
Ball, David H., Bureau of Personnel to Moscow
Barkin, Michael Adam, Pre-Assignment Training to Tegucigalpa
Barnett, Margaret A., Riyadh to Brazzaville
Baskette, Amber, Pre-Assignment Training to Libreville
Baum, Patricia Bailey, Consular Affairs to Intelligence and Research
Bender, Michael Clayton, Algiers to Diplomatic Security
Bennett, Keith Dermont, Sofia to Intelligence and Research
Beyene, Elizabeth Rhea, Montreal to Niamey
Bishop, Clyde, Mumbai to Hong Kong
Blakely, Richard V., Dushanbe to Kiev
Blank, Ann C., Office of the Secretary to European Affairs
Boiarsky, Janine R., Minsk to Moscow
Borisch, Thomas C., Kinshasa to Diplomatic Security
Boucher, Richard A., Cyprus to Hong Kong
Bowman, Russell L., Beijing to Chisinau
Brady, Matthew P., Department of Commerce to East Asian and Pacific Affairs
Brandt, Laurie A., New Delhi to Copenhagen
Bredeck, Duane R., Brasilia to Accra
Brewer, Maria Elena, Pre-Assignment Training to Lagos
Brian, Melinda M., Paris to Secretary of Defense
Bucklew, Carl L., London to Libreville
Buckley, Steven T., Office of Information Management to Dhahran
Cabrera, Ricardo, Conakry to Bujumbura
Carey, Michael A., Office of Information Management to Damascus
Clifton, Jay C., Port-au-Prince to Bucharest
Coleman Jr., Robert E., Office of Information Management to Tel Aviv
Cox, Paul C., Freetown to Cairo
Delong, Victoria Jean, Bonn to Manila
Epps, John Clayborne, International Organization Affairs to Bureau of Personnel
Esquivel, Jaime, Havana to Kinshasa
Figueroa, Carlos I., Cairo to Tegucigalpa
Foulger, Thomas Frank, Inter-American Affairs to Bureau of Personnel
Gaffney, John N., Manila to London
Gibson, Richard M., Sapporo to Office of Information Management
Gough, Carolyn, Moscow to Stockholm
Greene, David J., Pre-Assignment Training to Cairo
Greene, Raymond E., Pre-Assignment Training to Manila
Gregory, Ronald A., Pre-Assignment Training to London
Hall, David W., Diplomatic Security to Foreign Service Institute
Hall, Tracy Alan, Berlin to Foreign Service Institute
Hanon, Peter Gilbert, Paris to Islamabad
Helmholz, Donna M. Spina, Cairo to New Delhi
Hunt, Donald E., Managua to Addis Ababa
Isachsen, Melinda Paczak, Dakar to Vienna
Jackson, Clyde J., Bujumbura to Addis Ababa
Jacquin, Barbara B., Mbabane to Ouagadougou
Johnson Casares, Kathy A., Population, Refugees and Migration to Foreign Service Institute
Johnson, Eley M., Addis Ababa to Karachi
Jones Jr., Russell Warren, Buenos Aires to Tbilisi
Jones, F. Richard, London to Copenhagen
Jones, Franklin Denoval, Bogota to San Jose
Jones, Margaret Carnwath, Foreign Service Institute to Political-Military Affairs
Jones, Philip M., Mexico City to Bridgetown
Jordan, Keith Christopher, Wellington to Tashkent
Juni, Frank E., Diplomatic Security to Foreign Service Institute
Kalin, Carol Renee, Dakar to Cairo
Keas, Emily G., Addis Ababa to Dhahran
Kekich, Mary Ann, Toronto to Office of the Secretary
Kelly, Keith P., European Affairs to Ankara
Kennon, Mark R., Office of the Secretary to Foreign Service Institute
Kessler, Jonathan Stuart, Manila to Lisbon
Kicha, Edward R., Damascus to Frankfurt
Kiesling, John B., Near Eastern Affairs to Foreign Service Institute
Kinney, Douglas S., Ndjamena to Brussels
Klas, John H., Tokyo to Manila
Klepp, Deborah E., European Affairs to Moscow
Konner, Calvin Michael, Ulaanbaatar to Dar-es-Salaam
Koropecykj, Andriy R., Kiev to Ankara

Kozak, Michael G., Inter-American Affairs to Havana
Kramer, Ronald James, Guadalajara to Havana
Krawitz, Howard, Tokyo to Guangzhou
Kurtz-Randall, Margaret, Ciudad Juarez to Buenos Aires
Lampitt, Edwin J., Yerevan to Almaty
Langland, Allan D., Political-Military Affairs to La Paz
Leazier, John D., Tegucigalpa to Diplomatic Security
Lecroy, Jessica, Tbilisi to Operations Center
Lee, Susan, Kiev to Office of the Chief Financial Officer
Lehovich, Vladimir, Foreign Service Institute to European Affairs
Lemb, Margery, Consular Affairs to Foreign Service Institute
Levesque, Charles W., Pre-Assignment Training to Sao Paulo
Lewis, John Hargraves, European Affairs to Brasilia
Lombard, John P., Rome to European Affairs
Lovejoy, Helen O., Near Eastern Affairs to Foreign Service Institute
Lu, Donald, Tbilisi to New Delhi
Maher, James Cunningham, Office of the Chief Financial Officer to European Affairs
Malik, Paul Ramsey, Near Eastern Affairs to Foreign Service Institute
Maloney, Jeanne Marie, Operations Center to European Affairs
Marine, Michael W., Bonn to Moscow
Martyn, Thomas G., Foreign Service Specialist Intake to Foreign Buildings Office
Marx, Pamela R. Pfau, Bureau of Personnel to Rome
McCourt, Doris M., Vilnius to Lusaka
McDonald, William N., Foreign Service Institute to Office of Information Management
McKenzie, Bruce, Democracy, Human Rights and Labor to Mumbai
Merz, James Patrick, Quito to Democracy, Human Rights and Labor
Meyer, Robin D., Inter-American Affairs to International Organization Affairs
Mico, David Jose, Pre-Assignment Training to San Salvador
Millson, Eric B., Foreign Service Specialist Intake to Yaounde
Miscigno, Christopher S., Pre-Assignment Training to Kiev
Mitchell, Beth A., Bonn to Colombo
Morgan, James Elmo, Colombo to Singapore
Muir, W. Howie, Quebec to Ouagadougou
Noonan, Harriet M., Mexico City to Quito



Addis Ababa. Ambassador David Shinn, second from right, honors the post's FSNs. They are, from left: Berhanu Kebede, with 32 years of service; Tedla Alemayehu, the "Foreign Service National of the Quarter;" Shibru Wolde Gebriel, Almaz Sime and Solomon Mesghenna, all with 31 years.



Tegucigalpa. General services supply supervisor Joel Ferguson, left, receives plaque of appreciation from Ambassador James Creagan, center. Agricultural specialist Omar Gonzalez, right, was also honored.

Foreign Service Personnel

O'Connor, Burke, Pre-Assignment Training to New Delhi
 Petroulas, James A., European Affairs to Moscow
 Pfister, Margaret, Mexico City to Moscow
 Pifer, Jerry Dean, Foreign Service Specialist Intake to Helsinki
 Potter, David D., Pre-Assignment Training to Manila
 Roach, Heather C., Pre-Assignment Training to Mumbai
 Rogerson, Stephen H., Kiev to Beijing
 Ruggles, Taylor V., Pre-Assignment Training to Tegucigalpa
 Sakaue, Marlene J., Tokyo to Sapporo
 Schaefer, Paul L., Foreign Service Specialist Intake to Dar-es-Salaam
 Schmitz, Thomas L., Pre-Assignment Training to Lagos
 Schulz, Kirsten A., Kinshasa to Sarajevo
 Selva, Elizabeth A., Inter-American Affairs to Near Eastern Affairs
 Shultz, Robert E., Foreign Service Specialist Intake to Managua
 Sykes, Arelia M., Bonn to Kampala
 Sykes, Arelia M., Kampala to Bureau of Personnel
 Treviss, Joni Alicia, Bogota to Medical Complement
 Walker, Peggy Jeanne, Tijuana to Moscow
 Walson, Faye P., East Asian and Pacific Affairs to Shanghai
 Washington, Wanda M., Bureau of Personnel to Lagos
 Weber, Andrew C., Hong Kong to East Asian and Pacific Affairs
 Westling, Amy Patricia, Economic and Business Affairs to Foreign Service Institute

White, Sharon Nancy, Tashkent to Brussels
 Williams, Kevin W., Beijing to Addis Ababa
 Williamson, James H., Copenhagen to Kinshasa
 Yip, Sau Ching, Foreign Service Institute to East Asian and Pacific Affairs
 Zebley, David C., Asuncion to Diplomatic Security

Resignations (February)

Acevedo Cosme, Rosemary, San Jose
 Anderson, Carrie Carlton, Montevideo
 Astibia, Elixabete, Libreville
 Barwick, Bonnita, Port-of-Spain
 Beck, Charles Edwin, Leave Without Pay
 Berg, Beverly J., Asmara
 Brudvig, Helen A., Leave Without Pay
 Bumbaca, Hope E., Port-au-Prince
 Castro, Angelina Tirres, Moscow
 Del Principe, Rosellen S., Bratislava
 Deweese, Nancy E., Quito
 Gobar, Ralph K., Office of Information Management
 Guerra, John F., Legislative Affairs
 Heater, Theresa Ledesma, Leave Without Pay
 Hiatt, Edwin L., Medical Services
 Houston, James S., Oslo
 Jones, Carol Susan, Buenos Aires
 Lowe, Benjamin M., Consular Affairs
 McGann, Bertra B., Nairobi
 Mikulak, Robert P., Bureau of Personnel
 Mondale, Walter F., Tokyo
 Monday, Michael A., Sanaa
 Mueller, Mary Elizabeth, Georgetown
 Najafi, Seid Alireza, Leave Without Pay Status

Pedersen, Lynda Louise, Tokyo
 Reynard, Christine O., Antananarivo
 Slack, Micheal Dean, Political-Military Affairs
 Stiffler, Julie Ann, Asuncion
 Szepey, Carmen, La Paz
 Tindell, Brian James, Kingston
 Tracy, Rosario M., Ulaanbaatar
 Turner, Duwania D., Istanbul
 Wheeler, James D., African Affairs
 Whiteis, Judith Marie, Office of Information Management
 Williams, Kathy J., Niamey
 Woodford, Nevin R., African Affairs

Retirements (February)

Davis, J. Michael, Bureau of Personnel
 Diamond, David H., Office of Information Management
 Dionne, Rachele D., Bureau of Personnel
 Gzehoviak, Alina E., Warsaw
 Jones, F. Richard, Copenhagen
 Lyman, Princeton, International Organization Affairs
 Manger, Walter H., International Organization Affairs
 Nice, Jeremy, Islamabad
 Nora, Clyde G., Foreign Buildings Office
 Rhea, Regina L., Office of the Legal Adviser
 Ricciuti, Nicholas James, Political-Military Affairs
 Robinson, Raymond G., Bureau of Personnel
 Sens, Andrew D., National Security Council
 Smith, Sheila Lynn, Office of Information Management



Hong Kong. Teddy Lee, left, deputy systems manager, receives the FSN Marion Middlebrooks Information Management Award from Consul General Richard Boucher.



Bangkok. Ambassador William Itoh and community liaison coordinator Patricia Coby with winners of the "Living Safely Overseas Drawing Contest." They are, from left, Morgan Remenar, Hannah Skop and Kristopher Coby.



London. Ambassador William Crowe and wife Shirley join volunteer coordinators Rina Lara and Shirley Hanley at the embassy's international fair, which raised over \$4,000 to reunite refugee families.

Foreign Service Personnel

Secretarial seminar. From left are Phyllis Jones, Sherryl Clark, Wilma Smith, instructor; Dianne Robinson, Ginny Taylor (OMT director), Colette Rouzier, Joyce Power, Rosemarie Yacovoni.



Professional development seminar. From left are Kate Donahue, Yolanda Norvell, Wilma Smith, instructor; Donna Snead, Joan Bower, Sandy McInturff, Diana McGee, Nemesia Macabio, Barbara Simpson, Alison Roberts, Connie Molinaro, Juliette Turpin, Ginny Taylor, OMT director.

Letters

Yvonne Gurney: a tribute

Dear Editor:

I was sad to discover that Yvonne Gurney has retired. For my A-100 class and others she was a wonderful friend and comfort, the source not only of Departmental survival skills but also of the accumulated wisdom of the diplomatic tribe. First at the Foreign Service Institute and then Personnel, she kept track of us through the years, remembered our names and was a beacon of humanity, humor and good sense. As a Junior Officer I scribbled the following verse on the last day of A-100 class in 1983, but lost my nerve. Having retrieved it from a cardboard box in the basement, I would appreciate your adding it to the tributes to Yvonne.

For Y.G.

The Fifteenth Class is marching as to war, Notepads in hand, all neckties neatly knotted, Uncertain what our CDO has plotted, But primed to push the programs we deplore.

We followed what the F.A.S. was saying, And slept with open eyes or not at all (into each life a little rain must fall ... on weekends or when Baltimore is playing).

The A-100 classes ebb and flow, As travel orders waft them on their way. We hope that if some hair is turning gray It's not because of us. Yvonne should know, As from the Wang and to the world we go, She is the artist. We were only clay.

Sincerely,
Brady Kiealihg
FSI Language Training

*Apologies to the Foreign Agricultural Service, which turns out to be more scintillating company in the field than its A-100 presentation might have suggested.

Likes the look

Dear Editor:

Congratulations on the revamped *State Magazine*! The format is more readable, the photo quality is excellent and the cartoons often make me laugh out loud. Keep up the good work.

Sincerely,
Wendy Wheeler
Merida

Listing of addresses

Dear Editor:

From time to time, all of us who have served with the State Department will unfortunately find in *State Magazine* the name of colleagues or their spouse or children who have passed away. And the natural inclination is to correspond with the next of kin.

Understandably, most of the time, no addresses are given in the obituary. And writing to the last known foreign post does not always assure that letters will be forwarded. Therefore, where in the Department can we post messages of condolence with the assurance that they will be sent to the aggrieved families?

I am confident that many of us would appreciate the Department's assistance at a time of such great sorrow.

Sincerely,
Donald R. Tremblay
FSO—Retired
Santa Monica

Editor's response: The Privacy Act prohibits us from publishing addresses without employees' permission. However, many retiring employees leave forwarding information with the Foreign Service Lounge. Contact the lounge at (202) 647-3432.

Martin: a correction

Dear Editor:

I am respectfully taking the liberty of pointing out the following. In the caption under the photograph of the tombstone of Jacob Leonard Martin on page 88 in your November-December issue, Martin's date of death is cited as 1948 instead of 1848. Also, Martin was commissioned to the Papal States, not the Holy See.

Sincerely,
James S. Pacy
Burlington, Vt.

From the web...

I have enjoyed browsing through the state dept. magazine and home page. I teach high school International Relations, and coach a Model U.N program. I formerly lived and taught in Hong Kong. I appreciate the info available at this site, and will probably have my students explore this in future assignments. I am always grateful for information about our foreign policy and related issues.

Richard Siegert
Evansville, In.

Letters

As I prepare to take the FSO exam in November, I find myself motivated more than ever by the magazine's excellent articles. The first time I took the exam was nearly 20 years ago, fresh out of a graduate program at Bucknell University. I didn't particularly study and did not do well enough to get invited for an interview. This time around, I have 15 years of international experience and a wider base of experiences and

knowledge to draw upon. Your magazine wasn't available to me 20 years ago and the valuable perspectives of current FSO's and the DG's comments help immeasurably by providing realistic information. I now understand more than ever what a career in State is comprised of and can go forward with my eyes open!

Thanks!
Joan M. Cristini
Rome, NY

Great design! I was pleasantly surprised. I'd appreciate being notified by email when a new issue comes out...

Jason Davis
El-Gorah, Egypt

This is a wonderful site which I just discovered today so I hope to have more comments later.

Barbara B. Alton
New York



Rabat. Deputy Chief of Mission Gary Usrey presents award to chauffeur Abdellah Jirari at Mr. Jirari's retirement after 41 years of service. Mr Jirari, who began his government career as a cook, maintained a flawless driving record throughout his 34 years as a chauffeur.

State of the Arts

Concerts to cover waterfront—from blues to opera

The following concerts have been scheduled at 12:30 p.m. between March and June, according to Caryl Traten Fisher, director, State of the Arts Cultural Series. They are:

March 19, 1997

Dean Acheson Auditorium

- Guadalupe Kreyea, Costa Rican soprano winner of Pavaratti's International Voice Competition; accompanied by Michael Crabill

April 2, 1997

East Auditorium

- Cecilia di Marco, Argentinean soprano
- Pabian Paccio, Argentinean pianist/accompanist

April 16, 1997

Dean Acheson Auditorium

- Richard Stone Jr., pianist/composer

May 7, 1997

East Auditorium

- Second story retro and progressive world beat blues

May 21, 1997

Dean Acheson Auditorium

- State Department, Georgetown University students of Caryl Traten Fisher

June 4, 1997

East Auditorium

- Silvie Blouin, Canadian pianist



Miguel Valdes, a classical pianist, performs for the State of the Arts cultural series.

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Obituaries

William F. Busser, 88, retired Foreign Service officer, died in Chestertown, N.Y., Oct. 30.

Mr. Busser joined the Service at the age of 17 as a clerk in Vienna. In 1935 he went to Warsaw as vice consul. After tours in Buenos Aires and Mexico City, he returned to Vienna as consul in 1947. He retired in 1954, after serving as first secretary in London.

Mr. Busser was born in Philadelphia Dec. 10, 1907. He served in the Merchant Marines and earned a bachelor's from the Wharton School of Economics before beginning his career at State. After State, he was a consultant to the Creditanstalt Bankverein of Austria, held a position on Inter-Continental Hotel development with Pan Am and served as director of operations with the International Executive Service Corps in Latin America and the Philippines. His survivors include his wife of 59 years, Alicia Busser, of Chestertown, three daughters, two brothers and three grandchildren.

Edwin Daniel Crowley, 73, retired Foreign Service officer, died of stomach cancer at Sibley Hospital in Washington Oct. 24.

Mr. Crowley joined the Service in 1946 and was assigned to Strasbourg. After a posting to Marseilles, he was assigned to Godthaab, Greenland, in 1948. Next, he was posted to Lagos, 1950-51. In the latter year, he became economic officer in Stockholm. He served as an international relations officer in Washington before going to Budapest in 1958.

After a posting to Berlin, Mr. Crowley returned to Washington as an international economist in 1964. He was economic and commercial counselor in Brussels, 1969-72, and Bonn, 1974-78. After a final assignment as DCM in Bern, he retired in 1980.

Mr. Crowley was born in Williamsburg, Va., Jan. 7, 1923. He earned a bachelor's from Georgetown and a master's from George Washington University. He served in the Army, 1942-46. After his retirement, he continued to work as a consultant to State and as a real estate agent with Long & Foster. His survivors include his wife of 40 years, Nancy Crowley, of Washington.

Margaret H. Fulton, 76, retired Foreign Service secretary, died of lung cancer in Arlington, Va., Oct. 19.

Ms. Fulton joined the Service in 1963 as a clerk-stenographer in Panama City. After a posting to Tangier, she became a secretary in Sydney in 1968. She was assigned to Caracas, 1971-73, and Ottawa, 1974-77. After serving as a staff officer in the Bureau of European and Canadian Affairs, she retired in 1979.

Ms. Fulton was born in Inverness, Scotland, Oct. 24, 1919. She served in the British Army during World War II, including the D-Day invasion at Versailles. After her career at State, she

worked for the National Academy of Sciences until 1989. Her survivors include her sons, Steve and Greg Fulton, and four grandchildren. They suggest contributions to the Northern Virginia Hospice or the American Cancer Society.

Roger G. Gifford, 82, former librarian and Foreign Service officer at State, died of cancer in East Lansing, Mich., Oct. 30.

Mr. Gifford began his career in the Department in 1946 as assistant chief of the library's bibliography branch. After becoming a division chief, he joined the Foreign Service and went to New Delhi as consular officer in 1958. He retired in 1964 after serving in the consular section in London.

Mr. Gifford was a native of Brooklyn who earned a bachelor's from Clark University and a master's from Columbia. He served in the Army in Greenland during World War II. After leaving State, Mr. Gifford worked as acquisitions librarian at the University of Michigan before retiring again in 1988. His survivors include his wife, Sara Gifford, a daughter, a son, a brother and six nephews and nieces.

Philip Duane "Mike" Gutensohn, 59, retired Foreign Service officer and husband of Foreign Service officer Lynn Gutensohn, died of a heart attack in Vancouver Jan. 1.

Mr. Gutensohn began his career at State in 1966 as communications officer in Bamako. After serving as consular officer in Bangkok, he went to Hong Kong as administrative officer in 1969.



He was a security officer in Washington before holding similar positions in Jeddah, 1974-77, and Bangkok, 1977-79.

In the latter year, Mr. Gutensohn became admin officer in Vientiane. After a posting to Seoul, he returned to the Department in 1985 as an administrative management officer in the intelligence bureau. Next, he held administrative assignments in the Foreign Buildings Office, 1988-89, and Kinshasa, 1989-92. He served as deputy executive director for East Asian and Pacific affairs, 1992-94. His final assignment, before retiring last year, was counselor for administrative affairs in Manila.

Mr. Gutensohn was born July 28, 1937, in Lincoln, N.D. He attended the University of North Dakota and the Industrial College of the Armed Forces. Before State, he served overseas in the Army and the Marines. In addition to his wife, he leaves two daughters and two sons, two sisters, four brothers, his mother and six grandchildren.

Mr. Gutensohn's family has established a scholarship in his name at his alma mater. Contributions may be sent to the University of North Dakota in care of Lynn Gutensohn at the U.S. consulate in Vancouver, Box 5002, Point Roberts, Wash. 98281-5002.

Pamela Churchill Harriman, (see story on page 4).

Harold P. Mace, 80, retired Foreign Service officer, died in Hendersonville, N.C., Dec. 8.

Mr. Mace began his career in the Department as an assistant

executive officer in 1947. After serving as administrative officer in Frankfurt, he was assigned to the Office of Public Affairs in 1949. He was named chief of the Personnel Operations Division before becoming a Foreign Service inspector in 1957.

The following year Mr. Mace became counselor for administrative affairs in Toyko. After another assignment as an inspector, he was named deputy assistant secretary for organization and management in 1967. Next, he was DAS for personnel, 1967-71, then acting director general, 1971-72. In the latter year, he became principal officer in Istanbul. He retired in 1976 but continued to work as an adviser to State until 1981.

Mr. Mace was born in Chillicothe, Ohio, May 19, 1916. He earned a bachelor's from George Washington University. He served as a lieutenant overseas in the Navy during World War II. His survivors include a son, Perry Mace, of Hendersonville, another son, a brother, five grandchildren and three great-grandchildren.

Eleanor M. Mallory, 83, widow of retired Foreign Service officer Lester D. Mallory, died in Lake Forest, Calif., Dec. 11.

Beginning in 1946, Ms. Mallory accompanied her husband on assignments to Cuba, Argentina, Jordan, Guatemala and Washington. An artist who exhibited her work in several countries, she was profiled in the book, "The Age of Grandeur and a Woman Who Lived It," by Evelyn Metzger. Her survivors include a son, Lester D. Mallory Jr., of Houston, and a sister.

Ralph J. McGuire, 76, former ambassador to Mali, died of cancer in Austin Nov. 21.



Mr. McGuire joined the Foreign Service in 1948

and became consular officer in Manila the following year. In 1950 he was named principal officer in Cebu. After tours as economic officer in Singapore and Tokyo, he became chief of the Commodity Control Division in 1958. He attended the National War College, 1960-61. Mr. McGuire served as counselor for political-military affairs in Paris before going to Kinshasa as deputy chief of mission in 1967. He served as director of NATO and Atlantic political-military affairs in the European bureau, 1968-73. He retired three years later after heading the mission in Bamako.

Mr. McGuire was a native of Seattle who held bachelor's and master's degrees from George Washington University. He served as a naval aviator during World War II. His survivors include his wife of 52 years, Rosemary McGuire, of Austin, a daughter and a granddaughter.

Obituaries

James (Scott) Metzger, 46, a communications specialist at State, died of a heart attack in Reston, Va., Nov. 17.



Mr. Metzger joined the Foreign Service in the early 1970s and held assignments in Bonn, Lisbon, Moscow and at the United Nations. He left the Service in the early 1980s to work for the Northrop Corp. In 1985 he returned to State as a Civil Service employee, where he was assigned to the Office of Information Management until his death. He won two performance awards for his work at State.

Mr. Metzger was a native of Columbus who attended Ohio State and served in the Navy before beginning his career in the Department. His survivors include his former wife, Betsy Metzger, of Columbus, a daughter, a son, a brother, two sisters and his mother.

Raymond Naya, 62, husband of retired Foreign Service secretary Mary Naya, died in Fort Worth, Texas, Oct. 13.



Mr. Naya accompanied his wife on several overseas postings, including Seoul, where he worked in the general services

office, and Tokyo, where he assisted the regional security officer. He was a native of Newark, N.J., who served in the Air Force before joining his wife overseas. Besides his wife, he leaves three sons and a sister. Condolences may be sent to 6015 Barton Hills Drive, #208, Fort Worth, Tex. 76112.

Lawrence J. Robert, 76, retired Foreign Service officer, died at his home in Rome Nov. 8.



Mr. Robert joined the Service in 1945 as a general services assistant in Marseilles. After a posting to Bombay, he became building superintendent in Rome in 1957. Next, he served in Phnom Penh, 1960-62. In 1962, he became general services officer in Beirut. After a tour in Vienna, he returned to Rome in 1972. He served as administrative officer in Damascus before retiring in 1977.

Mr. Robert was a native of Michigan who leaves his wife, Eliane, of Rome, and a son, Gerald, of Monaco.

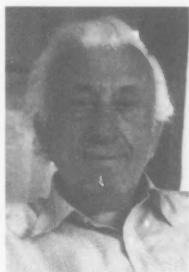
Arlene Joan Rochwarger, 67, wife of Leonard Rochwarger, former ambassador to Fiji, died of cancer in Buffalo, N.Y., Nov. 10.



Ms. Rochwarger accompanied her husband to the island nation for a two-year tour in 1987. She aided disabled persons there and was instrumental in bringing hundreds of drugs to a medical clinic in Suva. For these efforts, she was named the first female honorary Peace Corps member in the Pacific. She also helped establish the American Embassy's Women's Club and raised funds, including her own, to build a bridge connecting the village of Mau to the rest of Fiji.

Ms. Rochwarger was a native of Niagara Falls who received a bachelor's from the University of Buffalo. She earned many honors for her volunteer work, including Israel Bonds' "Woman of the Year" award. In addition to her husband, she leaves a daughter, a son, a brother and seven grandchildren. Condolences may be sent to Ambassador Rochwarger at 81 Nottingham Terrace, Buffalo, N.Y. 14216.

Nicholas J. Sakellarios, 84, retired Foreign Service officer, died of cancer in Las Vegas Aug. 20.



Mr. Sakellarios joined the Foreign Service in 1945.

He held postings in Russia, Egypt, Germany and France, specializing in security matters before retiring in 1972. He earned the Pouch Medal of Honor for his work at the embassy in Paris.

Mr. Sakellarios was a native of Lowell, Mass., who served in the Army in England, Germany and France before beginning his career at State. His survivors include his wife, Hilda, a stepson, a sister and six brothers.

Ernest L. Stanger, 81, retired Foreign Service officer, died Nov. 27 of heart failure in Dallas.

Mr. Stanger joined the Service in 1947 and was assigned to Paris. After a tour in Rabat, he went to Munich as political and economic officer in 1953. Next, he was an intelligence research specialist and officer-in-charge of international security affairs, 1958-62. In 1962, he became consul in Bujumbura. He had a second tour in Paris, 1965-66. After a final tour in Martinique, he retired in 1968.

Mr. Stanger was born in Iona, Idaho, Nov. 26, 1915. He attended the University of Utah and later earned a master's from Georgetown's School of Foreign Service. He served as a lieutenant in the Army Air Force during World War II. After his tenure at State, he worked for the U.N. Disarmament Center in Geneva and New York. His survivors include his wife of 53 years,

Kathleen Stanger, of Austin, two daughters and a son.

Emmett N. Wilson Jr., 71, retired medical officer, died in San Antonio July 30.

Dr. Wilson began his tenure at State with a tour in Dhaka in 1977. Two years later he went to Dakar. He served as medical officer in Tunis, 1982-84. After a final assignment in the Office of Medical Services, he retired in 1986.

Before joining the Foreign Service, Dr. Wilson practiced medicine for 23 years in Pearsall, Texas. He earned bachelor's and medical degrees from the University of Texas. He served in the Army in the Asian-Pacific theater during World War II. His volunteer efforts included 12 years as a Scoutmaster. He leaves his wife of 43 years, Evangeline Wilson, of Bandera, Tex., two daughters, two sons, a sister and eight grandchildren.



Lahore. Consul General Eric Tunis, center, presents safe driving, cash and length of service awards to post FSNs. They are, from left, Sunab Gul, Anwaar Hussain Shahid, Shadqat Mahmood, Noor Muhammad, Malik Abdul Tiwana, Khairat Ali and Mohammad Rafique.

Library Report

Resources are on the shelf, online, cassette

by Dan Clemmer, chief librarian

The *Federal Yellow Book* and *Congressional Yellow Book* have become "musts" for people who need up-to-date information about the executive and legislative branches. Now there's the *Foreign Representatives Yellow Book*, "a who's who" of important foreigners in the United States representing countries, organizations, companies and news media. For each country, there's a photo of the ambassador, a biographical sketch and an up-to-date listing of embassy, consulate and U.N. mission personnel. Companies feature business descriptions. Entries include street and Internet addresses and telephone and fax numbers. To order the directory through the Library, call (202) 647-2739, or find the book in the Ready Reference Section of the Main Reading Room; call number: JX1705.A19.

Get on the 'Net'

Every Tuesday at 2:30 the Library offers a briefing and live demonstration of the Internet. Sessions are designed to answer questions of participants just getting started in this electronic environment. The Library also makes "office calls." To make an appointment or set up a customized session, call (202) 647-1099.



Find a job the electronic way

The Library offers the following job resources through the Internet:

America's Job Bank. A Service of the US Department of Labor & State Public Employment Agencies.—<http://www.ajb.dni.us/post/newuser.html>

Career Magazine.—<http://www.careermag.com/>

Career Mosaic—Excellent Database of Jobs <http://www.careermosaic.com/>

Career Net. Web Links by Career Topics and Regions—http://www.careers.org/gen/all_gems.htm

Infoseek Guide. Business: Jobs & Careers—<http://guide-p.infoseek.com/>

JobBank USA. Directory of Internet Employment Resources—<http://www.jobbankusa.com/>

A Meta-List of On-Line Job Search Resources and Services—<http://rescomp.stanford.edu/jobs/>

Magellan. Employment. Directory of Employment Resources—<http://mckinley.com/>

The Riley Guide. Directory of Employment Resources—<http://www.jobtrak.com/jobguide/>

The Virtual Press: Job Information—<http://www.aloha.com:80/~william/vpjic.html>

Yahoo. Business & Economy: Employment: Jobs—<http://www.yahoo.com/yahoo/Business/Employment/Jobs/>

To learn how to prepare a scanable resume, check the following sites: http://www.resumix.com/resume/resume_tips.html
http://www.chr.ucla.edu/resume/resume_tips.html

"Shorten" your commute with an audiocassette

For commuters who spend too much time on the road, the Library offers a variety of recorded books on audiocassettes. Two of the newest titles are *Colin Powell; Soldier/Statesman, Statesman/Soldier*, by Howard Means (call number: Audio 814) and *P.S., a Memoir*, by Pierre Salinger (call number: Audio 817).

A small collection of videos is also available. These include *Slavery's Buried Past* (Video 147) by Kurtis Productions, about Michael Blakey's research on human skeletons uncovered in an 18th century slave graveyard in New York in 1991. The video was acquired in conjunction with Dr. Blakey's talk at the Library in February.

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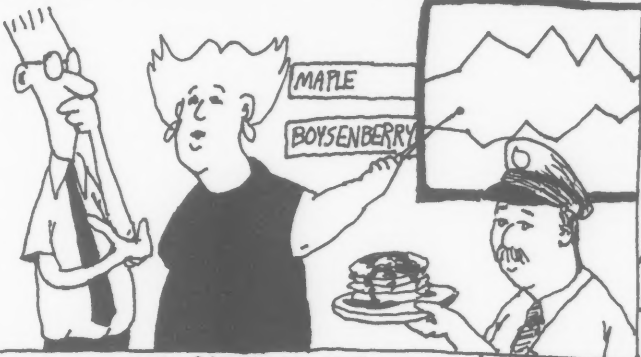
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FROM LAMBADA AFFAIRS...



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I SAY WE GO WITH THE
SOUR CHERRY PORK RINDS.



THE INTERNAL CARIBOU SERVICE: THE ONLY AGENCY STAFFED BY AND FOR REINDEER

DONDER, BLITZEN
I STILL NEED THOSE
TRAVEL VOUCHERS!



THE FEDERAL ELVIS ADMINISTRATION: THE ONLY AGENCY STAFFED BY AND FOR ELVISES

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