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# State Magazine

United States Department of State

November/December 1996



*Season's  
Greetings*

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# State Magazine

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**STATE** (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.

Although intended for internal communication, State Magazine is available to the public for a fee through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (telephone 202-512-1800).

Contributions consisting of general information, feature stories (informal, first-person accounts with a personalized, anecdotal slant), fictional pieces (with some tie-in to life at State), photographs (pictures of one, two, or three persons work best—avoid large groups), drawings, and poems are welcome. *Include your telephone number or a way for the editor to reach you.*

Articles must be double-spaced and free of acronyms (spell out all office names, agencies, and organizations). Submissions containing acronyms may not be used. Photos should include typed captions identifying persons from left to right, with job titles (again, no acronyms).

Priority will be given to material sent on Apple Macintosh or IBM PC-compatible disks. This includes Microsoft Word, Word Perfect, and Wang. (Authors should submit a paper copy with the disk.) Double-spaced articles may also be sent via e-mail to the acting editor, Barbara Quirk, or faxed to (703) 812-2475. *Faxed material must be typed on 14 point or larger fonts.* The mailing address is State Magazine, PER/ER/SMG, SA-6, Room 433, Washington, D.C. 20522-0602. Contributions may also be dropped off in Room 3811, Main State.

The deadline for the next issue is December 31.

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# State

## Magazine

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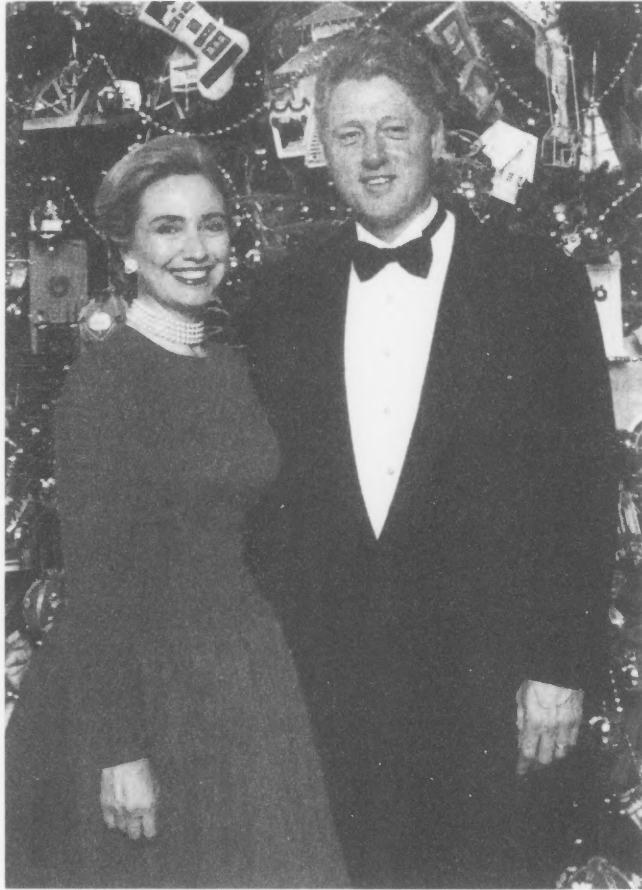
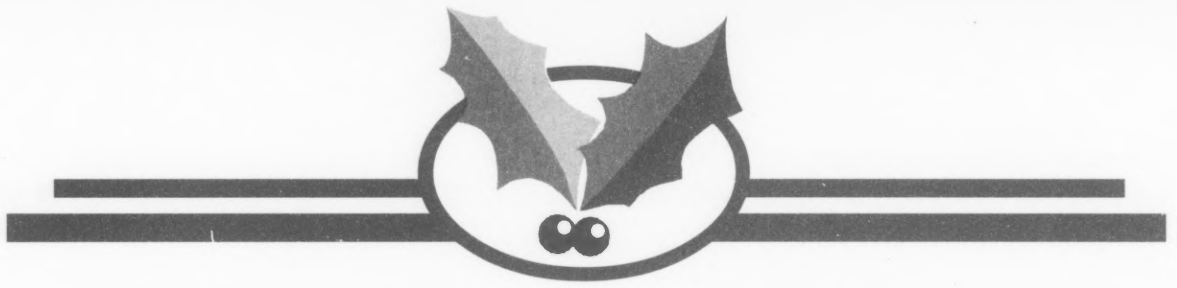
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U.S. Department of State



*Peace on earth &*



*goodwill toward all*



BRIAN AGGELER



*The first snowfall in Dushanbe.*



*Christmas in Cairo—Gary Gariepy of the Office of Military Cooperation masquerades as Santa. With him is his wife Betty, manager of the community welfare association there.*



# The Christmas Candle

By Dennis Watson

The author is now an information management officer in Hanoi.

Life can be lonely when you're far away from home during the holidays. Two years ago on Christmas Day I found myself sitting in a quiet little apartment in Bratislava, Slovakia. As a communications rover, my job was to fill in for someone until the end of January; then I'd move on to another temporary assignment somewhere else.

Bratislava is a grand old city. Gift shops throughout the town display wonderful crystal items and hand-carved wooden figurines. The city's architecture is magnificent, although old and in need of repair (40 years of Soviet rule didn't do much for the place). It's also very, very cold.

Friday would be a half-day before the Christmas weekend. I left work shortly before noon to do some window shopping before returning to finish up some last-minute business.

While shopping I came across a Christmas market. Wooden booths with homemade crafts lined both sides of the square. The air was crisp with the scent of spiced, hot wine, and people wandered about with happy, smiling faces. The Christmas spirit is alive and well in Bratislava, I thought. I also thought: it's going to be one lonely Christmas.

I walked over to a booth selling Christmas centerpieces. My eyes locked on one with pine cones, dried flowers, and real moss. I bought it, thinking of the telephone operators at the post and how hard they worked.

The operators were thrilled that I—a temporary supervisor—would do such a thing. As I walked out the door, one of them handed me a small gift wrapped neatly in green tissue paper with a gold ribbon. I wished them the best of the season and headed back to my little apartment.

As I passed the market on my way home, I stopped and bought myself a centerpiece similar to the one I'd given the operators. Returning to my apartment, I placed the table setting and the small package on my living room coffee table. This was to be my little Christmas tree, complete with a little gift beside it for Christmas Day.

But on Christmas Eve, I felt sorry for myself, knowing I would spend another holiday away from my wife and home. I lit the candle on the centerpiece and turned off all the lights, watching the flame play back and forth in the dark. As the candle burned low, I wished I'd had the foresight to buy another. I reached over and snuffed out the flame.

I also found myself wishing I'd bought more food for the weekend. There wasn't a thing to eat except chips, cheese, and lunch meat. And the entire city would be closed for Christmas.

My boss had invited me to a party she was giving, but I had declined because of a bad toothache. Now I wished that I'd accepted...Suddenly, there was a knock at the door. My boss was standing there, holding a large bowl of steaming cabbage soup.

This kind person, with all the festivities going on, took the time to think of me and bring me a Christmas Eve dinner. I gave my thanks and soon found myself enjoying the soup and the candle.

On Christmas Day, I awoke early. Taking my cup of coffee to the living room, I peered out the curtains to see a white blanket of freshly fallen snow. The buildings were covered, and the streets were untouched. The city looked clean, fresh, and pristine.

I sat down on the couch and lit my little candle for the last time. It was nearly gone now—maybe two minutes more and then my Christmas would be over. As the candle started to sputter its last flicker, I reached over and picked up the small gift. I shook it. It didn't rattle. I smelled it. There was a faint aroma coming from the package. I squeezed it. It was solid.

I slowly removed the green tissue paper from the little package. It was a candle—a large, green, scented Christmas candle! I was ecstatic. Removing the remnants of the burned candle, I replaced it with the new one and sat back to enjoy my Christmas.

As the morning wore on, I put out the candle and, getting into my heavy overcoat, opened my door to leave. Sitting on my doorstep was a small package and a Christmas card. I brought both inside and upon opening them found *another* large, scented candle—this time from my boss.

People search far and wide for miracles when, more often than not, they need only look as far as their doorstep. Years from now I won't remember the names of the telephone operators or the supervisor who gave me those gifts. But every Christmas morning from now on, I'll light that green candle for a short while. And think back to a Christmas long ago in a strange land where people cared for one another. And simple little prayers were answered.

# News Highlights

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## Secretary Christopher to resign

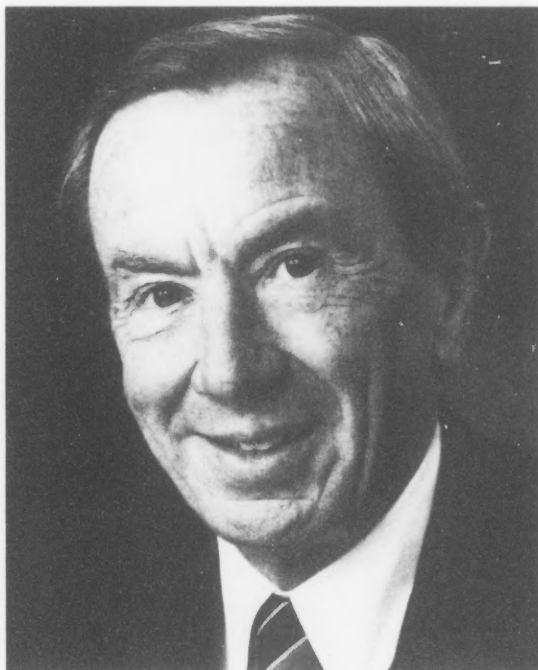
Secretary of State Warren Christopher announced his intention to step down when President Clinton begins his second term, at a joint news conference with the President on November 7. The President accepted Mr. Christopher's resignation with "great regret," adding: "The cause of peace and freedom has never had a more tireless advocate."

Mr. Christopher, who has logged more travel miles during his tenure than any previous secretary, said:

"Being Secretary of State is to take part in history's relay race. It's been a great privilege for me to have an opportunity to run this challenging leg over the last four years. I've done so with the sure sense that we've begun to shape American foreign policy for the 21st century.

"No Secretary of State could ever have had stronger support than I've had from the President and the Vice President, or from my colleagues in the National Security Council. I've also been tremendously honored by the opportunity to work with so many talented members of the State Department, including the dedicated men and women of the Foreign Service and the Civil Service as well.

"I'm, of course, also very grateful to the American people. It is their values and their aspirations that I've sought to uphold as I've traveled



around the world these last four years. I'm convinced that especially at this time of challenge and change in the world the American people expect our nation to maintain a strong and principled global leadership. They can be assured that I will be doing that, maintaining our active engagement, as I travel to the Middle East, Europe, and Asia over the next several weeks before the time of transition actually takes place."

Citing the Secretary's achievements, the President said: "He has left the mark of his hand on history—not in some theoretical, intangible fashion, but in concrete ways that have made a real differ-

ence in the lives of the American people and people around the world. He has served three previous Democratic administrations, as a trade negotiator, a deputy attorney general, and a deputy Secretary of State when he brought home our hostages from Iran. These past four years I have been proud and privileged to have him by my side as Secretary of State.

"Today, if the children of the Middle East can imagine a future of cooperation, not conflict; if Bosnia's killing fields are once again playing fields; if the people of Haiti now live in democracy instead of under dictators, in no

small measure, it is because of Warren Christopher. Those of us who have worked with him know that his quiet dignity masks a steely determination. Let me cite just one example.

"History will record that Bosnia's peace was secured at Dayton. It will also recall that, literally, until the last minute the outcome was in doubt. Our negotiators had their bags packed and were ready to head home without an agreement. But Chris refused to give up. And the force of his will finally convinced the Balkan leaders to give into the logic of peace.



*White House photo by Ralph Alswang*

"For all Secretary Christopher's skill at diffusing crises, I believe his lasting legacy was built behind the headlines, laying the foundations for our future. Under his leadership we've taken on new threats like terrorism, the spread of weapons of mass destruction, and environmental degradation. We're seizing the opportunities to make the 21st century more secure and prosperous for every American—working toward a Europe that is undivided, democratic, and at peace; building a

new partnership with a strong and open Russia; meeting the challenges of change in Asia with strength and steadiness; opening more markets abroad and helping American businesses to take advantage of these new opportunities.

"Perhaps most important, Warren Christopher's life provides powerful proof that America has a unique responsibility and a unique privilege to lead. He has helped the American people to understand that we cannot lead on the cheap: it takes time, energy, and resources. And as we go forward, I pledge to protect and preserve the resources for our

diplomacy that Warren Christopher has put to such good use.

"Through dignity, determination, hard work, and skill, through his intellect, integrity, and good heart, Warren Christopher has earned our nation's admiration and a debt that can never be fully repaid. I thank him for his service to the nation and for his unique friendship."

Mr. Christopher, who will return to his California law firm at the end of his tenure, said he will stay on as Secretary until a successor is named.

# News Highlights

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## Best Practices

The Office of the Inspector General identified several offices and projects at State as outstanding this year. They are described here, as part of the OIG's semi-annual report to Congress.

### Logistics reengineering project

The Department has undertaken a major project to reengineer its logistics operations, which provide for the delivery of goods and services required to support the Department's activities at home and abroad. The Department is identifying best practices within and outside the government to provide a foundation for changing or replacing the Department's existing logistics operations. OIG has assisted the logistics reengineering group by providing feedback on logistics problems in the Department; designating a representative to serve on the advisory panel for the project's steering committee; and contributing staff to assist the project team in focus groups, benchmarking interviews, and other support efforts.

### 'Let's Talk Business'

In Malta, Embassy Valletta's ambassador has launched an outreach effort to actively publicize business opportunities and identify Maltese firms interested in establishing new relationships with U.S. firms. The program's start-up has been greeted with enthusiasm by the Maltese business community and praise from the U.S. Foreign Commercial Service. The second step in the program is to screen Maltese responses for commercial viability; a third phase involves sponsoring periodic seminars titled "Doing Business in America." A new office within the embassy manages the day-to-day progress of "Let's Talk Business," under funding provided by the Foreign Commercial Service. The head of the office reports directly to the ambassador.

### The qualities that make a good deputy chief of mission

Acting on a request from the Director General of the Foreign Service for assistance in evaluating the requisites for a successful deputy chief of mission, OIG reviewed inspectors' evaluation reports prepared by inspection teams on 45 DCMs. The examination affirmed that the most successful DCMs served as the chief of mission's alter ego while maintaining sufficient independence to challenge the chief of mission's views when necessary. The most successful DCMs also assumed, under the ambassador's direction, major responsibilities for managing the mission and serving as chief executive officer for the ambassador. Lack of interpersonal skills and inability to clearly define his or her role were among the most frequently cited shortcomings among DCMs.

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### Collection procedures at the New Orleans Passport Agency

Model internal controls are in place at this passport agency, where each cash clerk has a separate register to hold funds during the workday and a separate safe drawer, with its own combination, to hold funds overnight. The collected funds from each employee are never commingled, and employees responsible for cash receipts do not have each other's combinations, which are held by the regional director in a sealed envelope with the employee's signature across the seal. The agency cuts off receipts for deposit purposes each day at midafternoon, and the funds are picked up by an armored car service for delivery to the bank, ensuring that most funds are not kept overnight.

### Monthly open house at Embassy Brasilia

The ambassador has found a way to give all staff regular ambassadorial access, a rare feat at any large post. At a monthly open house, the ambassador is available to any employee, American or Brazilian, who wishes a confidential hearing. This all-but-unparalleled access is complemented by the ambassador's willingness to hear alternative points of view. The result is much deeper understanding of staff-related issues and management concerns.

### Embassy Baku's use of mission program plan to 'right size' the mission

Embassy Baku, Azerbaijan, has made impressive use of the mission program plan (MPP) process to control pressure to increase staffing, always intense in a new mission. The chief of mission has insisted on MPP-based justification for increases in staff by the Department of State and other agencies. Requests for approval to add positions have been denied without a commensurate increase in administrative resources to support the added personnel and workload. This is in marked contrast to some other new posts and demonstrates the value of a properly drawn and administered MPP.

### Streamlining consular services at Embassy Brasilia

The consular section at this post has improved its operations by opening its gates earlier, streamlining security screening procedures, and accelerating prescreening times. Also, the consular coordinator sent a telegram to the constituent posts establishing countrywide goals on nonimmigrant visa productivity, describing effective methods for prescreening and interviewing applicants efficiently, and detailing ways to decrease the number of onsite applications by increasing reliance on travel agents.

### Financial services at Embassy Bern

The level of financial service at Embassy Bern was deemed by inspectors to be a prototype for financial management offices elsewhere. Using the regional administrative management center's Off-line Linkup System, the post has been able to obtain financial data on a realtime basis. This rapid flow of information has been critical as the valuation of the dollar continues to fluctuate. The system also enables the embassy electronically to process allotments, liquidations, and ijournal voucher corrections.

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# News Highlights

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## Changes for rating Civil Service employees are on the way

By Ron Whitworth

*The author is a division chief in the Office of Civil Service Personnel Management.*

The Department's Civil Service performance appraisal and awards programs are undergoing extensive changes aimed at improving them. Two years ago a working group formed to investigate ways to enhance the appraisal process, as well as employee performance planning, monitoring, and coaching. Chaired by Clarence Pegues, the group included Teresa Hobgood, Marlene Schwartz, Thomas Jefferson, Ken Harris, Deborah Duckett, and Rosalie Dangelo.

The group surveyed employees and held focus groups to learn how people at State would want a new system to work. With input from managers, rank-and-file employees, and AFGE Local 1534, the group drafted regulations designed to create changes in the way employees are rated and receive awards.

A new optional progress review form will better enable raters and employees to discuss employees' strengths and weaknesses during the rating period. The form, which includes a section for employee comments, addresses assets, areas needing improvement—as well as those in which employees have demonstrated improvement—and recommendations for better performance, including on-the-job training.

Employees will now be able to provide raters with a written summary of their accomplishments and see their proposed ratings before they're put into final form. Those



**Anthony Quinton**, director of personnel, seated, and **Clarence Pegues**, chairman of the working group, review the new appraisal form and regulations.

who receive ratings that are "fully successful" or higher can choose to have their appraisals reviewed or forgo that option.

The new rating form is designed to be easier to use. It provides a single narrative statement, which fosters a less repetitive discussion of the employee's performance. The form allows as many as six job elements, including two that can be used to rate developmental assignments or details.

The new appraisal system aims to separate cash awards and quality step increases from the annual performance review process. Under the new system, high performers may be rewarded at any time throughout the year. (See related article on the Department's awards program.)

We look forward to implementing this new system. Looking ahead, bureaus with particular needs could request authority to implement a separate appraisal program which could allow for more innovative approaches, including pass-fail or 360-degree ratings, subject to approval by the Director General. Personnel is conducting briefings with the goal of implementing the Department-wide performance appraisal program on January 1. Employees are encouraged to participate in these briefings. Comments or questions may be directed to Margaret Morrissey, PER/CSP/ERPM, Room 2815.



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## Rewarding our best— a new Department awards program

By James Hostetler and Patti Berzins

*The authors are personnel management specialists in the Office of Performance Evaluation.*

Outstanding accomplishments deserve recognition. But do we always practice this as supervisors? Even the most conscientious among us doubtless miss opportunities to reward deserving employees.

To make the awards process easier to use, as well as more accessible to all employees, a new Department awards program will take effect on January 1. The revamped program emerged after months of hard work by several offices and working groups. These efforts culminated in union (AFSA and AFGE) approval of new awards guidelines and revised State, AID, and USIA regulations that add innovative elements to the awards program and streamline the process to make it more user-friendly for managers and employees.

As a parallel step, a new Civil Service performance management program has been approved and will also be implemented at the same time (see companion article). This program will delink awards from the performance appraisal process and will provide Civil Service employees the opportunity to be considered for cash awards for performance and special acts, and quality step increases throughout the year.

In the same vein, the awards program features a revision of

eligibility criteria for some of the Department's top annual awards, such as the DG's Award for Reporting and the Dunn Award for Excellence, making Civil Service employees eligible where they were not in the past. In addition, the program has been broadened to extend eligibility for individual and group non-monetary awards to members of the armed services and other government agencies, in recognition of the contributions these employees make to the Department's work. (In the past, employees of other agencies were not eligible for State awards.)

The revised regulations include two new awards designed for broad application and simplicity of administration, providing managers with ready instruments for rewarding deserving employees:

- The "Franklin Award," a cash award established to recognize superior performance or special acts in areas of particular value to the Department in the accomplishment of its mission. *This award recognizes outstanding performance in, among other areas, customer service, innovation, teamwork, crisis management, and negotiation. The Franklin Award carries a stipend of \$200-\$750. All State employees (American and FSN) are eligible.*

- The "Time Off From Duty Award" permits supervisors to recognize superior effort, efficiency, and productivity by recommending employees for time off from work without charge to leave. *Bureaus may delegate to supervisors or post or bureau administrative officers the authority to grant one day off with pay. Recommendations for longer periods are approved by bureau or post awards committees.*

Qualifications for Meritorious and Superior Honor Awards have been

made clearer to assist managers in preparing award nominations and awards committees in reviewing nominations for approval.

Other steps have been taken to expedite the awards process and eliminate redundancy:

- The basic award nomination form (JF-66) has been modified so it can be used to authorize payment of cash awards, eliminating the need to prepare a separate voucher to process payments. Now this form can also be used to submit nominations for all Department awards, except the Department's annual awards, which are submitted by telegram or memorandum, and the Extra Mile Award, which has its own short form with a tear-off award certificate.

- The John Jacob Rogers and the Wilbur J. Carr retirement awards have now been consolidated into the Secretary's Career Achievement Award. Approval authority for this award has been delegated to the bureaus; previously, these awards were approved by the Department Awards Committee.

- The Awards for Valor and Heroism have been consolidated into the Award for Heroism. Previously, the Award for Valor was given for courageous acts on the job, while the Award for Heroism was conferred for performance outside the line of duty. Consolidating these two awards eliminates redundancy and removes confusion over which award is appropriate.

Provisions of the revamped Department awards program are spelled out in detail in 3 FAM 4800. Corresponding procedural guidance can be found in 3 FAH-1, H4810, H4840, and H4850. For more information, call us at (202) 647-3412.

# News Highlights

## Advisory board forms for State Magazine

As part of our ongoing re-engineering effort, *State* now has an advisory board, which will provide advice and assistance to the magazine's staff. Kenneth Hunter, the deputy assistant secretary for passport services, serves as chairman of the board. Sylvia Bazala, director of the Office of Employee Relations, is executive secretary. Members, who will hold a one-year term, are Paul Ashby, Office of the Under Secretary for Management, Kaye Boesel, International Organization Affairs, Catherine Brown, Office of the Legal Adviser, Glyn Davies, Public Affairs, Carmen Martinez, Personnel, and Linda Watt, Inter-American Affairs. Employees are encouraged to offer suggestions or comments to the board, as well as the magazine's staff.



## State: now on the 'net'

To contact us, type <[http://www.state.gov/www/about\\_state/statemag/](http://www.state.gov/www/about_state/statemag/)>, then click on About State, and then click on State Magazine.

## You can give...

to others less fortunate this holiday season by donating a one-time gift or regular payroll deductions to the Combined Federal Campaign. Shown here is Director General **Anthony Quinton**, giving his pledge card to the Bureau of Personnel's **Susan Moore**. Contact your office's campaign keyworker to learn how you can assist the charity of your choice.

## J. Kirby Simon Foreign Service Trust established

The J. Kirby Simon Foreign Service Trust has been established as a charitable fund in memory of Kirby Simon, a Foreign Service officer who died last year while serving at the American Institute in Taiwan.

The trust, which has been funded with contributions from Mr. Simon's colleagues and others interested in its mandate, will grant up to \$10,000 for projects

that include "educational or technical assistance activities serving host-country citizens, studies of governmental policies affecting FSOs' professional and personal lives, projects to increase public awareness of the work of the Foreign Service, and intragovernmental activities to expand knowledge and stimulate thought about foreign policy issues," according to an announcement. (A full text of the

announcement appears in a September Afsa cable (State 19071) and in a notice in the November issue of the Foreign Service Journal.

The application deadline is March 1. For information, contact the Trust at 82 Edgehill Road, New Haven, Conn. 06511; fax: (203) 432-0063; telephone: (203) 432-0063; e-mail: [simon@mail.law.yale.edu](mailto:simon@mail.law.yale.edu).

# Honors & Awards

## 2 officers honored for 'courage' and 'furthering peace'

Donald Steinberg, chief of mission in Luanda, has been named the first recipient of the Robert C. Frasure Memorial Award, named in honor of the envoy who died while carrying out his duties in the former Yugoslavia. The new award singles out the employee who "exemplifies Ambassador Frasure's commitment to peace and abolishment of human suffering caused by war or civil injustice," according to a Department notice.

Mr. Steinberg was hailed for his efforts to end the war in Angola. He received \$5,000 and a certificate signed by the Secretary.

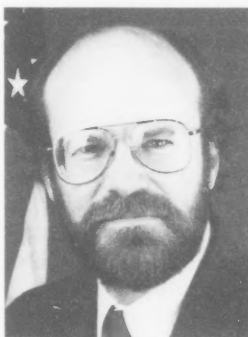
John Menzies, chief of mission in Sarajevo, was named runner-up for his role in reducing tensions in Bosnia.

## Steinberg: 'worked assiduously to end devastation'

Mr. Steinberg was nominated by George Moose, assistant secretary for African affairs, who said: "An unpromising situation greeted Don Steinberg when he arrived in Luanda in July 1995. The peace accord existed largely on paper (and) the UN peacekeeping force was well behind schedule.

"Ambassador Steinberg exerted enormous energy to consolidate peace. When the Angolan government announced its intention to

'mop up bandits' in the diamond-rich northeast, a plan UNITA leaders considered a thinly veiled attempt to drive them from



their resource base, he orchestrated a two-day 'Camp David' at his residence that resolved the dispute. When UNITA refused to quarter its troops, he engaged in 'shuttle diplomacy,' calming government passions while raising pressure on UNITA. In a moment of inspiration, he (used) the visit of Ambassador Albright to extract a pledge from Dr. Savimbi to disarm a significant number of troops.

"Mr. Steinberg was praised, too, for developing "new areas of leverage" with the Angolan government. The assistant secretary said: "The ambassador recognized that diplomacy with the government would yield little without closer ties. As the moving force behind President do Santos' first official visit to the United States, Ambassador Steinberg worked with the White House to identify issues where the visit could spur new actions."

Mr. Steinberg was also honored for working "assiduously to remedy Angola's devastation." Mr. Moose said: "He lobbied Washington and other governments to demonstrate their support for peace through aid commitments. Despite shrinking resources, AID pledged \$190 million and opened in Angola one of only two new bilateral AID missions."

The ambassador was further hailed for efforts to resurrect Angola's civil institutions and strengthen human rights. Mr. Moose said: "His accomplishments are all the more impressive in light of the challenges of living in Angola. The embassy is housed in a trailer, malaria poses a constant threat, and establishing communications with Washington often requires the patience of Job.

"However, it's undeniable that the peace process is farther (along) than all but the most ardent advocates could have imagined a year ago. The people of Angola have already had the longest period without war in 30 years--and if Ambassador Steinberg continues to have his way, this is only the beginning."

## Menzies: 'steady beacon of hope'

Mr. Menzies was nominated by John Kornblum, assistant secretary for European and Canadian affairs, who said: "Literally sleeping next to his desk for over a year, John worked tirelessly to create the conditions for peace. The negotiation of the Dayton accords is in part a testimony to his dedication. He demonstrated a rare ability to keep U.S. policy firmly in mind while never losing sight of the real people and their

# Honors & Awards

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suffering around him. This ability allowed him to deal effectively with the Bosnians throughout the peace process, often convincing them to do things they never imagined they would. At crucial junctions, their trust in him was the thread on which peace hung.

"As UN forces

struggled to respond to Serb attacks on civilians, John took the lead in pressing the UN commander to act forcefully. John is held in such regard by the Bosnians that he singlehandedly ensured Bosnian compliance with an agreement to withdraw heavy weapons

from around Sarajevo, thereby keeping the peace process on track.

"When spirits in Sarajevo were at their worst, he was a steady beacon of hope. His nationally televised address on the Bosnian national day was so heartfelt that, in the words of the Bosnian vice president, he became "the envy of the diplomatic corps."

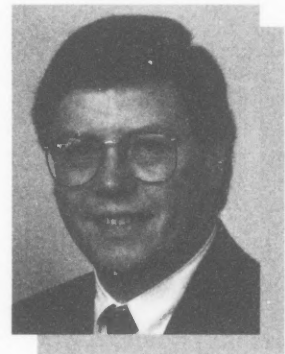
A subsequent interview

generated such excitement that (the address) was rebroadcast."

Mr. Kornblum concluded: "Those of us who were intimately involved in the peace process are well aware that it could have gone either way. If not for individuals like John Menzies, the

carnage would have continued indefinitely.

**“There are people—  
Bosniaks, Croats,  
Serbs—alive today  
because of John  
Menzies.”**



SANTIAGO—Ambassador **Gabriel Guerra-Mondragon** presents public affairs officer **Barbara Moore** with the Meritorious Honor Award.

# Our mission and the global environment

By Strobe Talbott

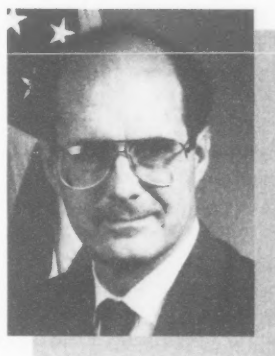
*This article by the Deputy Secretary of State is a speech he made at the Foreign Service Institute on September 10.*

I hope all of you will permit me to strike a personal note here at the outset of my remarks. All my life, I've been fascinated by the subjects you will be discussing in today's seminar.

That's largely because of my upbringing—and more specifically, it's because of my father. He's here today—not, I'm sure, for reasons that have anything to do with the speaker; rather, it's because he's a lifelong environmentalist. He raised his four children in the woods of Ontario, in the lakes of Northern Minnesota, in the high country of Wyoming, in the tundra of Alaska, and in another beautiful wilderness area: the fields, forests, marshes, and streams around our hometown, Cleveland, Ohio. No wonder my brother Kirk, who is also here, became an environmental lawyer and has devoted himself to helping countries in Africa and Asia protect their natural resources.

My own career has been more checkered. But in January 1993, I joined an administration that has given special priority to environmental issues. In the earliest days of his campaign for the presidency, Bill Clinton called for "a new covenant for environmental progress," and in a defining moment both for his candidacy and his presidency, he chose as his running mate Al Gore, who has argued that saving a planet at risk must become the "central organizing principle for civilization."

Then there's my boss, Warren Christopher. He has undertaken to move environmental issues into the



mainstream of American foreign policy. During the transition four years ago, he created the position of under secretary of State for global affairs. It is from that office—"G," as we call it,—that Tim Wirth, working with Eileen Claussen and other assistant secretaries, has so effectively advanced our national interests.

This past February, on a tour of Latin America, Secretary Christopher visited Manaus and personally inspected the Brazilian rainforest. That event has already entered Foreign Service lore because the Secretary appeared in public in a tropical downpour, without his suit jacket or tie and—get this—wearing sneakers. The outing may have been a radical departure from the Secretary's sartorial habits, but it underscored a strong, consistent, personal as well as institutional commitment to making environmental activism part of the day-in, day-out work of the Department of State.

The rationale for doing so is simple: the health and welfare of Americans are bound up with the quality of the land, air, and water everywhere in the world. The extinction of species in the tropics, the spread of pollutants through acid rain, the decline of stocks of fish in our oceans—these are threats to us, our country, our health, our prosperity, our

way of life: in short, our national interest. Even if the ill effects of those scourges do not reach our shores and our lungs and our drinking water, they can still harm our interests, because struggles over land, water, and other natural resources can lead to instability in regions of critical importance to the United States.

Because perils to the environment are so often international in scope, no nation can, on its own, achieve lasting solutions. Over the past 25 years the United States has made important progress toward putting its own environmental house in order, but even our best efforts will be insufficient if other nations do not or cannot do the same.

That brings me back to the State Department. As the agency of the U.S. government responsible for relations with other countries, State obviously has a crucial role to play. And it has played that role. It has been involved in the negotiation of every major global environmental accord now on the books: from protecting the oceans to stopping trade in endangered species. That has been true under both Republican and Democratic administrations.

But the end of the Cold War gives us a special opportunity and a special obligation, to move further and faster, more systematically and more boldly. Under Secretary Christopher's leadership, the Department of State has, over the past 3 1/2 years, achieved important agreements, from further helping protect the ozone layer to saving international fisheries.

Then, this past April, Secretary Christopher launched a major new environmental initiative in a speech at his alma mater, Stanford Univer-

# Our mission and the global environment

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sity. Among other provisions, the initiative mandates an annual report on global environmental challenges and commits us to help American business gain the lion's share of the \$400 billion worldwide market for environmental products.

In addition to implementing the specific provisions of this initiative, the Secretary hopes to ensure that a new, sustained emphasis on the environment will permeate the way we do business at the State Department across the board and around the globe.

No single issue demonstrates the transnational nature of the challenge we face quite as much as global climate change. All nations are vulnerable to the effects of this phenomenon—from heat waves and rising sea levels to altered precipitation patterns and increased storm intensity.

Just as the causes and effects of climate change are global, so too must be the solutions. In July we announced an ambitious framework for negotiations that began one year ago and will conclude late next year in Kyoto. This will be a complex and difficult process, requiring that we marshal all our diplomatic capabilities and engage all six of our regional bureaus.

Let me now refer to some specific areas of the world and offer some concrete examples of how environmental concerns obtrude on our political, economic, and security interests.

I'll start, predictably perhaps, with the former Soviet Union. Ten years ago, when Reactor Number Four at the Chernobyl nuclear power plant blew its top, it was more than an isolated accident; it marked the

beginning of the meltdown of the USSR. That one disaster helped catalyze the policy of glasnost in Moscow and the independence movement in Ukraine. Similarly, the death—more accurately, the murder—of the Aral Sea and the befouling of Lake Baikal fanned grassroots outrage against the brutality and obtuseness of Kremlin rule. In short, Soviet ecocide was, to an extent few of us realized at the time, the beginning of the end of the Soviet regime, the Soviet system and the Soviet empire.

Today, in addition to all the other challenges they face, the people in that vast part of the world have to clean up the mess they inherited from the Communists. Half of Russia's water is undrinkable even after treatment. The profound health crisis in that country stems in large measure from atmospheric pollution. The economic and human toll of these conditions hinders Russia's attempts to move forward with reform.

The challenge for us is to help the Russians—and the other peoples in the post-Communist world—to build systems and societies that treat natural resources and public health as core elements of their own national interests. That's why the Gore-Chernomyrdin Commission includes an environmental committee that uses classified data from both sides to help scientists and government planners address ecological problems. Meanwhile, the Environmental Protection Agency is

helping Russia clean up its drinking water, and the Department of Energy is helping Ukraine safeguard its nuclear reactors.

Environmental issues are equally important in the Middle East and the Gulf, a region of the world that has been especially on our minds of late. We focus on surface-to-air missiles, tanks and artillery—a dangerous mix when combined with ancient hatreds and aggressive ambitions. But we mustn't overlook the more mundane ingredient of water, which has immense potential both for good and, in its scarcity, for ill. In no other region of the world are waterways and international politics so intertwined. Iraq, Syria, and Turkey share the Euphrates River Basin; Israelis, Jordanians, Palestinians, Lebanese and Syrians all rely on the resources of the Jordan River Basin. That's why the

Middle East peace process includes a multilateral working group on water resources.

In this connection, following up on one of the promises he made at

Stanford, Secretary

Christopher announced last month that our embassy in Amman, Jordan, will be among the first of twelve "environmental hubs" that will be located around the world by the year 2000. These hubs are an innovative departure, because they are designed as an additional inducement to our diplomats, as they act locally, to think regionally about problems of water, air, land, and wildlife.

In Central America, we have designated our embassy in San

“*Amman will be the first among twelve 'environmental hubs'*”

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Jose, Costa Rica, as another environmental hub.

In that neighborhood—which is, of course, our own—I've spent some time working with two countries that I'd like to single out. One is Panama. We will, as you know, return the Panama Canal to the Panamanian government and people at the end of 1999. But meanwhile the path between the seas itself faces a potentially lethal ecological—and economic—threat. Various forms of environmental degradation could close the locks that now keep the Canal open. We are committed to working in partnership with the government of Panama to ensure that the waterway's protective buffer zones are managed in a fashion that guards against deforestation, erosion, and the buildup of silt.

Another country, even closer to the United States, where I've spent a lot of time, including in recent weeks, is Haiti. We all know about the legacy of the Duvaliers and the Ton-Ton Macoutes. Political violence is part of the gruesome background to the troubles besetting that country as it tries to consolidate a fledgling democracy. But there's another legacy that is just as hard to overcome. Deforestation, soil erosion, and water shortages have combined to leave thousands without a livelihood and without much hope for the future.

When President Clinton went to Haiti in March of 1995, he looked out the window of Air Force One as it passed over the Dominican-Haitian border. What most struck him was that you could tell which country was which from high in the

air. The Dominican side was canopied with forests, while on the Haitian side there were mostly bare mountains. The President had been to Haiti in the 1970s with Mrs. Clinton, and he remembered it as a lush, green land. Here is an agricultural country that has lost 98% of its forests, as much as 50% of its topsoil—most of that in the past 30 years. No wonder rural incomes are stuck at \$50 per year. In the next 30 years, Haiti's population will nearly double, and 13 million Haitians will have to survive on an island with even less arable land than it has now. Democracy, like Haiti's crops of rice, corn, and sugarcane, needs arable land in order to grow and survive.

That's why the President asked the Peace Corps to get a team of volunteers down there as quickly as possible and set them to work promoting reforestation and soil conservation. Tim Wirth has been down to Haiti to help in this cause. So has Secretary of the Interior Bruce Babbitt. So, I hope, will some of you here today.

If we are to improve Haiti's prospects for the future—and to prevent future crises like the one that has made Haiti such a preoccupation over the past several years—we will need to concert the energies of many organizations and individuals like those in attendance here today:

- experts on developing agriculture and protecting forests,
- social scientists who understand how property rights relate to sustainable land use,
- and business leaders who can help restore productive enterprise to the

streets of Port-au-Prince.

It was in this spirit that Secretary Christopher, in his Stanford speech, called for a new partnership for the environment and foreign policy.

Let me now speak about how the Secretary's initiative is intended to change the way our own Department does business. I'll start by stressing what the initiative is not. It's not about creating a new, separate, self-contained, and therefore by definition self-marginalized bureaucracy that will be off in a corner somewhere worrying about the fate of the earth while the rest of the foreign-policy machinery grinds on doing its traditional thing. Rather, it's an attempt to integrate a concern for environmental issues into the way we approach virtually every major task.

For the professionals working the issues, it's a question of mindset, of worldview, and of personal experience. Most of us who got into the business of understanding and trying to have an impact on the world during the cold war, myself included, concentrated on the classic syllabus of international relations—primarily, that meant the power politics of nation-states. With this education, we went out and got our jobs, either in the conduct of diplomacy or, in my case for 21 years, in the somewhat easier task of reporting on it.

Now, I'm not for a moment suggesting that that experience, or that knowledge, is obsolete. Otherwise I, for one, might be unable to find honest work, either in journalism or diplomacy. The well-recognized problems and

*Environment continued on page 31*

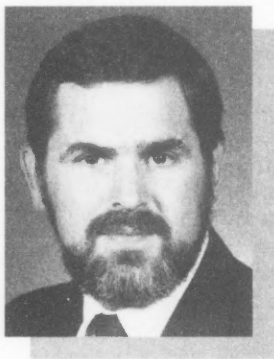
# Appointments

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## Two new envoys named

### **Boucher is Secretary's choice for Hong Kong and Macao**

Richard Boucher, until recently ambassador to Cyprus, now heads the mission in Hong Kong and Macao. Mr.

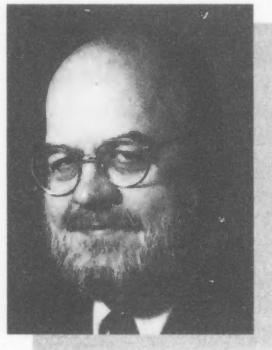


Boucher joined the Foreign Service in 1977 after a serving a Peace Corps stint in Senegal and working as a contractor for A.I.D. in Guinea. He held consular posts in Taipei and Guangzhou before being assigned to the business and economic bureau in 1981. Next, he was an economic and commercial officer on the China desk, then economic officer in Shanghai, 1984-86. The following year he became deputy director for political affairs in the Office of European Security and Political Affairs. Mr. Boucher was named deputy spokesman for the Department and deputy assistant secretary of public affairs in 1989. He served as spokesman and acting assistant secretary before going to Nicosia in 1993. He is a native of Bethesda, Md., who holds a bachelor's from Tufts. He speaks German, French, and Chinese. He has four Superior Honor Awards. He is married to

Carolyn Louise Brehm; they have a daughter and a son.

### **Miles heads mission in Serbia-Montenegro**

Richard Miles, the former DCM in Moscow, has assumed duties as the designated chief of mission in Belgrade. Mr. Miles entered the Service in 1967 as vice consul in Oslo. He first served at his present post as political officer and consul from 1970-73. After assignments in the Office of Soviet Union Affairs and

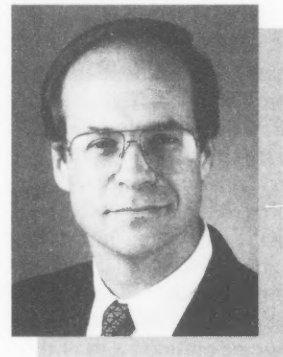


the Army's Russian Institute, he went to Moscow as political officer in 1976. He served as Yugoslav desk officer, then deputy director and acting director of the Office of Regional Security Affairs, 1981-/83. After a stint as an assistant to Senator Ernest Hollings, Mr. Miles returned to Belgrade as counselor for political affairs in 1984. He was a fellow at Harvard before becoming consul general in Leningrad in 1988. Three years later he became principal officer in Berlin. He served as charge in Baku and then as ambassador to Azerbaijan from 1992 until last year. Mr. Miles is a native of Little Rock who earned a

bachelor's from Berkeley and a master's from Indiana University. He served in the Marines, 1954-57. He speaks four foreign languages—German, Russian, Norwegian, and Serbo-Croatian. He holds two Superior Honor Awards and a Meritorious Honor Award. He is married to Sharon Miles; they have a daughter and a son.

### **New medical director at State**

Cedric Dumont, until recently director of informatics in the Office of Medical Services, has been named medical director of the Department. Dr. Dumont previously served as regional medical officer in Kinshasa, Brazzaville, and Bamako. He holds a bachelor's



from Columbia and earned his medical degree from Tufts. The son of the late Donald Dumont, the first American ambassador to Burundi, he grew up in the Foreign Service. Before joining the Service, he worked as a doctor for the Peace Corps in Senegal. He is married to Ruth Prettyman-Dumont.



# ICASS: Revolution Underway

by Geri Kam

The author is a Foreign Service officer assigned to the Department.

## Can a bureaucracy really fix itself?

If you ever felt powerless to change the "system," I invite you to step into any American embassy administrative section and meet



your colleagues who are doing just that. The notoriously inadequate FAAS system (foreign affairs administrative support) will soon be one for the history books. ICASS is here. And it's a whole new way of doing business.

## Castle to condo

FAAS was designed to reimburse the State Department for the incremental cost of another person at the embassy. The key word is **incremental**.

Imagine a renter in your spare bedroom: your family's electric and water bill might go up some, but the bulk of the household expenses would still derive from your family unit. Over time, more tenants move in and soon you have 12 tenants. Now you're operating a condominium, and going bankrupt subsidizing everyone else. You would like to individually meter the

apartments and share more of the cost of the building's amenities. The tenants, long unhappy with their landlord's inattention, agree to the taxation but want representation: a council or a board. Will the outcome be worth the upheaval?

## 'FAAS is impoverishing us'

For years, administrative and budget officers have felt FAAS was a poor measure of support costs in embassies. Its circa 1977 cost-sharing model defaulted a number of expenses to the State Department. Fair enough 20 years ago, when embassies housed few tenants other than State. But declining budgets, combined with the expansion of agencies overseas, have driven State to the narrowest of operating margins. As the pressure on budgets mounted, so did frustration in the field.

"FAAS is gutting the Department and destroying its ability to carry out critical program functions," said one admin officer. "Cost growth in BOE is what's impoverishing us."

BOE is building operating expenses. That includes everything from electricity to water to air conditioning. How big a bite is it? It's no small potatoes in places like India, where utility costs consume almost 50% of the embassy budget.

Ever since I joined the Foreign

Service 8 years ago, I've been puzzled at how such a situation was allowed to continue. Why hadn't the reimbursement equation kept pace? Not only was the formula skewed, but FAAS was cumbersome, opaque, and most strikingly, had no linkage between local workload and local budget.

## Washington gridlock

If the problem was merely internal, the fix might have come sooner. In the early 1990's an attempt was made to move additional costs into

FAAS ('expanded FAAS'). Agencies quickly erected bureaucratic de-

### Frequently Asked Questions

**Since most agencies will be paying more for administrative support, does that mean more money will be available for posts' budgets?**

No. The pie isn't getting bigger; it's being divided differently.

**If more money isn't being made available to run things, why are we going to so much trouble to do this?**

Because ICASS will allow all agencies to better manage at the current level of funding. It's also a more equitable and transparent way to share costs.

**How will ICASS Council decisions affect chief of mission authorities?**

ICASS doesn't change chief of mission authorities. Councils report to the COM, who retains ultimate responsibility for good management of the mission.

**Is the role of the administrative officer any different?**

Admin officers still report to the ambassador or DCM, but they will now also share accountability to customers through the ICASS Council. Posts (and their admin officers) will have greater authority and flexibility in operations and in managing funds.

# ICASS: revolution underway

fenses. Some had their Hill committees place a ceiling on the amount they could reimburse State. Others claimed poverty. 'Expanded FAAS' crumbled.

Side deals began to crop up everywhere. Ambassadors' approval for new staff came with strings attached. State issued ultimatums that abrogated parts of FAAS. The Washington impasse began to play out overseas. In one standoff, USIA refused to pay the \$53,000 annual electricity bill

for a small USIS office in South Asia. State told the ambassador to turn out the lights. Month after month, caught in the middle, the ambassador paid USIS' bill—from State coffers.

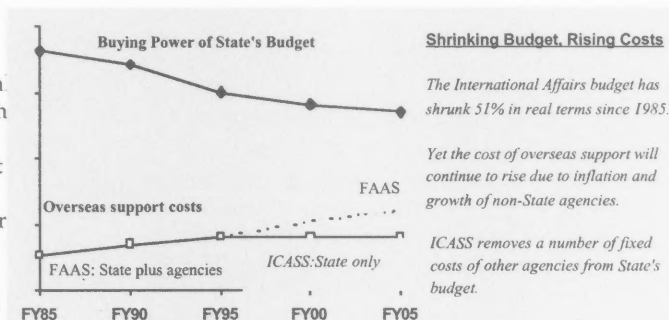
In some places, working with FAAS became the administrative equivalent of Bosnia. Agencies were dug in, certain they were overcharged, State equally certain it was shortchanged. But how could perceptions be so different? Who was right?

## Wanted: greater accountability

Quite simply, no one knew the total cost of doing business overseas. Many offices had a piece of the picture, but no one had the whole. The system's lack of transparency fed the mistrust.

Because reimbursement was a Washington exercise, embassies had little stake in reducing costs. The connection between what an agency

paid State for support and what it cost State to provide that support was lost in the murky apparatus of FAAS.



i Hopelessly complicated, the problem held little interest for the higher-ups in the organization. Proposed solutions would invariably be at the expense of 30-plus agencies, a formidable bureaucratic target indeed. To fix the overseas support mechanism—for those who managed resources was a quest for the Holy Grail.

## Alignment of the planets

In early 1995, the issue found its first high-level patron in former Under Secretary for Management Richard M. Moose. Taking a run at such a deeply rooted problem was risky: first, coming up with an alternative, then selling it to agencies, and finally implementing it. The internal fix fell into the category of difficult-but-possible. The real key, he believed, would be finding a way to leverage external support.

The President's Management Council (PMC) was a braintrust born of the National Performance Review. Comprised of chief operat-

ing officers of agencies (Moose participated for State), the idea was to systematically look at ways to improve the workings of the federal government. PMC deliberations have ranged from overhaul of the Civil Service to coping with government RIFs. A topic of much discussion was an innovation by the General Services Administration to shrink the field structure of domestic agencies. Often clustered together in

federal buildings, GSA had streamlined the field offices of agencies through a then-radical collaborative mechanism for support services.

Why don't we apply some of those principles to overseas operations, Moose suggested. Out of the mess we have now, he offered, let's create a new mechanism to share costs and give agencies more of a voice. Seeing its potential to modernize management practices, PMC Chairman John Koskinen helped broaden its acceptance. The PMC gave the green light. An 18-year impasse was broken, and ICASS found its second patron.

A force from another direction was Congressman Hal Rogers (R-KY), chairman of the House Commerce/Justice/State appropriations subcommittee. Holding the purse strings of agencies with multiple overseas elements, Rogers took a keen interest in the size and cost of the U.S. Government presence. In August 1995 he led a congressional

ICASS continued on page 55

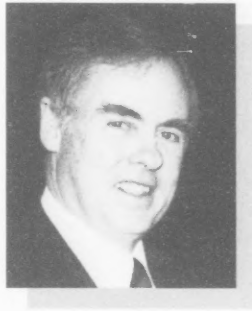
# Direct from the D.G.

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

As the end of the year approaches, we in the Bureau of Personnel are pausing to look at what we have achieved in 1996 and what lies ahead with a new administration and a new year. At an offsite in mid-October, PER office directors and DASes gathered to take stock. Although we identified much that remained to be done with respect to both the Foreign and Civil Service personnel systems, we also noted that we had succeeded in moving toward the goal articulated at the beginning of the year: a more versatile, mobile, and diverse personnel system. With this as a goal, we developed a strategy to enhance change while preserving the core values of worldwide availability within a merit-based system open to the full range of employee talents.

Some of our most significant achievements have been the elaboration of new rules for cross-conal and cross-functional mobility, by which Foreign Service generalists and specialists, family members, and Civil Service employees will be able to move more easily into and out of previously closed categories. Specialist to generalist conversions, Civil Service excursion tours, growth of the professional and consular associates program, and a new hard-to-fill process are but a few examples of this larger effort. The overhaul and streamlining of



the Department's awards program, the development of a new Civil Service appraisal form, and the revitalizing of *State Magazine* and its entry onto the Internet are additional examples of our effort to make our personnel systems more open and transparent.

There is, of course, much that remains to be done. Junior officer coning has to be fixed. Civil Service mobility and career development in Washington are still unstructured. Multifunctionality in the middle grades of the Foreign Service needs clarification. The effects of low promotion numbers and low attrition on time-in-class rules require our urgent attention. Analysis of these issues, which all fall within the larger rubric of workforce planning, will continue and, I am confident, will come to fruition in the current fiscal year. The overarching goal, of course, is to achieve by 1998 systemic stability within which our employees can plan their futures develop their talents, and organize their lives without the relentless uncertainties of recent years. In all of these areas we want to work in close partnership with our union and professional colleagues in AFSA and AFGE.

Beyond these specific points we have undertaken to look at three additional sets of issues. All three are to some degree controversial: 1) does the Foreign Service Act of 1980 require modification to meet the requirements of the 21st century? 2) should we develop common personnel services for the family of foreign, affairs agencies operating under the 1980 Act? and 3) to what extent should we reengineer the entire personnel process within the Department, a process that now is wastefully configured between its centralized and decentralized functions?

The first two of these questions will be explored at a second offsite retreat in mid-November at which the members of the Board of the Foreign Service, representing the five foreign affairs agencies, are being asked to reflect on how they can adapt their personnel systems to support a professional Foreign Service—a concept that is increasingly under attack on Capitol Hill. It is critical that we pull together to defend the unique value added that the Foreign Service brings to the national security agenda and policy process. A more coordinated, more mutually supportive Foreign Service is essential if we are to survive as a significant institutional player into the next century.

This is an exciting, forward-looking agenda. We have already made much progress, but we still have a distance to go to assure our colleagues that there is indeed a career worth pursuing well into the next century, with all the professional rewards and satisfactions that have sustained the Service since its foundation in the mid-1920s.

# Post of the Month

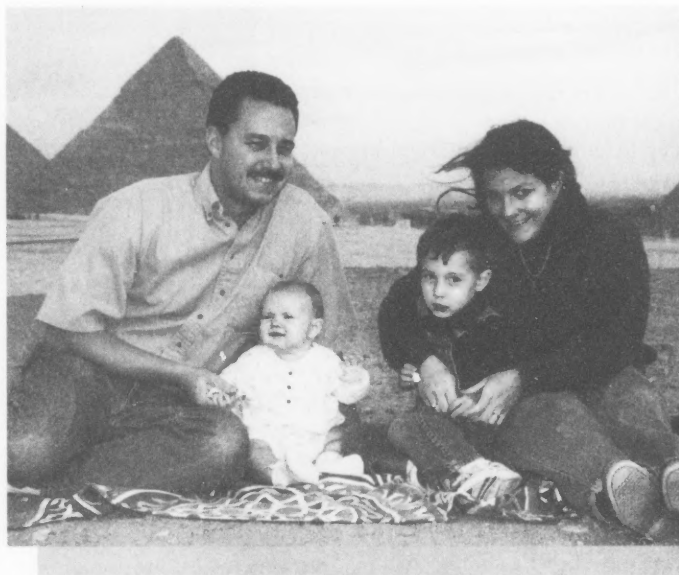
## Cairo

The embassy is located in Egypt's capital, the largest city in Africa. The country borders Israel, Libya, and Sudan. Four bodies of water—the Red Sea, the Mediterranean, and the Gulfs of Suez and Aqaba add contrast to the country's Western and Eastern Deserts and the Sinai Peninsula, which cover over two-thirds of the nation. Ninety-five percent of Egypt's people live in the Nile Valley and Delta.

Home of the last remaining wonder of the ancient world, Egypt's modern wonders include the highest dam, the Aswan, which captured the world's largest man-made lake, Lake Nasser. A third wonder is the world's largest textile mill.

About 90% of this nation of over 58 million are Moslem. Arabic is the common language of the country. The labor force is comprised of about 36% agricultural workers, 29% industry and commerce, and 21% in services. Egypt is one of the world's leading producers of cotton. Other crops include rice, corn, wheat, sugar, citrus fruits, and vegetables. Industry ranges from food processing and textiles to the production of aluminum and steel.

Egypt's government is in the midst of a major economic reform program, contending with the legacy of a socialist past. Politically, the government aims to preserve stability by gradually expanding democratic processes while attempting to improve the standard of living. Cairo, arising in the seventh century, is considered the cultural capital of the Arab world. The city contains five universities, two dozen museums, and hundreds of mosques. Embassy staffers there are featured as part of *State Magazine's* continuing series.



AID's Amy Fawcett with her husband, Brian, and children Tyler and Kelly, at the pyramids in Giza.

A woman carrying cabbages.



Photos by Deborah Doyle unless otherwise noted.

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*Remnants of a mud-brick castle in the Western Desert. (Photo by Linda Millington)*



*A whirling dervish.*

*A fruit and vegetable market.*



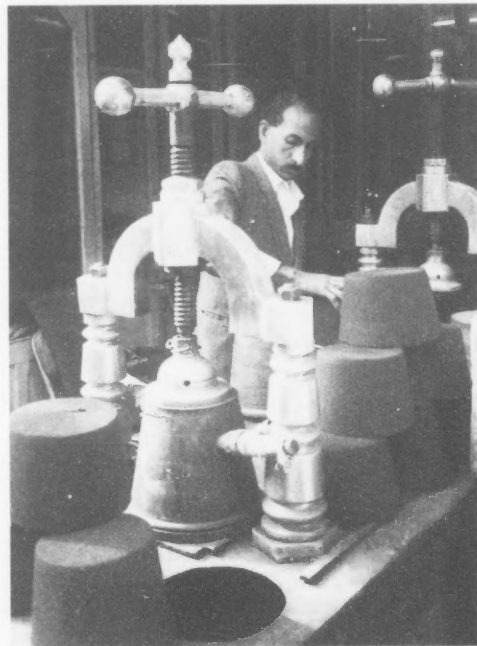
## Post of the Month: Cairo

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*At the pyramids in Giza: security officer Ray Bassi, his wife, Katrin, and daughters Karolina and Anna Maria.*

*A fez (hat) maker.*



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Secretary **Terri Mays** at the pyramids in Giza.



Embassy staffers at the pyramids in Luxor.  
(Photo by Gary Grappo)

## Post of the Month: Cairo

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*Embassy children in Egyptian garb,  
from left: Sarah Murphy, Trevor and  
Courtney Simpson.*



*A little boy tries on hats for  
sale at a festival.*



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*The old and the new.*



*Cooking class at the embassy, from left: nurse practitioner **Edna McGuire**, chefs **Hashem and Magdy**, and secretaries **Barbara Schoonover and Mary Naya**.*

## Post of the Month: Cairo

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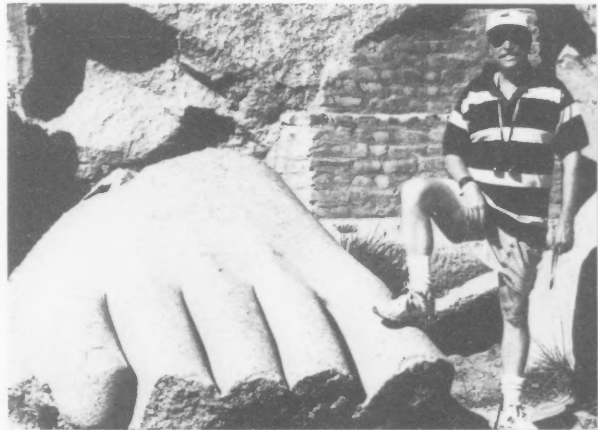
Administrative counselor **Lee Lohman**, left, greets **Hassan Osman Beshir**, the embassy's oldest retired FSN. With them are Mr. Beshir's grand-niece, **Amany Osman**, who works in the American Citizen Services Center, and the motor pool's **Mohamed Aly**.

**Sue Underwood**, center, the English program director, with students, clockwise: **Mohamed Osman**, **Ashraf Helal**, **Raafat Morsy**, **Nabil Faltas**.





The "Do Wop Girls," from left:  
AID's Sally Ayoub, Maxine  
Watton, Linda Pavich.



Political counselor **Jeff Millington** compares foot sizes with a statue of  
Rames II. (Photo by Linda Millington)



Coptic church in Cairo.

## Post of the Month: Cairo

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Political counselor **Jeff Millington** and his wife, **Linda**, in the Sinai.  
(Photo by Becky Grappo)



Soccer team winners on U.S. Mission Egypt Day, with Ambassador **Edward Walker, Jr.**, center, and deputy chief of mission **Edmund Hull** (standing, left).

solutions that arise from the interaction of nation-states are still very much with us, and they will be so for a very long time. History, the last time any of us checked, has not ended. But we are beginning to understand, perhaps for the first time, the sometimes devastating, sometimes promising, always complicating interaction between human history and natural history.

Today, all the national security agencies of the Government are taking that dynamic into account. Three years ago, in that big five-sided building 4 1/2 miles downriver from here, Les Aspin created the post of deputy under secretary of Defense for environmental security. The first—and current—occupant of that office, Sherri Goodman, who will be moderating one of your panels this afternoon, is charged with incorporating environmental concerns into the way our armed forces protect the nation. This summer the Defense Department signed a memorandum of understanding with the Energy Department and the EPA to cooperate in enhancing the government's ability to identify and manage environmental threats.

Meanwhile, 10 miles up the Potomac, John Deutch, the director of Central Intelligence, has drawn on his own considerable scientific knowledge to make better use of national reconnaissance systems in support of our environmental agenda. At very little additional cost and to very good effect, he's putting

that high-tech, high-altitude capability to use monitoring the spread of deserts and fluctuations in crop yields.

By the same token, understanding—and acting on—the importance of global issues is an imperative for diplomats as well. The outfit hosting this conference today—the Foreign Service Institute—is to be congratulated, not just because (like some other baby boomers I can think of) it is celebrating its 50th birthday. FSI is also to be congratulated for integrating environmental issues into its core curriculum, from the junior officer orientation course to the Senior Seminar. A nine-month economics course now includes

**“The senior Foreign Service officer of the 21st century must have significant experience in global issues.”**

segments on climate change, trade and environment, biodiversity, and sustainable development.

But we as an institution and as a profession need to do more; we need to do it across a broader front and to reach more deeply into the system, so that we continue to advance our national security while doing a better job on issues that know no boundaries: from environmental damage to international crime. Here's one way to meet that challenge.

As a follow-up on his Stanford speech and his environmental initiative, the Secretary has asked me to use this occasion to affirm and amplify an important principle: the senior Foreign Service officer of the 21st century must have significant experience in global issues. This can be accomplished in many ways, from working in Mexico City on border pollution, or in Beijing on population or energy matters, or here in Washington in a bureau that deals with international crime, terrorism, environment, refugee affairs, or the promotion of democracy and human rights.

Yesterday I sat down with Tony Quainton, the director general of the Foreign Service, and Tex Harris and Al La Porta, the president and State vice president, respectively, of the American Foreign Service Association. We discussed how we can institutionalize this objective in the personnel system. On the Secretary's behalf, I have asked acting under secretary for management Pat Kennedy to work with Tony and Tex and Al to develop practical, forward-looking ways to guarantee that the Foreign Service is prepared for the next century's challenges. They will report to me with recommendations soon. I look forward to their plan and to working with them to make this goal a reality.

The proposal that the Secretary has asked me to pursue will increase the extent to which American diplomats understand, and

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fore can influence, the world in which they're working. It will also mean that, in their postings overseas, they will be better hosts and managers in dealing with the other U.S. government agencies that use our embassies as platforms from which to combat drug cartels and terrorists, slow climate change, and promote sustainable development.

So to all of you here this morning who are part of the Foreign Service, I would ask you, just as I've told Tony and Pat and Tex and Al: let's make this innovation work, for the good of the country and the planet—and for the good of the Service itself.

And to everyone here, whether you're part of the government or the NGO community or the private sector, I'd make a final appeal. It has to do with money. We don't have enough. We—the foreign affairs agencies of the U.S. government—State, AID, USIA, and ACDA—are not just in straitened circumstances; we're facing a crisis. And this isn't just a problem for us; it constitutes—no exaggeration—a threat to the vital interests of our nation. To put it simply, starkly, and, I believe, indisputably, the foreign policy of the United States is so woefully underfunded that the safety and prosperity of the American people will suffer if we don't take urgent corrective action.

The international affairs account of the federal budget has declined over 40% over the past decade. Today we are barely able to conduct

arms control and peacemaking and peacekeeping; we're barely able to maintain our foreign-assistance programs, which constitute an investment in our own future; we're barely able to provide adequate consular services to Americans abroad. Every time a crisis occurs, whether it's in the Middle East or Africa or Latin America, we find ourselves scrambling for the funds necessary to keep a local conflict from becoming a regional one. All too often we have to rob Peter to pay Paul—underpay Paul, I might add. Our country is the loser; the American people are worse off.

I hope, in the course of your seminar, you will address this issue because the United States simply cannot provide leadership on any of the issues you will be talking about today without the necessary resources. While Congress is undemourishing our foreign policy in general, it is starving our environmental programs. Precisely because they represent a new agenda—a non-traditional enterprise—they are among the most vulnerable targets for financial squeezing and cutting—the principal victims of Congress's penny-wise, pound-foolish shortsightedness.

Just a few examples:

- We haven't been able to come up with the seed funding for a project that would help reduce CFCs worldwide.
- The United States is the biggest debtor in the Global Environmental Facility, the principal international

funding mechanism for the activities called for by the Climate Change Convention. We're currently in arrears to the tune of \$100 million.

- Our environmental assistance to the New Independent States of the former Soviet Union has fallen from nearly \$75 million in FY95 to less than \$10 million in FY97. That's a dramatic retreat on a crucial front.

Obviously, this situation makes all the more important the work of the NGOs here today—and the partnership that the Secretary has called for between what you do outside the government and what we do from inside. But we also need to persuade Congress to reverse the trend of the past 10 years.

And that means we need to persuade the American people. Part of Secretary Christopher's environmental initiative is a determination to raise public awareness of the importance of environmental issues to our national interest. We will do a better job of educating the public on this subject if we better educate ourselves. That's exactly what you are doing in this seminar today. And that's yet another reason why I'm so glad to have a chance to join you in helping get these proceedings started. For everything that you've all done, individually and collectively, I express my admiration and my appreciation—and for everything that you'll be doing in the future, starting in the next several hours, I wish you well. Thank you very much.

# From war to peace in Bosnia

## New tasks for the Foreign Service in post-cold war Europe

By John Kornblum

*The author is the assistant secretary for European and Canadian affairs.*

For those charged with implementing the Dayton Peace Agreement, the past year has been one of great reward punctuated with recurring frustration. The Dayton Agreement brought an end to the tragic fighting in the Balkans and set the stage for sustained peace in the region. But its success rests on one of the most complex diplomatic and military operations ever mounted.

Its implementation has required the ceaseless efforts of thousands of persons from dozens of countries, but we have played a leading role. The Dayton Agreement came about because of American leadership and American negotiating energy. To make it work, the United States has invested great amounts of money and equally great amounts of human energy.

For the State Department and the Bureau of European and Canadian Affairs in particular, the challenge has been major. On instruction from the Secretary, Department management has provided more than ample support. Priorities have been redirected, assignments have been broken, and the American diplomatic presence in Sarajevo has been expanded rapidly.

For EUR, the result has been a redirection of priorities by nearly everyone, including the assistant



secretary. I have made more than 17 trips to the region over the past nine months, often spending little more than a few days in Washington before going back for another round of diplomatic jawboning. Our inter-agency negotiating team usually numbers six or seven persons, but the support structure in Washington has grown to several dozen. At times of special challenge, such as during the September 14 elections, round-the-clock task forces have been established.

It is easy to get mired in this day-to-day grind, but as the signing of the Dayton Agreement nears its first anniversary, it is important to keep in mind the reasons for the heavy expenditure of time and resources that the peace process has required. The war in Bosnia is over and peace is being built. Through our management of this historic task, the State Department and the Foreign Service are redefining their role in the new sort of diplomacy that has emerged from the cold war.

The Peace Agreement is a reluctant compromise between three parties exhausted by war and, in the case of the Serbs, compelled by the international community to come to terms

with their neighbors. It was clear from the beginning that each party would continue to jockey for advantage, pushing certain provisions while trying to avoid those perceived to be more in the interest of another. It was equally evident, however, that the Agreement would only work if implemented in its entirety. The international community, and the United States in particular, is dedicated to ensuring that each party lives up to all its commitments. If one piece is missing, the whole structure could be weakened.

One result has been a unique facilitating role for the United States. The process has not been easy. Although no one at Dayton had false expectations, some of former Assistant Secretary Holbrooke's "bumps in the road," have been far more jarring than anyone anticipated. Overcoming the deep-rooted animosities of three-and-a-half years of bloody conflict is a relentless and painful task. It takes intervention on a daily—if not hourly—basis.

The work is grueling—and success, when it comes—can rarely be savored before the next crisis appears. That the three-member presidency agreed to a framework of cooperation on the same day that the OSCE postponed municipal elections for the second time is typical of the "days of contrast" spent formulating and implementing policy in Bosnia.

Cementing the peace in Bosnia will be a step-by-step process: no dramatic breakthrough will prompt the parties to reconcile. Rather, with each refugee who returns home, each house that is rebuilt, each small business that starts up again, Bosnia will move a tiny bit closer to permanent stability. Along the way,

# From war to peace in Bosnia

however, the disputes between the parties, the last-ditch efforts by the advocates of ethnic cleansing to partition the country, and the continuing devastation of the country will provide quick and ready sources of material for press reports on the impending failure of U.S. policy in Bosnia.

For a long time to come it will be possible on any given day to find examples of how the international community has failed to set things right. But focusing on the snapshots blurs the accomplishments of U.S. policy in the region.

A year ago, snipers were gunning people down in the streets of Sarajevo; today pedestrians walk without fear. For the first time in four years, no journalist is showcasing how the winter will increase the suffering and starvation of the civilian population. Six months ago, POWs were still being detained; now they have all returned to their families. Last spring local authorities in the Federation collected customs duties at the edge of their fiefdoms; today those roadblocks are gone and revenues collected at the international borders are flowing to the government in Sarajevo. Since IFOR began keeping count last spring, well over one million people have crossed the Inter-Entity Boundary Line—the former front line. The election in Mostar was supposed to be a bloodbath; the day of the vote, in fact, passed without significant incident. The media predicted that national elections would be a farce; although not perfect, they provided the

foundation for what will be a functioning national government.

Customs unions, police reform, establishment of national insignia,



Mr. Kornblum, right, with members of his interagency team. From left: Jim Swigert, Rick Gutwald, John Feeley, Bob Beecroft, Mike Froman, Bob Lowe, Elizabeth Pryor, Rosemarie Pauli, Steve Olliver.

selection of ministers, convening of elected bodies do not make more exciting news stories but they begin to add up to a sense of nationhood. Boycotts of meetings, sightings of war criminals and possible Iranian fighters are much rarer and so will continue to appear in the press. Although important, they are only a small part of the real story.

The real story is the effective implementation of an ambitious diplomatic strategy which combines every technique we have developed in recent years to reach success—negotiation, arbitration, hard-hitting shuttle diplomacy, economic reconstruction, and painstaking mediation on the part of the United States.

The State Department can take real pride in our role in conceiving and implementing this peace. Many people have made personal sacrifices to push the process forward. A few, among them our colleagues Robert

Frasure, Nelson Drew, and Joseph Kruzel, have paid the ultimate price and given their lives in this cause.

Others, assigned to the embassy in Sarajevo, have worked punishing hours seven days a week, under dangerous conditions and deprived of basic comforts, hot water, heat, privacy, and decent food. Their counterparts in the Department have put families and private interests on hold in order to support the field as effectively as possible. Finally, those not directly involved in Bosnia have kept our trilateral relations with

other countries on an even keel, freeing up resources for this central mission.

Bosnia's demands on EUR and the Department will not be likely to decrease in the coming months. We must still face the difficult issues of refugee return, expanding democratic institutions, formulating a functional government, and creating a self-sustaining peace. The United States cannot stay as an international referee in Bosnia forever. We are, however, engaged on the right course. The commitment of the women and men involved in implementing Bosnia policy has already produced real dividends in terms of lives saved and hope restored. I commend each of you involved in this effort for your dedication and encourage you to reach down deep inside to find the energy and will to continue this critical work.



# On secretaries: what I learned

By John M. Evans

*The author, the consul general in St. Petersburg, recently served on a secretarial promotion board. Fellow board members James Alderman, Mary Frances Wilson, David Bocskor, and Electra Beahler, contributed to the article.*

**W**hen Personnel asked me to chair a promotion panel for Foreign Service secretaries, I was happy to take on the assignment. I'd always thought that secretaries were an under-appreciated group who deserved more attention and better management than they seemed to be getting. The looks I got from some of my fellow officers when I said I was chairing Board S-V ranged from quizzical to bemused.

But I'm convinced that it was one of the most valuable experiences of my career—one I'd urge others not to miss. Evaluating some 450 files gave me some insights on the status of today's secretaries, which I'd like to share with them and their supervisors.

Despite the hyperbole found in many files, it's clear that we have remarkable talent in our secretaries at State. From dangerous posts like Karachi and Beirut to unhealthful ones in sub-Saharan Africa, secretaries are doing more—although many would like to have more training—and they are leading the rest of us toward the cybernetic office of the future.

And in many posts, secretaries perform representational work, reaching out to their counterparts in prime ministers' offices and foreign ministries, ensuring that, in a pinch, the American embassy can get through to the right officials.

The best supervisors in the Service—often those at senior levels—understand what a tremendous contribution these secretaries are making to our engagement abroad. As one rater stated, "X is now the equivalent of a minister-counselor" in her contribution to the work of the embassy. Many ambassadors credited their secretaries with enhancing their efforts—and sometimes even with "saving" them.

The roles secretaries play these days vary enormously. Although the majority are still fulfilling what some might call the "traditional" secretarial role, many are also assuming the duties of office managers and staff assistants. Most still carry out the time-honored duties of taking dictation, arranging travel, and processing vouchers. But others are working almost entirely on the Internet, as the Department expands its public affairs reach. Still others have taken advantage of opportunities to try their hands at administrative, consular, and personnel work. There is probably more variety in the secretarial career path today than ever before.

By the way, shorthand and the ability to take rapid dictation have *not* died out—but strangely, nearly every officer whose secretary takes "flawless" dictation thinks she's the only one who can still do it.

The variety of today's secretarial assignments presents a challenge for the selection boards. How can one compare the work of an FP-05 secretary on her first tour in a consular assignment with one of her peers who's opted to stay in the more traditional line of work and is now serving as a DCM's secretary?

The core precepts, in my view, reflect a subtle "officer bias." The precepts are more descriptive of the expectations the

personnel system has of officers and more helpful to boards evaluating the performance of officers. Nevertheless, the system still works, and a sort of rough justice emerges as the boards review several years of reports on each employee.

Judging from the files we've read, the quality of reports seems to have improved in recent years, but many EERs still suffer from a lack of concrete examples, obvious exaggeration, and the occasional self-defeating employee statement (not for nothing is it called the "suicide box"). The new EER software improves the appearance and readability of the report, and, incidentally, provides 14 additional lines.

Many rating officers fail to make a credible recommendation for an area needing improvement. There seem to be three standard refrains: 1) "she

**“The best supervisors in the Service—often those at senior levels—understand what a contribution secretaries are making to our engagement abroad.”**

should control her tendency to take on everyone else's work; 2) "she should be more tolerant of those whose standards do not match up to her own;" and, 3) "she should delegate more." These recommendations usually come across

# On secretaries: what I learned

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as cop-outs, as does the recommendation that the employee get more language or computer training—although this may in fact be legitimate.

This year's board was surprised to find instances of typographical errors, incorrect diction, sentences that ended in mid-air, and other deficiencies that should have been corrected by post review panels, if not by the employees being rated. While a single typo isn't crucial, the gradations between files are often fine, and if a rating officer has just stated that "X proofreads at the level of an editor-in-chief" and there's a monstrous typo, it tends to undermine the credibility of the report. Especially troublesome are mistakes in an employee's own statement, such as, "Another challenging year has past." Even a laudatory statement can backfire if it doesn't come out right, such as "X is the best secretary I have every seen."

Besides guarding against typos, employees should be careful not to say anything in their statements that might place them at a disadvantage later. It does no good, for instance, to say, "Retirement next year never looked so good," or to call attention to plans to explore other employment options. Indiscreet statements by a senior secretary about her boss, complaining about conditions at post, or harsh statements about the inequities of the system often reflect more poorly on the employee than the intended object of criticism.

One tendency we saw in this year's reports was the proclivity of many rating officers to talk too much about themselves—"This year I did x, y, and z under impossible conditions, and, oh, by the way, none of my successes would have been possible without my secretary." It's helpful for the rater to set

the scene, but the EER must really address the *employee's* performance for it to stand out from others.

Another repetitive but misguided message we encountered was the statement that a secretary "demonstrates the kind of intelligence and ability that will in the future make her a fine candidate for junior officer." While such statements may be well-meaning, they imply that raters don't really understand the range of responsibilities for secretaries and are just grasping for ways to express their admiration. Unfortunately, many secretaries seem to have internalized this attitude, believing that the only route to career mobility lies in converting to "officer work."

This is a good solution for some secretaries, but for others it is not, and an excursion into uncharted territory with unfamiliar demands can, at least in the short term, hurt an employee's file. My advice would be to consider a career shift carefully, and, once having decided, make the change quickly, to acquire the necessary skills to compete on a level playing field.

The board found it refreshing to hear from a number of secretaries who said they still consider their profession a "noble calling." A few went so far as to reject their supervisors' recommendations that they convert to officer status. These employees recognized the latitude they can enjoy in today's secretarial track, given the right combination of training and timing.

We were impressed by the performance of our secretarial corps, especially those in "geographically disadvantaged" and dangerous postings. It was depressing, therefore, to be faced with the scant promotion numbers available this year. The most senior secretaries, FP-03's, are still capped at that level, with no prospect of promotion. Although we understand the grim realities that have brought us to this pass, we believe the secretarial track is every bit as much a career as the officer track, and it should allow room at the top for those secretaries who are really "minister-counselors" of their profession.



SUIVA—Secretary Michele Noe receives the Meritorious Honor Award. With her are deputy chief of mission Larry Dinger, left, and Ambassador Don Gervitz.

# A Holiday in Kenya

By *Stu and Marcus Keen*

*Stu Keen is director of the engineering services center for East, Central, and South Africa. The co-author is his son, Marcus.*

Kenya, the "Land of Contrast," conjures up images of safaris and game drives. But many people don't know that the country has some of the best diving you'll find anywhere. Kenya was the home of the first national marine park in Africa, and other parks have sprung up since. Diving is promoted on the entire coast, with centers at virtually every hotel along 300 miles of beaches.

Reaching this vista can be tough. From Nairobi, where most visitors arrive, there are three choices: round-trip airfare for \$200, a round-trip overnight train ride for half that price, or driving along the infamous 'death's highway' to Mombasa on the coast. Because having your own vehicle is a distinct advantage, it's usually the transportation of choice.

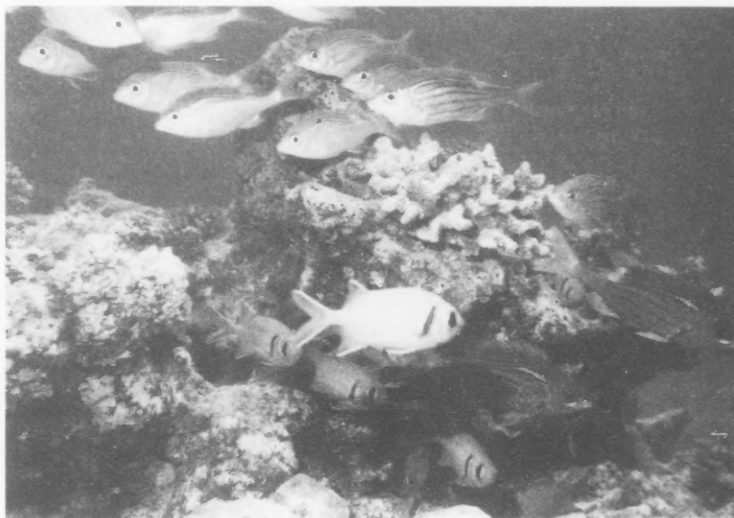
We had been warned that it would be a white-knuckle trip. Despite horror stories of head-on collisions, we left Nairobi at day-break, before convoys of trucks started moving for the day. The road was in good shape for the first hour, but then conditions deteriorated. Crumbling edges narrowed the two-lane road, with speeding trucks, buses, and minivans monopolizing the center, while ongoing traffic swerved to dodge huge potholes. I pulled over several

times to avoid oncoming trucks traveling at breakneck speed.

We made the 300-mile trip to Mombasa, the largest city on the coast, in five-and-a-half hours. At this point, we could have turned

soon became apparent that he ran an informal operation with none of the pressure or crowds we've often encountered at dive centers in the States.

The marine park contained three



*Big-Eye and Blue-Lined Snapper.*

north or south. South to Diani Beach takes you to five-star hotels and beach resorts. The facilities are impressive, but they're reminiscent of Miami Beach or Las Vegas—not Kenya. We headed north, toward the Somali border to Watamu. This area is known as "Little Italy" because the restaurants, hotels, and scuba centers cater to Italian tourists.

We stayed at a resort of air-conditioned cottages on the beach of Blue Lagoon. Within strolling distance we found a dive shop operated by a scuba trainer from colonial Rhodesia, Steve Curtis. Steve offered us a discount for using our own equipment, and it

reefs, and our boat reached the second in only 15 minutes—a refreshing change from the usual hour-long ride to dive sites. Before each dive, our dive leader gave us a detailed briefing, including the fact that the Kenyan Navy operates a hyperbaric chamber in nearby Mombasa.

Watamu is known for those gentle giants, the whale sharks, which are prevalent in December. The most exciting area of the park is the Big Three Caves, named after a trio of resident giant groupers. At 450 pounds, they're as big as hammerhead sharks and arguably just as ugly.

## A Holiday in Kenya

The range of coral astounded me. Never before had we seen such diversity and color in one place. From a light green coral expanding over six feet in diameter to the fluorescent neon anemones providing a refuge for small fish, the ocean reef was a display of fireworks. We even saw the very rare, blood-red fire anemone.

The fish in the Indian Ocean seemed more exotic than those we'd seen in the Atlantic. Moorish Idols, some as big as frisbees, displayed great color and flamboyance. The reef was alive with chromis, and it must have been birth season because families assembled there. We counted thirty chocolate dips, most no bigger than the tip of my pinkie. We spotted a coronet fish, seemingly unaware of our presence, which must have been at least two feet long. Next, we found a blue-spotted stingray, but the timid creature quickly vanished. We saw several other varieties, including the goatfish, with its long chin whiskers, and swam through walls of tiny creatures the size of minnows. Except for a moray eel, we saw no dangerous fish, although our dive leader signaled that he had seen a shark.

Our next dive, to 82 feet, diminished the colors of the spectrum but still provided some amazing sights. Clown fish with blue neon bars and

powder blue surgeon fish dazzled our eyes. A school of sweetlips, each the size of two basketballs stuck together, created a formidable sight. We swam parallel to a deserted reef, which we didn't pay too much attention to at first. Then we



Stu Keen in the Indian Ocean.

saw that the reef was littered with stingrays. Every few seconds divers flapped their arms like birds, indicating they'd found another one.

Then our eagle-eyed leader spotted the largest octopus we've ever seen. He gently pried it out of its hiding place among the coral and rocks, and the creature clung to his arm. Eventually tiring of our attention, it squirted out black ink to camouflage its jet-propelled retreat.

For the first time we saw a sea turtle—and while they may be slow on land—this one moved like greased lightning underwater. Those clumsy flippers and bulky shell actually combine to create a hydrodynamic self-propulsion system.

Toward the end of the dive we saw nine bicolor parrotfish swimming over an expanse of sand in circular formation. Every so often, two or three would break formation and swim up to us, excreting clouds of sand. This sand dance was truly an impressive sight. Our only regret was that we ran out of air before we saw all the sights we wanted to see.

But you can't dive continually—although sometimes we think we'd like to. Besides diving, Watamu claims the best fishing in all of Africa. Many of the all-Africa records have been set here, including a 570-pound marlin in 1974. We chartered a 31-foot Wave Dancer with an Italian captain and a two-man Kenyan crew. Our first strike was a sailfish, but he was able to throw the hook.

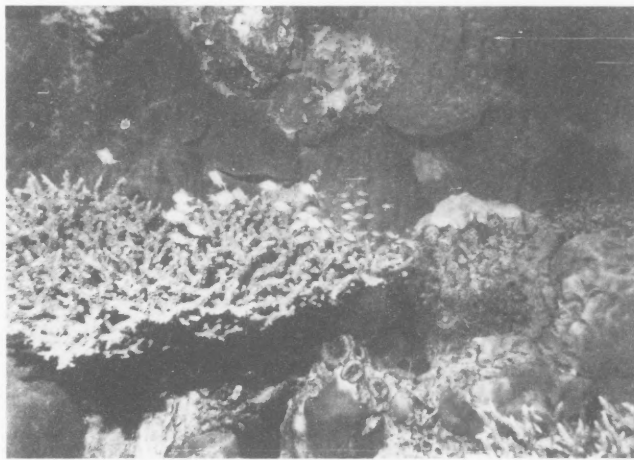
The next took the bait, danced on the water, and then snapped our 50-pound line. The third struck just 20 feet off our stern. His huge head came clearly out of the water, and the captain estimated the fish to be a 60-pounder. We lost that one, too. Although we had seven strikes throughout the day, we were unsuccessful in landing any fish. On returning to Watamu, we were joined by two other boats; one caught four sailfish, and the other three. It just wasn't our lucky day.

Our vacation exploits also included a visit to a 74-square-mile game reserve near the coast at Shimba Hills. The park has the usual elephants, buffalo, giraffes, monkeys, warthogs, and occasional leopard. But it's noted for containing Kenya's last breeding herds of

rare sable antelope. Shimba Hills is also one of the few places where you can take a walking safari—accompanied, of course, by an armed guide.

On previous safaris, we always viewed animals from afar. We longed for the experience of coming face-to-face with the wild. The park's elephant sanctuary gave us this opportunity. As we drove along the sanctuary's rough

roads, we were confronted by a bull elephant in our path. We felt like we were in Jurassic Park. You don't really challenge a full-grown bull elephant with a 4x4 vehicle. A mile



A coral garden.

from the exit gate we encountered another in the middle of the road, peacefully eating leaves from a tree.

I raced my engine, hoping he would move, as I had just ten minutes before the park closed. Mr. Elephant swung around, faced me head-on, and started

to flap his big ears. He didn't want to be disturbed. The park attendant had earlier warned us to keep a respectable distance. But since the park was about to close, I raced my engine again. The elephant starting moving toward us, so I decided to let him eat in peace. Finally, he walked off the road, and I quickly sped past.

I stared in my rear view mirror, wondering how fast elephants could run and if he'd chase us like T-Rex did in Jurassic Park.

Fortunately, Mr. Elephant was more interested in dining. We finally drove out of the park 15 minutes after the park closed, which was no surprise at all to the tolerant gatekeeper.



HOME LEAVE

Michael Rosen

# A Night in Vientiane

By Louis G. Bush, M.D.

*The author, a retired medical officer at State, now lives in Idaho.*

One of the mysteries of the East is the freedom of married men to philander.

In 1962 I became the medical officer at the embassy in Laos. Vientiane, the administrative capital, was still a peaceful city, and you could cross the unpaved streets with little more risk than being run down by an ox cart. The people were gentle, attractive, and kind.

We lived in an old villa built by the French, which was only a few yards from the Mekong and close to Wat Chan, the most important pagoda in the city. I took every opportunity to explore the area. One afternoon I finished with my patients earlier than usual and went for a walk toward the market. It was a beautiful October day, with a bright blue sky and a golden haze on the pagodas with their great bronze Buddhas and good-luck dragons guarding the temple gates. Sticky rice had been placed as offerings in the mouths of the dragons and clouds of sparrows fluttered about eating the rice.

There was a cool shade beneath the banyan trees lining the street. Graceful young women glided along with their feet never more than half an inch from the ground, to prevent them from losing their sandals, which were made from old tires. As I passed La Rose Blanche, I was greeted by low-key hooting from transvestites looking for customers. A primitive dental office

displayed black false teeth to match those discolored by chewing betel nut. Three little white Pekinese



yapped at me outside a shop selling hand-loomed silk. As I walked past the market I saw a small building with a sign that said "Grace Clinic." I thought: "Medical missionaries and no one's told me about them."

I crossed the dusty street, passing a boy in a scout uniform smoking a cigarette, and looked in the doorway. A short Asian man in a scrub suit with a surgical mask dangling from his ears peered at me through thick glasses. I introduced myself as the new American doctor, and he invited me into the clinic. He introduced himself as Dr. Chung and disappeared to return with two others, Dr. Lee and Dr. Park. We all sat down to have tea. I saw no patients but the clinic was very clean, with a faint odor of formaldehyde. I left favorably impressed.

That night I met a CIA operative from Bangkok, who immediately decided that the clinic was North Korean and sponsored by the

Russians. The next morning I told Pan, one of our Thai nurses, about the clinic. "Oh, doctor, that's where they do abortions," she said in the same tone she used when she explained that the flayed rats sold for food in the market weren't ordinary rats but rats from the rice fields.

A few days later Dr. Chung came to my house with an invitation to dinner with the owner of the clinic, His Excellency, Monsieur Souvang, the minister of health. I was told that "madame"—my wife—wasn't invited.

My Volkswagon bug hadn't arrived yet at post, so Dr. Chung came for me in His Excellency's Mercedes. (A Mercedes was considered impressive in Laos, although to be really important you had to also have a French wife and an elephant.) Dr. Chung's myopia was not completely corrected, and he drove with

***"I'm totally square and until that evening had led a sheltered life. I didn't think the new American doctor belonged in a dance hall."***

his face about three inches from the windshield. As we rode along the Mekong, just missing ox carts, water buffalo, and pedicabs, I wondered how he could see well enough to care for patients. We turned into Rue Lang Xang, "the street of a million

elephants," and stopped at a Chinese restaurant.

We climbed narrow stairs to a private dining room where the other two doctors were waiting with His Excellency. Monsieur Souvang was a handsome man with silver hair and an honest, intelligent manner. We shook hands all around and sat down to a 10-course dinner. Every time my chopsticks slipped, one of the doctors would reach over with his to help me. The abalone and almonds were particularly slippery, and I wondered why they never put little teeth on the ends of the chopsticks. For the tenth course they served rice for the second time, which we didn't eat to show that we weren't hungry. His Excellency then opened a bottle of Japanese scotch and toasted Lao-American friendship. I responded as well as I could in my mediocre French.

Then His Excellency announced: "Now we will go to a dance hall."

I'm totally square and until that evening had led a sheltered life. I didn't think the new American doctor belonged in a dance hall, and after some rapid chatter in Lao, Dr. Chung drove me home. But as I was getting out of the car, he said: "You can't do this to His Excellency."

"Then why did you bring me home?" I asked.

"To get madame's permission."

I surrendered and got back in the car. We headed toward the Vieng Ratrie, also known as the Green Latrine. With Dr. Chung at the wheel, it was a perilous trip. The road was lined with trees, and each side dropped off to flooded rice

paddies. I was relieved when we finally made it to the Vieng Ratrie.

There we encountered a large dimly lit hall with dusty Christmas decorations hanging from the ceiling, which must have been there for years. About 20 young Asian women were seated at one end of the hall, chirping to each other. His Excellency picked out a "girl" for me and one for each of the others.

My siren was stuffed into a pink chenille dress that made me think someone must be missing a bedspread. Her long artificial lashes were made for someone with round eyes, and she had to throw her head back to see. Still, she was pleasant to look at, with red lips and long, shiny hair. Unfortunately, except to let me know that she was Thai, we couldn't communicate. The three-piece Philippine band began to play, and we got up to dance.

Meanwhile, at Wat Chan, "madame" had heard me saying goodbye to my hosts but hadn't seen me come in the house, so she called the embassy to report that I had disappeared. The marine guard on duty suggested that she wait awhile.

Back at the Vieng Ratrie, I sat in solitary confinement, unable to converse. Finally, the band started to play again and we got up to dance a sort of modified waltz. Then I saw one of the swinging bachelors from the embassy. That pushed me over the brink, and I said goodbye to my girl, pressing several 500-notes into her hands. I shook hands with his Excellency and the other two doctors and Dr. Chung drove me back to Wat Chan. We arrived just as

"madame" was calling the embassy again.

Madame said that if I had asked her permission she would have understood—which I doubt. And during the next few years I had many pleasant encounters with His Excellency.

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# French Diary

By Ann O'Barr-Breedlove

The author is a staff assistant in the Bureau of Population, Refugees, and Migration.

I am in French class. We are going around the table, each saying the sentence with its minor variations. A colleague repeats his. Something clicks in my mind. Some lurking grammatical question answered. Suddenly, I come up for air from my mini "aha" experience to realize that the restive silence is because I have missed my own cue.

"Uh, comment?"

It has happened before. They wait in polite boredom. Our teacher repeats the sentence. I try to catch the word-balls. One, two, three—I juggle the three, trying to retain each as four and five come, too rapidly. The first three crash to the ground and the sixth and last sails past my head. Soon, I look in dismay at all of the fallen word-balls, trying to remember just one, ashamed to be holding back my more talented colleagues.

Another day—my first day back after a bout with the flu. I do amazingly well. This is, of course, because I have lain for several days in bed, listening to French tapes. If only, I thought, I could listen to the tapes until I understood one before going to the next. I don't learn well in class; I never have. I've always learned on my own, then practiced in class. Unfortunately, I can no longer stay up until midnight studying. And after the flu, I'm too tired to stay even until five or six studying, as I did before. Listlessly, I



go home and listen to tapes, but two, even three hours, aren't enough—I need five or six. I wish I could study as long as I wanted to, until I learned something. I should have stayed home longer with the flu.

Before taking French, I bought a book with Blaise Pascal's writings in his native French, looking forward to being able to read it in the original language. Alas, the day never arrives. I do buy a French translation of one of Bernard Lewis' books, which proves challenging, but possible. As I progress in French, I find myself becoming lost in the ideas once in a while, not just plodding along word by word. Once in a while.

I try to explain to my teachers that when I ask why something is, it's not a "logical" why but a "pattern" why. The French or the Russians or the Bantu may make their languages work any way they choose—I'm not an English chauvinist—I just want to know how they do it—and where it comes from. That kind of why. Without a pattern line to pin on the

details, the details fly away and disappear.

I don't want to be told that "*J'ai faim*" means "I'm hungry." It doesn't. It means "I have hunger." Otherwise, it would only be proper to say that "*J'ai un livre*" means "I am a book." The French possess some things that we describe. The differentness is intriguing.

I discover a French verb book that lists the verbs in patterns. It is wonderful—like when our teacher showed us the periodic table for elements during my first chemistry class or more recently when I read about the new theories of chaos. Even the irregular verbs aren't irregular; they're only regular in a different way.

I'm listening to a choir sing, but I can't understand many of the words. The choir isn't singing in

**“The elation I feel at receiving a ‘trois-trois’ is indescribable.”**

French, but in English. In despair, I wonder how I can ever learn to comprehend a language not my own when I have that much trouble with my native tongue.

I am absentminded, prone to go off on thought tangents at the drop of an idea. Words pass me by, in whatever language. Very early in school I learned to smile and pretend I was listening while escaping mentally to my own adventures. Unfortunately, this habit isn't helpful when I need to listen to every word, like in French



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class. I leave school, not yet having obtained the Holy Grail of a 3-3.

In Montreal, I find a tutor for two evening sessions a week who would win first place in a patience-of-Job contest. I ask "why" to my heart's content. We pick ideas to talk about. I stumble along, but she corrects me so gently and seems so interested in what we are talking about that the words flow, imperfectly, but without shame. I don't have to worry about holding anyone up. I'm caught by the pull of expressing ideas, even in another language.

We work on sounds. With her help, I make another amazing discovery. Near the first page of my French-English dictionary is a list of all the French sounds, with phonetic renderings. Yes, I know, all dictionaries have them, but it has never registered what a help such a scheme could be to my tortured attempts at understanding French patterns of pronunciation. I no longer have to ask how a word is pronounced—I simply look up the phonetic listing. There in black and white is how "femme" is said—which I so often mispronounced,

without quite knowing for what sound I was aiming...

Most students hate grammar. I love it. On weekends, I pull down the best French grammar I have been able to find and read it like a novel. French is fascinating; I love the way it all fits together...

The elation I feel at receiving a "trois-trois" is indescribable. However, after it fades into ongoing life, I enjoy something more valuable. I am learning French. I have just begun.

Maybe I can even learn to read Blaise Pascal.



Association of American Foreign Service Women, from left: **Brooke Shearer**, wife of Strobe Talbott, **Bette Bao Lord**, wife of Winston Lord, **Christine Zarr**, president of the association. On September 17, the group celebrated the tenth anniversary of the founding of the Foreign Service spouse oral history collection.

# State helps "rock" Sarajevo

By Kit Traub

*The author is a policy planning officer in the Bureau of International Organization Affairs.*

**T**he hottest new CD off the American music charts hit the airwaves at a special Sarajevo radio station via the goodwill of the State Department and EUR Assistant Secretary John Kornblum's hand luggage. EUR and IO teamed up to get the "New Adventures in Hi-Fi" by REM to isolated but enthusiastic fans in the week of its trumpeted worldwide release date, which just happened to coincide with the recent Bosnian elections.

My friend Tom Ehr, a law school colleague and Commerce Department attorney, was in Tuzla as a volunteer election supervisor with the OSCE. With some free time before the election and several cappuccinos under his belt one afternoon, Tom had journeyed back to Sarajevo. A meeting there prompted him to enlist my collaboration on something completely different: a "cultural enrichment" side project. When Tom needs a staff, he calls me.

Music is an international language not taught at FSI. There are no Gibson guitars in the library, no bands hiding out in storage rooms. But it's a fact that music easily crosses international and cultural barriers, and it's especially so these days with popular music from world-class American bands. One of these is REM, which had its start and still makes its home in Athens, Georgia, a "happening" university and cutting-edge music town.

That's where I went to law school with Tom—and spent my law school stipend on a synthesizer so I,



too, could play in a band. While in Athens we befriended REM's singer, Michael Stipe, and REM manager and law-school adjunct professor Bertis Downs. The journey that started there led to this—a Foreign Service officer and a Commerce Department lawyer working outside their portfolios, for world peace, if not peace and quiet.

Tom met Aida Kalender, the program director for Radio ZID, in Sarajevo. Kalender sighed, noting that she would not expect to see the new REM CD in a million years and then only if someone coming on a mission might carry it in with them. This comment prompted Tom's call to me in Washington and a quick fax to REM's office in Athens.

Radio ZID is the quintessential good cause. "Zid" means "wall" in Serbo-Croatian. The station distinguished itself as the only Sarajevo radio station that broadcasted non-stop during the war, often using its own generator for electricity.

ZID's dependable broadcasts must have seemed like a "wall" against the end of the world as they knew it for the citizens pinned

down for years by the fighting. Radio ZID DJs work from a position hidden behind sandbags and literally stuck behind a wall. The station huddles by the former Olympic stadium, near the new cemetery for the war dead. During the war several ZID DJs were killed or wounded trying to cross the dangerously exposed park or soccer field that separate the station from safer environs in the city.

Founder-lawyer Zdravko Grebo and his staff of volunteers, most in their late teens and early twenties, focus on alternative-rock music, another term for the hippest, most modern stuff...no easy listening here. It also broadcast for three hours a day an educational program sponsored by UNICEF, "The Colorful Wall," programmed and presented by children. At times during the war, up to 80% of the local population would listen in for the nonpartisan reporting and entertainment.

Sarajevo youth, cut off from the rest of the world, know what they want: the Orb, Sonic Youth, Bjork, Fugazi...and REM.

With Tom off to save the day in Tuzla, I started looking for a bridge—or boxcar—to Sarajevo. First I called Frankfurt, hoping to uncover a military flight heading to Sarajevo on or about September 10, the release date for the CD. My former colleague, Diane Isaacson in the CG's office, suggested the direct call to Sarajevo instead. She put me in contact with the front office there.

Connie Parrish, Ambassador John Menzies' secretary, listened patiently to my story of rock and roll as humanitarian assistance. She

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asked me to hold just a moment, and put Spence Spencer, a TDYer, on the line. Spence knew all about REM and readily offered his assistance. He had distributed their first single, "Radio Free Europe," when he was in the music business in Nashville but hadn't lost his religion when he got his diplomatic passport.

I still had to find a way to get the CD to Spence, so I called EUR/RPM's Josiah Rosenblatt, the OSCE coordinator. Josiah asked: "What is REM?" and then quickly agreed to make a contact with the front office, which was sending representatives to the elections.

A short time later, Josiah told me to contact Rosemary Pauli-Gikas in Assistant Secretary Kornblum's office. This was getting good.

Before I did so, though, I made the call to REM's office down in Athens. They were excited about getting the music to Sarajevo; Bertis called me back from London, where he and Mike Mills, the band's bass player, were on a publicity tour. The next day, an express package of CDs, T-shirts, caps, hats, and other fan club paraphernalia arrived on my doorstep, direct from Athens.

Rosemary and Mr. Kornblum were ready to boogie. "I hadn't heard of REM or Radio ZID," Mr. Kornblum said, adding, "But after I got the story I was ready to go." Rosemary promised the CDs would go in Mr. Kornblum's carry-on; the other material would follow right behind on another military flight.

The box was bigger than any briefcase, so not wanting to press my luck with Mr. Kornblum, I repackaged the goods. One package, marked "must go," was a stack of



CDs. The other, marked "may go," was an envelope stuffed with two sets of T-shirts, caps, hats, and other goodies.

With that, I called Sarajevo to leave a message for Spence: "Kornblum rocks." Two days later, I got the answer: "The Eagle has landed."

Spence Spencer later reported that when he arrived at Radio ZID, no one knew who he was until he held up the REM materials, at which point there was "great excitement and jumping around."

ZID's Aida Kalender was ecstatic. She sent an e-mail thank-you note to all involved:

"We received the package only three days after the release of this CD all around the world. We were very happy for that. Many of the listeners of Radio ZID called us and asked how it's possible. We said it's a little gift from the people of REM and you, of course. This was a very quick realization of the promise. Thank you again! All the best to you from Aida and all the Radio ZID crew. Stay cool!"

# Education & Training

## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
<b>Intensive Area Studies</b>				
Africa, Sub-Saharan (AR 210)	27	—	31	2 Weeks
China (AR 250)	—	—	31	2 Weeks
East Asia (AR 220)	27	—	—	2 Weeks
Europe (AR 291)	27	—	31	2 Weeks
Inter-American Studies (AR 239)	27	—	31	2 Weeks
Near East/North Africa (AR 240)	27	—	31	2 Weeks
South Asia (AR 260)	27	—	31	2 Weeks
Southeast Asia (AR 270)	27	—	31	2 Weeks
Successor States-Soviet Union (AR 281)	27	—	31	2 Weeks

### Advanced Area Studies

Albania (AR 563)  
 Andean Republics (AR 533)  
 Arabian Peninsula/Gulf (AR 541)  
 Baltic States (AR 588)  
 Benelux/European Union/NATO (AR 568)  
 Brazil (AR 535)  
 Bulgaria (AR 564)  
 Caucasus (AR 585)  
 Central America (AR 539)  
 Central Asia (AR 586)  
 China/Hong Kong/Taiwan (AR 521)  
 Czech Republic/Slovakia (AR 518)  
 Eastern Africa (AR 511)  
 Fertile Crescent (AR 542)  
 Former Yugoslavia (AR 562)  
 France (AR 567)  
 Francophone Africa (AR 513)  
 German-speaking Europe (AR 593)  
 Greece/Cyprus (AR 589)  
 Haiti (AR 536)  
 Hungary (AR 519)  
 Iberia (AR 591)  
 Insular Southeast Asia (AR 571)  
 Italy (AR 594)  
 Japan (AR 522)  
 Korea (AR 523)  
 Lusophone Africa (AR 514)  
 Mainland Southeast Asia (AR 572)  
 Mexico (AR 531)  
 Nordic Countries (AR 596)  
 Northern Africa (AR 515)  
 Poland (AR 587)  
 Romania (AR 569)  
 Russia/Belarus (AR 566)  
 South Asia (AR 560)  
 Southern Africa (AR 512)  
 Southern Cone (AR 534)  
 The Caribbean (AR 538)  
 Turkey (AR 543)  
 Ukraine (AR 565)

These courses are integrated with the corresponding languages and are scheduled weekly for 3 hours. Starting dates correspond to language starting dates.

## Listservs now available on the Department of State Foreign Affairs Network

The Department's Foreign Affairs Network (DOSFAN) provides a one-stop World Wide Web site for a variety of information about State. DOSFAN's web home page (<http://www.state.gov/>) guides users to information on foreign policy, State's organization and services, travel and consular information, support for U.S. businesses, and *State Magazine*. DOSFAN now also offers a way for users to automatically have information of their choice sent to them via Internet email (listservs), including full texts of press briefings, publications on foreign policy, and foreign travel per diem updates. The five listservs are:

- DOSSEC—Secretary of State, speeches, testimony
- DOSBRIEF—Briefings, daily press
- DOSDISP—Dispatch Magazine
- DOSBACK—Background Notes
- DOSPDIEM—Foreign Travel Per Diem

**DOSSEC list**—Full texts of Secretarial addresses and remarks are disseminated by the Office of Public Communication for posting to the DOSSEC list as soon as they are released.

**DOSBRIEF list**—The Department regularly conducts press briefings, usually Monday through Friday. The Office of the Press Spokesman releases

## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
<b>SLS, Early Morning Courses</b>				
Arabic (LAD300)	--	--	3	17 Weeks
French (LFR300)	--	--	3	17 Weeks
German (LGM300)	--	--	3	17 Weeks
Italian (LJT300)	--	--	3	17 Weeks
Portuguese (Brazilian) (LPY300)	--	--	3	17 Weeks
Russian (LRU300)	--	--	3	17 Weeks
Spanish (LQB300)	--	--	3	17 Weeks
<b>SLS, Basic Language Courses (Full-Time Training)</b>				
Afrikaans (LAA100)	--	10	--	23 Weeks
Albanian (LAB100)	--	10	--	23/44 Weeks
Amharic (LAC100)	--	10	--	23/44 Weeks
Arabic (Egyptian) (LAE100)	--	10	--	23/44 Weeks
Arabic (Modern Standard) (LAD100)	--	10	--	23/44 Weeks
Armenian-Eastern (Standard) (LRE100)	--	10	--	23 Weeks
Bengali (LBU100)	--	10	--	23/44 Weeks
Bulgarian (LBU100)	--	10	--	23/44 Weeks
Burmese (LBY100)	--	10	--	23/44 Weeks
Chinese (Mandarin) (LCM100)	--	10	--	23/44 Weeks
Chinese (Cantonese) (LCC100)	--	10	--	23/44 Weeks
Czech (LCX100)	--	10	--	23/44 Weeks
Croatian (LCH100)	--	10	--	23/44 Weeks
Danish (LDA100)	--	10	--	23 Weeks
Dutch/Flemish (LDU100)	--	10	--	23 Weeks
Estonian (LES100)	--	10	--	23/44 Weeks
Finnish (LFJ100)	--	10	--	23/44 Weeks
French (LFR100)	--	10	--	24 Weeks
Georgian (LGG100)	--	10	--	23/44 Weeks
German (LGM100)	--	10	--	24 Weeks
Greek (LGR100)	--	10	--	23/44 Weeks
Hebrew (LHE100)	--	10	--	23/44 Weeks
Hindi (LHJ100)	--	10	--	23/44 Weeks
Hungarian (LHU100)	--	10	--	23/44 Weeks
Indonesian (LJN100)	--	10	--	23/36 Weeks
Italian (LJT100)	--	10	--	24 Weeks
Japanese (LJA100)	--	10	--	23/44 Weeks
Khmer (Cambodian) (LCA100)	--	10	--	23/44 Weeks
Korean (LKP100)	--	10	--	23/44 Weeks
Lao (LLC100)	--	10	--	23/44 Weeks
Latvian (LLE100)	--	10	--	23/44 Weeks
Lithuanian (LLT100)	--	10	--	23/44 Weeks
Malay (LML100)	--	10	--	23/36 Weeks
Mongolian (LMV100)	--	10	--	23/44 Weeks
Nepali/Nepalese (LNE100)	--	10	--	23/44 Weeks
Norwegian (LNR100)	--	10	--	23 Weeks
Persian/Dari (AFGHAN) (LPG100)	--	10	--	23/44 Weeks
Persian/Farsi (IRANIAN) (LPF100)	--	10	--	23/44 Weeks
Persian/Tajiki (TAJIKIAN) (LPT100)	--	10	--	23/44 Weeks
Pilipino/Tagalog (LTA100)	--	10	--	23/44 Weeks
Polish (LPL100)	--	10	--	23/44 Weeks
Portuguese (BRAZILIAN) (LPY100)	--	10	--	24 Weeks
Portuguese (EUROPEAN) (LPY101)	--	10	--	24 Weeks

the texts of press briefings the same day unless otherwise indicated in DOSFAN's daily press briefing calendar at <<http://www.state.gov/www/briefings/index.html>>; full texts of these briefings are distributed via DOSBRIEF.

**DOSDISP list**—The full-text version of the most recent issue of the *United States Department of State Dispatch* magazine is posted to the DOSDISP list before the hard copy publication becomes available. This weekly magazine of official U.S. policy, prepared by the Office of Public Communication, includes speeches by the President, Secretary of State, and other officials, as well as listings of U.S. treaty actions.

**DOSBACK list**—*Background Notes* are updated periodically and include information on U.S. bilateral relations with foreign countries and on their governments, political conditions, and foreign relations. Via DOSBACK users receive the full-text version of the latest *Background Notes*.

**DOSPDIEM list**—This list provides notification of updates to the Maximum Travel Per Diem Allowance for Foreign Areas, Section 925, which is released monthly by State's Office of Allowances.

To subscribe to any of the listservs, send an e-mail to [LISTSERV@LISTSERV.UIC.EDU](mailto:LISTSERV@LISTSERV.UIC.EDU), and type in the message body "SUBSCRIBE LISTNAME YOURNAME." (Omit the quotation marks, and be sure to replace the YOURNAME portion with your own name—or, if preferred, ANONYMOUS—and the LISTNAME with the name of the list above to which you wish to subscribe.)

# Education & Training

## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
Romanian (LRQ100)	--	10	--	23 Weeks
Russian (LRU100)	--	10	--	23/44 Weeks
Russian Advanced (LRU101)	--	10	--	23/44 Weeks
Serbian (LSR100)	--	10	--	23/44 Weeks
Slovak (LSK100)	--	10	--	23/44 Weeks
Spanish (LQB100)	--	10	--	24 Weeks
Swahili/Kiswahili (LSW100)	--	10	--	23 Weeks
Swedish (LSY100)	--	10	--	23 Weeks
Talalog (LTA100)	--	10	--	23/44 Weeks
Tajik (LTB100)	--	10	--	23/44 Weeks
Thai (LTH100)	--	10	--	23/44 Weeks
Turkish (LTU100)	--	10	--	23/44 Weeks
Ukrainian (LUK100)	--	10	--	23/44 Weeks
Urdu (LUR100)	--	10	--	23/44 Weeks
Uzbek (LUX100)	--	10	--	23/44 Weeks
Vietnamese (LVS100)	--	10	--	23/44 Weeks

### SLS, Familiarization & Short Term (FAST) Language Courses

Albanian (Fast) (LAB200)	--	10	--	8 Weeks
Amharic (Fast) (LAC200)	--	10	--	8 Weeks
Arabic (Egyptian) (LAE200)	--	10	--	8 Weeks
Arabic (Modern Standard) (LAD200)	--	10	--	8 Weeks
Armenian (Fast) (LRE200)	--	10	--	8 Weeks
Azerbaijani (Fast) (LAX200)	--	10	--	8 Weeks
Bengali (LBN200)	--	10	--	8 Weeks
Bulgarian (Fast) (LBU200)	--	10	--	8 Weeks
Burmese (LBY200)	--	10	--	8 Weeks
Chinese (Standard) FAST (LCM200)	--	10	--	8 Weeks
Chinese (Cantonese) FAST (LCC200)	--	10	--	8 Weeks
Czech (Fast) (LCX200)	--	10	--	8 Weeks
Estonian (Fast) (LES200)	--	10	--	8 Weeks
French (Fast) (LFR200)	--	--	17	8 Weeks
German (LGM200)	--	6	17	8 Weeks
Greek (LGR200)	--	10	--	8 Weeks
Hebrew (LHE200)	--	10	--	8 Weeks
Hindi (LHJ200)	--	10	--	8 Weeks
Hungarian (LHU200)	--	10	--	8 Weeks
Indonesian (LJN200)	--	10	--	8 Weeks
Italian (LJT200)	--	--	17	8 Weeks
Japanese (LJA200)	--	10	--	8 Weeks
Khmer (Cambodian) (LCA200)	--	10	--	8 Weeks
Korean (LKP200)	--	10	--	8 Weeks
Lao (LLC200)	--	10	--	8 Weeks
Latvian (Fast) (LLE200)	--	10	--	8 Weeks
Lithuanian (Fast) (LLT200)	--	10	--	8 Weeks
Malay (LML200)	--	10	--	8 Weeks
Mongolian (LMV200)	--	10	--	8 Weeks
Nepali/Nepalese (LNE200)	--	10	--	8 Weeks
Persian/Dari (AFGHAN) (LPG100)	--	10	--	23/44 Weeks
Persian/Farsi (IRANIAN) (LPF100)	--	10	--	23/44 Weeks
Polish (LPL200)	--	10	--	8 Weeks
Portuguese (Brazilian) (LPY200)	--	--	17	8 Weeks
Romanian (Fast) (LRQ200)	--	10	--	8 Weeks
Russian (LRU200)	--	6	-17	8 Weeks

For technical help, send e-mail to [doswork@uic.edu](mailto:doswork@uic.edu). For more information on the material released on DOSFAN, contact the Office of Public Communication's Public Information Service at (202) 647-6265 or [publicaffairs@panet.us-state.gov](mailto:publicaffairs@panet.us-state.gov).

Do you need more time to research your post?

The Overseas Briefing Center now has convenient hours for families to perform research on posts and view slides and videos—Monday-Friday, 8:15 a.m. to 5:00 p.m.; Saturdays, 9:00 a.m. to 4:00 p.m., January 11, February 1, February 22, March 22, April 19, May 17, June 7, June 28; Wednesdays, until 8:30 p.m., January 22, February 5, March 12, April 2, April 30, May 28, July 9. For information, call (703) 302-7277.

Attention: parents of school-age children

The local school systems have announced a number of days during the coming months when school will not be in session. In order to help accommodate parents with child care needs, Prodigy Child Development, the provider of State's child care center at Columbia Plaza, will offer child care for school-age children, ages 5 to 12, through a drop-in program. The center is open from 7:00 a.m. to 6:00 p.m.

Prodigy Child Development can accommodate up to 20 children on each of the days listed below that are workdays. If you are interested in taking advantage of this program, you must register your child no less

## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
Slovak (Fast) (LSK200)	--	10	--	8 Weeks
Spanish (LQB200)	--	--	17	8 Weeks
Swahili/Kiswahili (LSW200)	--	10	--	8 Weeks
Talalog (LTA200)	--	10	--	8 Weeks
Tajiki (LTB200)	--	10	--	8 Weeks
Thai (LTH200)	--	10	--	8 Weeks
Turkish (LTU200)	--	10	--	8 Weeks
Urdu (Fast) (LUR200)	--	10	--	8 Weeks
Uzbek (Fast) (LUX200)	--	10	--	8 Weeks
Vietnamese (Fast) (LVS200)	--	10	--	8 Weeks
<b>Administrative Training</b>				
Budget & Financial Management (PA 211)	--	18	--	6 Weeks
CFMS-Budget Execution (PA151)	27	--	--	2 Days
CFMS-Misc. Obligations (PA154)	29	--	--	2 Days
CFMS-Requisition Documents (PA153)	23	--	--	2 Days
CFMS-System Overview & Orientation (PA150)	14	--	--	1 Day
	15	--	--	1 Day
CFMS-Travel Orders (PA155)	16	--	--	2 Days
Contracting Officer's Rep. (COR) Update (PA 127)	28	25	3	1 Day
Contracting Officer's Rep. (COR) Tmg/Construction (PA125)	22	--	24	3 Days
Customer Service Training (PA143)	--	27	--	2 Days
Domestic Administration Officers Seminar (PA160)	6	--	--	3 Weeks
FSN Classification and Compensation (PA 232)	--	-3	--	2 Weeks
General Services Operation (PA 221)	21	18	17	12 Weeks
How to Be a Certifying Officer (PA 291)				Correspondence Course
How to Be a Contracting Officer Rep. (PA130)				Correspondence Course
How to Write a Statement of Work (PA166)				Correspondence Course
ICASS Seminar (Internat. Cooperative Admin. Support Services) (PA245)	15 29	12 26	12 26	1 Day
Introd. to Simplified Acquisitions & Req. Overseas (PA 222)				Correspondence Course
Management Control Workshop (PA 137)	--	24	--	2 Days
Management Control Workbook (PA 164)				Correspondence Course
NEPA Tmg. Domestic Operation (PA 129)	--	--	14	1 Week
Overseas Contracting Officer's Warrant Tmg (PA 223)	--	--	31	4 Weeks
Personnel Course (PA 231)	13	--	--	7 Weeks
Property Management for Custodial Officers (PA 135)	--	--	13	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)	21	--	18	4 Days
<b>Consular Training</b>				
Advanced Consular Course (PC 532)	13	--	--	3 Weeks
Automation-Consular Managers (PC 116)	--	-3	--	1 Week
Congen Rosslyn Consular (PC 530)				Continuous Enrollment
Consular Orientation (PC 105) (6 Days)				Continuous Enrollment

than 1 week in advance, and you must provide the center with your child's current health certificate from your pediatrician prior to arriving at the center. The cost for drop-in care is \$35 per day or \$125 per week. A one-time \$50 registration fee is required for those families who use the center 5 or more days during the year. Department employees will be given priority enrollment for this program. Local schools are closed on the following days:

Montgomery County: December 23-31, February 28, March 28-April 4, Fairfax County: December 23-31, January 27-28, March 24-28, April 11, Arlington County: December 23-31, March 6-7, 24-28, City of Alexandria: December 23-January 3, and 31, March 24-28, April 18, and 21, May 23, Prince George's County: December 23-31, January 31, March 28-April 4, D.C. Public Schools: December 23-31, February 7, March 24-31, April 18.

Snow Days: Drop-in care will also be provided on snow days on a space available basis when the federal government is open and schools are closed. For more information or to enroll your child, call the center director, Pam Marshall, (202) 663-3555.

## Career Transition Center joins the Foreign Service Institute

On October 1 the Career Transition Center (CTC) began functioning within the Foreign Service Institute. The center is slated to relocate to FSI later this month. This realignment is being made to take advantage of the training resources there.

# Education & Training

## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
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	
<b>Curriculum and Staff Development</b>				
Basic Facilitation & Delivery Workshop (PD 513)	--	5	--	3 Days
Evaluation Design Workshop (PD 518)	--	--	18	2 Days
<b>Economic &amp; Commercial Training</b>				
Political/Economic Tradecraft (PG140)	6	--	--	3 Weeks
<b>Leadership &amp; Management Development</b>				
EEO/Diversity Awareness for Managers and Supervisors (PT 107) **	--	--	13	2 Days
Effective Public Speaking/Speech Dynamics (PT 113)	--	14	--	1 Day
Foreign Affairs Leadership Seminar (PT 119)	26	--	--	2.2 Weeks
Introduction to Management Skills (PT 207)	6	--	17	1 Week
Introduction to Business Process Re-Engineering (PT 128)	--	--	4	0.5 Days
Managing Change (PT 206)	--	14	--	1 Day
Managing People Problems (PT 121)	--	19	--	3.5 Days
Performance Management Seminar (PP 205)	--	--	3	3 Days
Teambuilding (PT 129)	--	--	11	1 Day
Washington Tradecraft (PT 203)	--	18	--	2 Weeks
<i>**Please note that additional sessions will be offered and the dates will be announced later.</i>				
<b>Information Management Training*</b>				
Access 2.0 Intermediate (PS 151)	--	19	--	2 Days
Access 2.0 Introduction (PS 150)*	*	*	12	2 Days
Banyan Vines Administration (PS 260)	--	24	--	1 Week
Excel 5.0 for Windows (PS 170)*	*	10	10	2 Days
	*	24	24	
Excel 5.0 for Windows Intermediate (PS 171)*	*	--	*	2 Days
PowerPoint 4.0 for Windows, Introduction (PS 140)*	*	*	17	2 Days
Internet, Concepts (PS 218)	10	-7	-7	1 Day
	24	21	21	
	--	29	--	
Introduction to Windows (PS 123)	7	4	4	1 Day
	14	7	11	
	21	11	21	
	28	18	25	
	--	25	--	
Managing Information Programs (PS 213)	--	17	11	4 Weeks
Microsoft Project (PS 180)*	--	*	--	2 Days

CTC will continue to maintain a talent bank for retirees who wish to keep abreast of job leads, and sponsor the retirement planning seminar and job search programs. Additionally, the Foreign Affairs Reserve Corps register will remain a CTC responsibility.

## Records management and communications courses

The National Foreign Affairs Training Center will offer three courses now through March: "Management and Retirement", December 16. Background on the significance of government records, laws and regulations to protect and preserve records, the life cycle of information, and Department policies on handling e-mail, fax, and personal papers. Learn to identify official records, prepare effective file guides, and use mandatory DS-693B records retirement software.

"Proofreading," March 19-20. Practical exercises designed to give remedial assistance in the use of correct English and punctuation to perform more effectively in the office. "Effective Listening and Speaking Skills," December 11-20. Learn to speak well and listen effectively. Participants will give videotaped oral presentations and receive individual feedback from the instructor.

Contact the Office of Management Training (703) 302-6923/6926 for more information.



## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
MS Mail 3.5 Administration (PS 267)	--	24	--	1 Week
NT Server 3.5 Administration (PS 265)	13	10	10	1 Week
PC Survival Skills (PS 112)	13	10	10	1 Day
	27	24	24	
PowerPoint 4.0 for Windows, Intermediate (PS 141)	--	3	--	1 Day
Windows for Workgroup User Skill (PS 162)	1	1	14	1 Day
Windows NT 3.5 Administration (PS 264)	--	3	3	1 Week
Workgroups for Windows Administration (PS 262)	21	--	18	3 Days
Word 6.0 for Windows (PS 132)	6	5	5	2 Days
	-8	12	12	
	15	19	19	
	22	26	26	
	29	--	--	
Word 6.0 for Windows Intermediate (PS 133)*	*	*	*	2 Days
Word 6.0 for Windows, Advanced (PS 146)	24	21	--	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

Orientation for Foreign Service Officers (PG 101)	13	--	--	11 Weeks
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### Orientation Training

Orientation for Designated Posts (PN 112)	--	-4	11	4 Days
Orientation for Civil Service Employees (PN 105)	21	--	--	3 Days
Orientation for Foreign Service Specialist (PN 106)	27	--	--	3 Weeks
Introduction to Working in an Embassy (PN 113)	--	12	--	2 Days

### Office Management Training

Better Office English: Written (PK 225)	13	--	3	2 Weeks
Better Office English: Oral (PK 226)	--	--	31	2 Weeks
Civil Service Office Staff Professional Training (PK 206)	--	18	--	3.8 Weeks
Civil Service Training for Entering Personnel (PK 104)	--	3	--	2 Weeks
Drafting Correspondence (PK 159)	6	--	24	1 Week
Effective Speaking & Listening Skills (PK 240)	--	3	--	2 Weeks
Employee Relations (PK 246)	--	6	--	2 Days
Files Management and Retirement (PK 207)	17	20	26	1 Day
Foreign Service Secretarial Training for Entry Personnel	--	18	--	2.6 Weeks
Proofreading (PK 143)	--	--	19	2 Days
Supervisor Studies Seminar (PK 245)	--	10	24	1 Week
Travel Regulations and Travel Voucher for Secretaries (PK 205)	--	20	--	2 Days
Writing Effective Letters and Memorandums (PK 241)	--	--	17	1 Week

## Support groups for persons with cancer

The Employee Consultation Service offers two lunchtime support groups for persons with cancer twice a month on Mondays in Room 5914. One group is for women with breast cancer; the other addresses cancer in men. Both groups are open to employees anticipating surgery, receiving chemotherapy or radiation, or in remission. Sessions are free and confidential. To register, contact Anne Weiss, 663-1815.

## Domestic admin officer seminar

This course will be offered at the National Foreign Affairs Training Center in three parts: January 6-10; February 10-14; and March 17-21. Participants will learn to get things done in the Department (who's who and what's what) conduct a management controls review, manage change and conflict, maximize the Department's personnel, budget, procurement and property management systems and edit written work for greater effect. For information, call Ronald Mortensen, (703) 302-6978.

## Increase your computer skills

Ten computer courses are scheduled at the National Foreign Affairs Training Center:

"PC Survival Skills," December 16.  
Introduction to personal computer operations for the first-time user.

# Education & Training

## Courses: National Foreign Affairs Training Center

Program	Jan	Feb	Mar	Length
<b>Political Training</b>				
Arms Control Delegation (PP 512)	13	--	--	1 Week
Foreign Affairs Interdepartmental Seminar (PP101)	--	3	--	2 Weeks
Global Issues (PP 510)	--	--	3	3 Days
Intelligence and Foreign Policy (PP 212)	--	18	--	3 Days
MultiLateral Diplomacy (PP211)	--	3	--	3 Days
Negotiation Art & Skills (PP 501)	--	--	10	1 Week
<b>Security Overseas Seminar</b>				
Advanced Security Overseas Seminar (MQ 912)	7	22	25	1 Day
	--	25	--	
SOS: Security Overseas Seminar (MQ 911)	27	10	10	2 Days
	--	22	--	1 Day
<b>Overseas Briefing Center (non-SOS)</b>				
American Studies (MQ 115)	--	--	13	2 Days
Communicating Across Cultures (MQ 820)	11	--	--	0.5 Days
Targeting The Job Market (MQ 704)	30	--	18	2 Days
Employment Planning (MQ 700)	--	--	17	1 Week
Go Logistics for Adults (MQ 220)	--	5	22	0.5 Days
Go With Kids (MQ 210)	--	--	22	0.5 Days
Go Without Kids (MQ 200)	--	--	22	0.5 Days
Introduction to Foreign Service Life (MQ 100)	--	--	3	1 Week
Life After The Foreign Service (MQ 600)	--	11	--	2 Days
Managing Rental Property Overseas (MQ 853)	22	--	--	0.2 Days
Personal Finances and Investments (MQ 852)	--	--	12	0.2 Days
Post Options for Employment and Training Overseas (POET) (MQ 703)	--	1	21	1 Day
Protocol and U.S. Representation (MQ 116)	--	22	--	1 Day
Regulations, Allowances, and Finances (MQ 104)	8	--	--	3 Days
Tax Seminar (MQ 117)	--	21	11	2 Hours
<b>Career Transition Center</b>				
Job Search Program (RV 102)	7	--	--	13 Weeks
Retirement Planning Seminar (RV 101)	27	--	24	1 Week

"Introduction to Windows 3.1," December 10 and 17. An overview, including mouse skills, file management, customizing windows, using Help and other major Windows accessories.

"Word 6.0 for Windows (Introduction)," December 11-12, 18-19. A beginning course in the latest release of this widely used Windows-based word-processing package.

"Word 6.0 for Windows (Intermediate)," December 6 and 11. Experienced Word 6.0 students will learn formatting and editing techniques, table functions, graphing functions.

"Word 6.0 for Windows (Advanced)," December 12. Intended for users with at least 6 months experience using Word 6.0.

"Excel 5.0 for Windows (Introduction)," December 9-10, 16-17. A beginning course in this Windows-based electronic spreadsheet package.

"Access 2.0 (Introduction)," December 18-19. Using this Windows-based database management system, students are introduced to relational database concepts.

"Windows for Workgroup User Skills," December 9. Students learn the components of a LAN, how they function, basic LAN operations, functions that Workgroup provides, and the procedures needed to perform file sharing, printer sharing, and e-mail.

"Windows NT Server 3.5X Enterprise Administration," December 9-13. For information systems officers and systems managers who must support applications on the Windows NT platform.

"Internet Concepts, Tools, and Techniques," December 13. Concepts behind the web of networks called the Internet, and the techniques to find and retrieve information on the Internet.

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## Career strategies for Civil Service employees

The Office of Civil Service Personnel recently presented a four-part series of noontime events for Department employees interested in aiding their careers.

The first, on September 17, featured author and columnist Richard Koonce, who spoke to an audience of over 80 people on "Career Power—12 Winning Habits." The second session, on September 25, presented a panel of employees—Kay Burrell, Anita Cary, Michael Daniels, Angelo Iofredda, Sara Tufo, and Earl Jewell—who described how they developed their own career strategies and the resources they used. Tanya Bodzin and Robert Minor,

counselors at the Career Development Resource Center, presented the third program on October 1. Participants learned three key strategies, including the steps necessary to market themselves successfully.

"Training, Education, and Professional Opportunities" was the subject of the fourth program on October 7. Presentations by representatives from the US Department of Agriculture Graduate School, the Office of Personnel Management, the Foreign Service Institute, and the Council for Excellence in Government provided information about programs available through each of these resources. State graduates of the programs were available afterward to discuss their experiences.

Two more noon-time workshops are planned for this month and

next—"How to Set Smart Objectives," on December 10 in Room 1105, and "How to Manage Your Boss," January 14 in Room 1107.

For assistance in building a career strategy, the Career Development Resource Center (CDRC), located at SA-1, Room L-321, is open daily for Civil Service employees, Foreign Service family members, and employees of ACDA. The center provides free assistance to help individuals identify and implement career moves. Career counselors are available to provide individual coaching by appointment. Library and computer resources are also available. For information or to set up an appointment, call (202) 663-3042.



Career counselors **Tanya Bodzin** and **Bob Minor**.

# Education & Training

## Seminars on U.S.-Asia relations

The Asian Pacific American Federal Foreign Affairs Council has launched a "Pacific Century" series of seminars focusing on U.S. policy toward the Asia-Pacific region in the next century. On September 5, the council sponsored "U.S.-Philippines: Partners in the Pacific Century," in the Dean Acheson Auditorium. Assistant Secretary for Economic and Business Affairs Alan Larson and Philippine Ambassador Raul Ch. Rabe spoke.

The council is planning a conference on "U.S.-China Relations in the Pacific Century" in February, to be chaired by Assistant Secretary of Defense Frederick Pang, the highest-ranking Asian Pacific American in the foreign affairs agencies. The council will sponsor



Council members at the September conference, from left: **Stanley Suyat**, Peace Corps; **Alan Larson**, assistant secretary for economic and business affairs; Philippine Ambassador **Raul Ch. Rabe**; **Corazon Sandoval Foley**, Bureau of Intelligence and Research.

its annual recruitment seminar for college and high school students, in cooperation with Georgetown University, on April 11. An Asian Pacific American Heritage Month

program is scheduled for May 15. For more information, contact the council's chair, Corazon Sandoval Foley, 647-9264.



**PERSONNEL**—Elena Adesso, right, receives the John Jacob Rogers Award from deputy assistant secretary Jennifer Ward.

delegation to Europe. At every embassy he asked the same questions: who are all these people; what are they doing; how much does it cost; who's paying? He came away with the conclusion that State (his committee) was carrying too many expenses of other agencies, (other committees). He saw the value of making the cost structure transparent, where appropriators in Congress could see the cost of an agency's presence and use it as a basis for decisionmaking. ICASS had patron number 3.

### ICASS is born

Back home, an interagency team of Foreign and Civil Service employees set to the task. The only parameters were that the system be transparent and fair, focus on customer participation, and give embassies the latitude to innovate. They dubbed the new operating

framework ICASS—International Cooperative Administrative Support Services.

What changes will ICASS bring? Here are some:

- **Focus on customer service**  
Unlike FAAS, ICASS is customer driven. Agencies participate locally in setting standards for the performance of services and in deciding how money is spent.
- **ICASS councils**  
Interagency councils at posts will be the forum for participation. They will determine the business services offered, select the providers, and monitor their performance.
- **A new cost-sharing equation**  
Incremental cost sharing is out; cost sharing based on usage is in.
- **More costs will be shared**  
Costs previously borne by State will be shared: utilities for govern-

ment-owned and long-term lease buildings, office security guards, and the community liaison office.

- **New financial software**

A software program developed by the ICASS Service Center will track income and expenses by cost center and by agency.

### Careful what you wish for . . .

Is this a good deal for State? Actually, it's a good deal for everyone.

ICASS creates a firewall between the funds that support the embassy platform overseas and State's program monies.

It puts the funding and the responsibility for each agency's support into its respective budget.

And it turns inside out the way State has historically charged for overseas support. Hidden costs have been exposed, "free rides" are a thing of the past, and there is greater transparency in the use of money.

This matters. Agencies that are **expanding** overseas have money to match their mandate. Now they and their appropriators will have a truer picture of the cost of operations.

Agencies that are **shrinking** overseas can decide whether the "bang for the buck" justifies keeping a position filled

For State, the outcome will be a vastly fairer system. Of course, State retains the responsibility of supporting its own employees overseas, and in a flat budget environment, that's no small feat.

### Estimated Impact Of ICASS

Though most agencies' costs will go up, budget adjustments in FY98 are intended to make the changeover cost neutral to agencies the first year.

(Estimate in \$ millions)

Agency	FAAS	ICASS	Impact
State	\$ 485.0	\$ 394.0	\$ (91.0)
USIA	28.8	57.0	28.2
DIA	11.8	22.8	11.0
AID	15.0	25.0	10.0
FCS	10.7	17.3	6.6
Peace Corps	5.0	9.8	4.8
DEA	4.8	7.8	3.0
FAS	5.1	7.9	2.8

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But State will no longer carry entire categories of expenses. It's pay as you go.

### Turning the ship of State

All this has not been easy. But with the backing of the Secretary, acting under secretary for management Patrick Kennedy has charted a steady course. Educating employees about the principles and mechanics of ICASS has been a top priority. And behind the scenes, offices in Finance & Management Policy have been turned upside down to adapt all the systems based on FAAS for ICASS. "Setting up the information systems to bring together accounting, budget, workload, and cost measures is a huge undertaking," says Larry Eisenhart, deputy chief financial officer.

Until now, financial data had never been organized to help managers overseas make better decisions about the cost and quality of services. And the broader application of that database for decisions at the regional or global level has a ready audience in Washington. Despite the upheaval, says Eisenhart, "people are optimistic."

### On the test track

How will ICASS fare in the real world of embassy operations? Ask Rome, Riga, Warsaw, or San Salvador—posts that test-drove the concept last year.

In San Salvador, the Council took on two areas of State/AID duplication: travel services and residential maintenance. "AID simply had a better performing travel agency," says Joe Schreiber, former admin



ICASS Working Group Meeting, October 1996.

counselor in San Salvador. The Council chose AID as the service provider; State's travel office closed.

Next, staff costs for painters, plumbers, and carpenters were analyzed. Costs at State and AID were the same, so agencies were allowed to choose. "Our GSO had little maneuvering room on cost," according to Schreiber, "so he set out to win customers on service: a better work order system; a new preventive maintenance program by the facilities officer." Every agency chose State.

Warsaw was a mission that had grown fast, doubling in size in recent years. "ICASS forced us to confront our problems head on, sooner and more seriously than if we had chosen our own timing," notes Doug Frank, former admin counselor at Embassy Warsaw. "Ultimately, that was good, although operationally, it was often a struggle." Early meetings were heated, sometimes contentious. But over time, agencies came to listen to one another, compromise, and accept solutions agreed upon by the majority. "I'm proud of what the

admin section was able to do," he added. "Agencies better understand what services go into supporting them, and how expensive that can be. In a sense, ICASS taught us all a lot."

### 'Out of the box' thinking

It is hard to predict exactly what changes will come about. The experience of the pilot posts tells us one thing: ICASS will only be successful if people think "out of the box," willing to shed established practice and attitudes. Often the first obstacle to present itself is a dense thicket of rules and regulations, quick to ensnare the best of intentions. What then?

Take Kansas City, says Barbara Hazelett, GSA's interagency coordinator for cooperative administrative support. "We used to have 12 mailrooms serving 12 agencies in one government building in Kansas City, each with its own procedures."

The local council undertook to merge them. But mail practices that made sense individually were chaos

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in the aggregate. Forced to reengineer, the mailroom devised a more efficient system. They braced for criticism for violations of procedure. They got customer kudos instead. "Don't let perceived obstacles stop you," says Hazelett. "The lesson in Kansas City was that most impediments were matters of practice, not matters of law."

### Beating the bureaucracy

Something unheard of has happened in Washington: an institutional reform jump-started at the top, but designed and driven largely by employees. No lengthy feasibility studies, no high-priced consultants. But the real test will be overseas: in capturing efficiencies, in improving services, in managing more closely to money.

As we go about our workaday tasks, we all should care that we run our

business well. In every decision, in every dollar, we are stewards of two resources not wholly our own: the people's money and the public trust.

ICASS may be just the mechanism to look beyond parochial interests in the wise stewardship of both.

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### ...dialogue...

"We are living in an era of government reform and an era of declining resources. The two are not unrelated; they lie at the heart of ICASS."

*Peter Hogan  
Foreign Agriculture Service*

"Most people on the Council are not admin specialists. They are cops, lawyers, soldiers, sailors, immigration specialists and promoters of trade. Team building is essential."

*Matt Burns  
Embassy Rome, ICASS Pilot*

"Seeing the Council concept in practice in El Salvador was useful. Micro-management didn't happen. Under this system, constraints on money become a team concern."

*Linda Watt, ARA/EX*

"The long history of forced marriage into FAAS has never worked out well. ICASS came along at a good time, with both State and AID willing to take another look at things. The Council was the mechanism. That's been the real payoff for us."

*Joe Schreiber  
Embassy San Salvador, ICASS Pilot*

"We're advocates but we're not Pollyannas. ICASS involves risks because it involves change. With local empowerment at its core, it's very vulnerable to apathy, lack of local mission support, and managers who cannot work as a team. And it certainly isn't a panacea for all our problems. But the incentives and tools are in your hands, and with your support, we may see some remarkable things happen."

*Dick Stephens, USIA  
Chairman, Interagency Working Group*

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Diplomatic Security honors "Security Professionals of the Year." Left to right: runner-up **Martin Donnelly**, co-winners **Peter Hargraves** and **Robert Franks** with assistant secretary **Eric Boswell**.

# Safety Scene

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*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/SAE, SA-6, Room L-300, Washington, D.C. 20522, or write to the editor. (Your privacy will be respected.) Department policy prohibits reprisal actions on employees who express concerns regarding unsafe or unhealthful working conditions.*



**Q.**

I recently heard that leaded crystalware, such as decanters, can be a significant source of lead since the lead in the crystal can get into the decanter's contents such as wine, brandy, etc. Is this considered a significant exposure risk?

**Asia**

**A.**

It certainly can be. In 1991 the U.S. Food and Drug Administration issued an advisory to the public recommending that food and beverages not be stored in leaded crystalware for extended periods of time. This was in response to high levels of lead found in samples of various beverages that had been stored in leaded crystalware. The samples included baby formula, apple juice (an acidic drink), port wine, white wine, whisky, and brandy. Acidic (low pH) substances such as those mentioned above, enhance the leaching of lead from the crystalware into the substance.

The longer the storage, the higher the levels of lead will be concentrated into the food substance. What you can do, as noted in the FDA product alert, is to not store food or beverages in leaded crystal glassware. If you are pregnant, do not consume beverages from crystal glassware because of the sensitivity of the fetus to lead. Do not feed infants or children from leaded crystal baby bottles or glassware. Certainly, questions regarding your concerns for lead as a health risk should be directed to your physician.

**Q.**

I'm thinking of selling my house and am worried that potential buyers may ask me what the radon levels are in various areas. Can I just indicate that radon is not a problem in this area. Isn't testing difficult, time-consuming, and expensive?

**Washington, D.C.**

**A.**

Radon is a radioactive gas that comes from the natural decay of uranium found in nearly all soils. It typically moves up through the ground to the air above and into your home through cracks and other holes in the foundation. Your home "traps" radon inside, where, if present in significant concentration, can possibly cause health effects after many years of exposure. The Environmental Protection Agency estimates that nearly 1 out of every 15 homes in the United States has elevated radon levels.

More and more, home buyers and renters are asking about radon levels before they buy or rent a home. Because real estate sales happen quickly, there is often little time to deal with radon. Radon testing is inexpensive and easy, and should only take a little of your time. There are many kinds of low-cost "do-it-yourself" radon test kits you can get through the mail and in hardware and other retail outlets. Make sure you buy a test kit that has passed the EPA's testing program or that is state-certified. These kits will usually display the phrase "meets EPA requirements." If you prefer, you can hire a trained contractor to do the testing for you. Make certain you hire an EPA-qualified or state-certified radon tester.



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**Q.**

I would like to put a space heater in the basement of my house, which is cold during the winter. My spouse wants to use a kerosene heater, but I have concerns. Do you have any information to help us?

Washington, D.C.

**A.**

According to the Consumer Product Safety Commission, there were an estimated 26,951 cases of injuries from heating stoves and space heaters in the United States last year. Most of those injuries happened to children—infants through age four. Although we discourage the use of space heaters, we understand that in some instances they may be the only source of heat available. If you must use a space heater, an electric radiator type is safer than many other models. Even then you must take precautions to prevent burns and electrocutions. Never use portable electric heaters in bathrooms or near other sources of water in the home.

If the electric supply is not dependable, and you decide to use a kerosene heater, be aware of the following suggestions to minimize the risk of fire and potential health effects from indoor air pollution. Read and follow manufacturers' operating and maintenance instruc-

tions. Use only water-clear 1K grade kerosene. Store kerosene in a separate container outside. Never mix kerosene with even the smallest amount of gasoline. Never refuel the heater inside. Separate the heater from anything that may catch fire, like curtains, furniture, and bedding, by at least 3 feet. Never leave heaters on when you leave the house or go to sleep. Reduce your exposure to indoor pollutants by properly operating and maintaining your portable kerosene heaters. Install a carbon monoxide detector; make sure you know how it works and what maintenance is required. Keep an outside window open approximately 1 inch to ensure adequate fresh air infiltration.

**Q.**

I read recently that PCBs are still used in some electrical equipment and fluorescent lights. I'm concerned about whether this might be a problem in my residence or in the chancery where I work.

Africa

**A.**

PCBs (polychlorinated biphenyls) are a type of chemical that were widely used in electrical equipment, such as transformers and fluorescent lighting ballasts, for their cooling properties. U.S. manufacture of PCBs was banned in 1978 due to concerns about accumulation in the environment and human health.

The Department has a program to replace PCB-containing transformers at posts, and most have already been changed. However, if you live in a large building, it's possible that the transformer contains PCBs, depending on your post. But even if there were a leak, this should not affect you since exposure is unlikely because their location is usually isolated.

Fluorescent ballasts may contain very small amounts of PCB if they are purchased locally or their U.S. manufacturing date is prior to 1979. Occasionally, a ballast may leak due to failure. If this happens, avoid the liquid and call the GSO shop for cleanup.

Probably the greatest risk occurs if a fire directly destroys (burns) a large number of fluorescent fixtures, such as in a building fire. It has been shown that extensive contamination of interior surfaces can occur because PCBs, as well as other more toxic chemicals, are released because of the heat. In this case, we would have to conduct tests to ensure the area is safe before cleanup could begin.

# Civil Service Personnel

## Promotions (October)

### GS-5

**Boburg, Beth L.**, Democracy, Human Rights and Labor  
**Britt, Shonita Lanay**, Consular Affairs

### GS-6

**Gray, Darryl Romont**, Consular Affairs  
**Ho, Wing S.**, Houston Passport Agency  
**Williams, Gail Elizabeth**, Office of the Chief Financial Officer

### GS-7

**Coates, Stephanie L.**, Executive Office  
**Frazier, Helen A.**, Office of the Chief Financial Officer  
**Galvin, Janis L.**, Boston Passport Agency  
**Gans, Jean M.**, Office of the Secretary  
**Harvey, Keisha Lynette**, Population, Refugees, and Migration  
**Hayes, Linda C.**, Office of the Secretary  
**Holleran, Francis J.**, Office of the Legal Adviser  
**Joyner, Carmella**, Language Services  
**Lundy, David A.**, Office of the Chief Financial Officer  
**Parris, Lisa G.**, African Affairs  
**Willis, Tanika**, Office of the Secretary

### GS-8

**Cox, Catherine Diane**, Near Eastern Affairs  
**Leavelle, Glenda R.**, Office of the Secretary

### GS-9

**Cunningham, Patrice M.**, Inter-American Affairs  
**De Rosales, Jesse R.**, Seattle Passport Agency  
**Flynn, Keith F.**, Language Services  
**Goldman, David I.**, Public Affairs  
**Green, Judy Marie**, Consular Affairs  
**Moorefield, Sharon L.**, Office of the Inspector General  
**Peters, Tammy Suzanne**, Office of the Secretary  
**Pope, Loretta A.**, Ocean Bureau  
**Tutman, Mary E.**, Office of the Inspector General  
**Wimmer, Margery L.**, Office of the Inspector General

### GS-10

**Ellis, Joe W.**, Office of Information Management

### GS-11

**Barela, Alfredo D.**, Inter-American Affairs  
**Beck, Donald G.**, Consular Affairs  
**Coonley, Nancy R.**, Office of the Inspector General  
**Cruz, Eric W.**, Inter-American Affairs  
**McNeilly, Sandra J.**, Office of Under Secretary for Political Affairs  
**Sullivan, Shawn Francis**, Inter-American Affairs  
**Yarkin, Nyetta June**, Office of Information Management

### GS-12

**Brooks, Josephine C.**, Public Affairs  
**Elder, Christopher R.**, Political-Military Affairs  
**Jones, Jennyfer**, Political-Military Affairs  
**Lee, Cheryl T.**, Office of Information Management  
**Stewart, Linda G.**, Economic and Business Affairs  
**Tufo, Sara Jane**, National Passport Center  
**Washington, Vanessa D.**, Consular Affairs

### GS-13

**Hourigan, Brendan P.**, Office of the Chief Financial Officer  
**Howery-Ford, Virginia**, Foreign Buildings Office  
**Kronz, Susan L.**, Foreign Buildings Office  
**Lynch, Chauncey R.**, Office of the Chief Financial Officer

### GS-14

**Burton, William F.**, Diplomatic Security  
**Lum, Linda Li Ching**, International Organization Affairs  
**Wilson, Floyd L.**, Office of Information Management

### WL-7

**Hawkins, Charles H.**, Office of Operations

## Appointments (October)

**Agosto, Casildo**, Office of Operations  
**Bui, Lan-Anh My**, Office of Information Management  
**Champion, Tracy H.**, Consular Affairs  
**Dawson, Deborah**, Office of the Secretary  
**Livingston, Denise Rene**, Consular Affairs  
**Loar, Theresa A.**, Office of the Under

Secretary for Global Affairs  
**Longmyer, Kenneth**, European Affairs  
**Murrell, Maurice A.**, Consular Affairs

## Reassignments (October)

**Caulfield, Nancy Aker**, Inter-American Affairs to Administration  
**Dowell, Diana K.**, Office of Information Management to Office of the Inspector General  
**Dyson, Arlene A.**, Foreign Service Institute to Population, Refugees, and Migration  
**Johnson, Gennie L.**, National Passport Center Portsmouth to Office of Allowances  
**King, Nickie D.**, Executive Secretariat to Foreign Buildings Office  
**Lawrence, Koren A.**, Pre-Assignment Training to Office of Information Management  
**Sheppard, Suzanne M.**, Operations Center to European Affairs  
**Whiteside, Ruth Ann**, Bureau of Personnel to Foreign Service Institute

## Resignations (October)

**Armentrout, Jean W.**, European Affairs  
**Ata, Jorge Gamal**, Foreign Service Institute  
**Babus, Sylvia Woodby**, Foreign Service Institute  
**Baker, Mary A.**, Miami Passport Agency  
**Batt, Amanda J.**, Public Affairs  
**Best, Marcus R.**, Medical Services  
**Biddix, Angela**, European Affairs  
**Blinken, Antony John**, Public Affairs  
**Bouknight, Kimberly**, Consular Affairs  
**Brody, Alex L.**, Office of the Under Secretary for Management  
**Butler, Marcellus J.**, Office of the Chief Financial Officer  
**Cantu, Lisa**, Foreign Service Institute  
**Carter-Taylor, Cornella**, Office of the Under Secretary for Political Affairs  
**Casto, Rebecca**, Bureau of Personnel  
**Choffel, Julie H.**, Consular Affairs  
**Chung, Hwa Young**, Foreign Service Institute  
**Clark, John Tyler**, Executive Office  
**Coffey, Erika R.**, Foreign Service Institute  
**Cole, Jennifer M.**, Bureau of Personnel  
**Crowder, William Q.**, Bureau of Personnel  
**Demehry, Orang**, Office of the Chief Financial Officer  
**Dixon, Marc I.**, Consular Affairs  
**Driscoll, Megan E.**, Political-Military Affairs  
**Edwards, Joncie P.**, Foreign Buildings Office

Erazo-Beauchamp, Joaquin, Office of the Chief Financial Officer  
 Fuchs, Eric W., Foreign Buildings Office  
 Geller, Adam, Office of the Under Secretary for Management  
 Hall, Natasha S., Language Services  
 Hannah, John P., Office of the Secretary  
 Harper, Conrad K., Office of the Legal Adviser  
 Harrison, Janelle M., Bureau of Personnel  
 Harvey, Kayanda S., Bureau of Personnel  
 Heiligh, Jeannette A., Bureau of Personnel  
 Heller, James R., Political-Military Affairs  
 Heneghan, Melissa A., Seattle Passport Agency  
 Hoffman, Michelle E., Office of the Inspector General  
 Hogan, Idora E., New Orleans Passport Agency  
 Howard, Rodney O., Bureau of Personnel  
 Ingalls, Christopher M., Office of the Chief Financial Officer  
 Johnson, Karon Lenae, Foreign Buildings Office  
 Johnson, Marquitta D., Office of the Legal Adviser  
 Johnson, Romonte E., Bureau of Personnel  
 Jones, Camaro C., Bureau of Personnel  
 Jones, Dayna S., Office of the Under Secretary for Global Affairs  
 Jones, Laminka A., European Affairs  
 Khadair, Nihad, Office of the Under Secretary for Management  
 Kim, June M., Executive Secretariat  
 Lalley, Melissa A., Language Services  
 Long, Darryl L., International Narcotics and Law Enforcement Affairs  
 Malkin, Jennifer Hope, Foreign Buildings Office  
 Malvaso, Matthew P., Political-Military Affairs  
 Martin, Thomas B., Public Affairs  
 Mays Jr., Charles B., Foreign Buildings Office  
 McGlohone, Lori Ann, Consular Affairs  
 McShea, Melissa F., Administration  
 Miller, Michele, Office of the Inspector General  
 Needelman, Kirsi, Foreign Service Institute  
 Newcomb, Diane G., San Francisco Passport Agency  
 Oliver, Marc J., Washington Passport Agency  
 Olson, Tatana M., International Organization Affairs  
 Premo, Bianca C., Consular Affairs  
 Raymond, Ashlea, Office of Deputy Assistant Secretary for Operations  
 Renaud, Monica L., Office of the Inspector General  
 Rice, Curtis J., San Francisco Passport Agency  
 Sameshima, Kathy Kisako, Los Angeles Passport Agency

Saunders, Shelly J., Office of the Legal Adviser  
 Schorr, Roberta Daru, Legislative Affairs  
 Schultzeis, Nathan, Inter-American Affairs  
 Smith, Ebony, Bureau of Personnel  
 Smith, Lakeesha O., Office of the Inspector General  
 Stang, Norma Ree, Los Angeles Passport Agency  
 Streets, Theodore M., Foreign Buildings Office  
 Strongosky, Christopher M., San Francisco Passport Agency  
 Sundra, Megan, Bureau of Personnel  
 Thompson, Scott, Policy Planning Council  
 Tio-Messina, Alicia J., Foreign Buildings Office  
 Torres, Russell, Bureau of Personnel  
 Tracy, Keir, Administration  
 Tunstall, Pamela R., Bureau of Personnel  
 Wade, Denise O., East Asian and Pacific Affairs  
 White, Mable L., Houston Passport Agency

### Retirements (October)

Colson, David Allen, Oceans Bureau  
 Fitch, Michael T.N., Economic and Business Affairs  
 McFadyen, Rodney Clifford, Bureau of Personnel  
 Miller, Cindy R., Diplomatic Security  
 Rosner, Norman M., International Narcotics and Law Enforcement Affairs  
 Simpson, John H., New York Passport Agency  
 Williams, Ronald M., Bureau of Personnel

### Promotions (November)

GG-8  
 Smith, Sara P., Bonn  
 GS-4  
 Hunter, Phyllis G., Seattle Passport Agency  
 GS-5  
 London, Kiwanda Y., Consular Affairs  
 Metts Jr., Nathaniel L., Office of Information Management  
 Newsome, Bobi Renne, Bureau of Personnel  
 Phuong, Thanh M., Seattle Passport Agency  
 GS-6  
 Anderson, Connie E., Administration, Building Management

Arnette, Valerie R., Boston Passport Agency  
 Seward, Tracy Delores, Inter-American Affairs

### GS-7

Barber, Lynette I., Office of the Chief Financial Officer  
 Brown, Verlene, African Affairs  
 McKee, Myrna A., Office of Information Management  
 Nkansah, Joyce D., Chicago Passport Agency  
 Palermo, Anthony M., Chicago Passport Agency  
 Parton, Min Jin, African Affairs  
 Skrobisz, Margott L., Office of the Chief Financial Officer  
 Spalding, Paul M., Houston Passport Agency  
 Thompson, Paige Ford, International Organization Affairs

### GS-8

Brawner, Barbara D., Consular Affairs  
 Lee, Michael T., Executive Secretariat  
 Summers, Kurtonia R., Office of Information Management

### GS-9

Garrett, Berneta J., Political-Military Affairs  
 Hetland, Arline R., European Affairs  
 Jackson, Rhonda M., Intelligence and Research  
 Roots, Linda, Economic and Business Affairs  
 Russell, Emma L., Administration  
 Shealey, Alvin R., Consular Affairs  
 Vincent, Zulal, Administration  
 Woody, Kevin R., Office of the Inspector General

### GS-10

King, Jennifer Z., Office of Information Management  
 Moeller, Patricia A., Office of Under Secretary for Political Affairs

### GS-11

Carrico, Randy C., Office of the Chief Financial Officer  
 Griffin, Shawn R., Language Services  
 Heald, Lisa W., International Narcotics and Law Enforcement Affairs  
 Lane, Janice B., Office of the Chief Financial Officer  
 Martin, Barbara H., Administration, Building Management  
 McFadden, Barbara Jo, Office of Information Management

# Civil Service Personnel

**Park, Jung-Hee, H.**, Office of the Inspector General  
**Willis, Rosalind Denise**, Office of Inspector General

## GS-12

**Beatty, Michael David**, Consular Affairs  
**Curry, Michael R.**, Political-Military Affairs  
**Drennan, Cohn R.**, Foreign Buildings Office  
**Fritch, Kenneth W.**, Office of the Chief Financial Officer  
**Green, Gloria**, Los Angeles Passport Agency  
**Hemler, Virginia M.**, Bureau of Personnel  
**Lindquist, Robert A.**, Foreign Buildings Office  
**Otadoy, Roland Z.**, Office of the Chief Financial Officer  
**Paninski, Manuela Monika**, Administration  
**Sikes, Suzanne E.**, Administration, Building Services  
**Tyler, Valorie P.**, Foreign Service Institute

## GS-13

**Bohanon, Donna M.**, Office of the Chief Financial Officer  
**Kincaid, Karen A.**, Office of the Chief Financial Officer  
**Kux, Brian D.**, Intelligence and Research  
**Neves, Marie-Celine**, Office of the Secretary  
**Taylor, Reaver L.**, Administration  
**Vallorice, John J.**, Language Services  
**Walton, Annette G.**, Office of Information Management  
**Williams, Cheryl E.**, Office of the Chief Financial Officer

## GS-14

**Bobotek, Susan T.**, Seattle Passport Agency  
**Caemmerer, John**, Language Services

## GS-15

**Hegarty, Patrick H.**, Consular Affairs  
**Wit, Joel S.**, East Asian and Pacific Affairs

## Appointments (November)

**Alexander, Mildred L.**, Consular Affairs  
**Boynnton, Michael R.**, International Organization Affairs  
**Bush, Christopher**, Bureau of Public Affairs  
**Chollet, Derek**, Bureau of Public Affairs  
**Echeverria, Cynthia**, Bureau of Public Affairs  
**Gaither, Kendra**, Legislative Affairs  
**Glucksman, Tobias H.**, East Asian and Pacific Affairs  
**Hicks Sr., John E.**, Asmara

**McDaniel, Ernestine**, Office of the Chief Financial Officer  
**McGuire-Minar, Kara**, International Organization Affairs  
**Pekel, Kent Stephen**, Office of the Secretary  
**Pickart, George A.**, Near Eastern Affairs  
**Siff, Jodi Lynn**, Office of the Legal Adviser  
**Small, David H.**, Office of the Legal Adviser  
**Yang, David**, Bureau of Public Affairs

## Reassignments (November)

**Cohn, Rivca S.**, Inter-American Affairs to European Affairs  
**Coleman, Alisa**, Intelligence and Research to Inter-American Affairs  
**Cooper, Muriel M.**, Intelligence and Research to African Affairs  
**Gabriel, Deborah J.**, European Affairs to International Organization Affairs  
**Hopes, Carolyn Sue**, Bureau of Personnel to African Affairs  
**McReynolds, Sherrie**, International Organization Affairs to European Affairs  
**Ortiz, Sharon F.**, European Affairs to Administration  
**Scotti, Jennifer B.**, Intelligence and Research to Population, Refugees, and Migration

## Resignations (November)

**Anderson, Beverley L.**, Executive Secretariat  
**Best, Cynthia A.**, Office of the Inspector General  
**Blank, Daniel P.**, Office of the Legal Adviser  
**Brown, Mary Ella**, Office of the Under Secretary for Management  
**Burslie, Melissa Sue**, Near Eastern Affairs  
**Bushelle, Marc T.**, African Affairs  
**Carey, Brenda E.**, Miami Passport Agency  
**Carter, Kem C.**, Consular Affairs  
**Casto, Sean M.**, Foreign Buildings Office  
**Chase, Tonya Lashan**, Office of the Chief Financial Officer  
**Childs-Johnson, Erica J.**, Foreign Buildings Office  
**Chowdhury, Floura Y.**, Bureau of Personnel  
**Cintron, Christian**, Foreign Buildings Office  
**Clark, Elizabeth A.**, Bureau of Personnel  
**Connor, Nicole T.**, Office of the Chief Financial Officer  
**Crudup, Erica**, European Affairs  
**Dearing, Shana J.**, Washington Passport Agency  
**Estes, Lisa**, Bureau of Personnel  
**Fox, Monique N.**, Office of the Chief Financial Officer  
**Frye, Monique T.**, Washington Passport Agency

**Gee, Cynthia S.**, Washington Passport Agency  
**Goggins, Ann**, Office of the Under Secretary for Management  
**Hack, Vernetta M.**, Office of Information Management  
**Hall, Crystal**, European Affairs  
**Hamilton, Kathryn J.**, Washington Passport Agency  
**Hathaway, Oona**, Office of the Legal Adviser  
**Hayden Jr., Michael V.**, Office of the Secretary  
**Ho, Wing S.**, Houston Passport Agency  
**Jackson, Juneko C.**, Foreign Buildings Office  
**Jackson, Lantra**, Bureau of Personnel  
**Jackson, Rochelle E.**, Diplomatic Security  
**Jackson, Stephanie L.**, Office of Information Management  
**Jones, Laminka**, Foreign Buildings Office  
**Kanney, Valerie**, Foreign Buildings Office  
**Kaplan, Eloise Dee**, Legislative Affairs  
**Kaufman, Stephen E.**, Bureau of Public Affairs  
**Lazinos, Bethlehem E.**, Los Angeles Passport Agency  
**Lenihan, Michelle**, Office of the Under Secretary for Management  
**Levine, Ruth F.**, San Francisco Passport Agency  
**Liptak, Agnes Koriako**, Consular Affairs  
**Litwinski, John**, Office of the Chief Financial Officer  
**Loper, Tamara R.**, Near Eastern Affairs  
**Lucas, Gregory**, Administration  
**Luu, Vinh D.**, Office of Allowances  
**Mancini, Teresa M.**, Office of the Chief Financial Officer  
**Mandel, Jennifer A.**, Office of the Secretary  
**Mansell, Marinn**, Language Services  
**Massey, David B.**, Office of the Legal Adviser  
**Mayberry, Wendy**, Bureau of Personnel  
**Mayo, Gerrod A.**, Foreign Buildings Office  
**McCullar, Alisa A.**, Bureau of Personnel  
**McDonald, Roy K.**, Office of the Chief Financial Officer  
**McGeary, Catherine**, African Affairs  
**McMahon, Margaret E.**, Office of the Legal Adviser  
**Meisner, Marc Robert**, Political-Military Affairs  
**Mulkey, Renetta L.**, Office of the Secretary  
**Ning, Joanna**, Bureau of Personnel  
**Odum, Bahia Z.**, Office of the Inspector General  
**Olesen, Wendy Ann**, Inter-American Affairs  
**Paoella, Mark J.**, Office of the Inspector General  
**Pearson, Kymani**, African Affairs  
**Peterson, Lakishia T.**, Foreign Buildings Office  
**Polityka, Catherine A.**, Foreign Buildings Office

Prather, Jacqueline, Bureau of Personnel  
 Price, Marshay A., Office of the Legal  
 Adviser  
 Rand, Alan Jeremy, Foreign Buildings Office  
 Reeder, Naeemah K., Foreign Buildings  
 Office  
 Reid, John, African Affairs  
 Rickard, Stephen A., Near Eastern Affairs  
 Robb, Kristina C., Office of the Under  
 Secretary for Management  
 Robinson, K. Monique, Administration  
 Robinson, Keith, Bureau of Personnel  
 Roh, Audrey, Bureau of Personnel  
 Rubin, James P., International Organization  
 Affairs  
 Shelton, Cole C., Diplomatic Security  
 Simmons, Amanda, Office of Allowances  
 Sligh, Amelia C., Administration  
 Smith, Hillary Ann, Office of the Chief  
 Financial Officer  
 Torrence, Torre, Bureau of Personnel  
 Tracy, Miles C., Executive Secretariat  
 Tsagos, Phillip A., Foreign Buildings Office  
 Williams, Lynette E., International Narcotics  
 and Law Enforcement  
 Wilson, Danny M., Foreign Buildings Office  
 Wilson, Kathleen A., Office of the Legal  
 Adviser  
 Wilson, William C., Washington Passport  
 Agency  
 Withers, Samara K., East Asian and Pacific  
 Affairs  
 Wongkongkatap, Cattleya, Inter-American  
 Affairs  
 Zumwinkle, Michael P., Population,  
 Refugees, and Migration



*Inspector General Jacqueline Williams-Bridgers addresses employees in her bureau at a kickoff breakfast for the Combined Federal Campaign.*

## Retirements (November)

Drucker, Janet A., Administration  
 Johnson Jr., Charles E., Diplomatic Security  
 Moose, Richard M., Office of the Under  
 Secretary for Management  
 Ryan Jr., Thomas F., Foreign Buildings Office  
 Shepherd, Hezekiah H., Office of Informa-  
 tion Management  
 Suchinsky, Allan E., Political-Military Affairs

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 ployee? Someone with innovative  
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 (703) 516-1669.



*CONSULAR AFFAIRS—Assistant Secretary Mary Ryan presents Passport Services' managing director Larry Emery with a Superior Honor Award for his management of the passport agencies and his role in development of new passport technologies.*

# Foreign Service Personnel

## Appointments (October)

Anderson, Susan R., East Asian and Pacific Affairs  
Clatanoff Jr., William B., Tokyo  
Gaseor, Kathleen M., Bureau of Personnel  
Hawks Jr., William H., Beijing  
Huff, Mark W., East Asian and Pacific Affairs  
Krage, Fred W., Moscow  
Laskaris, Alexander Mark, African Affairs  
McFadden, Wilma Dene, African Affairs  
Pascoe, B. Lynn, East Asian and Pacific Affairs  
Ramsey, Thomas Metzger, Guangzhou  
Romano, Daniel Frank, East Asian and Pacific Affairs  
Ruby, Barry L., Office of Information Management  
Seligsohn, Deborah J., Guangzhou  
Sullivan, Stephanie E., Bureau of Personnel  
Wong, Shirley Y., East Asian and Pacific Affairs

## Transfers (October)

Aber, Richard J., Geneva to London  
Adams, David, Caracas to Conakry  
Adams, Martin Phillip, European Affairs to Foreign Service Institute  
Adams, Mary Lou, Ouagadougou to Warsaw  
Adler, Michael, Operations Center to Paris  
Ahmed, Aziz, Khartoum to Beijing  
Alcantara, Ruben R., Yerevan to Foreign Service Institute  
Allegrone, Kathleen Hatch, Paris to Near Eastern Affairs  
Alter, Bernard, Hong Kong to Islamabad  
Aman, Aspen L., Operations Center to Tunis  
Anderson, Leon L., Addis Ababa to Riyadh  
Andre II, John H., Bangkok to East Asian and Pacific Affairs  
Andrews, Peter P., Dakar to African Affairs  
Ang, Melvin T., Beirut to Taipei  
Appleton, Richard H., African Affairs to Consular Affairs  
Archard, Douglas B., Ashgabat to Karachi  
Arndt, John R., Consular Affairs to Foreign Service Institute  
Aroian, Lois A., Foreign Service Institute to Nouakchott  
Ashby, Alvornia, Moscow to Bureau of Personnel  
Ashby, Paul S., Bureau of Personnel to Office of the Under Secretary for Management  
Austin, Kathleen T., Administration to Office of the Under Secretary for Management  
Baas, Marc Allen, Department of Defense to African Affairs  
Babetski, Frank J., European Affairs to Budapest

Bacigalupo, James Patrick, Diplomatic Security to Prague  
Bagley, Gary G., Foreign Service Institute to Kiev  
Bahl, Brent G., European Affairs to Seoul  
Baldwin, Larry Y., Phnom Penh to East Asian and Pacific Affairs  
Ball, Perry Edwin, Foreign Service Institute to Caracas  
Baloun, David B., Helsinki to Office of Information Management  
Baltimore III, Richard L., Foreign Service Institute to San Jose  
Barbessi, Bartholomew L., European Affairs to Brussels  
Barcas, John A., Frankfurt to Berlin  
Barela, Michael J., Diplomatic Security to Helsinki  
Barger Jr., John H., Jerusalem to Democracy, Human Rights and Labor  
Barlerin, Peter H., Inter-American Affairs to Antananarivo  
Barnard, Thomas A., Port-of-Spain to Diplomatic Security  
Barnes, Shirley Elizabeth, Foreign Service Institute to European Affairs  
Barnhart, Jack Lee, Port-au-Prince to Lome  
Bartlett, William M., Foreign Service Institute to Democracy, Human Rights and Labor  
Battle, Vincent M., Bureau of Personnel to Cairo  
Bauman, Reid S., The Hague to Geneva  
Beck, Maria Del Rosario, Paramaribo to Panama  
Becroft, Robert Stephen, Damascus to Riyadh  
Beerman, Joseph R., Vienna to European Affairs  
Bell, Tony R., Diplomatic Security to Moscow  
Bellis, William D., European Affairs to Bureau of Personnel  
Bender, Michael Clayton, Diplomatic Security to Algiers  
Bender, Roy Joseph, Office of Information Management to Bangkok  
Benedict, Gloria K., African Affairs to Conakry  
Benedict, Robert, Islamabad to Frankfurt  
Benjaminson, Eric David, Economic and Business Affairs to Stockholm  
Bennett, Brian J., Office of Information Management to Frankfurt  
Bernstein, Betty A., Warsaw to Bern  
Betts, Timothy A., Tokyo to Ankara  
Beyrle, John Ross, Foreign Service Institute to Prague  
Birdsall, Paul D., Nassau to Abidjan  
Bishop, Robyn M., Foreign Service Institute to Bureau of Personnel  
Blackburn Jr., Robert Q., Lisbon to Diplomatic Security  
Blaine III, William M., Rabat to Manama

Blood, Brian J., Economic and Business Affairs to Mexico City  
Bocskor, David P., Lisbon to Bureau of Personnel  
Bodine, Anne Christy, Foreign Service Institute to Tunis  
Boggs Jr., Robert K., Calcutta to Foreign Service Institute  
Bolling, Alexander P., African Affairs to Tunis  
Bond, Clifford George, Foreign Service Institute to Moscow  
Bonkowsky, Elizabeth L., Belgrade to Vienna  
Boorstein, Michael A., Beijing to Office of the Under Secretary for Management  
Bowen IV, John W., Inter-American Affairs to Foreign Service Institute  
Bowen, Daniel M., Almaty to European Affairs  
Boyd, Paul Lawrence, European Affairs to Intelligence and Research  
Brackins, David A., Diplomatic Security to Panama  
Bradley, Stephen Craig, Near Eastern Affairs to Islamabad  
Brandeis, Charles D., Santo Domingo to Diplomatic Security  
Brandeis, Katherine L., Santo Domingo to Consular Affairs  
Brayshaw, Lester M., Milan to Mexico City  
Brazeal, Aurelia E., International Narcotics and Law Enforcement Affairs to Tegucigalpa  
Brennan, John Brien, International Narcotics and Law Enforcement Affairs to Foreign Service Institute  
Brennan, Martin G., African Affairs to Addis Ababa  
Britt, Stephanie L., Near Eastern Affairs to Dubai  
Brogden, Pamela D., Paris to Career Mobility Program  
Broner, David H., Panama to Bureau of Personnel  
Brown, Kevin, Mexico City to Rangoon  
Brown, Michael K., Diplomatic Security to Sao Paulo  
Brown, Rickey Kay, Office of Information Management to Geneva  
Browne III, Joseph, Zagreb to Diplomatic Security  
Browning, Steven Alan, Dar-es-Salaam to African Affairs  
Bruno, James Louis, Population, Refugees, and Migration to Foreign Service Institute  
Brzozowski, Clifford E., Beijing to Frankfurt  
Buchholz, Frank Dietrich, Department of Labor to East Asian and Pacific Affairs  
Buckler, Steven Robert, Office of the Under Secretary for Management to Brasilia  
Buczacki, Jeffrey J., Foreign Service Institute to Athens  
Buehrer, Wayne A., Bangkok to Riyadh  
Bumbrey, Sallybeth M., Islamabad to Riyadh

- Burchfield Sr., Timothy W.**, International Narcotics and Law Enforcement Affairs to Athens
- Burgess, Christopher T.**, New Delhi to Near Eastern Affairs
- Burnett, David Raymon**, Paris to Brussels
- Burnworth, Richard L.**, Rangoon to Bogota
- Burrows, Mathew J.**, Brussels to European Affairs
- Burton, Gregory S.**, Foreign Service Institute to Belgrade
- Butler, Lawrence E.**, Belgrade to Dublin
- Cairns, Thomas E.**, Dakar to Paris
- Callaway, James R.**, Tel Aviv to Diplomatic Security
- Campbell, John**, Pretoria to Executive Secretariat
- Carlino, John R.**, Cebu to Ankara
- Carter, Landon C.**, Bangkok to Brussels
- Casebeer, Cheryl A.**, African Affairs to Economic and Business Affairs
- Cefkin, Judith Beth**, Paris to European Affairs
- Chang, Michael Barry**, Guangzhou to Consular Affairs
- Charbonnet, Laurent D.**, Hong Kong to Political-Military Affairs
- Chase, Peter H.**, Brussels to Under Secretary for Economic, Business and Agricultural Affairs
- Chavera, Raul E.**, Manama to Inter-American Affairs
- Christensen, Karen Lise**, Foreign Service Institute to Seoul
- Christenson, Richard A.**, East Asian and Pacific Affairs to Seoul
- Christopher, William W.**, Guatemala to Population, Refugees, and Migration
- Christy, Gene Burl**, Port-au-Prince to Foreign Service Institute
- Chritton, Andrew Gilman**, Foreign Service Institute to Lusaka
- Churchill, Paul G.**, Foreign Service Institute to London
- Cintron, Jorge**, Office of the Under Secretary for Management to Managua
- Clare, Gwen C.**, San Salvador to Foreign Service Institute
- Clarke, Robert John**, Nato, Brussels to East Asian and Pacific Affairs
- Clarkson, John Christopher**, Foreign Service Institute to Tashkent
- Claus, Robert E.**, Kampala to Office of Information Management
- Cleveland, Donald R.**, Port-of-Spain to Manila
- Coates, Joyce E.**, Pretoria to Manama
- Cohen, Harlan K.**, Geneva to Oceans Bureau
- Colantonio, Andrew J.**, La Paz to Paris
- Cole, Orville L.**, Bonn to Inter-American Affairs
- Coleman, Betty J.**, Beijing to New Delhi
- Coleman, Donald Barry**, Manila to East Asian and Pacific Affairs
- Coley, Thedoshia P.**, Niamey to African Affairs
- Coll, Geoffrey H.**, Bombay to Paris
- Collins, Jeanine Marlen**, Nato, Brussels to Moscow
- Colon, Jane Marie**, Diplomatic Security to Mexico City
- Comras, Victor D.**, International Narcotics and Law Enforcement Affairs to Diplomatic-in-Residence
- Conner, Lisa Gail**, Tegucigalpa to Population, Refugees, and Migration
- Connuck, Bruce E.**, Kiev to European Affairs
- Converti, Paul Arthur**, Seoul to Office of Information Management
- Cook, John K.**, Office of Information Management to Beijing
- Cook, Matthew S.**, Brussels to Ouagadougou
- Coontz, Steven R.**, Ankara to Diplomatic Security
- Cooper, Nancy J.**, European Affairs to Foreign Service Institute
- Corbett, Michael Timothy**, Havana to Foreign Service Institute
- Corneille Jr., Emile**, Foreign Buildings-Israel to Office of Information Management
- Countryman Jr., Harold S.**, Bucharest to Phnom Penh
- Courtney, Caryl M.**, Islamabad to Manila
- Crawford, Randy G.**, Diplomatic Security to Algiers
- Cretz, Gene A.**, International Organization Affairs to Foreign Service Institute
- Cross, Thomas**, Brasilia to Bangkok
- Crow, John Michael**, Bogota to Lima
- Crumpton, Sandra A.**, European Affairs to Administration
- Culpepper, Frances R.**, Near Eastern Affairs to Foreign Service Institute
- Cunningham, James B.**, Foreign Service Institute to Rome
- Currie, Joyce Edith**, Dhaka to Near Eastern Affairs
- Curtin, Mary T.**, Democracy, Human Rights and Labor to Near Eastern Affairs
- Cushman, Dan M.**, Office of Acquisitions to Istanbul
- Cynkin, Thomas Michael**, Tokyo to International Organization Affairs
- Cyr, Ann I.**, Brussels to Kuala Lumpur
- Daley, Thomas William**, Canberra to Career Mobility Program
- Daniels, Cherrie S.**, Toronto to Zagreb
- Daughton, Thomas F.**, East Asian and Pacific Affairs to Foreign Service Institute
- David, Floraida C.**, Bureau of Personnel to Office of the Secretary
- Davis, James G.**, Lisbon to Inter-American Affairs
- Davnie III, William E.**, Foreign Service Institute to Dushanbe
- De Las Heras, Guillermo**, Copenhagen to Stockholm
- De Michele, Frank**, Tegucigalpa to Accra
- De Pirro, Velia Maria**, Rome to Inter-American Affairs
- Debell, Georgia J.**, Kuwait to Bureau of Personnel
- Debruyne, Arie T.**, Bangkok to East Asian and Pacific Affairs
- Debruyne, Sherrie L.**, Bangkok to East Asian and Pacific Affairs
- Deddens, Mark A.**, Diplomatic Security to Lima
- Degraffenried, Leslie**, Krakow to Panama
- Delahanty, Dorothy A.**, Tashkent to Kiev
- Delawie, Gregory Torrence**, Foreign Service Institute to Rome
- Delawie, Vonda Kimble**, Operations Center to Rome
- Dell, Christopher William**, European Affairs to Foreign Service Institute
- Dennison, Carol A.**, East Asian and Pacific Affairs to Office of the Secretary
- Dibble, Philo L.**, Milan to Office of Under Secretary for Economic, Business and Agricultural Affairs
- Dicarlo, John S.**, Colombo to Beirut
- Dickey, Angela R.**, Foreign Service Institute to Tunis
- Dillon Jr., Raymond W.**, Intelligence and Research to Foreign Service Institute
- Dipaolo, Donna Marie**, Foreign Service Institute to Inter-American Affairs
- Dobson, Douglas Stewart**, Office of the Secretary to Brasilia
- Donnelly, Michelle R.**, Buenos Aires to Lilongwe
- Donovan Jr., Joseph R.**, Beijing to Yokohama
- Dorsey, Carol Lynn**, Prague to Lima
- Douma, Joan K.**, Ottawa to Singapore
- Downes, Robert R.**, Office of the Legal Adviser to Berlin
- Dry, Robert W.**, Near Eastern Affairs to Economic and Business Affairs
- Dudley, James Lawrence**, Santiago to Economic and Business Affairs
- Duffy, Kim M.**, Tokyo to International Organization Affairs
- Dunham, Sharon Pamela**, Rome to Political-Military Affairs
- Dupuis, Kelley**, Office of Information Management to Bonn
- Earl, Mary Eileen**, Operations Center to European Affairs
- Eason, Richard Mansfield**, Muscat to Tunis
- Ecola, Liisa Marie**, Taipei to East Asian and Pacific Affairs
- Edelman, Eric S.**, Prague to Office of the Deputy Secretary of State
- Egger, Philip Hughes**, Foreign Service Institute to Consular Affairs
- El Khatib, Cecelia K.**, Moscow to Seoul
- Ellsworth, Matt Allen**, Foreign Service Institute to International Organization Affairs
- Enav, Cari Robin**, Tel Aviv to Foreign Service Institute

# Foreign Service Personnel

- Engle, Thomas Scott, Islamabad to Singapore  
Ereshesfsky, Marilyn Carole, Foreign Service Institute to European Affairs  
Escobar, Gabriel, Moscow to Buenos Aires  
Escobedo, George L., London to Diplomatic Security  
Espie, Alberta Jackson, Islamabad to Seoul  
Essington Sr., Robert R., Pretoria to Foreign Buildings Office  
Estrada, Oscar R., Caracas to Foreign Service Institute  
Eustace Jr., John Martin, Canberra to Dar es Salaam  
Eustis, Wallace James, Abidjan to Manila  
Everhart, Christine E., Nairobi to Career Mobility Program  
Ewing, Elizabeth A., African Affairs to Nairobi  
Fancher, Nelia A., Political-Military Affairs to Sofia  
Fane, Daria M., Foreign Service Institute to European Affairs  
Faux-Gable, Laura P., Economic and Business Affairs to Foreign Service Institute  
Featherstone, Alexander A., Inter-American Affairs to Brasilia  
Featherstone, Robert J., Lagos to Office of the Inspector General  
Fedak, Janice J., European Affairs to Bonn  
Fendrick, Reed J., Bureau of Personnel to Pretoria  
Fergin, Gregory G., Moscow to Jakarta  
Fergin, Judith Ryan, Moscow to European Affairs  
Ferguson, Thomas C., Foreign Service Institute to Manila  
Fiffick, Paul E., Intelligence and Research to Diplomatic Security  
Fishbein, Jonathan Lyman, Intelligence and Research to Tunis  
Fite, Nina M., Inter-American Affairs to Foreign Buildings Office  
Flaherty, Michael Bart, Seoul to East Asian and Pacific Affairs  
Flaherty, Sue Anne, Seoul to Consular Affairs  
Fleck, Mary Janice, East Asian and Pacific Affairs to Kuala Lumpur  
Flora, Brian M., Bern to Bonn  
Flowers, Clifton W., London to Diplomatic Security  
Flowers, George A., Economic and Business Affairs to Intelligence and Research  
Foarde III, John J., East Asian and Pacific Affairs to Office of the Legal Adviser  
Folk, Cynthia, European Affairs to Vienna  
Francischelli, Joan Marie, Santiago to San Jose  
Frazier, Robert A., Office of the Chief Financial Officer to Foreign Service Institute  
Frelck, Alcy Ruth, Auckland to Consular Affairs  
French, Philip Charles, Kuala Lumpur to Foreign Service Institute  
Fretz, Robert L., Consular Affairs to Bissau  
Friedman, Abigail S., Office of the Secretary to Paris  
Fuhrer, Mary Jo, East Asian and Pacific Affairs to Niamey  
Fulcher, Stephen T., Georgetown to Pretoria  
Furuta-Toy, Julie Anne, Bombay to Bureau of Personnel  
Fuselier Jr., Burley P., Paris to Diplomatic Security  
Gallucci, Gerard M., Belize City to African Affairs  
Garrity, Catheline A., Tel Aviv to New Delhi  
Garrote, Michael Edward, Istanbul to Tokyo  
Gaudiosi, Eric Vincent, Political-Military Affairs to Near Eastern Affairs  
Gearhart, James V., Hong Kong to Tashkent  
Gelner, Michael, Intelligence and Research to East Asian and Pacific Affairs  
Gershman, Glen A., Brussels to Diplomatic Security  
Gfoeller, Michael, Moscow to Chisinau  
Gfoeller-Volkoff, Tatiana, Moscow to Ashgabat  
Ghee, Cassie L., Maseru to Kampala  
Gibbons, Thomas B., Foreign Service Institute to Seoul  
Gibson, Marie L., Nairobi to International Narcotics and Law Enforcement Affairs  
Gieseke, John M., Tashkent to Abu Dhabi  
Glatz Jr., Charles L., Helsinki to Abu Dhabi  
Glover, Kira Maria, New Delhi to Foreign Service Institute  
Godfrey, Ruth W., Luxembourg to Population, Refugees, and Migration  
Goldbeck, Brian L., Economic and Business Affairs to Hong Kong  
Goldstein, Jeffrey Louis, East Asian and Pacific Affairs to Foreign Service Institute  
Goodspeed, Daniel Edward, Foreign Service Institute to Tunis  
Gourlay, Elizabeth Perry, Kuwait to Paris  
Grace, Judith, Cairo to Near Eastern Affairs  
Graham, Nancy L., Buenos Aires to Phnom Penh  
Graham, Vincent D., Diplomatic Security to New Delhi  
Gray III, Gordon, Ottawa to Office of the Secretary  
Greanias, Nicholas J., Office of the Secretary to European Affairs  
Green, Milton V., Abidjan to Beijing  
Greenfield, Alan Eric, Tbilisi to Sanaa  
Greenlee, David N., Political-Military Affairs to Near Eastern Affairs  
Greenwood Jr., C. Lawrence, Economic and Business Affairs to Tokyo  
Gregory, Patricia Ann, Bureau of Personnel to Foreign Buildings Office  
Grimes, Richard J., European Affairs to Tashkent  
Griminger, Elizabeth M., Tunis to Dubai  
Groening, Eva J., Political-Military Affairs to Foreign Service Institute  
Gunderson, Brian G., Near Eastern Affairs to Tunis  
Gutierrez, Jaime A., Nairobi to African Affairs  
Haas, David, Beirut to Foreign Service Institute  
Hagen, Robert S., Inter-American Affairs to Buenos Aires  
Hahn, Rudy P., Frankfurt to Dakar  
Hall, Daniel J., Paris to Ljubljana  
Hall, Daniel K., Near Eastern Affairs to Islamabad  
Hall, Jan Erik, Athens to Near Eastern Affairs  
Hall, Patricia Lasbury, Bureau of Personnel to International Narcotics and Law Enforcement Affairs  
Halyard, Vivian E., European Affairs to Pretoria  
Hammitt, Burdette Robert, Moscow to Office of Information Management  
Hankins, Dennis B., Operations Center to Kinshasa  
Hanniffy, Brendan A., Office of the Under Secretary for Management to European Affairs  
Hansen, Rosemary Ellen, Bonn to Sarajevo  
Hanson, Bradford Eugene, Dushanbe to Preshawar  
Hanson, Edward D., East Asian and Pacific Affairs to Bangkok  
Hanson, Mary V., East Asian and Pacific Affairs to Bangkok  
Hardt, David B., The Hague to Bridgetown  
Hargraves, Peter S., Diplomatic Security to Nassau  
Harkness, Edward Michael, Near Eastern Affairs to Foreign Buildings Office  
Harnish III, Reno Leon, European Affairs to Stockholm  
Harrison Jr., James A., Niamey to Bern  
Hartman Hart, Shirley Mari, Brussels to Caracas  
Hartnett-Kelly, Patricia A., Budapest to Nairobi  
Haskell, Todd Philip, Foreign Service Institute to Tel Aviv  
Hassinger, Ange Belle C., Near Eastern Affairs to Bombay  
Hastings, Norman Slote, Jakarta to International Organization Affairs  
Hatcher, Stuart M., Foreign Service Institute to Sofia  
Hauser, Timothy P., Madras to Economic and Business Affairs  
Hayes, Patrick R., East Asian and Pacific Affairs to Beijing  
Hays III, Joseph G., Foreign Service Institute to Diplomatic Security  
Heaton, John William, Frankfurt to Havana  
Heffron, Kathleen Marian, Political-Military Affairs to Bureau of Personnel





At an FSI-sponsored consular workshop in Bali for FSNs, first row, from left: Chandarorn Phommavongsa (Vientiane), Trinh thi Thanh Thuy (Hanoi), Ignacia Jacinto (Manila), Jayaganthi Siva (Singapore), Dul Lim Lee (Seoul), Hae Jun Park (Seoul), Choi Keok Chan (Kuala Lumpur), Masanori Magara (Tokyo), Uy Daravuth (Phnom Penh). Second row: Alan Romualdo Cacanindin (Manila), Ed Adams (Orkand), Pinta Piaya Laksmy (Jakarta), Pramvadee Yontwises (Bangkok), Tjendrawati Goenawan (Bali), Li-Ching Sherry Kao (Taipei), Chun Xia Wu (Beijing), Baigalmaa Byamba (Ulaanbaatar), Penny McMurtry (FSI). Third row: Elizabeth Kirincich (Consular Affairs), Hayley Ellwood Hill (Auckland), Christopher Henricus (Melbourne), Liliani Wibisono (Surabaya), Ruci Bulabalavu Katia (Suva), Ting-Ting-Qiu (Guangzhou), Yuk Wah Lau (Hong Kong), Fran Suter (FSI). Fourth row: Vance Teel (Manila), Matilda Roden (Sydney), Sally Light, Stephen Edson, and Patricia Butenis (Consular Affairs).

# Foreign Service Personnel

- Heg, James Thomas**, Ankara to Bureau of Personnel
- Heien, Debra P.**, Seoul to Vilnius
- Herzberg, Mark J.**, Near Eastern Affairs to Jerusalem
- Hibler, Nathan L.**, Belize City to Port-of-Spain
- Hilton-Jones, Wendy**, Milan to European Affairs
- Hoffman, Mark G.**, Diplomatic Security to Bogota
- Hofmann, Karl**, Foreign Service Institute to Inter-American Affairs
- Hogenboom, Andrew Peter**, Paris to Oceans Bureau
- Holman, Amy Elizabeth**, Foreign Service Institute to Economic and Business Affairs
- Holmes, J. Anthony**, Economic and Business Affairs to Stockholm
- Honnold, Michael J.**, Economic and Business Affairs to East Asian and Pacific Affairs
- Hooker, Robyn A.**, Bogota to Managua
- Hopkins, Elizabeth Ann**, Near Eastern Affairs to Foreign Service Institute
- Horowitz, Paul D.**, Beijing to Hong Kong
- Horse, Sarah R.**, Foreign Service Institute to Oceans Bureau
- Hortland, Elka Haubold**, Victoria to Port Louis
- Hough, Evan Thomas**, Beijing to Cape Town
- Houston III, Robert B.**, Population, Refugees, and Migration to Sofia
- Howard, Edward Bruce**, Osaka Kobe to Phnom Penh
- Howe, William M.**, Pre-Assignment Training to Lahore
- Howell, Elinor**, Mexico City to Peshawar
- Huffaker, Thomas Keith**, Moscow to Foreign Service Institute
- Huggins, Carolyn Ruth**, Foreign Service Institute to Istanbul
- Hull, Edmund James**, Cairo to Foreign Service Institute
- Hull, Timothy L.**, Athens to Brussels
- Hunt, Janice E.**, Bureau of Personnel to Moscow
- Hunter, Donald Carter**, Foreign Service Institute to Office of Information Management
- Hushour, Darren Randal**, Casablanca to Frankfurt
- Huskey, James L.**, Madras to Nairobi
- Huso, Ravic R.**, Niamey to East Asian and Pacific Affairs
- Imbrie III, William**, London to Foreign Service Institute
- Ingmanson, Katherine M.**, European Affairs to Foreign Service Institute
- Interlandi, Anthony John**, Santiago to Economic and Business Affairs
- Ito, Pete K.**, Intelligence and Research to Copenhagen
- Jacobson, Tracey Ann**, Inter-American Affairs to Office of the Under Secretary for Management
- Jamison, Dennis D.**, Bangkok to East Asian and Pacific Affairs
- Jefferson, Edward Dwaine**, Monrovia to Brasilia
- Jen, Horace P.**, East Asian and Pacific Affairs to Yokohama
- Johnson-Izzet, Lillian J.**, Geneva to Paris
- Johnson, Bruce Donald**, Near Eastern Affairs to Damascus
- Johnson, Gregory L.**, Stockholm to Toronto
- Johnson, Judith Rodes**, Brussels to African Affairs
- Johnson, Marc C.**, European Affairs to Bratislava
- Johnson, Patricia J.**, Paris to Medical Services
- Johnson, Richard H.**, Near Eastern Affairs to Cairo
- Johnson, Shelley E.**, Foreign Service Institute to Guangzhou
- Johnson, Solveig C.**, Budapest to Reykjavik
- Johnson, Ted E.**, Diplomatic Security to Bonn
- Jolley, Mary B.**, Yaounde to Niamey
- Jordan, Earl D.**, Diplomatic Security to Islamabad
- Jovanovic, Sheila A.**, Ankara to Bogota
- Kaestner, Peter G.**, Oceans Bureau to Windhoek
- Kamerick, Susan E.**, Quito to Havana
- Kansas, Patricia Jane**, Montevideo to Career Mobility Program
- Karagiannis, Alexander**, International Organization Affairs to Foreign Service Institute
- Kartman, Charles**, Seoul to East Asian and Pacific Affairs
- Kavalec, Kathleen Ann**, Legislative Affairs to Office of the Secretary
- Keeton, Edward David**, Copenhagen to Foreign Service Institute
- Keeton, Margaret Ellen**, Copenhagen to African Affairs
- Kemeny, Gabriel**, Diplomatic Security to Cairo
- Kennedy, Mary Virginia**, Karachi to Foreign Service Institute
- Keogh-Fisher, Susan E.**, Asmara to African Affairs
- Kepner, Robert Pearce**, Johannesburg to Dhaka
- Kerber, Frank John**, Kingston to International Organization Affairs
- Kettering, William Neil**, Diplomatic Security to Beirut
- Kilner, Scott F.**, Paris to Ankara
- Kim-Scott, Patricia**, Political-Military Affairs to African Affairs
- King, Karin Margaret**, Port-of-Spain to Consular Affairs
- Kingsland, Allen R.**, Tokyo to Office of Information Management
- Kirby, Michael David**, Foreign Service Institute to Frankfurt
- Klawansky, Robert A.**, Dhahran to Bombay
- Klekas, John Louis**, Office of the Under Secretary for Political Affairs to European Affairs
- Klemm, Hans G.**, Foreign Service Institute to Yokohama
- Knotts, Bruce Fred**, Lahore to Karachi
- Kohn, Susan M.**, Kingston to Brussels
- Kolankiewicz, Anthony M.**, Bureau of Personnel to East Asian and Pacific Affairs
- Kolankiewicz, Anthony M.**, Bandar Seri Begawan to Bureau of Personnel
- Kolker, Jimmy J.**, Foreign Service Institute to Copenhagen
- Kunsmann, June Heil**, Islamabad to Foreign Service Institute
- Kuntz II, Robert R.**, Tokyo to East Asian and Pacific Affairs
- Kuntz, Mona A.**, Mexico City to Career Mobility Program
- Kursch, Donald B.**, European Affairs to Brussels
- Kushner, Todd Andrew**, International Organization Affairs to Kuala Lumpur
- Kusnitz, Leonard A.**, Foreign Service Institute to European Affairs
- La Lime, Helen R. Meagher**, Foreign Service Institute to Ndjamena
- La Mantia Jr, Russell A.**, Bureau of Personnel to Economic and Business Affairs
- Lacina, Patricia A.**, Moscow to Bogota
- Lakhdhir, Kamala Shirin**, Jakarta to Executive Secretariat
- Lane, Helen Brady**, Madrid to Oceans Bureau
- Lange, John E.**, Foreign Service Institute to African Affairs
- Larson, Garold Norman**, Economic and Business Affairs to Paris
- Lavorel, Sharon A.**, Lusaka to Accra
- Laws, Robert L.**, Jerusalem to Islamabad
- Lawton, Daniel J.**, Near Eastern Affairs to Lima
- Laycock, John Christopher**, Taipei to Guangzhou
- Lebaron, Joseph E.**, Manama to Near Eastern Affairs
- Leclerc, Norman J.**, London to Office of Information Management
- Lecocq, Randall R.**, Intelligence and Research to Legislative Affairs
- Lee, Doyle R.**, Ndjamena to Ankara
- Lemieux, Louis N.**, Office of Allowances to Tokyo
- Leonard, Mary Beth**, African Affairs to Lome
- Lett, Mattie Inez**, London to Islamabad
- Levin, Jan**, Pre-Assignment Training to Taipei
- Levine, Henry A.**, Bureau of Personnel to East Asian and Pacific Affairs
- Linchangco, Donna D.**, Port Moresby to Djibouti

Lindsey, Amy D., Policy Planning Council to Seoul

Liston, Stephen M., Economic and Business Affairs to Inter-American Affairs

Litzenberger Jr., Earle D., Foreign Service Institute to Almaty

Llorens, Hugo, Tegucigalpa to Foreign Service Institute

Lochard, Beverly D. Greene, Political-Military Affairs to Moscow

Lochman, Laura A., Inter-American Affairs to Near Eastern Affairs

Long, John D., Inter-American Affairs to East Asian and Pacific Affairs

Lopez, Joseph L., Tegucigalpa to Havana

Lopez, Linda, Panama to Lima

Luke, Robert S., Bonn to Foreign Service Institute

Lunstead, Jeffrey John, Oceans Bureau to Kuala Lumpur

Lyew, Naomi Emerson, Foreign Service Institute to Moscow

Lyon, David L., Foreign Service Institute to Beijing

Maloney, Jeanne Marie, Foreign Service Institute to Operations Center

Maloney, Steven Scully, Foreign Service Institute to Amman

Mangelsen, Albert D., Diplomatic Security to Frankfurt

Mangum, David A., Kingston to Kigali

Manley, David P., Lagos to Foreign Service Institute

Manuel, John D., Manila to Port au Prince

Marquis, Alphonso George, Gaborone to Tegucigalpa

Marshall, Robert M., Belgrade to Office of the Chief Financial Officer

Martin, G. Eugene, Guangzhou to Manila

Martin, Marty W., Sanaa to Near Eastern Affairs

Martin, Paul Jerome, Political-Military Affairs to Moscow

Martinez, Pedro, Near Eastern Affairs to Intelligence and Research

Martschenko, Alexander, Foreign Service Institute to Intelligence and Research

Mast, Charles A., Economic and Business Affairs to Bureau of Personnel

Masterson, Maryanne T., Tokyo to Helsinki

Mathias, David Stephen, The Hague to Office of the Legal Adviser

Mauger III, G. Nicholas, Kuala Lumpur to East Asian and Pacific Affairs

Maxey, Floyd B., Office of Information Management to Managua

Mayhew, Jonathan C., Moscow to European Affairs

Mazer, Pamela S., Bureau of Personnel to Islamabad

McCall, Louis A., Foreign Service Institute to Florence

McCarron, Vincent J., Office of Information Management to Cairo

McCarthy, Brian J., Amman to New Delhi

McCarthy, Patricia M., Lagos to Addis Ababa

McClellan, Robin K., Jakarta to Department of Commerce

McClelland, Caryn R., Ashgabat to European Affairs

McConville, Donald Floyd, Manila to Inter-American Affairs

McCullough, Dundas C., Political-Military Affairs to African Affairs

McDonough, Thomas G., Lagos to Kampala

McElhattan Jr., Dale E., Singapore to Diplomatic Security

McGee, Diana F., Singapore to Kingston

McGehee, Scott M., Foreign Service Institute to Tunis

McHugh, Brian J., Tunis to Sanaa

McHugh, Reginald James, Accra to Islamabad

McKelvey, Jay W., Cairo to Diplomatic Security

McKeon, Lois J., Guadalajara to Inter-American Affairs

McLaughlin, Timothy G., Jakarta to Manila

McLaurin, William D., Lusaka to Dar es Salaam

McLemore, Alan B., London to Sofia

McManaway, Richard Paul, Yaounde to Amman

McNamara, Brian Michael P., Consular Affairs to Bridgetown

McNaull, Michael E., Tokyo to Kuwait

McShea, Stephen Joseph, Moscow to Diplomatic Security

Meawad, Halim M., Manama to Office of the Chief Financial Officer

Medvigy, Christopher A., Diplomatic Security to Tokyo

Meeks, Lisa C., La Paz to Diplomatic Security

Megica, Richard A., Bangkok to Pretoria

Melville Jr., James D., Operations Center to Bureau of Personnel

Mendez, Julius A., Caracas to Rome

Mendyk, Sandra L., African Affairs to Bureau of Personnel

Mermel, John F., New Delhi to Warsaw

Merz, Dennis Wayne, Bureau of Personnel to Consular Affairs

Meyer, Gerald J., Cairo to Near Eastern Affairs

Mignano, Gary S., Rangoon to Muscat

Miller, A. David, Moscow to the Office of Under Secretary for Economic, Business and Agricultural Affairs

Miller, Rebecca G., Bureau of Personnel to Medical Services

Milliken, Karen M., Economic and Business Affairs to Copenhagen

Mitchell, Margaret, Bombay to Tel Aviv

Mitchell, Mark Paul, Near Eastern Affairs to Tel Aviv

Moeller III, William E., Dublin to Caracas

Mooney, William F., Intelligence and Research to Foreign Service Institute

Moore, Alex Randall, Diplomatic Security to Beirut

Morford, Richard A., Policy Planning Council to Paris

Morgan, Richard H., East Asian and Pacific Affairs to Jakarta

Morris, David T., Poznan to Political-Military Affairs

Morris, Virginia, Foreign Service Institute to Ankara

Morrison, Andrew Leonard, Athens to Intelligence and Research

Morritz, Robin Jan, Consular Affairs to Office of the Secretary

Mosher, Robert Allen, Foreign Service Institute to Moscow

Moyer, Jacqueline R., Mexico City to Office of the Chief Financial Officer

Mudge, Jonathan Edward, Beijing to Intelligence and Research

Mueller, William A., Bangui to Nairobi

Mulet, Ivette R., Jerusalem to Near Eastern Affairs

Mullen, John K., Tokyo to East Asian and Pacific Affairs

Mullins, Michael C., Bangkok to Hanoi

Murphy, Elizabeth Hobbs, Diplomatic Security to Madrid

Murphy, James J., Diplomatic Security to Moscow

Murphy, John C., Brasilia to Diplomatic Security

Murphy, Kimberly Michele, Yaounde to Intelligence and Research

Murphy, Martin D., Paris to Yokohama

Murphy, Michael John, Yaounde to European Affairs

Murphy, Thomas M., Majuro to Foreign Service Institute

Murray, Robert Bruce, Pretoria to Antananarivo

Myers, Robert E., Mexico City to Tegucigalpa

Naby, Dante, Rio de Janeiro to Diplomatic Security

Namde, Joyce Winchel, Lagos to Manila

Nathanson, Alan M., Pretoria to Diplomatic Security

Nau, Gerald, Tunis to Abu Dhabi

Navadel, George M., Foreign Service Specialist Intake to Almaty

Navratil, Thomas J., Foreign Service Institute to Moscow

Nay, John R., Foreign Service Institute to Johannesburg

Neil, Bette J., Bonn to Islamabad

Neill II, Wayne E., Paris to Foreign Service Institute

Neitzke, Ronald J., Zagreb to Foreign Service Institute

Nesbitt, Wanda L., Legislative Affairs to Foreign Service Institute

Neureiter, Paul A., East Asian and Pacific Affairs to Foreign Service Institute

# Foreign Service Personnel

- Newell, David T., Bratislava to Sarajevo  
Newland, W. Ross, Havana to Inter-American Affairs  
Newton, Anthony C., Buenos Aires to Democracy, Human Rights and Labor  
Newton, Carrie L., Near Eastern Affairs to New Delhi  
Nist, Theodore Arthur, Yerevan to Foreign Service Institute  
Noel, Bobby R., Vienna to Abidjan  
Nolan, Edwin R., Political-Military Affairs to Inter-American Affairs  
Noon, Joseph E., Oslo to Diplomatic Security  
Novak, Joseph L., Political-Military Affairs to Islamabad  
Noyes, Lawrence P., Intelligence and Research to Foreign Service Institute  
Nunnally, David M., Vienna to Tunis  
Nutter, Julie H., East Asian and Pacific Affairs to London  
Nutwell III, George M., Foreign Service Institute to Almaty  
O'Malley, Michael Edward, Tel Aviv to Intelligence and Research  
Odean, Joan B., Bonn to Tel Aviv  
Odom, Dorothea G., Yaounde to Bern  
Ogle, Karen L., Dhaka to Jeddah  
Olson, Gordon R., Operations Center to Near Eastern Affairs  
Olson, Robert Leroy, Yaounde to Ankara  
Olton, Regina D., Nato, Brussels to Bucharest  
Oltyan, Andrew Walter, Tel Aviv to Guatemala  
Optican, Mitchell Evan, Seoul to Mexico City  
Orr, Pittman A., Foreign Buildings Office-Lusaka to Foreign Service Institute  
Ortblad, Dennis J., Foreign Service Institute to Manila  
Ortiz, Joseph, Nato, Brussels to Brasilia  
Padilla, Leslie Marie, European Affairs to Foreign Service Institute  
Page, Susan, Foreign Service Institute to Vilnius  
Papazian, Elaine S., Near Eastern Affairs to Democracy, Human Rights and Labor  
Pare, Etienne J., Nicosia to Niamey  
Parent, Kenneth W., London to Foreign Buildings Office  
Parent, Ruth E. Bright, London to Intelligence and Research  
Parker, Christopher J., Madrid to European Affairs  
Parker, Sarah Virginia, Stockholm to Manila  
Pascua, Gerard R., Shenyang to Koror  
Patrick, Sue Ford, East Asian and Pacific Affairs to Port-au-Prince  
Patterson, David L., Budapest to Ouagadougou  
Patterson, Martha, Dushanbe to Zagreb  
Paul, Thomas J., Bogota to Bonn  
Payne, Patricia, Economic and Business Affairs to Kingston  
Pendergrass, Dewey R., Foreign Service Institute to Bangkok  
Penfold, John H., Tokyo to Bureau of Personnel  
Perez, Enrique F., Madrid to International Narcotics and Law Enforcement Affairs  
Perina, Rudolf Vilem, Belgrade to European Affairs  
Perine, David S., New Delhi to Near Eastern Affairs  
Perkins, Michael V., Diplomatic Security to Guatemala City  
Pettit, Nancy Bikoff, Near Eastern Affairs to Bureau of Personnel  
Philip, Maria Ifill, Inter-American Affairs to Foreign Service Institute  
Phillips, Charisse Melanie, Consular Affairs to San Salvador  
Phillips, Gregory Eugenio, European Affairs to San Salvador  
Phillips, Marylee F., Sofia to Jakarta  
Phipps Jr., Paul C., Office of Information Management to Havana  
Piccuta II, Daniel William, Beijing to Milan  
Pickens, Homer C., Near Eastern Affairs to Tunis  
Pickering, Paula F., Bureau of Personnel to Near Eastern Affairs  
Pierce, James A., Political-Military Affairs to Tokyo  
Plosser, Thaddeus D., Lagos to Antananarivo  
Possanza, Louis M., Kuwait to Diplomatic Security  
Potter, Sara Ellen, Paris to Foreign Service Institute  
Press, Evan Lee, Santo Domingo to Office of the Under Secretary for Management  
Presson, Curtis M., Office of Information Management to Frankfurt  
Price, Thomas L., European Affairs to Islamabad  
Primosch, William E., Office of the Secretary to European Affairs  
Pruett, Richard K., Hanoi to Intelligence and Research  
Quackenbush, Nicholas B., Warsaw to Paramaribo  
Quinville, Robin S., Vienna to Nato, Brussels  
Rabasa, Angel M., Bureau of Personnel to European Affairs  
Rada, William L., Population, Refugees, and Migration to Foreign Service Institute  
Ragsdale, Marguerita D., Office of the Under Secretary for Management to Foreign Service Institute  
Ramirez, Adolfo A., Skopje to Bogota  
Rapson, Robert Glenn, Osaka Kobe to Seoul  
Rasmussen, Douglas K., International Narcotics and Law Enforcement Affairs to Rangoon  
Ray, Charles Aaron, Freetown to Foreign Service Institute  
Recinos, Augusto, Foreign Service Institute to Ankara  
Reddy, Kathleen M., Paris to Foreign Service Institute  
Reid, Walter Scott, Political-Military Affairs to European Affairs  
Reimer, David Dale, Bonn to Economic and Business Affairs  
Reiser, William C., Diplomatic Security to La Paz  
Rhee, Brian, East Asian and Pacific Affairs to Yokohama  
Riccardelli, Margaret J., Rome to Bureau of Personnel  
Richardson, Allan E., Ankara to Bonn  
Richardson, Joseph P., Lusaka to Canberra  
Richter, Lawrence G., Foreign Buildings Office to Harare  
Rickerman, Lysbeth Johnson, Foreign Service Institute to Moscow  
Ries, Charles Parker, Brussels to London  
Ries, Marcie Berman, Brussels to London  
Riesland, Nicholas J., Moscow to Bangkok  
Rios, Frederick R., European Affairs to Rome  
Rittenhouse, David M., Diplomatic Security to Foreign Service Institute  
Robbins, Gary D., Pretoria to The Hague  
Roberts III, James Milnor, Panama to Inter-American Affairs  
Roberts, Gail Thompson, Brussels to European Affairs  
Robinson, James S., Jakarta to Brasilia  
Rochman, Daniel Alan, Tokyo to East Asian and Pacific Affairs  
Rodman, Frank E., Tokyo to Diplomatic Security  
Rodriguez, Deborah Ann, European Affairs to Skopje  
Roe, Peter B., East Asian and Pacific Affairs to Foreign Service Institute  
Rogan, Thomas G., Freetown to Bratislava  
Rogers, Bruce David, London to Foreign Service Institute  
Rogers, Gale Ellen, London to Bureau of Personnel  
Rogus, David Francis, Foreign Service Institute to Inter-American Affairs  
Rohn, Douglas, Lagos to Banjul  
Rolston, Scott Laird, Dublin to Bangkok  
Rosen, Dorothea Maria, Manila to Frankfurt  
Rosenblatt, Josiah B., Democracy, Human Rights and Labor to European Affairs  
Rosenbluth, James Merrill, Managua to Inter-American Affairs  
Ross, Daniel, Bilbao to St. Petersburg  
Roth, Richard Allan, Near Eastern Affairs to Tel Aviv  
Rothman, Andrew Charles, East Asian and Pacific Affairs to Foreign Service Institute  
Rouse, Julia Cardozo, Inter-American Affairs to Rome  
Rowan, Christopher, Sofia to Political-Military Affairs  
Rowdybush, Marilyn W., London to Toronto



*Honoring a "century of distinguished service" by retiring Foreign Service nurse practitioners, front row, from left: Anne Saloom, Becky Miller, Kumi Cross; second row: Arlyne Heerlein, Anne Murray, Mickey McGuire; third row: Susan Houck, B.J. Harrick, Susan Smith.*



**POLITICAL-MILITARY AFFAIRS—** Robert Mantel receives the John Jacob Rogers Award from Lynn Davis, under secretary for arms control and international security affairs, at his retirement after 30 years of service.

# Foreign Service Personnel

- Rowe, Leslie Ventura, Consular Affairs to Lisbon
- Rubino, Samuel Anthony, Dhahran to Antananarivo
- Rudman, Andrew I., Intelligence and Research to International Organization Affairs
- Ruiz, Edgar R., Dakar to St. Petersburg
- Ryan, James F., Bureau of Personnel to Office of Information Management
- Sainz, Francisco D., Moscow to Bucharest
- Salazar, David Rudolf, Foreign Service Institute to Intelligence and Research
- Salazar, Patricia E., San Salvador to Mexico City
- Sammis, John Frederick, Inter-American Affairs to Policy Planning Council
- Sanders, Roy E., European Affairs to Shanghai
- Sardinas, Martha, Bangkok to Manila
- Sasseen, Christopher J., European Affairs to Brussels
- Satcher, Sylvester, Lima to Tegucigalpa
- Savitz, Philip William, East Asian and Pacific Affairs to Bonn
- Saylor, Richard G., New Delhi to Diplomatic Security
- Scannell, Carol Lea, Tegucigalpa to Guatemala
- Schaefer, Karen M., Inter-American Affairs to Bogota
- Scharpf, Norman T., Sao Paulo to Warsaw
- Scheland, Mark Douglas, European Affairs to Bonn
- Schertz, Mary L., Democracy, Human Rights and Labor to Foreign Service Institute
- Schlosser, John K., Inter-American Affairs to Foreign Service Institute
- Schmeelk, Peter Gerald, Bucharest to International Organization Affairs
- Schofield, William Potter, Foreign Service Institute to Bratislava
- Scobey, Margaret, Kuwait to Sanaa
- Scott, Kyle R., Foreign Service Institute to Moscow
- Scroggs, Patricia Hanigan, Foreign Service Institute to Yokohama
- Seay III, Edmond Eggleston, Political-Military Affairs to European Affairs
- Semmes III, Raphael, Inter-American Affairs to Doha
- Sequeira, John S., Bangkok to Johannesburg
- Severns, Dennis L., Beijing to Office of Information Management
- Shannon Jr., Thomas A., Johannesburg to Caracas
- Shaw, Valerie, La Paz to Inter-American Affairs
- Shea, Cecile, Operations Center to East Asian and Pacific Affairs
- Shear, Dean K., Diplomatic Security to Santo Domingo
- Sheely, Alan L., Diplomatic Security to Ankara
- Shelly, Christine Deborah, Foreign Service Institute to Ottawa
- Shelton, Grace W., Minsk to Office of the Secretary
- Shemanski, Donald Richard, Population, Refugees, and Migration to Foreign Service Institute
- Shields, Gloria J., Bureau of Personnel to Foreign Service Institute
- Shuh, Carol D., Foreign Service Institute to Democracy, Human Rights and Labor
- Siebentritt, Carl R., Tirana to European Affairs
- Siekert, Paul Richard, Abu Dhabi to Madrid
- Silberstein, Robert, Office of the Secretary to Madras
- Silverman, Robert J., Near Eastern Affairs to Tunis
- Sim, Cheryl Jane, Democracy, Human Rights and Labor to Calcutta
- Sison, Michele Jeanne, Abidjan to Madras
- Skinner, Frank W., Kampala to Vienna
- Skog, Randall P., Diplomatic Security to Frankfurt
- Slater, Charles J., Freetown to Addis Ababa
- Slater, Elizabeth Mary, Freetown to Addis Ababa
- Slavinsky, Michael, Cairo to Office of Information Management
- Sligh, John D.,
- Smith, Catherine Munnell, Foreign Service Institute to Seoul
- Smith, David Warner, Wellington to Brussels
- Smith, Douglas Ray, Tirana to European Affairs
- Smith, Gentry O., Diplomatic Security to Rangoon
- Smith, Michael H., Copenhagen to Phnom Penh
- Smith, Sheila Lynn, Dhaka to Bureau of Personnel
- Smith, Stephen T., Bureau of Personnel to Amman
- Smyth, Richard Henry, Peshawar to Foreign Service Institute
- Snider, Joyce E., Office of Information Management to Bureau of Personnel
- Snider, Penelope Williams, Vienna to Brussels
- Snider, Raymond R., Vienna to Nato, Brussels
- Snowden, Michael G., Foreign Service Institute to Moscow
- Snyder, Judy R., Port Louis to Quito
- Solder, Doreen Tam, Oceans Bureau to Santo Domingo
- Soler, Richard Peter, Bridgetown to Diplomatic Security
- Sorenson, Robert Earl, Belgrade to Foreign Service Institute
- Sorrell III, Willis C., Riyadh to Helsinki
- Soule, Robert E., Frankfurt to Diplomatic Security
- Speris, Stella, African Affairs to Belgrade
- Spilsbury, John V.G., Rome to European Affairs
- Sprouse, Mark David, Pretoria to Foreign Buildings Office
- Stafford III, Joseph D., Nouakchott to Algiers
- Stafford Jr., Clarence O., Manila to Diplomatic Security
- Stanford, Gregory S., Diplomatic Security to London
- Stanley, Frank W., Nagoya to East Asian and Pacific Affairs
- Staples, George M., Foreign Service Institute to Manama
- Starks, Andrea R., Near Eastern Affairs to Manama
- Steele, Earl James, Economic and Business Affairs to Paris
- Steuart, Darnall C., Economic and Business Affairs to Santo Domingo
- Steuer, William, African Affairs to Career Mobility Program
- Stevens, Justice Bowers, Tel Aviv to Bern
- Stewart, Joseph M., Geneva to San Jose
- Stockman, Christine, Brasilia to Inter-American Affairs
- Streeter Jr., Alvin Henry, Foreign Service Institute to Political-Military Affairs
- Strege, Mark L., Lagos to New Delhi
- Struble, Susan M., Inter-American Affairs to Quito
- Sulak, Michael A., Vienna to Office of Information Management
- Sullivan, Joseph Gerard, Havana to Inter-American Affairs
- Summers, David C., Foreign Service Institute to Budapest
- Sutow, Edmund Keith, Democracy, Human Rights and Labor to San Salvador
- Swafford, Linda O., Managua to Geneva
- Swafford, Terry Lee, Abidjan to Prague
- Swan, James C., Nairobi to African Affairs
- Sweeney, Matthew J., Near Eastern Affairs to Tunis
- Sykes, Kenneth Edward, Madrid to Guatemala
- Syrett, Ann Sanborn, Port-au-Prince to Foreign Service Institute
- Syrett, Anthony, Port-au-Prince to Operations Center
- Tablet-Stone, Melinda C., Dar-es-Salaam to New Delhi
- Takahashi, Lorraine, Berlin to Ottawa
- Tappan, Thomas K., Paris to Office of Information Management
- Tatge, Robert Osgood, Foreign Service Institute to Riga
- Tatuch, Martin Borys, Rangoon to Yerevan
- Taylor, Lowry, Intelligence and Research to Legislative Affairs
- Tekach-Ball, Mara R., Foreign Service Institute to Moscow

Tenney, Geoffrey M., Office of Information Management to Bureau of Personnel  
 Thayer, Scott N., Madrid to European Affairs  
 Theis, James Paul, San Jose to Inter-American Affairs  
 Thomas, Shelia F., Quito to Cairo  
 Thornton, Corinne S., Moscow to Berlin  
 Thurston, Michael E., Consular Affairs to Auckland  
 Tiernan, Thomas Joseph, Brussels to Foreign Service Institute  
 Tilghman, Jr., Joseph F., East Asian and Pacific Affairs to Singapore  
 Tinney, Melissa S., Paris to The Hague  
 Titus, Daphne M., Nairobi to Democracy, Human Rights and Labor  
 Toms, Lowell Lamar, Beijing to Diplomatic Security  
 Toy, Steven Michael, Bombay to Bureau of Personnel  
 Trainham, Rosa E., Diplomatic Security to Bureau of Personnel  
 Troxel, Alan D., Office of the Chief Financial Officer to African Affairs  
 Turco, Deborah Lynn, Riyadh to Executive Secretariat  
 Turner, Courtney L., Lahore to Rome  
 Tynes, Robert E., Tel Aviv to Hong Kong  
 Tyson, Gregory J., Office of Information Management to Buenos Aires  
 Underrier, John Michael, Bangkok to Pretoria  
 Urs, Denise Ann, Inter-American Affairs to Lima  
 Valis, Maureen, East Asian and Pacific Affairs to Guangzhou  
 Valle Jr., Vicente, Caracas to Brazzaville  
 Van Maerssen, Otto Hans, Bogota to European Affairs  
 Van Son, Paul Biggs, European Affairs to Foreign Service Institute  
 Vanlaningham, James R., Near Eastern Affairs to Bangkok  
 Victor, Matthew C., Consular Affairs to Foreign Service Institute  
 Volpe, Catherine Ann, Abidjan to Nato, Brussels  
 Von Duerckheim, Marsha D., Nairobi to Tel Aviv  
 Wackerbarth, Paul H., Brasilia to Bureau of Personnel  
 Wall, Philip R., Paris to Economic and Business Affairs  
 Walls, William James, African Affairs to Pretoria  
 Walsh, J. Richard, Mexico City to Havana  
 Walsh, James Donald, Ottawa to Diplomats-in-Residence  
 Walz, Kathleen Lenore, Foreign Service Institute to Political-Military Affairs  
 Wangness, Steven Jerome, Vilnius to Dublin  
 Watson, Rhonda Joyce, Vancouver to Brussels

Watt, Anthony D., Near Eastern Affairs to Tunis  
 Wax, Jean Catherine, Hermosillo to Foreign Service Institute  
 Weber, Benjamin, Ashgabat to Moscow  
 Weigold-Hanson, Eva, Frankfurt to Inter-American Affairs  
 Weinstein, William, Beijing to Bangkok  
 Wells, Donald Eugene, Foreign Service Institute to Moscow  
 Wenner-Yeamon, Sandra M., Near Eastern Affairs to Abu Dhabi  
 Whitaker, Kevin M., European Affairs to Managua  
 White, George McDonald, European Affairs to Canberra  
 White, Robin Lane, Ottawa to Economic and Business Affairs  
 White, Steven J., Kuala Lumpur to Vienna  
 Whiteis, Judith Marie, Managua to Office of Information Management  
 Whiteside, Janet S., Consular Affairs to Frankfurt  
 Whittemore, Simone, Consular Affairs to Population, Refugees, and Migration  
 Wickberg, Paul Gordon, Office of the Secretary to Intelligence and Research  
 Wickes, Frances C., Bujumbura to Gaborone  
 Wilkins, Catherine, Foreign Service Specialist Intake to Foreign Buildings Office  
 Wilkins, Michael E., Minsk to Diplomatic Security  
 Williams Jr., Thomas E., Islamabad to Kuwait  
 Williams, Hugh Floyd, Bureau of Personnel to Kuala Lumpur  
 Williams, Mary Frances, Inter-American Affairs to Tegucigalpa  
 Williams, Michael A., Manama to Diplomatic Security  
 Williamson, James Gregory, Quito to Tijuana  
 Wilson, Dennis M., Beijing to Paris  
 Wilson, Stephen Maynard, Office of Information Management to African Affairs  
 Wilson, Stuart Raymond, Foreign Service Institute to Political-Military Affairs  
 Winnick, Seth D., Moscow to Foreign Service Institute  
 Wintheiser, Charles James, Cairo to Oceans Bureau  
 Wisell, William Randall, The Hague to Cairo  
 Witmer, Vance R., Diplomatic Security to Foreign Service Institute  
 Wolfe, David C., Bogota to Intelligence and Research  
 Wolff, Alejandro Daniel, Nicosia to Executive Secretariat  
 Wong, Joyce Su, Yokohama to Osaka Kobe  
 Wong, Marcia Kim, Foreign Service Institute to Moscow  
 Wright, Glenda, Bandar Seri Begawan to East Asian and Pacific Affairs

Wright, Mary A., Bishkek to Freetown  
 Wysham, John Anthony, Foreign Service Institute to Almaty  
 Yancheff, Bonnie, Conakry to Paris  
 Yanci, Joseph Thomas, London to Office of Information Management  
 Yang, Nelson C., Diplomatic Security to Geneva  
 Yazdgerdi, Thomas Kavon, Bratislava to Political-Military Affairs  
 York, Michael Scott, Tunis to Near Eastern Affairs  
 Youmans, Patricia J., Bureau of Personnel to Lagos  
 Yu, Alan Kuan-Lun, Yokohama to Tokyo  
 Yun, Joseph Yuosang, Paris to Seoul  
 Yun, Thomas W., Beijing to Jakarta  
 Zapp, Terrance, Foreign Service Specialist Intake to Riyadh  
 Zetkulic, Jack Matthew, European Affairs to Belgrade  
 Zuehlke, Robert B., Bangkok to Manila  
 Zuniga, Ricardo E., Matamoros to Lisbon

## Resignations (October)

Baldwin, Joyce G., Phnom Penh  
 Barry, Geoffrey M., Mexico City  
 Bentley, Marilyn J., Jeddah  
 Blasko, Mary M., Hong Kong  
 Boitano, Regina Teresa, Bonn  
 Bourne, Joanna Watkins, Leave-Without-Pay  
 Brooks-Stone, Karen Lynn, Nairobi  
 Brown, Juliebeth M., Tegucigalpa  
 Brunner, Mark E., Bucharest  
 Bushey, Caralyn S., The Hague  
 Chetham, Deirdre K., Foreign Service Institute  
 Clare, Rhonda M., Beijing  
 Clark, Mary K., Geneva  
 Cooke, Lisa Carole, Mbabane  
 Day, Brenda S., The Hague  
 Depoo, Randolph, Port-of-Spain  
 Dougherty, Traci A., Legislative Affairs  
 Eagle, Cynthia M., Tokyo  
 Elzinga, Jeff August, Tunis  
 Engel-Bader, Mary C., Leave-Without-Pay  
 English, Michelle, Inter-American Affairs  
 Eriqat, Suzanne, Moscow  
 Fisher Jr., Donald Phillip, Leave-Without-Pay  
 Forsyth, George A., Intelligence and Research  
 Ganske, Julie C., Bangkok  
 Garcia, Theresa V., Caracas  
 Gerlach, Jeffrey R., Krakow  
 Gilchrist, Robert S., Operations Center  
 Goldrick, Jackie Dunn, Nairobi  
 Gromatzky, Millie, Freetown  
 Grosse, Steven K., St. Petersburg  
 Gurney, Mary E., Cape Town  
 Haley, Myra A., Bonn  
 Hansbrough, Laura E., Leave-Without-Pay  
 Haskell, Ada Maria, Athens

# Foreign Service Personnel

Horowitz, Jason Herman, Moscow  
Johnson, Sheila G., Lome  
Johnson, Sherry C., Muscat  
Jones, Carol Susan, Buenos Aires  
Jungemann, Leslie R., Rabat  
Kish, Marie L., Near Eastern Affairs  
Koehler, Gada, Nouakchott  
Larue, Kellie Ann, Bonn  
Levine, Eric L., Diplomatic Security  
Lincoln, Edward J., Tokyo  
Linskey, Mary S., Santo Domingo  
Loar, Theresa A., International Organization  
Affairs  
Mabus Jr., Raymond Edwin, Riyadh  
McCormick, Richard E., Seoul  
McGaffie, Mehmet A., Port-of-Spain  
McGuinness, Margaret E., Berlin  
Mejia, Aurora, St. Petersburg  
Meredith, Vicki Lee, Islamabad  
Meyler, Maria K., Berlin  
Mitchell, Andrew B., Paris  
Niels, Linda M., Brussels  
O'Rourke, Susan Hiroko, New Delhi  
Patt, Elizabeth K., Sao Paulo  
Payette, Phillip, Oslo  
Pennell, Robert W., Islamabad  
Pitts, David W., East Asian and Pacific  
Affairs  
Pope, Edward Carl, London  
Richter, Jennifer A., Economic and Business  
Affairs  
Rogers, Kathryn E., London  
Rohn, Diane Katherine, Lagos  
Rubinstein, Fotini V., Athens  
Scanlin, Linda, Freetown  
Simmons, Christine L., Niamey  
Smalls, Christina E., Leave-Without-Pay  
Summers, Pauline A., Nairobi  
Taborsky, Pamela S., Vienna  
Urbaneck, Lambert Jean, Mexico City  
Young, Ursula I., Caracas  
Zalucky, Carol Ann, Jeddah

## Retirements (October)

Beckham, Robert W., Office of the Secretary  
Borg, Parker W., Iceland  
Clark Jr., Warren, Economic and Business  
Affairs  
Elmendorf, Frederick W., Diplomatic  
Security  
Farrell, John M., Luxembourg  
Getze, Richard J., Brussels  
Goodby, James E., Political-Military Affairs  
MacNeil, Nicholas C.H., Suva  
Mann, Richard S., Santiago  
Monjo, John C., Office of the Inspector  
General

## Appointments (November)

Addison, James R., Pre-Assignment Training  
Allen, Amy M., Pre-Assignment Training  
Allt, Emily J., Pre-Assignment Training  
Avery, William H., Pre-Assignment Training  
Banks, Stephen B., Pre-Assignment Training  
Barneby, Stephen A., Pre-Assignment  
Training  
Blau, Joshua, J.E., Pre-Assignment Training  
Brink, Bridget A., Pre-Assignment Training  
Bullock, Jennifer C., Pre-Assignment  
Training  
Carlson, Aubrey A., Beijing  
Carlson, Mary Kay Loss, Beijing  
Carter, Paul M., Pre-Assignment Training  
Cowhig Jr., David Francis, Beijing  
Crosby, Colin T., Pre-Assignment Training  
Dewitt Robert C., Pre-Assignment Training  
Durtschi, David B., Foreign Service Specialist  
Intake  
Ecola, Liisa Marie, East Asian and Pacific  
Affairs  
Fellows, Naomi C., Pre-Assignment Training  
Gabor, Robert R., Pre-Assignment Training  
Galvin, Jeffrey E., Pre-Assignment Training  
Graham, Jeffrey L., Office of Information  
Management  
Groth, Gregory S., Pre-Assignment Training  
Gulich, Edward G., Pre-Assignment  
Training  
Heavey, Deborah Ann, Lisbon  
Hicks Sr., John F., Asmara  
Hogan, Daniel Barrett, Foreign Service  
Specialist Intake  
Hubber, Peter W., Office of Information  
Management  
Jamison, Michael, Office of Information  
Management  
Johnson, Paul E., Office of Information  
Management  
Kim, Yuri, Pre-Assignment Training  
Marchese, Gregory M., Pre-Assignment  
Training  
Martyn, Thomas G., Foreign Service  
Specialist Intake  
Mooney, Robert B., Pre-Assignment Training  
Pitre, Robert A., Pre-Assignment Training  
Reichelderfer, Thomas S., Vancouver  
Savage, Jennifer L., Pre-Assignment Training  
Schiebel, Russell A., Pre-Assignment  
Training  
Schweitzer, Micaela A., Pre-Assignment  
Training  
Shaw, Andrew, Pre-Assignment Training  
Simons, David W., Pre-Assignment Training  
Somers, Harvey Alan, East Asian and Pacific  
Affairs  
Spivak, Matthew A., Pre-Assignment  
Training  
Steele, Cheryl S., Pre-Assignment Training

Stoner, Shawn R., Office of Information  
Management  
Tkadlec, Martina A., Pre-Assignment  
Training  
Trick, Bryant P., Pre-Assignment Training  
Wycoff, Karl E., Shenyang

## Transfers (November)

Able, Patricia J., Kuala Lumpur to Vienna  
Adams, Charles H., Ouagadougou to African  
Affairs  
Adams, Julie D., Windhoek to Operations  
Center  
Adams, Sarah K., Near Eastern Affairs to  
Bureau of Personnel  
Ahlgren, Charles S., Caracas to Secretary of  
Defense  
Albright, Wendell I.C., Foreign Service  
Institute to Islamabad  
Allegrone, Charles Russell, Paris to Near  
Eastern Affairs  
Allen, Catherine E., Santiago to Brussels  
Allison, Douglas A., Kampala to Foreign  
Service Institute  
Anderson, M. Audrey, Tel Aviv to Geneva  
Anderson, Michael G., Foreign Service  
Institute to Islamabad  
Arkley, Melissa Buchanan, London to  
International Organization Affairs  
Armstrong, Robert A., Lima to Foreign  
Service Institute  
Atherton, Lewis R., Beijing to Bamako  
Aycock, Barbara S., African Affairs to Paris  
Ayoub, Michael Nelson, Riyadh to Frankfurt  
Baca, Raymond R., Inter-American Affairs to  
Addis Ababa  
Bajek, Michael Lee, Addis Ababa to  
Political-Military Affairs  
Ball, David William, Ljubljana to Political-  
Military Affairs  
Barger, Carolyn R., Jerusalem to African  
Affairs  
Batchelder, Robert Lloyd, Kingston to  
Windhoek  
Baur, Thomas C., New Delhi to Medical  
Services  
Beer, Richard C., Moscow to Kuwait  
Beik, Janet E., Kampala to International  
Organization Affairs  
Belew, Sheila Ann, Frankfurt to Foreign  
Service Institute  
Bennett, J. Andrew, Tel Aviv to Near Eastern  
Affairs  
Bentley, Robert N., Jeddah to Intelligence  
and Research  
Benton, Jonathan S., Foreign Service  
Institute to Moscow  
Bernier-Toth, Michelle M., Abu Dhabi to  
Consular Affairs  
Berry, Ann R., Paris to Pretoria  
Bialecki, Paul A., Helsinki to Office of  
Information Management





OTTAWA—White-water rafting down the Rouge River, from left: **Peter Sambaiew**, son of general consul Nancy and economic minister Vladimir Sambaiew; **Steven Gulliksen**, son of public affairs officer Gail Gulliksen; **Lyle Sebranek**, agricultural minister-counselor; charge **Thomas Weston**; **Christine Shelly**, political minister-counselor.

# Foreign Service Personnel

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- Boardman, Chase H.**, Diplomatic Security to Damascus
- Boly, Richard Charles**, Santo Domingo to Quito
- Boneski, Raymond A.**, Lisbon to Inter-American Affairs
- Bonilla-Newman, Victor J.**, Department of Labor to Madrid
- Bower, Joan I.**, Islamabad to Abu Dhabi
- Boyle, David William**, International Organization Affairs to Manila
- Brady, Jerry**, Caracas to Mexico City
- Brailey, Kip Andrew**, Near Eastern Affairs to Tel Aviv
- Braswell, Margaret A.**, Office of Information Management to Paris
- Brazier III, George W.**, Beirut to London
- Bremner, Sue Lenore**, Legislative Affairs to European Affairs
- Brenneke, Brett J.**, Pre-Assignment Training to Baku
- Brew, William R.**, Bureau of Personnel to Mexico City
- Bricker, Michael Alan**, Monrovia to Seoul
- Briggs, Jacquelyn L.**, Accra to Bureau of Personnel
- Brown, Dolores Marie**, Foreign Service Institute to Intelligence and Research
- Brown, Herbert R.**, Sao Paulo to Islamabad
- Brown, Merritt C.**, Banjul to Oceans Bureau
- Brown, Natalie E.**, Operations Center to African Affairs
- Brown, Todd James**, Nassau to Diplomatic Security
- Bruns, Judson L.**, Tokyo to Vancouver
- Bullen, Roland Wentworth**, Office of the Inspector General to Bogota
- Burke Jr., Thomas F.**, Executive Secretariat to Mumbai
- Burkhead, Paul David**, Pre-Assignment Training to Bangkok
- Cabral, Kathryn A.**, Office of Under Secretary for Economic, Business and Agricultural Affairs to London
- Cao-Garcia, Jose**, Bangkok to Rome
- Carlucci, Louis J.**, Munich to Port-of-Spain
- Carpenter, Theodore R.**, Diplomatic Security to Amman
- Carter-Tripp, H. Marshall**, Democracy, Human Rights and Labor to Madrid
- Cassidy, Joseph P.**, Executive Secretariat to African Affairs
- Castro, Christian M.**, Nato, Brussels to European Affairs
- Caton, Margaret S.**, Foreign Service Institute to Economic and Business Affairs
- Caulfield Jr., John Patrick**, Ciudad Juarez to Foreign Service Institute
- Cayer, Kathleen M.**, Office of the Inspector General to Paramaribo
- Chapman, Geoffrey W.**, London to International Organization Affairs
- Cheng, Martha S.**, Hong Kong to East Asian and Pacific Affairs
- Chinn, David Ross**, Bonn to Frankfurt
- Christensen, Guillermo S.**, European Affairs to Bonn
- Chupp, Teresa**, Ankara to Hong Kong
- Clark, Linda R.**, La Paz to Nato, Brussels
- Colvin Jr., George Wood**, African Affairs to Kampala
- Cook, Brian K.**, Moscow to Diplomatic Security
- Cooper, Doyle E.**, Tunis to Bujumbura
- Cooper, Ferrell L.**, Nato, Brussels to Paris
- Cotter, Marian J.**, Diplomatic Security to Frankfurt
- Courtney, Robert B.**, Islamabad to Manila
- Covington, Philip Stanhope**, Foreign Service Institute to Bureau of Personnel
- Craig, Theodore John**, Gaborone to African Affairs
- Cramer, Jeannene J.**, Medical Services to London
- Crammer, Lynn E.**, Pakistan to Geneva
- Cross-Najafi, Rowena R.**, Bangui to Djibouti
- Crowley, Patricia Jean**, Moscow to Near Eastern Affairs
- Cuadrado III, Joseph F.**, Sanaa to Damascus
- Curley, Renate H.**, Tel Aviv to Bangkok
- Cygrymus, Karen M.**, London to Niamey
- D'Antonio, Gerald Anthony**, Foreign Service Institute to Moscow
- Daly, Edwin W.**, Foreign Buildings Office to Foreign Buildings-Canada
- Daly, Mary Elizabeth**, Foreign Service Institute to Rome
- Daly, Timothy D.**, Diplomatic Security to Beijing
- Davenport, Joseph Edward**, Nassau to Bandar Seri Begawan
- Davenport, Kathryn J.**, Istanbul to European Affairs
- Davis, Christopher Richard**, Foreign Service Institute to Vladivostok
- Davis, Julie S.**, Pre-Assignment Training to Kiev
- Davis, Kenneth B.**, Athens to Bureau of Personnel
- Dawson, John R.**, Inter-American Affairs to San Salvador
- Dawson, Susana C.**, Political-Military Affairs to San Salvador
- Degges Jr., Edward R.**, East Asian and Pacific Affairs to Kuala Lumpur
- Degan, Kelly Colleen**, Peshawar to Gaborone
- Dembro, Mark David**, Stockholm to European Affairs
- Derderian, Jill**, Operations Center to Colombo
- Derivas, Juan-Rafael**, Bogota to Office of Information Management
- Desmond, John M.**, Bureau of Personnel to Foreign Service Institute
- Desrocher, John P.**, Near Eastern Affairs to Foreign Service Institute
- Dethomas, Joseph Michael**, Political-Military Affairs to Foreign Service Institute
- Dewitt, Seymour C.**, Nairobi to Bogota
- Dhillon, Pushpinder Singh**, Berlin to Economic and Business Affairs
- Di Meglio, Genevieve T.**, Guangzhou to Bureau of Personnel
- Dimon, Judith K.**, Inter-American Affairs to Tijuana
- Dizikes, Dean**, Toronto to Bureau of Personnel
- Doane Jr., James V.**, Deputy Assistant Secretary for Operations to Beirut
- Doell, Cynthia Rae**, Bonn to Berlin
- Doherty, Brian Peter**, Economic and Business Affairs to Foreign Service Institute
- Dolan, Daniel L.**, Mexico City to Paris
- Dollar, Carolyn J.**, Nato, Brussels to Bureau of Personnel
- Doty, Boyd Raymond**, Shanghai to Wellington
- Dougherty, Christina**, Paris to Bureau of Personnel
- Drouin, Philip Raymond**, Windhoek to Economic and Business Affairs
- Duffy, Elizabeth Fritschle**, Riyadh to Operations Center
- Duffy, Thomas Michael**, Riyadh to Near Eastern Affairs
- Duke, Arthur C.**, Office of Information Management to Guadalajara
- Dunne, Charles William**, Office of the Secretary to International Organization Affairs
- Durkin, Kenneth M.**, Population, Refugees, and Migration to Consular Affairs
- Edson, Stephen A.**, Foreign Service Institute to Consular Affairs
- Edwards, David Bryan**, European Affairs to Office of Deputy Special Representative for Trade Negotiations
- Eichblatt, Linda L.**, Mexico City to Lisbon
- Eidenberg, Harvey A.**, Tegucigalpa to Office of Information Management
- Ellingson, Joseph C.**, Brasilia to Rangoon
- Ellis, Christopher A.**, European Affairs to Nato, Brussels
- Ellis, John Griffin**, East Asian and Pacific Affairs to Office of Deputy Special Representative for Trade Negotiations
- Entwistle, James F.**, African Affairs to Consular Affairs
- Eppler, Dale B.**, Office of Deputy Special Representative for Trade Negotiations to European Affairs
- Euser, Barbara Jean**, Paris to European Affairs
- Eustis, Mitsuko**, Abidjan to Tokyo
- Evans, Charles W.**, Political-Military Affairs to Foreign Service Institute
- Evans, Rodney Allen**, Foreign Buildings-Singapore to Foreign Buildings Office

**Feeley, John D.**, Operations Center to Inter-American Affairs  
**Feiser, Sharon E.**, Brussels to European Affairs  
**Finkbeiner Jr., John M.**, Guayaquil to Economic and Business Affairs  
**Fitzgerald, Tamara K.**, Minsk to Political-Military Affairs  
**Fleitz, Louis G.**, Paris to Nato, Brussels  
**Ford, John Seabury**, Nassau to Foreign Service Institute  
**Foster, Daniel L.**, Foreign Service Institute to European Affairs  
**Frank, W. Douglas**, Warsaw to Beijing  
**Fritch, Paul F.**, Bonn to European Affairs  
**Fry, Mark Edward**, Bonn to European Affairs  
**Gain, Phyllis G.**, Damascus to Hermosillo  
**Gain, Ronald L.**, Damascus to Languages Services  
**Gaines, George D.**, The Hague to Diplomatic Security  
**Gaines Jr., William R.**, Lagos to Port-au-Prince  
**Gallagher, Michael F.**, Vancouver to Brussels  
**Gallant, Craig J.**, Foreign Service Specialist Intake to Lusaka  
**Gannon, Richard M.**, Diplomatic Security to Foreign Service Institute  
**Garrison, Mary Lee K.**, Monterrey to Intelligence and Research  
**Gaydos Jr., George D.**, New Delhi to Rabat  
**Gecas, Vida M.**, Diplomatic Security to Abidjan  
**Geisinger, Roger A.**, Jakarta to Managua  
**Geisler, Daniel Francis**, European Affairs to East Asian and Pacific Affairs  
**Gelenter, Lydia A.**, Mexico City to Inter-American Affairs  
**Giampietro, Carl J.**, Hanoi to Office of Information Management  
**Gibney, James S.**, Public Affairs to National Security Council  
**Gilmore, David N.**, Accra to Helsinki  
**Glover, Michael P.**, London to Quito  
**Goldberg, Philip S.**, European Affairs to Office of the Secretary  
**Goodman, Andrew Lewis A.**, Office of the Secretary to Foreign Service Institute  
**Grant, Sigrid D.**, Seoul to European Affairs  
**Gray, Jane**, Population, Refugees, and Migration to Consular Affairs  
**Green Jr., D'Ellis**, Brussels to Office of the Chief Financial Officer  
**Green, Candy**, Foreign Service Institute to Nato, Brussels  
**Green, Eric F.**, Kiev to European Affairs  
**Greenberg, David Robert**, Manila to Bangkok  
**Greenfield, Lafayette M.**, Nairobi to Islamabad  
**Greenfield, Walter**, Kinshasa to Bureau of Personnel  
**Greenwalt, Frederick J.**, New Delhi to Manila  
**Greer, Donald Lee**, Foreign Service Specialist Intake to Cairo  
**Gregoire, J. Philippe**, Djibouti to Algiers  
**Griffin, James M.**, Port-au-Prince to Office of the Secretary  
**Guest, Michael E.**, Executive Secretariat to Prague  
**Gullins, Marva I.**, Islamabad to Medical Services  
**Gunn, Richard L.**, Inter-American Affairs to Lima  
**Gurian, Marilynn**, Mumbai to Tirana  
**Gurney, Charles B.**, Cape Town to African Affairs  
**Gutensohn, Lynn D.**, Manila to Vancouver  
**Hahn, Rudy P.**, Dakar to European Affairs  
**Hall, Harry G.**, Bangkok to Diplomatic Security  
**Hallberg, Kent B.**, European Affairs to Athens  
**Hamilton, Jerry**, Nato, Brussels to Diplomatic Security  
**Hanni, Robert W.**, Almaty to Diplomatic Security  
**Harrison, Irene S.**, Foreign Buildings Office to London  
**Harrison, John Wesley**, Lima to Economic and Business Affairs  
**Harrison, Melvin L.**, Diplomatic Security to London  
**Haskell, Jennifer Conn**, Foreign Service Institute to Tel Aviv  
**Hawkins, Jeffrey J.**, Abidjan to Madras  
**Haymond, Peter Mark**, Bangkok to Foreign Service Institute  
**Haynes, Wallis S.**, Foreign Service Institute to Office of Deputy Special Representative for Trade Negotiations  
**Hearne, Dennis Walter**, Zagreb to The Hague  
**Heater, Robert D.**, Abidjan to Cairo  
**Heg, James Thomas**, Bureau of Personnel to Inter-American Affairs  
**Hegadorn, Christophe S.**, Beijing to Pretoria  
**Helm, John W.**, Bonn to San Salvador  
**Henzel, Christopher Paul**, Foreign Service Institute to Tunis  
**Herndon, Roger A.**, Helsinki to Diplomatic Security  
**Heusinkveld, Paul A.**, Office of Information Management to Damascus  
**Higgins, Margaret D.**, Foreign Service Institute to Oslo  
**Hill II, William H.**, Dhaka to Office of the Secretary  
**Hill, Mark T.**, Cape Town to Istanbul  
**Hill, Nicholas Manning**, Sapporo to Belgrade  
**Hill, Patty L.**, Consular Affairs to Foreign Service Institute  
**Hillas Jr., Kenneth M.**, Rome to Pretoria  
**Hinden, Jack Elliott**, Port-of-Spain to Intelligence and Research  
**Hinson-Jones, Robyn E.**, Pretoria to Foreign Service Institute  
**Hinson, Jill D.**, Lima to Mexico City  
**Hirsch, Daniel Menco**, Tashkent to Abuja  
**Hodge, David Andrew**, Lisbon to Brasilia  
**Hodges, Heather M.**, Managua to Foreign Service Institute  
**Hoh, Christopher J.**, European Affairs to Operations Center  
**Holmes, Dwight T.**, Brussels to Beijing  
**Hooper, Jon C.**, African Affairs to Durban  
**Hugger, Mark M.**, Bogota to Diplomatic Security  
**Hughes Jr., Paul Russell**, Office of the Secretary to European Affairs  
**Hunter, Mark J.**, Bujumbura to Jakarta  
**Huseman Jr., Charles P.**, Foreign Service Institute to Islamabad  
**Hutchens, Daniel A.**, East Asian and Pacific Affairs to Office of Deputy Special Representative for Trade Negotiations  
**Hutson, Thomas R.**, Inter-American Affairs to European Affairs  
**Jacobson, Keith N.**, Islamabad to Near Eastern Affairs  
**Jardine, Henry V.**, Pre-Assignment Training to Dhaka  
**Jeffrey, James Franklin**, Near Eastern Affairs to Office of the Secretary  
**Jeffrey, James Franklin**, Office of the Secretary to Kuwait  
**Jenkins, Joann M.**, Vienna to Office of the Inspector General  
**Jennings, Matthew Paul**, Kathmandu to Brasilia  
**John, Oliver Brainard**, Bern to Foreign Service Institute  
**Johnson, Cassius C.**, Foreign Service Institute to Tel Aviv  
**Johnson, Mary**, Seoul to Yaounde  
**Jones, David Taylor**, Ottawa to Office of the Under Secretary for Management  
**Jones, Frances Thornton**, Brazzaville to Foreign Service Institute  
**Jones, Paul W.**, European Affairs to Skopje  
**Jones, Teresa Chin**, Ottawa to Bureau of Personnel  
**Jury, Allan G.**, East Asian and Pacific Affairs to Population, Refugees, and Migration  
**Kagler, Robert H.**, Foreign Service Institute to Diplomatic Security  
**Kaminski, Richard Mark**, Mbabane to Democracy, Human Rights and Labor  
**Kaplan, Philip Winston**, Santo Domingo to Panama  
**Karmilowicz, Samuel Peter**, Manila to Diplomatic Security  
**Kashkett, Steven B.**, Intelligence and Research to European Affairs  
**Kavaler, Howard C.**, Oceans Bureau to Office of the Secretary  
**Keeton, Russell L.**, Managua to Bureau of Personnel  
**Keller, Daniel F.**, Moscow to Lagos  
**Keller, Richele**, Johannesburg to Foreign Service Institute

# Foreign Service Personnel

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- Kendall-Johnston, William**, Economic and Business Affairs to London
- Kennedy, J. Christian**, Georgetown to Inter-American Affairs
- Kepchar, Allen James**, Sanaa to Office of the Inspector General
- Kessler, Scott J.**, Dubai to Near Eastern Affairs
- King, Thomas M.**, Intelligence and Research to East Asian and Pacific Affairs
- Kinsler-Kidane, Brenda J.**, Office of the Secretary Special Haiti Coordinator to Other U.S. Agencies
- Kiriakou, John C.**, Manama to Near Eastern Affairs
- Kirk, Diane**, Kinshasa to Inter-American Affairs
- Kirkconnell, Laura Jean**, Rangoon to Yerevan
- Knudsen, Kenneth P.**, Riga to Mexico City
- Koplovsky, Michael B.**, Frankfurt to Foreign Service Institute
- Kostelancik, David J.**, Moscow to European Affairs
- Krafft, Christopher M.**, African Affairs to East Asian and Pacific Affairs
- Krebs, Sheldon I.**, Zurich to Bureau of Personnel
- Kresse, Lorraine V.**, Jerusalem to Near Eastern Affairs
- Kronenburg, Stephanie A.**, Foreign Service Institute to Chengdu
- Krzeminski, Joachim Z.**, Frankfurt to Diplomatic Security
- Kubiske, Lisa Jean**, Economic and Business Affairs to Office of the Under Secretary for Economic, Business and Agricultural Affairs
- Kuehn, Barbara**, Foreign Service Specialist Intake to Beijing
- Kunsman, Eric A.**, Islamabad to European Affairs
- Kushlis, William J.**, Political-Military Affairs to Bureau of Personnel
- Laeuchli, Samuel Clark**, Bangui to Chengdu
- Lamay, William Carl**, Foreign Service Specialist Intake to Colombo
- Lamb, Charlene Rae**, Dar-es-Salaam to Kuwait
- Lambert, Lynne Foldessy**, European Affairs to Foreign Service Institute
- Lambert, Mark B.**, Tokyo to Intelligence and Research
- Lane, Gregory B.**, Berlin to European Affairs
- Lankford, Shannon G.**, Nairobi to Lahore
- Lannon, George C.**, Bureau of Personnel to Consular Affairs
- Lapenn, Jessica**, Jeddah to Riyadh
- Larned, Thomas Y.**, Tokyo to East Asian and Pacific Affairs
- Larson, Gregory Kim**, Muscat to Frankfurt
- Larson, Karin L.**, Intelligence and Research to Near Eastern Affairs
- Lauderdale Jr., Eli N.**, Oslo to Oceans Bureau
- Lavergne, Elizabeth Ann**, Lisbon to Ouagadougou
- Lawing, Helen Marie**, African Affairs to Bamako
- Lawlor, David P.**, European Affairs to Ankara
- Lawrence, Michael C.**, Bangui to Paramaribo
- Lawrence, Vickie R.**, Bureau of Personnel to Cotonou
- Le Clair Jr., Russell G.**, Vienna to Office of Information Management
- Leahy, W.P.**, Bangkok to Shanghai
- Lee, Harvey Samuel**, Belgrade to Foreign Service Institute
- Leininger, Wayne Stephen**, Hong Kong to New Delhi
- Lenderking, Timothy**, Dhaka to Damascus
- Leverett, William B.**, Foreign Buildings Office to Guatemala
- Levinson, Richard Lee**, European Affairs to Democracy, Human Rights and Labor
- Liddle, Edward M.**, Tunis to Diplomatic Security
- Lincoln Jr., Philip Thomas**, Political-Military Affairs to Guangzhou
- Linde, Deborah Lyn**, Kuala Lumpur to Foreign Service Institute
- Linskey, Dennis M.**, Santo Domingo to Intelligence and Research
- Linton, E. Mark**, Guangzhou to Intelligence and Research
- Lipinski, John M.**, Kiev to Warsaw
- Lischke, Jeffrey D.**, Diplomatic Security to Port-au-Prince
- Lizzi, Bruce J.**, Managua to Algiers
- Lopes, Gayle Anne Waggoner**, Georgetown to Sao Paulo
- Lowell, John Arthur**, London to African Affairs
- Lowenthal, Bennett Y.**, Foreign Service Institute to Zagreb
- Lowry, Niceta D.**, Abuja to Freetown
- Lubow, Richard E.**, Diplomatic Security to Foreign Service Institute
- Lucas, William E.**, Office of Under Secretary for Political Affairs to Brussels
- Ludwig, Alexis**, Guatemala to Tokyo
- Lundberg, Eric K.**, Intelligence and Research to European Affairs
- Lynn, Rebekah J.**, Damascus to Jerusalem
- Lynn, Valerie**, Pre-Assignment Training to Paramaribo
- Madril, Tracy Rakoff**, Office of Information Management to New Delhi
- Maerke, Frederic W.**, Economic and Business Affairs to Osaka-Kobe
- Magnusson, Lori G.**, International Narcotics and Law Enforcement Affairs to Nairobi
- Malac, Deborah R.**, East Asian and Pacific Affairs to International Organization Affairs
- Manahan, Nancy Lee**, Almaty to New Delhi
- Manalo, Kathleen Helen**, Jeddah to London
- Marchant, Monte R.**, Bissau to Beirut
- Marciel, Scot Alan**, Hanoi to Hong Kong
- Marcott, Lauren Hueber**, Foreign Service Institute to Moscow
- Maric, Dubravka Ana**, Zagreb to Foreign Service Institute
- Marin, Margaret C.**,
- Maris, Glenda Gaye**, Montevideo to Mexico City
- Mariz, John C.**, Berlin to Intelligence and Research
- Marshall, William M.**, Stockholm to Santo Domingo
- Marten, Thomas A.**, Paris to Paris
- Martin, William John**, Jakarta to Tokyo
- Martin, Williams Swift**, Nairobi to European Affairs
- Martinez, Daniel L.**, Kuala Lumpur to Economic and Business Affairs
- Marut, Christopher J.**, Hong Kong to Foreign Service Institute
- Maseda, Fred A.**, Pretoria to Jakarta
- Mason-Witt, Linda M.**, Oslo to Beijing
- Mason, David Kent**, Near Eastern Affairs to Riyadh
- Mastriano, Wayne T.**, Diplomatic Security to Hermosillo
- Matthewman, Robin Hill**, European Affairs to Foreign Service Institute
- Matthews, Carl S.**, Foreign Service Institute to Cairo
- Mattson, Gregory Lynn**, Copenhagen to Lisbon
- Maxwell, Paul C.**, New Delhi to Mexico City
- Mayer, Margarete A.**, Inter-American Affairs to Frankfurt
- McCarthy, Jane B.**, Peshawar to Asuncion
- McFeeters, Brian David**, Surabaya to Foreign Service Institute
- McInturff, Richard L.**, Kigali to Monrovia
- McInturff, Sandra L.**, Kigali to Monrovia
- McIntyre, Jennifer Allyn**, Baku to Adana
- McKeever, Harold J.**, San Jose to Office of Information Management
- McKenzie, Bruce**, Consular Affairs to Democracy, Human Rights and Labor
- Meara, William R.**, Santo Domingo to Inter-American Affairs
- Mejia, Gustavo Alberto**, St. Petersburg to Mexico City
- Melka, Karin Louise**, Havana to Bangkok
- Mennuti, Deborah Rutledge**, Seoul to Athens
- Merida, Mario Ernesto**, Madrid to Foreign Service Institute
- Meyer, Robin D.**, Havana to Inter-American Affairs
- Meyers, Alfreda E.**, Foreign Service Institute to Political-Military Affairs
- Meznar, Marc J.**, Panama to Population, Refugees, and Migration
- Micaller, Manuel P.**, Pre-Assignment Training to Ashgabat
- Miller, Samuel**, Office of Information Management to Moscow



MANILA—Supervisory consular investigations assistant **Ermelina Mallari** accepts the FSN of the Month Award from Ambassador **John Negroponte**.



**Matthew Burns III**, right, receives the Leamon R. Hunt Award from **Patrick Kennedy**, the acting under secretary for management.

# Foreign Service Personnel

- Ming, Lili**, African Affairs to Dakar  
**Minnies, Malachy Todd**, Rome to Office of the Deputy Special Representative for Trade Negotiations  
**Mishra, Manish K.**, Muscat to Helsinki  
**Molina, Robert J.**, Manila to Frankfurt  
**Molinaro, Comelia W.**, San Jose to Ankara  
**Montana, Thomas**, Manila to Office of Information Management  
**Moore, Elizabeth**, Bureau Dir of Personnel to Executive Secretariat  
**Moore, Thomas H.**, Cairo to Windhoek  
**Morenski, Kathleen A.**, Paramaribo to Foreign Service Institute  
**Morgan, Carolyn Annette**, Bonn to Santo Domingo  
**Morrow, Gregg**, Harare to Inter-American Affairs  
**Mortensen, Ronald W.**, Paris to Foreign Service Institute  
**Mueller, Jonathan D.**, Foreign Service Institute to Baku  
**Mullinax, James David**, Manila to Surabaya  
**Murphy, Carol A.**, Guatemala to Mexico City  
**Murray, Christopher W.**, Tunis to Damascus  
**Murray, Griffith C.**, Victoria to Office of Information Management  
**Namm, Adam E.**, Inter-American Affairs to Bogota  
**Napoiello, Edward R.**, Caracas to Diplomatic Security  
**Needham, Robert Stephen**, Muscat to Zagreb  
**Negroponte, John D.**, Bureau of Personnel to Inter-American Affairs  
**Neher, Daniel E.**, Foreign Service Institute to European Affairs  
**Nelson, Richard W.**, Guangzhou to Naha  
**Nemroff, Courtney Robin**, East Asian and Pacific Affairs to Beijing  
**Nesberg, Eileen Joan**, Accra to La Paz  
**Nesberg, Rosil A.**, Accra to La Paz  
**Norvell, Yolanda**, Rangoon to Luxembourg  
**Nye, Marcia Louise**, Jerusalem to Bonn  
**Nyhart, Geoffrey P.**, Pre-Assignment Training to Guangzhou  
**O'Donnell, Patricia Anne**, Moscow to Tel Aviv  
**O'Dowd, Stephen P.**, Muscat to Foreign Service Institute  
**O'Reagan, Julie Ann**, Intelligence and Research to Foreign Service Institute  
**Oliver, Natalie R.H.**, Bonn to Rome  
**Oneill, Rosemary D.**, African Affairs to Intelligence and Research  
**Ortiz, Jose M.**, Foreign Service Specialist Intake to Ankara  
**Osius III, Theodore G.**, International Organization Affairs to Hanoi  
**Otto, Olaf North**, Adana to Reykjavik  
**Papendick, Josefina L.**, London to National Visa Center, Portsmouth  
**Parker, James R.**, Office of Information Management to Bureau of Personnel  
**Parker, John Anthony**, Islamabad to Consular Affairs  
**Parkin Jr., Ernest J.**, Muscat to Canberra  
**Parra, Arturo M.**, Office of Information Management to Guadalajara  
**Patchell, Anne Ware**, Lilongwe to Berlin  
**Patrick, Mark A.**, Singapore to Foreign Service Institute  
**Patt, Stuart Everett**, Sao Paulo to Gaborone  
**Patterson, Jerome D.**, Beijing to Paris  
**Pearson, Pamela J.**, Stockholm to Oceans Bureau  
**Peck, Francis P.**, African Affairs to Harare  
**Perreault, Robert R.**, Prague to Sanaa  
**Peters, Charles L.**, Foreign Service Specialist Intake to Bissau  
**Peters, Daniel W.**, Pre-Assignment Training to Damascus  
**Peterson, Katherine H.**, Windhoek to Consular Affairs  
**Phee, Mary Catherine**, Near Eastern Affairs to Cairo  
**Pinson, Anthony DeSales**, Foreign Service Institute to Shanghai  
**Pitterle, Kenneth John**, Rangoon to Frankfurt  
**Pope, James P.**, New Delhi to Near Eastern Affairs  
**Price, Donald A.**, Bogota to Pretoria  
**Pringle, Robert Maxwell**, Foreign Service Institute to Pretoria  
**Prior, J. Bruce**, Ankara to Dushanbe  
**Procai, Elizabeth**, Bureau of Personnel to Belgrade  
**Putnam, Evelyn Ululani**, Geneva to Moscow  
**Ramos, Erlinda V.**, Helsinki to Caracas  
**Raynor, Michael A.**, Djibouti to Conakry  
**Rea, Michael J.**, Bonn to Office of Information Management  
**Reams, Peter Robert**, Abidjan to Inter-American Affairs  
**Reasonover Jr., George D.**, New Delhi to Near Eastern Affairs  
**Reeves, Sidney V.**, Bonn to Frankfurt  
**Reid, James P.**, Foreign Service Institute to Ljubljana  
**Reilly, Craig**, Monterrey to Monterrey  
**Reiner, Harvey P.**, Pre-Assignment Training to Ankara  
**Renz, David**, Paramaribo to The Hague  
**Reynolds, James M.**, Algiers to Rabat  
**Reynolds, Robert H.**, Tokyo to Rome  
**Rice, Steven Christopher**, Pre-Assignment Training to Havana  
**Rich, Christopher E.**, Democracy, Human Rights and Labor to East Asian and Pacific Affairs  
**Richards, Dirk G.**, Kathmandu to Office of the Chief Financial Officer  
**Richardson, Kevin**, Kuwait to Nairobi  
**Ritchie, John Alexander**, Montevideo to Mexico City  
**Roberts, Ronald MacDonnell**, Brussels to New Delhi  
**Robinson, Dianne M.**, Jakarta to Brasilia  
**Robl, Terri Louise**, Paris to Djibouti  
**Roche, Timothy P.**, Consular Affairs to Foreign Service Institute  
**Rochester, Beverly D.**, Paris to Dhahran  
**Rohrlich, Paul E.**, Antananarivo to Port-au-Prince  
**Rollman, David Alexander**, Sofia to Seoul  
**Rose, Ellen Mae**, Antananarivo to Almaty  
**Ruff, Gale L.**, Foreign Service Specialist Intake to Georgetown  
**Ruffo, Susan Laura**, Buenos Aires to Near Eastern Affairs  
**Sadler, Frederick R.**, Lima to New Delhi  
**Sallies, E. Elizabeth**, Near Eastern Affairs to Amman  
**Saloom, Anne M.**, Conakry to Medical Services  
**Samuel, Edward Bryan**, European Affairs to Inter-American Affairs  
**Sandrolini, Christopher J.**, Foreign Service Institute to Near Eastern Affairs  
**Sarro, Dorothy Krebs**, Santiago to Mexico City  
**Sawyer, Roger Everett**, Santo Domingo to Consular Affairs  
**Schaefer, Karen R.**, Diplomatic Security to Stockholm  
**Schafer, David F.**, Foreign Service Institute to Tashkent  
**Schafer, James D.**, Office of Information Management to Beijing  
**Schoales, Virginia G.**, Bureau of Personnel to Operations Center  
**Schofer, Andrew J.**, Intelligence and Research to Near Eastern Affairs  
**Schrage, Barbara Jane**, Jakarta to East Asian and Pacific Affairs  
**Schultz, Eric T.**, Foreign Service Institute to Tbilisi  
**Schwering, Katherine A.**, Office of the Legal Adviser to Democracy, Human Rights and Labor  
**Sedney, David Samuel**, Beijing to Baku  
**Seitz, Edward J.**, Sanaa to Diplomatic Security  
**Sekellick Jr., Stephen W.**, Maputo to Diplomatic Security  
**Self, Brian K.**, Intelligence and Research to Deputy Assistant Secretary for Operations  
**Sell, Louis D.**, Geneva to Intelligence and Research  
**Seunarine, Joyce V.**, Mexico City to Inter-American Affairs  
**Shaw, Gregory H.W.**, Beijing to East Asian and Pacific Affairs  
**Shaw, Marilyn Y.**, Bangui to Prague  
**Shinnick, Stephen P.**, Havana to Office of Information Management  
**Sides, Ann B.**, Dublin to African Affairs  
**Siefken, William H.**, Budapest to Political-Military Affairs

Simon Jr., Hugh V., Inter-American Affairs to Georgetown

Slotta, Gregory S., Minsk to Skopje

Smith, Anton Kurt, Monterrey to Bonn

Smith, Edward T., Office of the Under Secretary for Economic, Business and Agricultural Affairs to Port-of-Spain

Smith, Frederick Albert, Intelligence and Research to Quebec

Smith, Sheila Lynn, Bureau of Personnel to Office of Information Management

Smith, Stephen F., Bogota to Diplomatic Security

Smitham, Thomas D., Rome to Lima

Snead, Thomas J., Consular Affairs to Oceans Bureau

St. Onge, Christopher, Rangoon to Diplomatic Security

Stamps, Amy K., European Affairs to Minsk

Steakley, Mark J., Canberra to Vienna

Steen, Randy Arden, Diplomatic Security to Moscow

Stefan Jr., Carl E., Nato, Brussels to Bureau of Personnel

Stein, Jerry A., New Delhi to Freetown

Stevenson, Barbara K., Brasilia to London

Stewart, Scott T., Guatemala to Diplomatic Security

Stinehart, Julie A., Djibouti to Minsk

Stocky, Eric, Frankfurt to Diplomatic Security

Strand, Rosita M., San Jose to London

Stricker, Carol L., Oceans Bureau to African Affairs

Sullivan, Harry Robert, Tokyo to Foreign Service Institute

Sullivan, Roy F., Kingston to Office of Information Management

Sutter, Eleanor B., Bratislava Slovak Republic to Foreign Service Institute

Swavely, Peter J., Intelligence and Research to Praia

Taggart, Rebecca L., Foreign Service Institute to Inter-American Affairs

Tams, Margaret L., Caracas to Population, Refugees, and Migration

Teich, Zachary Zalman, Canberra to Inter-American Affairs

Teutsch, Kris B., Seoul to East Asian and Pacific Affairs

Thein, Barry S., Inter-American Affairs to Managua

Thomas-Greenfield, Linda, Nairobi to Islamabad

Thomas, Anna J., Bureau of Personnel to European Affairs

Thomas, Bruce E., Foreign Service Institute to Ankara

Thomas, Mary Jane, Moscow to Bonn

Thomas, Michael David, Lisbon to African Affairs

Thompson, Cameron S., Foreign Service Institute to Kiev

Thompson, Philip Alan, Seoul to Santiago

Thorburn, Ellen Barbara, Cotonou to Consular Affairs

Thorne, Shawn K., Pre-Assignment Training to Athens

Thurber, Milagros V., Ankara to Mexico City

Tippman, Brynwyn W., Pre-Assignment Training to Shanghai

Tonkin, Thomas M., Caracas to Inter-American Affairs

Torres, Hector Federico, Beirut to Brasilia

Tous, Debra P., Toronto to Panama

Tousignant, Alan R., Cotonou to Foreign Service Institute

Towns, Valerie Jackson, Manila to Moscow

Toy, Steven Michael, Bureau of Personnel to Intelligence and Research

Trivisani, Thomas P., Port-au-Prince to Zagreb

Trulson, Michael C., Pre-Assignment Training to Jakarta

Tsai, Soching, Faculty Adviser to Geneva

Tulenko, Timothy Andrew, Political-Military Affairs to Intelligence and Research

Tulley, Michael Stephen, Foreign Service Institute to London

Tully, Bruce W., Jakarta to Diplomatic Security

Tunis, Jeffrey Stewart, Tokyo to Dhahran

Urli, Pirkko Elina, Hong Kong to Johannesburg

Urs, Krishna R., Near Eastern Affairs to Lima

Van Cleve, David H.L., Singapore to Budapest

Van Heuven, Ruth M., Paramaribo to European Affairs

Vandreal, Jeffrey A., Almaty to International Organization Affairs

Vazquez, Edward H., Foreign Service Institute to Consular Affairs

Vazquez, Nereida Maria, Florence to Inter-American Affairs

Wagner, David Goforth, Reykjavik to Dakar

Wagoner, Ruth Dorothy, Intelligence and Research to Lilongwe

Walch, Brian Thomas, Buenos Aires to European Affairs

Waldrop, Robert Buxton, Panama to Port Moresby

Wallace, Pallie J., Brasilia to Niamey

Watkins, Richard G., Koror to Economic and Business Affairs

Watson, Dennis L., Office of Information Management to Hanoi

Watson, John L., Office of Information Management to Frankfurt

Wayker, Audrey E., La Paz to Geneva

Webb Jr., Henry Frazier, Foreign Service Institute to Ankara

Webb Jr., Byron Horton, Bucharest to Office of Information Management

Weber, Myles Edward, Riyadh to Foreign Service Institute

Weber, Patrick H., Bucharest to Diplomatic Security

Weinberg, Donald W., Phnom Penh to Diplomatic Security

Weingarten, William A., Paris to Economic and Business Affairs

Weir, Gail R., Diplomatic Security to Foreign Service Institute

Weissman, Philip, Diplomatic Security to Office of Information Management

Wells, Vella G., Guatemala to Dar-es-Salaam

Wetzel, Kenneth, Managua to Madrid

Whiddon, David J., Operations Center to European Affairs

Wiggins, James M., Brasilia to Inter-American Affairs

Wiggins, Laura Eagleeye, Brasilia to Inter-American Affairs

Williams, Valorie N., Seoul to Bureau of Personnel

Williamson, Sherman F., Freetown to Lusaka

Willingham, Margaret M., Bureau of Personnel to Bogota

Wilson, Barbara T., London to Frankfurt

Wilson, Bruce C., Pre-Assignment Training to Osaka Kobe

Wilson, Ernestine, Rome to Suva

Wilson, Jewellene E., International Organization Affairs to Manila

Wojtasiewicz, James Peter, Warsaw to European Affairs

Wong, Mark F., Office of the Secretary to East Asian and Pacific Affairs

Wood, Edwin J., Nicosia to Bureau of Personnel

Wood, Peter S., Tegucigalpa to Foreign Buildings Office

Woods, Anthony C., Pretoria to Foreign Service Institute

Wukitsch, Thomas Kenneth, Intelligence and Research to Political-Military Affairs

Yacovoni, Rosemarie C., Manama to Lahore

Yamamoto, Donald Y., Bureau of Personnel to Asmara

Yen, Michael K., Guangzhou to Beijing

Yett, Beverly R., Nairobi to Lusaka

Young Jr., Harry E., Kiev to Bonn

Young, Joseph Michael, Nairobi to Foreign Service Institute

Yovanovitch, Marie L., Moscow to Ottawa

Zimmerman, George J., Bogota to Quito

Zorick, Michael P., Economic and Business Affairs to Foreign Service Institute

Zuccarini, Joseph T., Foreign Service Institute, to Bishkek

Zwigaitis, Adele T., New Delhi to Beijing

## Resignations (November)

Ames, Karen Westcott, Abidjan

Ball, Jacqueline, Ljubljana

Burcio, Lisa Grace, Bridgetown

Burguieres, Frederick C., Diplomatic Security

# Foreign Service Personnel

Burkey Jr., James H., Pretoria  
Byars, Linda S., Nato, Brussels  
Christensen, Katherine, Foreign Service Institute  
Ciorogariu, Marilena, Bucharest  
Current, Michael A., Geneva  
Davis, Jason L., Near Eastern Affairs  
De Santis, Eldwine Edward, Economic and Business Affairs  
Dewitt, Robert C., Kampala  
Dunham, Sharon Pamela, Political-Military Affairs  
Ellsworth, Michael Patrick, Moscow  
Endermuhle, Marilou B., Manila  
Eu, March Fong, Kolonia  
Fenimore, Christine T., Nato, Brussels  
Frazier, Robert P., Political-Military Affairs  
Giron, Otilia L., Moscow  
Gold, William John, Conakry  
Hall, Anne, Foreign Service Institute  
Harms, Ronald A., Foreign Service Institute  
Hart Jr., Clifford A., European Affairs  
Heaphy, Ann, Monterrey  
Hertz, David R., Office of Information Management  
Hess, David M., European Affairs  
Hildebrand, Carl E., London  
Hoover, John E., Foreign Service Institute  
Houck, Susan, Tel Aviv  
Howard, Helen E., Paris  
Hutchins, Stephanie D., Madrid  
Irvine, Robert A., Bern  
Jenks, Darrell Allan, Inter-American Affairs  
Johnson, Richard A., Seoul  
Jones, Eric A., Vladivostok  
Katsoulos, Athena, Paris  
Kavanagh, Christopher, Foreign Service

Institute  
Kavanagh, Julie Lynn, Foreign Service Institute  
Kelly, Daniel Lee, Office of Information Management  
Kimble, Cynthia Ann, Santiago  
Kish, Nancy L., Manila  
Koblenz, Sandra Ruth, Helsinki  
Konrad, Michele E., Kiev  
Lancaster, Jeffrey D., Tokyo  
Lee, Woo C., Foreign Service Institute  
Lein Jr., Richard E., Moscow  
Marquardt, Arthur H., Pre-Assignment Training  
McHenry, Kathleen A., St. Petersburg  
Meredith, Thomas J., Leave-Without-Pay  
Meyer, Matthew A., Cape Town  
Miller, Amy C., Seoul  
Munson, Edward Robert, Madrid  
Nchako, Lena Pamela, Douala  
Nelson, Hugh M., Inter-American Affairs  
Nicholson, Charles R., Office of Information Management  
Olivares, Patricia, Guatemala  
Paola, Roberta J., Durban  
Patterson, Nancy C., Beijing  
Petursson, Kirsten Gudrun, Guadalajara  
Power, Joyce J., Kuwait  
Reisenauer, Diane J., Panama City  
Rizvi, Rebecca Elsie, Leave-Without-Pay  
Roberts, Emma J., Foreign Buildings Operations-Egypt  
Robinson, Linda K., Havana  
Roman, Barbara Ann, Lusaka  
Rowan, Eleanor, Sofia  
Samson, Paula Adele, Abidjan

Smith, Pamela Nakahata, Leave-Without-Pay  
Spake, Luzviminda, Nairobi  
Speidel, Richard R., Pretoria  
Stone, Sharon K., Valletta  
Wallace, Margaret Anne, Rome  
Werner, Janice R., Bonn  
Wright, Norma A., Brussels  
Young, James, Gaborone  
Zollinger, Eric A., Beijing

## Retirements (November)

Astala, Katherine Marie, Manila  
Bowie-Whitman, Barbara, International Organization Affairs  
Bradley, Richard H., Damascus  
Breer, William T., Policy Planning Council  
Bright, Robert L., Amman  
Deal, Timothy E., London  
Hallford, Scott S., Beijing  
Hicks, Irvin, Ethiopia  
Jarrell Jr., John A., Diplomatic Security  
King, Charles M., Bonn  
Montana, Phyllis Ann, Manila  
Ozeta, Delia, Sao Paulo  
Pace, Robert S., Public Affairs  
Robins, David Snyder, Intelligence and Research  
Robinson, Raymond G., Bureau of Personnel  
Wade, Grace M., Hanoi  
Wesoloski, Elizabeth J., Tbilisi  
Xochihua, Alba, Bureau of Personnel



PANAMA CITY—Ambassador William Huges, right, cuts the ribbon for a new annex in the chancery, with the embassy's Danny Corsbie, left and Bernardo Segura-Giron.



# Bureau of the Month

## Intelligence and Research

By Marjorie Niehaus

The author is an intelligence liaison officer in the bureau.

Prince Metternich once remarked, on hearing that the French ambassador had died suddenly, "Now I wonder what he meant by that?" For more than 50 years, INR's mission has been to unravel the hidden motivation of states and to provide intelligence for our primary customer—the Secretary of State. INR is the one place in the government where insights derived from all-source intelligence collection and analysis are fully integrated into the foreign policy process on a real-time basis. Our goal is to deliver current current intelligence and warning, to provide independent independent, and to mesh intelligence activities with foreign policy objectives. As Assistant Secretary Toby Gati emphasizes: "Our job is to make sure the United States Government is as prepared to negotiate as it is to fight."

### Current Intelligence and Warning— "the eyes have it"

The 24-hour INR Watch is the Department's front line for current intelligence and early warning. The Watch keeps an eye on all incoming information—from media, diplomatic,

and clandestine reporting to technically acquired material—and alerts policymakers to important developments. Over the past year, the intelligence watch and alerting mission has been co-located in the Department's

monitor the world's trouble spots closely and continuously. The discerning INR watchstander decides whether to brief an intelligence piece immediately or allow an assistant secretary to sleep through the night.



INR front office, left to right: **Daniel Kurtzer**, principal deputy assistant secretary; **Tobi Gati**, assistant secretary; **Jennifer Sims**, deputy assistant secretary for intelligence policy and coordination; and **Thomas Fingar**, deputy assistant secretary for analysis.

Operations Center, where INR officers and a 24-hour cryptologic support group from the National Security Agency work together with the Secretariat's watch teams.

INR watchstanders review a large, continuous stream of intelligence to determine what information policymakers need to know immediately. First thing every morning and throughout the day and night, they disseminate sensitive reports to assistant secretaries, office directors, and desk officers. The INR Watch is a 24-hour nerve center for direct access to the Central Intelligence Agency and other parts of the intelligence community, enabling the Department to

### Analysis—"telling it like it is"

INR fits together all available information on a particular topic—from press reports to satellite imagery—to develop readable, insightful intelligence analyses for the Department. Separate enough from policy bureaus to offer independent judgments but close enough to understand their problems, INR provides analyses without garnish or policy spin. INR's job is to tell

policymakers what they need to know, notwithstanding the policy issues involved.

Deputy Secretary Strobe Talbott expresses his view that this INR function is often critical: "INR independent assessments, not only of foreign developments but of the intelligence process itself, have given valuable insights to seventh floor policymakers as we've grappled with seemingly intractable policy problems.

By drawing on the insights of Foreign Service officers with extensive in-country experience and Civil Service specialists with in-depth expertise, INR analysts try to discern patterns, turning points, and opportunities for diplomatic intervention. Like a snapshot in

# Bureau of the Month

time—one instance in a series of events—intelligence becomes more valuable when seen in context. Providing meaning and sequence to raw intelligence for the Department policymaker is the job of the INR analyst.

Intelligence is a tool that serves American diplomats in many ways—negotiating agreements, delivering demarches, assuring compliance with a treaty, promoting transitions to democracy, and seeking to constrain or avoid conflict. INR analyses provide useful context for day-to-day monitoring of events in many areas of the globe where spotting a problem early can prevent a tragedy.

For example, timely spotting of Iraqi military movements toward Kuwait in 1994 allowed United States diplomatic and military actions to prevent an Iraqi attack. Timely intelligence has also identified attempts to violate UN-imposed sanctions, allowing diplomacy both here, at the U.S. mission to the United Nations and at missions abroad to thwart actual deliveries. Intelligence-based demarches have prevented the transfer of equipment and products intended for use in the manufacture of weapons of mass destruction. U.S. intelligence-sharing has persuaded foreign governments that their neighbors' military movements were normal training and not preparations for attack. INR's war crimes unit, comprised of State and other intelligence community officers, oversees information-sharing with the chief prosecutor of the Bosnia/Rwanda War Crimes Tribunal.

Information, no matter how sensitive, is seldom unambiguous; its implications are almost never self-evident. Analysts often do interpret information differently. Sometimes the differences matter a great deal. For example, in the

early 1990s, intelligence community analysts—and agencies—disagreed on whether North Korea would negotiate away its nuclear weapons program. Most insisted it would never do so; INR argued that under the right circumstances it might. INR's assessments helped senior officials develop a strategy for dealing with the North. Close interactions between INR analysts and policymakers were key to the successful negotiation of the 1994 Agreed Framework.

## The Morning Summary— "better than Wheaties"

INR's daily analysis of developments in nearly 200 countries and dozens of international organizations begins with the Secretary's Morning Intelligence Summary, the intelligence community's only 365-days a year, all-source foreign affairs analytic publication. Each daily edition contains about 10-12 short and 3-4 longer analytic pieces on current foreign affairs topics. INR's 24-hour Watch works through the early morning hours to update the Summary for delivery to the Secretary by 6:00 a.m., local time, wherever he is at home or abroad. Keyed to the Secretary's foreign policy agenda, the Summary and other INR publications put into context the intelligence community's raw intelligence reports, provide timely assessments of foreign developments, and



Pete Modley, INR imagery policy coordinator.

alert policymakers to potential trouble spots. National Security Adviser Tony Lake has described the Summary as "informative, nicely written, sometimes provocative. I begin every morning with it. Better than Wheaties."

On a typical day, INR senior analysts arrive at work by 6:30 a.m. to read overnight intelligence reports, cables, and news stories gleaned by the 24-hour Watch. At 8:00, they brief Assistant Secretary Toby Gati and deputies on key overnight developments. At the same time analysts fan out through the Department sharing overnight intelligence information, insights, and analytical judgments with Department principals and desk-level officers.

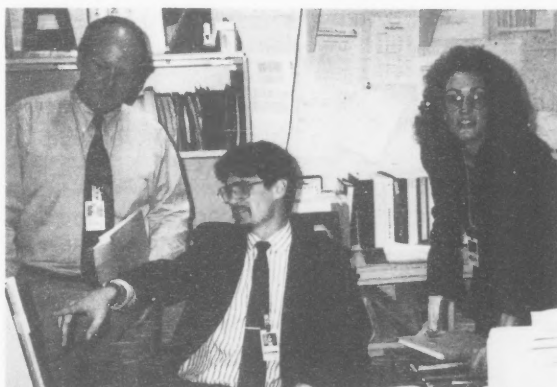
At 8:30, the assistant secretary participates in the Secretary's daily staff meeting, and, at 9:00, takes part in the senior staff meeting chaired by the deputy secretary. By 10:00, INR's senior staff have begun to compare notes from their separate meetings with Department principals and to relay information, questions, and taskings to analysts in INR and, when appropriate, analysts

and collectors elsewhere in the intelligence community.

Within the Department, INR's face-to-face contacts and oral assessments number in the thousands per week and are reinforced by a wide range of written products. INR products, in addition to the Summary, include memoranda, spot reports, and research papers for the Secretary, deputy secretary, and other Department principals. In a typical month INR produces about 150 memos

tailored for specific Department officials and 300 more broadly distributed pieces, and contributes to numerous intelligence community studies. Many of these products are distributed within the intelligence and foreign policy communities via "Intelink," a classified, electronic intranet modeled on the World Wide Web. INR's External Research staff organizes approximately 75 conferences each year involving scholars, journalists, business people, and representatives of nongovernmental organizations and international organizations to brief newly appointed ambassadors and other policymakers on foreign policy issues. Deputy Secretary Talbott has described INR's work in this area as "an important bridge between policymakers and the community of thinkers and analysts outside of government."

Despite resource constraints, INR strives to maintain global analytical coverage to support the Secretary of State's diplomatic activities in all areas, not only in times of crisis, but every day.



Analyst Bill Mooney with staff aides Joe and Kim Murphy (no relation).

### Intelligence Policy and Coordination—"the biggest little intelligence shop in town"

The late Defense Secretary Les Aspin described INR as the "biggest little intelligence shop in town, where they really do a lot more with a lot less." This attribute equally applies to INR's Directorate of Intelligence Policy and Coordination—the nexus between the Department's consumers of intelligence and the collectors and producers of intelligence. The directorate manages intelligence operations, provides direct intelligence support to diplomacy, and contributes to U.S. counter-intelligence, counterterrorism, and border security efforts.

When intelligence crises require diplomatic contingency planning, this directorate works directly with seventh floor principals and chiefs of mission to offer options, analyses, and brokered solutions. With the European bureau, for example, this directorate handled the economic espionage flap with the French and the revelations concerning U.S. arms caches in Austria.

This directorate houses the TIPOFF program, which provides a terrorist lookout system to embassies, consulates, and the Immigration and Naturalization Service. TIPOFF analysts and specialists have worked closely with the Bureau of Consular Affairs to strengthen the government's abilities to track and counter activities of international criminals and terrorists. The directorate's officers attend senior meetings of the intelligence and counterintelligence communities to evaluate the

extent of damage caused by convicted spy Aldrich Ames. INR analysts focus on minimizing the risks of such cases to the Department and recommend practical solutions to the Secretary of

**“Recall the opening scene from Tom Clancy's Op Center shown on NBC, with a key character shouting, “I don't want a CIA estimate. I don't want a DIA estimate. I want it straight from INR.”**

State and, through the Counterintelligence Policy Board, to the national security adviser.

As the focal point in INR for support to diplomatic operations, this directorate's officers work closely with chiefs of mission to ensure that the diplomat gets the kind of close, tailored

# Bureau of the Month

intelligence support regularly available to the war fighter. As military leaders often acknowledge, support to diplomacy is the first line of defense and may spare the military from having to deploy to battlefields.

The directorate's officers work with administrative elements of the Department, chiefs of mission, and the intelligence community to build the intelligence bridges—communications packages, secure facilities, radio nets, computer software, and intelligence databases—needed for negotiators and mobile diplomats overseas. An example of this approach is the Diplomatic Intelligence Support Center in Sarajevo. Designed to the specifications of the ambassador, the recently deployed center provides secure communications, timely information, tasking capabilities, and analysis to U.S. officials charged with implementing the Dayton Accords.

Support to diplomacy requires close monitoring and involvement in the development of intelligence policy to ensure that it meshes with the current and future needs of the Department. INR alerts Department policymakers to intelligence budget and collection decisions that may have a significant impact on key diplomatic issues. Specialists in the collection disciplines ensure that policymakers' needs are met and that shifts in intelligence resources between geographic areas do not compromise diplomatic needs. Terrorism, narcotics, and crime analysts



Cartographer Leo Dillon.

work closely with their policymaking colleagues to monitor and then prevent or disrupt illegal deals and terrorist activities worldwide.

The Intelligence Policy and Coordination Directorate also helps the intelligence community discern emerging foreign policy issues and construct an intelligence collection structure to answer future needs.

Integrating intelligence policy with the needs of Department policymakers is the job of the State Intelligence Policy Board and its sub-group, the State Resources Board. These boards offer regular opportunities for policymakers to coordinate Department positions on intelligence community issues having major implications for foreign affairs—such as law enforcement expansion overseas, economic espionage, and information warfare—and to articulate how intelligence might serve specific national security and policy objectives.

## INR and you

An INR assignment offers regular interaction with policy bureaus while providing insight into the intriguing world of intelligence collection and analysis. What makes a source reliable? What doesn't the media know on a hot issue? Why does the intelligence community absorb so much of the federal budget? How accurate are Tom Clancy novels? (Recall the opening scene from Clancy's *Op Center* shown on NBC in February, with a key

character shouting, "I don't want a CIA estimate. I don't want a DIA estimate. I want it straight from INR.")

In INR a Department officer learns how intelligence can support the conduct of foreign policy, and, on a daily basis, serve the policymaker, the diplomat, and the desk officer. From firsthand experience the INR officer will understand how the intelligence community works and why it's so important for the intelligence and foreign policy communities to support each other.



Betty Staton, a secretary in the bureau.

Foreign Service officers assigned to INR learn how intelligence can work for them in their future assignments. A tour in INR teaches what type of intelligence is available to the State officer at home and abroad, how to interpret intelligence reports, and how to use them in conjunction with Foreign Service reporting to more fully assess political and economic developments. As a window on the intelligence challenges officers may face overseas, a tour in INR is unique and extraordinarily valuable.

# Letters

## Adrienne Arn— a tribute

Dear Editor:

The Foreign Service secretarial ranks are poorer—Adrienne Arn passed away on October 22, following a losing battle with leukemia. She touched the lives of many during her tenure as a secretary in CDA/EAP from 1985-90, as an African rover from 1990-93, and most recently, on the PER grievance staff.

Although she had a successful 20-year Foreign Service career, I did not know Adrienne professionally. We met at the "vendors table" outside the cafeteria where she reluctantly sold the fruits of her passion—beaded necklaces and earrings. She had a story for every one of her creations and always admonished purchaser's to take care of their selection's.

I will miss the sight of this slight creature dressed in the reds and purples of which she was so fond, dashing from one office to another on her lunch hour providing her "special" clients a preview of her latest work.

Sincerely,  
Patricia A. Hoffer  
Office of Career Development and  
Assignments

### Correction:

Mark Jackson is the author of "A Call to Duty in Bosnia," in the September/October issue; his last name was incorrect. We regret the error.

## A congressional resolution for Foreign Service Day

Dear Editor:

I am submitting an important postscript to your excellent coverage of Foreign Service Day in the June/July issue.

The now-concluded 104th Congress may be remembered by your readership for its efforts to cut the deficit and downsize the federal bureaucracy, and not least for the unfortunate furloughs that resulted. But there is one positive milestone that should not be forgotten: Senate Resolution 217, which designated the first Friday in May 1996 "as American Foreign Service Day in recognition of the men and women who have served or are presently serving in the American Foreign Service, and to honor those in the American Foreign Service who have given their lives in the line of duty."

This historic resolution, approved unanimously, was initiated by Senator Nancy Kassebaum. Her office worked closely with the representatives of the American Foreign Service Association. Members of the foreign affairs retiree associations of Northern Virginia and Maryland called each senator's staff to line up cosponsors, which, under Senate rules, had to number at least 51 senators with a minimum of 20 from each party. Thanks to these efforts, and those of other Foreign Service alumni around the country (and a final push from the retirees of Washington State), 54 cosponsors were found. As we

strive to maintain the resources necessary to represent American interests abroad effectively, the following words from the text furnish a helpful bipartisan affirmation of the important role of our Foreign Service:

*Whereas* the American Foreign Service was established in 1924 and some 11,600 men and women now serve with the foreign affairs agencies of the United States at home and abroad;

*Whereas* the diplomatic, consular, communications, trade, development, and numerous other functions these men and women perform constitute the first and most cost-effective line of defense of our nation by protecting and promoting United States interests abroad;

*Whereas* the men and women of the American Foreign Service are increasingly exposed to risks and danger to themselves and their families, even in times of peace, and many have died in the service of their country;

*Whereas* in this uncertain post-Cold War era, an ever-vigilant American Foreign Service remains essential to the strategic, political, and economic well-being of this nation by strengthening the United States' relations with other countries and promoting a safer, more peaceful world;

*Whereas* the U.S. Government's foreign affairs agencies and the American Foreign Service Association have observed Foreign Service Day on the first Friday in May for many years; and

## Letters

Whereas it is both appropriate and just for the country as a whole to recognize the dedication of the men and women of the American Foreign Service and to honor those who have given their lives in the loyal pursuit of their duties and responsibilities representing the interests of the United States of America and of its citizens: Now, therefore, be it

*Resolved*, That the Senate

“(1) commend the men and women who have served or are presently serving in the American Foreign Service for their dedicated and important service to country;

“(2) honor those in the American Foreign Service who have given their lives in the line of duty; and

“(3) designate the first Friday in May 1996 as American Foreign Service Day.”

The President is authorized and requested to issue a proclamation calling upon the people of the United States and the Federal, State, and local administrators to observe the day with the appropriate programs, ceremonies, and activities.

The presidential proclamation was not issued, in part because President Clinton had already sent the message of appreciation and remembrance that *State Magazine* printed in its Foreign Service Day article. But the resolution stands. It will be a valuable asset as we continue our efforts to make the public aware of what the American Foreign Service is and why it is needed.

Sincerely,  
Ward Thompson  
American Foreign Service Association

## PRM—to be 'commended'?

Dear Editor:

In *State Magazine's* "Commendations for Performance Rating Reports," (September/October), I was struck by the large number of supervisors listed from the Bureau of Population, Refugees, and Migration. I counted eleven PRM officers so commended; that's a huge percentage for this small bureau.

No wonder they're so successful in what they do.

Sincerely,  
Edward Wilkinson  
Bonn



**HOLY SEE**—Ambassador **Raymond Flynn**, left, at the grave of Jacob Leonard Martin, the first U.S. diplomat accredited to the Holy See. Mr. Martin died in 1948, just seven days after presenting his credentials to the Pope. With Mr. Flynn, from left, are administrative officer **Phil Skotte**, deputy chief of mission **Louis Nigro**, and **Catherine Flynn**, wife of the ambassador.



**CONSULAR AFFAIRS AT THE OLYMPICS**: from left to right, **Stephen Fischel**, chief, Division of Legislation and Regulations, Visa Services, Assistant Secretary **Mary Ryan**, **Donna Hamilton**, deputy assistant secretary, and **Ron Acker**, Division of Legislation and Regulations.

# State of the Arts

By John Bentel

The author is a computer specialist in the Executive Secretariat.

## 'All the nuances' of Ravel

On September 4 the State of the Arts Concert Series hosted classical pianist Joseph Currie in the Dean Acheson Auditorium. Mr. Currie holds a master's in piano from Peabody Conservatory and currently serves as organist at the Arlington (Va.) United Methodist Church.

He began his performance with three compositions by Ravel. These works from *Miroirs* included *Oiseaux Tirstes*, *Une Barque sur l' Ocean*, and *La Valle des Cloches*. As I listened to these selections, I recalled an earlier concert at State by Japanese concert pianist Yoko Kawaguchi, in which she played a work by Debussy. She had flown in from Kyoto to play for our lunch-time series.

As Ravel and Debussy were the only composers from the Impressionist period, it seemed appropriate to compare both works as performed by both musicians. Mr. Currie played the Ravel works with a combination of delicacy and strength. It was obvious that he understood all the nuances of Ravel's work, perhaps due to his own French heritage.

In contrast, Madam Kawaguchi's performance of Debussy resulted in a somewhat angular touch. I initially thought this resulted from a combination of jet lag and unfamiliarity



with the rather heavy action of the Young Chang piano. I changed my mind, however, when Ms. Kawaguchi performed music of her homeland with great ease and sensitivity. As with Joseph Currie's seemingly innate Ravel performance, Madam Kawaguchi's virtuosity bloomed in the lovely *Hirai Fantasy - Sakura - Sakura*, which means 'cherry blossoms.'

Mr. Currie closed his concert with works by Schumann, Rachmaninoff, and Chopin. Of the three, the Rachmaninoff selection was the most powerful. It was apparent that he was very familiar with the music, which he delivered with great confidence.

## An Egyptian montage

The concert series offers a diverse selection of talent to Department employees. One of the more intriguing examples of this occurred on September 18 in the East Auditorium when filmmaker Agustin Blazquez debuted "Memories of Egypt," a chronicle of the artist's odyssey from childhood to the present.

Mr. Blazquez was born and raised in Cuba and at an early age showed a gift for drawing and painting. As a child, he had recurring dreams influenced by Egyptian images,

something he claims he had not yet seen. In high school, the artist said, he became aware of the remarkable resemblance between the Egyptian murals in his textbook and his own childhood drawings. Blazquez left Cuba in 1965, feeling his freedom imperiled by the oppressiveness of the Castro regime.

In 1974 the vivid dreams returned and became his art form: his murals evolved into three-dimensional shapes in the form of Egyptian mummies. In 1978 the government of Egypt invited him to be their guest for a month and interest in his artwork later resulted in over 80 private and group showings. His collection since 1967 totals 504 pieces.

"Memories of Egypt" is a montage of Blazquez' artistic evolution. He has an uncanny eye for the balance between imagery and music, and the special effects were captivating. The sounds of harp and piano seemed to simulate the images shown on the screen. I left longing to see more of this artist's work.

## Folk singer and Foreign Service officer

On October 16 the State of the Arts Cultural Series and FARA presented folk singer Elizabeth Cobb, a Foreign Service officer who has served in Tokyo and Seoul. Her repertoire included traditional folk music influenced by Joan Baez, as well as such pieces as *John Riley*, *Coulier/Lacombe*, *Today*, R. Sparks, and *The Rose*, A. McBroom. *John Riley* proved the best vehicle for Ms. Cobb's talent, and her sensual

## State of the Arts

rendition of this song about lost love enchanted the audience.

Ms. Cobb's first offering was an *cappella* rendition of J. Deitschman's *Smokey's Bar*, performed without the benefit of a microphone. By her second performance, *Donna Donna*, by A Kerrs (translated from Yiddish), it was clear that Elizabeth felt more comfortable with the stage setting. The addition of her guitar accompaniment enhanced the mellow tone of this song about freedom. Ms. Cobb introduced her next song, *Last Trolley Bus*, pointing out that it was composed by B. Okudjava, whom she characterized

as the Russian Bob Dylan. *Last Trolley Bus* was morose in nature and provided a stark contrast to her next selection, *Waltzing with Bears*, by Dr. Seuss. The audience's approval was evidenced by their smiles when Ms. Cobb sang of "Uncle Walter, who danced with bears who eventually took him away."



EARL WILSON

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# Foreign Service Day

May 9, 1997

*All retirees who wish to receive invitations to Foreign Service Day are asked to submit the information requested below.*

The Thirty-Second Foreign Service Day will be celebrated on May 9, 1997, as a part of Public Service Recognition Week, which will be held from May 5 through May 11. More information on Public Service Recognition Week will be made available in the next few months. This will be an exciting event, and we hope you will participate with us.

The Thirty-Second Foreign Service Day will feature sessions on current foreign affairs issues. Lunch will be held on Friday in the Benjamin Franklin Room. The American Foreign Service Association will again host an evening reception on Friday and a brunch on Saturday.

Please send requests for invitations to the following address by March 1, 1997. If you have questions, please telephone (202) 647-8118 and ask to speak to one of the Foreign Service Day coordinators.

Foreign Service Day  
PER/EX, Department of State, Room 3811  
Washington, D.C. 20520

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Telephone: \_\_\_\_\_

\_\_\_\_\_ Persons planning to attend

\_\_\_\_\_ Persons planning to purchase lunch tickets

*This year a registration fee will be charged to help defray the cost of materials. The charge will be \$5 per participant if paid in advance or \$10, if paid at the door. The fee should not be submitted at this time, but will be requested when registration information is returned.*

# Obituaries

**Edward J. Maguire**, 68, a retired Foreign Service officer, died of cancer of the esophagus in Portland, Ore., on December 26, State has learned. He was the husband of retired budget and fiscal officer Madeleine Maguire.

Mr. Maguire joined the Service in 1957 and was posted to Paris. After an assignment in Luxembourg, he became administrative officer in Cotonou in 1962. Next, he served as general services officer in London, 1964-67, then as supervisory GSO in Calcutta, 1967-70. In the latter year, he became a roving administrative officer. After a final tour in Nairobi, he retired in 1977. He held the Meritorious Honor Award for his work at State.

Mr. Maguire was born in St. Louis, Mo., on May 16, 1927. He received a bachelor's from the University of California and served in the Army. He leaves his wife, Madeleine, of Gresham, two daughters, three brothers, two sisters, five grandchildren, and two great-grandchildren. Condolences may be sent to his wife at Green Tee Estates Sp. # 17, 900 N. Francis, Gresham, Ore. 97030, telephone (503) 667-9236.

**Mary P. Hughes**, 73, a retired Foreign Service secretary, died of cancer at Suburban Hospital in Bethesda, Md., on April 21.

Ms. Hughes joined the Service in 1957 and was posted to Saigon the following year. After an assignment in Washington, she went to Cairo in 1963. Three years later she was posted to Paris. She served as a secretary in Bangkok before returning to Saigon in 1971. Next, she had tours in Casablanca, 1972-74, and the Africa bureau, 1974-77. She served in the Secretary's office and the Near East bureau before retiring in 1982.

Ms. Hughes was a native of Chicago who worked as a nurse there and in

California before joining State. After State she worked part-time for the American Standards Board. Her survivors include a niece, Bernadette McKeown, of Chicago.

**Hobart Harrington Cleveland II**, 62, a former Foreign Service officer, died in Washington on April 27. Mr. Cleveland served as vice consul in Saigon during the war in Vietnam and later had a tour in Tokyo.

He was a native of Chicago who attended George Washington University. He served four years in the Navy and worked for an insurance company before beginning his career at State. His survivors include a daughter and a son.

**Reed Wilson Thompson**, 78, a retired Foreign Service officer, died in North Little Rock, Ark., on June 2.

Mr. Thompson joined the Service in the late 1960's, serving first in Saigon, until just before the fall of South Vietnam. He later held assignments in Washington and the Philippines as an inspector with responsibilities in several southeast Asian nations and the Pacific.

After he retired in 1979 Mr. Thompson was elected mayor of North Little Rock, a position he held until 1985. He was a graduate of the Arkansas Law School who served as an FBI agent and as city attorney in North Little Rock before joining State. His survivors include his wife, Polly, a son, four grandchildren, a great-granddaughter, and a twin brother.

**Paula G. Heichler**, 44, daughter of retired Foreign Service officer Lucien Heichler, died on June 5. She was a native of Washington who attended the Universities of Geneva and Chicago and worked in computer-related capacities. Ms. Heicher accompanied her parents on postings to Berlin,

Yaounde, and Kinshasa. Besides her mother and father, she leaves two sisters, a brother, and a son.

**Mary E. Snapp**, 75, a retired personnel officer at State, died in Tucson on June 18. Ms. Snapp had postings in Guatemala, Chile, Ecuador, Belgium, Cote d'Ivoire, Pakistan, the Phillipines, and Japan. She was a native of Whiting, Ind., who attended Bryant and Stratton Business College and Indiana University before beginning her career at State. Her survivors include a sister, Marjorie Jackson, of Cincinnati, five nephews, and three nieces.

**Raymond C. Codrington**, 29, a secretary in the Bureau of International Organization Affairs, died in Chapel Hill, N.C., on July 1. Mr. Codrington began his career at State in 1991 as a summer intern in the Bureau of Personnel. The following year he became a management assistant in the Near East bureau. He began his final position, in IO's executive office, last year.

Mr. Codrington was a native of Fayetteville, N.C., who received a bachelor's from Howard University. He earned a cash award for his work at State. His survivors include his parents, Joyce and Edward Codrington, and a twin brother.

**Mary Elizabeth Fordham Simmons**, 84, a retired Foreign Service staff officer, died in Kinston, N.C., on July 8. Beginning in 1957, Ms. Simmons held overseas postings in Tel Aviv, Abidjan, and Manila. Before



State, she served in Okinawa and Guam as a Civil Service employee in the Air Force in Guam and the Army Signal Corps. Her survivors include several nephews and nieces.

**Joe M. Little**, 75, a retired Foreign Service officer, died in Coronado, Calif., on July 31.

Mr. Little joined the Service in 1965 and served as a security officer in Manila and Belgrade. After leaving State, he held numerous temporary assignments overseas until 1991. He was a native of Kingsley, Ia., who earned a bachelor's from the University of Maryland. He served in the Battle of the Bulge during World War II and later became a lieutenant colonel. His survivors include his wife of 48 years, Paula Little, and a sister.



**Adrienne Arm**, 53, a staff assistant on the Foreign Service Grievance Board, died of leukemia at Arlington Hospital in Arlington, Va., on October 22. (See tribute, **Letters**.)

Ms. Arm joined the Foreign Service in 1976 and became a secretary in the consular section in Tokyo. After serving as secretary to the DCM in Kathmandu, she went to Mexico City in 1981. Two years later she was assigned to the political section in Rabat. After serving in the Office of Career Development and Assignments, she became a secretarial rover in the African bureau in 1990. She had held her final assignment since 1993.

Ms. Arm born was in New York on December 9, 1942. She held the Meritorious Honor Award for her work at

State. Her survivors include a sister, Louise Weinthal, of Hollywood, Fla.

**Donald Albert Dumont**, 84, who had served as ambassador to Burundi, died in Dakar on August 31. He was the father of Dr. Cedric Dumont, the medical director at State.



Mr. Dumont joined the Foreign Service in 1941 and was assigned to Dakar. After serving as vice consul in Rabat, he was posted to Tunis in 1946. Three years later he became consul in Istanbul, followed by an assignment in Stuttgart. In 1954 Mr. Dumont returned to Washington as officer in charge of West, Central, and East African affairs. He later also served as officer in charge of South African affairs.

In 1958 Mr. Dumont was named consul general in Dakar, then the capital of French West Africa. He helped prepare the opening of several new American embassies in West Africa as they became independent in 1960. That year he returned to Washington, where he served as director of West African affairs before being named minister and later, ambassador, to Burundi, a post he held until 1966.

After that, Mr. Dumont worked in the African bureau before becoming diplomat-in-residence at the University of Tennessee. He held a final assignment in the intelligence bureau before retiring in 1970. Following his retirement, he served as UN resident representative in Bamako until 1972.

Mr. Dumont was a native of Boston who received a bachelor's from Trinity

College and a master's from Yale. His survivors include two other sons, Philippe, who is general counsel of Rohne Poulenc Agrochimie in Lyon, Patrick, the Peace Corps director in Niamey, and two grandchildren.

**John Paul Barringer**, 93, a retired Civil and Foreign Service officer at State, died in Princeton, N.J., on August 15.

Mr. Barringer joined the Department in 1946 as director of the Office of Transportation and Communications. In that capacity, he negotiated a number of international agreements before joining the Foreign Service in 1958. He later served as counselor and charge in Haiti and Libya. He retired in 1965 after serving as a Foreign Service inspector.

Mr. Barringer was a native of Stafford, Pa., who earned a bachelor's from Princeton. He served as a colonel in the Army Air Force during World War II in India, Burma, and China. After leaving State, he headed two family concerns: the Cass County Iron Company of Manhattan, and the Barringer Crater Company, a privately owned meteorite crater near Flagstaff, Ariz. He leaves his wife of 45 years, Dorothy, a brother, four daughters, 14 grandchildren, and eight great-grandchildren.

**Paul A. Terry**, 70, a retired Foreign Service officer, died of heart failure in Eugene, Ore., on August 14. He was the father of Sean Terry, a Foreign Service officer assigned to the Executive Secretariat.



# Obituaries

Mr. Terry began his career in the Department as an electronics technician in 1951. Four years later, he joined the Foreign Service and was assigned to Bonn. He was posted to Accra before becoming a regional communications technician in Mexico City in 1964. Two years later, he became an administrative officer in Hermosillo. He returned to Bonn as general services officer in 1967. He held assignments in Addis Ababa and La Paz before going to Sofia in 1973. He retired in 1977 after serving as general services officer in New Delhi.

Mr. Terry was born in Washington on December 19, 1925. Before State, he attended George Washington University and served in the Army Signal Corps. His survivors include his wife of 45 years, Nancy, two daughters, two other sons, a sister, 11 grandchildren, and three great-grandchildren.

**Charles M. Reynolds, 62**, an information systems manager in Cape Town, died there on September 1.

Mr. Reynolds joined the Foreign Service in 1980

and was posted to Tel Aviv. After serving as a support communications officer in London, he went to Bangkok in 1984. Three years later he became a communications specialist in Harare. He was posted to Bern before beginning his final assignment in 1994.

Mr. Reynolds was a native of Washington who served in the Air Force for 22 years before joining State. His survivors include his wife, Cheryl, three daughters, two stepchildren, a sister, a brother, and five grandchildren.



**Richard Sidney Mann, 59**, the consul general in Santiago until his retirement in August, died of liver cancer in Milbrae, Calif., on September 2.

Beginning in 1961 Mr. Mann held assignments as a consular officer in Bonn, Dhahran, Suva, Tokyo, Yokohama, Taipei, Kuala Lumpur, Ankara, Samoa, Manila, and Mexico City. In 1987 he became refugee and migration officer in Geneva. Four years later he was named principal officer in Palermo. He began his final assignment in Chile in 1993. He held Superior and Meritorious Honor Awards for his work at State.

Mr. Mann was a native of San Francisco who attended City College there and served in the Army before joining State. He leaves his wife of 33 years, Marilou, three daughters, and a brother.

**Anne M. Hackett, 50**, a Foreign Service officer who served as administrative counselor in Rome until July, died from complications of multiple myeloma at

Georgetown University Hospital in Washington on September 5.

Ms. Hackett joined the Service in 1975 and was assigned to Istanbul the following year. After serving as a rotational officer in Singapore, she became an admin officer in Djibouti in 1981. She held a similar position in the African bureau's executive officer before becoming a division chief in the Office of Career Development and Assignments in 1985. After a tour in Amman, she began her final overseas



posting in 1992. She held two Meritorious Honor Awards for her work at State.

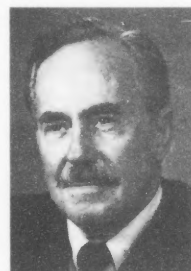
Ms. Hackett was a native of Worcester, Mass., who earned a bachelor's from the College of New Rochelle and a master's from New York University. She had also attended the Senior Seminar.

A ceremony attended by several hundred of Ms. Hackett's colleagues was held in the Dean Acheson Auditorium on October 2. In a cable to the field announcing her death, Patrick Kennedy, the acting under secretary for management, said: "Anne's ready wit, good humor, caring friendship, and devotion to her job impressed many of us, Americans and foreign nationals alike. This place just won't be as much fun—and the courtyards will be a lot quieter—without her."

She leaves her parents, Mr. and Mrs. Edward Hackett, of Worcester, who suggest that contributions be made in her name to the American Foreign Service Association Scholarship Fund, 2301 E. Street, N.W., Washington, D.C. 20037.

**John Hanly Esterline, 80**, a retired Foreign Service officer, died in Claremont, Calif., on September 27.

Beginning in 1951, Mr. Esterline held overseas postings in Calcutta, Colombo, Cairo, and Manila. After five years with the Department in Washington, he retired in 1970. Following that, he taught government for 20 years at California Polytechnic University.



Mr. Esterline was a native of Pittsburgh who held a bachelor's from Stanford and a master's and a doctorate from UCLA. Before State he served as a second lieutenant in the Army Corps of Engineers and taught government at Tulane and the University of Miami. He was the author of three textbooks on foreign policy, and, with his wife, Mae, had recently completed a memoir, "Innocence Abroad: How We Won the Cold War." Besides his wife, he leaves a daughter, a son, and five grandchildren.

**Richard J. Harrington, 60**, a retired Foreign Service officer, died after a heart attack on Martha's Vineyard on October 16.

Mr. Harrington joined the Service in 1964 and was posted to Colombo. After an assignment in the intelligence bureau, he went to Saigon as a political officer in 1968. Two years later, he became consular officer in Santo Domingo. After a stint as cease-fire monitor and temporary tour in Leningrad, Mr. Harrington left the Department for a year in 1975 to direct the Carnegie Endowment's "Face to Face Program." From 1976 to 1978, he was a special assistant to Anthony Lake, then the head of the Policy Planning Staff. He served as consul in Oporto, 1978-80. After a five-year assignment as a policy planning officer in the inter-America bureau, he retired in 1986.

Mr. Harrington was a native of Staten Island who served with Army Intelligence in Europe before graduating from Berkeley in 1964. In addition to his work at State, he was an actor who appeared in more than 30 productions at Washington's Source Theatre and films, including "Broadcast News" and "Her Alibi." His survivors include a son, Calvin, of Bozeman, Mont.

**Daniel O. Weilby, 60**, a security engineering officer at State, died in Falls Church, Va., on October 5.

Mr. Weilby began his career in the Department in 1992, where he was first assigned to Diplomatic Security's technical security countermeasures branch. Last year he began an assignment in the Foreign Buildings Operations. He worked for the Construction Security Management Division's engineering branch at the time of his death.

Mr. Weilby was a native of Cleveland who earned a bachelor's from Southern Methodist University. Before State, he worked for General Electric for 24 years. His survivors include his wife, Merle Ann, of Vidor, Tex., a daughter, and two sons.

**James L. Malone, 64**, a former assistant secretary of State, died of cancer in Monterey, Calif., on September 10.

Mr. Malone served as assistant secretary for oceans and international environmental and scientific affairs from 1981 until 1981. In that capacity, he was also the President's representative at the Law of the Sea Conference. He held numerous other positions in government, including general counsel and then acting director of ACDA, and senior trial



attorney for the Federal Maritime Commission. He held the Distinguished Honor Award.

Mr. Malone was a native of Los Angeles who earned a bachelor's, magna cum laude, from Pomona College and a law degree from Stanford. He served as an assistant dean of law at UCLA before beginning his career in Government and taught international law at the Naval Postgraduate School after leaving State. His survivors include his wife, Betty, a daughter, and two sons.

**Wreatham E. Gathright, 71**, a retired policy analyst at State, died of cardiac and respiratory complications at his home in Washington on August 13.

Mr. Gathright began his career in the Department in 1959 as chief of outer space matters. After a stint at ACDA, he joined the staff of the Policy Planning Council in 1963. He worked on science, arms control, and national security issues as a senior member there until his retirement in 1981. After that he held temporary assignments advising the under secretary for security assistance, science, and technology until 1988.

In addition to his work at State, Mr. Gathright had served in the Office of Management and Budget and as a staff director at the the National Security Council. He was a graduate of Princeton and Vanderbilt who served in the Army Corps of Engineers during World War II. His survivors include two nephews and a niece.

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Compiled by Peggy Geoghan

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ABOUT JUST "HO."

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MERRY  
CHRISTMAS!

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CLAUS VEHICLE.

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HAVE FLOWN  
THE FLAGS.

LIKE MANY OFFICIAL VISITORS,  
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COLORED EGGS.

AND PEETS.

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