

State

UNITED STATES DEPARTMENT OF STATE

MARCH 1993



COMPUTERS

"Beyond the Information Age, to the Age of Knowledge"



STATE (ISSN 0278-1859) (formerly the Department of State Newsletter) is published by the U.S. Department of State to acquaint its employees, at home and abroad, with developments that may affect operations or personnel. There are 11 monthly issues (none in August).

Deadline for submitting material is in the first week of each month. Contributions (consisting of general information, feature articles, poems, photographs, drawings) are welcome. *Double-space*, spelling out job titles, names of offices and programs—*acronyms are not acceptable*. Send contributions to STATE magazine, PER/ER/SMG, SA-6, Room 433, Washington, D.C. 20522-0602. Telephone: (703) 516-1667. Fax: (703) 516-1677. Contributions may also be dropped off in Room 3811 Main State.

Although intended for internal communication, STATE is available to the public through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

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They call it "migration" in the Office of Information Management, and the story on Page 15 tells you why—where State computerization is coming from, where it's heading.

L E T T E R S

On saying thanks

WASHINGTON

DEAR EDITOR:

The Senior Foreign Service Association was pleased to read about and see the photo (January issue) of the retirement ceremony in the Secretary's office in the presence of Secretary Eagleburger for Ambassador Thomas Stroock, our envoy to Guatemala.

It was very touching to see the attention paid to the retirement of a political-appointee ambassador who had served less than three years in the Department. It was especially touching considering the fact that career Foreign Service employees who serve 25, 30 or 35 years receive a wooden plaque in the mail upon retirement and—if they pay their own way to Washington from their retirement residence—can attend a once-in-six-months mass ceremony hosted by the Secretary.

Taking note of the ceremony for Ambassador Stroock and the changing of administrations, the Senior Foreign Service Association suggests that the new leadership of the Department take a look at how the Defense Department honors its retirees and, without the marching bands and military fanfare, see if some more dignified and appropriate way of saying "thank you for serving your country" cannot be devised for State employees.

Sincerely,

DENNIS KUX, chairman,
Senior Foreign Service Association □

Wives in Commerce work

WASHINGTON

DEAR EDITOR:

I read with interest your January article on the two Foreign Service spouses that we have hired overseas to help staff offices during a break between officer assignments. We're glad that such well-qualified candidates were available to us to fill temporarily the gaps during a period of transition.

To further amplify this program for your readers' information, the employees have been hired as P.I.T. (part-time, intermittent or temporary) employees to assist with commercial work. They are not accredited diplomats, nor do they serve as our senior commercial officers. Our commercial officers are commissioned Foreign

Service officers recruited through the annual Foreign Service exam and by special assessment supervised by the Office of International Operations of the U.S. and Foreign Commercial Service. We were especially pleased to work with State's Family Liaison Office and the embassy personnel offices to identify the largest possible number of qualified candidates, spouses and nonspouses.

We invite interested applicants for Foreign Service positions to contact the Board of Examiners of the Foreign Service or our Office of Foreign Service Personnel for information on career opportunities with us. Foreign Service spouses and dependents interested in local employment opportunities with us at overseas posts are encouraged to contact the post administrative office.

To echo the closing words of the article, we hope that other foreign affairs agencies follow our lead and look within the Foreign Service family when trying to fill special staffing needs. We did, and we are being well-served.

Sincerely yours,

CHARLES A. FORD
Deputy assistant secretary,
Office of International Operations,
U.S. and Foreign Commercial Service □

Communicator complains

HONG KONG

DEAR EDITOR:

I am writing in response to a cable recently sent to all Foreign Service posts (State 14291). It conveys the importance of the American Foreign Service Association awards program and who is worthy enough to be a candidate. Nowhere in the cable does it mention an award for communicators, although everyone else is spelled out quite succinctly. It's no wonder membership is low among information management specialists, with this kind of representation and nonrecognition.

Sincerely,

MARLENE D. CARTER
Information management specialist

The American Foreign Service Association replies: "Ms. Carter has accurately noted a problem that also concerns our leadership; i.e., that our awards program, mostly established in the '60s, does not sufficiently recognize the contributions of specialists, including not only

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NEWS H I G H L I G H T S

Reorganization of the Department is announced by Christopher and Wharton

A reorganization of the Department that would enhance the authority of the under secretaries, reshuffle many of the bureaus and offices and reduce the number of deputy assistant secretaries and Seventh Floor staff members was announced on February 5.

Department staffers first got word of the plan when Deputy Secretary Clifton R. Wharton Jr. addressed them from the Bureau of Public Affairs studio on "B-Net," with employees gathering at the hallway TV monitors in Main State to hear him. At the same time, Secretary Christopher issued a written statement and an implementation directive addressed to all employees.

The announcement came as State's two leaders moved swiftly to put their own stamp on the Department, less than two weeks after they appeared personally before employees in the Dean Acheson Auditorium (see adjoining page). One feature of the proposed changes is that they would result in the devolution of at least some responsibilities from the Seventh Floor to career employees and even junior officers of the Foreign Service and Civil Service, reversing the pattern of previous years.

Some of the proposed changes require legislation by Congress. Many of them are in accord with recommendations of the "State 2000" study which was initiated in the previous administration and conducted by a task force of Foreign Service and Civil Service officers (see Page 5).

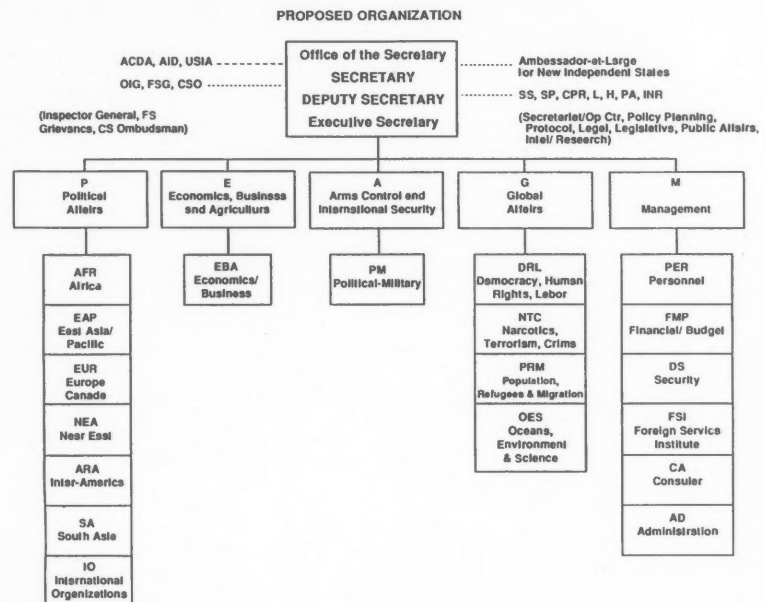
Secretary's statement

"We serve in a State Department that is far better organized for the decades past than for the special challenges America faces in the post-Cold War era," the Secretary said in his statement, adding:

"I want our Department to be able to deal more effectively with the new issues of critical importance to our nation's foreign policy: strengthening democratiza-



The Secretary, right, and the deputy secretary as they address employees in the Dean Acheson Auditorium. (State Department photo by Shawn Moore)



tion efforts in the former Soviet Union and around the world, halting the proliferation of weapons of mass destruction, strengthening peacekeeping capabilities, dealing more effectively with global en-

vironmental problems, elevating our concern about the global population explosion, fighting international crime and terrorism, and penetrating new markets for American business.

"We cannot hope to respond to these and other challenges unless we improve the way we deal with tough and complex problems which cut across the traditional boundaries of our bureaus. We must design creative ways to increase the efficiency of the policy process and enhance the administration of the many programs we manage. This will mean:

—"Designating five under secretaries together with the deputy as my principal foreign policy advisers.

—"Creating new focal points for key foreign policy initiatives.

—"Eliminating redundancies and concentrating greater decision-making responsibility within the bureaus.

—"Reducing excessive layering to streamline information flow and decision-making.

—"Enhancing communication in all directions by asking most bureaus to report to me through a designated under secretary who will coordinate the activities of related bureaus and facilitate needed access to me and the Seventh Floor; and

—"Creating a streamlined Office of the Secretary to provide me and the deputy secretary with a more effective means to receive information and make decisions ...

"The changes I ask be implemented emerge from what I believe is a growing consensus for change within and outside the Department.

"I do not seek these changes merely for the sake of change itself. When undertaking a degree of reorganization, we must be mindful that change can be disruptive. Thus, it must be carefully planned so as not to interfere with the orderly functioning of the Department. While some of the changes outlined in the attached directive can be achieved quickly by administrative action subject to congressional consultation, others will require legislation which we plan to seek in the very near future. We have initiated the process of discussion with Congress and have thus far received a positive reaction to our approach.

"There is great talent in the Department of State among those who have devoted themselves to careers of public service. President Clinton and I wish better to harness this talent so critical to the interests of our nation. We must change to do this. I am convinced that the measured changes we now undertake can

—(Continued on next page)

Secretary, speaking to employees, emphasizes 'trust' in the workforce

Secretary Christopher addressed an overflow crowd of employees in the Dean Acheson Auditorium on January 25, pledging a more open administration and asserting: "I start in with a strong disposition to have confidence and trust in the people in this building."

Mr. Christopher was on stage with his deputy secretary, Clifton R. Wharton Jr., and he introduced to the audience the designees for his top leadership team, whose members were seated in the first row. Employees had queued up to enter the auditorium, with those unable to find seats lining the walls and the back of the hall.

"This is not a very intimate way to get reacquainted," quipped the Secretary, who had Mr. Wharton's job during the Carter administration, "but I didn't want to wait any longer."

Responding to questions from the audience during most of the session, Mr. Christopher began by saying that the people of the Department constituted its "greatest resource" during a time when other resources are scarce. He went on to state that "the economic wing of this Department" would get plenty to do; that there would be more emphasis on the functional bureaus; that he wanted Department officers to have contacts with Congress and to "learn" from the lawmakers; that he strongly disagreed with an analysis that an era had arrived during which the importance of foreign policy was fading; that ambassadorial appointments "will be based upon qualifications that extend beyond campaign participation"; that "there must be something that's slowing us down" in achieving a more diverse workforce; and that communication should flow both ways between management and employees.

Opening remarks

Speaking extemporaneously, the Secretary said: "Some would say—indeed, some have warned me—that this is a time of very scarce resources, and it is in a

sense. But in another sense ... the greatest resource we have is the people—all of you here in this room and in the posts around the world. You bring expertise and ideas and energy. I want to work with you. I think if we pull together and work together, we can achieve great things. To me, that means the entire building—not just the Seventh Floor but the entire building ... and all of our posts around the world.

"Our second great resource is our commitment ... to the United States and our commitment to foreign policy. We're committed to serve our country and its people. All of us are here because of idealism. ... We should be proud of that idealism and not apologize for it in any respect.

"In my (Senate) testimony I said that I thought we ought to have here in the Department an American desk, and along with me you're all sitting behind that desk. It's important, as we try to create a new foreign policy ... to remember that it's the American people that we are serving, and to avoid the disease of 'clientitis' as well as we can.

"Our third great resource is our discipline ... that comes from our training and from our life experience. We must recommit ourselves to the highest personal and professional standards. I hope to demonstrate to you that I will welcome your ideas and welcome your candor. I will count on you to tell me when I'm wrong. In turn, I'll expect from you the very best—not 80% or 90% but really 100% ... We need to be disciplined in working with our colleagues in other Departments across the Government. I would not expect President Clinton to be very patient if we are impaired in what we're doing by turf wars ...

"Finally, our fourth great resource is our capacity for change ... We must change if we're to keep pace ... change to put responsibility back into this Department as a whole, change to increase the interaction between the Seventh Floor and the rest of the building, change to

Correction

The name of the deputy secretary is Clifton R. Wharton Jr. He was referred to erroneously in some sections of last month's issue as Clifford Wharton. □

recognize our new responsibilities in the new world. It is your responsibility and mine to change the Department to provide a new set of precepts for this new era, and I ask you—indeed, I implore you—to join me in this.”

Economic activity

When the questioning started, Mr. Christopher was asked to comment on “a certain movement on economic policy away from this building to other parts of the executive branch.” The Secretary replied: “We’re going to give economic policy-making a very high priority in the Department. In my testimony before the Senate Foreign Relations Committee, I emphasized that one of the highest priorities of my time as Secretary would be to try to emphasize the contribution that foreign policy can make to our domestic economy. It’s really a seamless web and one in which we have to demonstrate that American foreign policy serves the American people by helping to reinvigorate our economy. The only way we can do that is by having a very vital and aggressive economic approach here in the Department ... [There is] a determination on my part to make the economic wing of this Department one of our most important aspects.”

The functional bureaus

As to the functional bureaus, Mr. Christopher said: “I do think there will be a greater emphasis on the functional bureaus and the functional aspects of the Department. That is certainly one of the key impetuses to the hoped-for creation of the new under secretaryship for global affairs, which will not replace or supplant the bureaus that you mentioned—[oceans], human rights and refugees—but will help to coordinate and provide leadership for them. They are to be within the ambit of the under secretary for global affairs, which I think is a direct outgrowth of the recommendations that we’ve seen coming for a more functional approach, a more global approach to foreign policy problems.”

Asked whether he was considering creating a new bureau to handle non-proliferation, the Secretary said: “We’re looking at that recommendation. But whether a new bureau is created to handle

that or not, I can tell you that we’ll have a new emphasis. I consider it to be one of the handful of most important problems in this new era, and it will have a much stronger emphasis in the [politico-military] bureau.”

Employee complaints

Mr. Christopher recognized one employee who lodged three complaints—each drawing heavy applause. The first was about a lack of progress in establishing a child care facility, the second about the removal of “over 100 car pool parking places for more privileged employees,” and the third about smoking in the cafeteria.

The Secretary drew laughter as he replied: “What I can say best is that I feel instructed and challenged by your question. I might also say that the [California] law firm from which I came ... had a no-smoking policy. I’m not sure whether that’s transportable across both the Rockies and the Alleghenies, but I have a lot of sympathy for that point of view ... [These are] matters that I’ll worry about, and I assure you of that. And, Brian, let’s talk about each of those things.” (The latter was an aside to Brian Atwood, who has been designated as the new under secretary for management.)

Relations with Congress

“How would you like to see relations between the State Department and Congress in the current administration?” another employee asked. Mr. Christopher replied: “Improved”—again drawing laughter. He added: “I find that people in Congress have a great deal to teach us. I don’t believe I’ve ever been in a meeting with somebody on Capitol Hill where I didn’t take something away from the meeting, where I didn’t get a different perspective ... I urge you all to approach your meetings in Congress, whether it be with a committee or with individual people on the Hill, as places where you can learn and be educated. And I think if you have that kind of an approach rather than a sort of a defensiveness about it, it will be very valuable for both involved ... I want you to know that I’m going to trust the people in the Department to talk to others on Capitol Hill, and I’m going to

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Reorganization

—(Continued from preceding page)

enable us to deal with both the problems and opportunities of a new era in foreign policy.”

Wharton’s address

Deputy Secretary Wharton said in his address: “Our plan addresses five key problems with the current organization and operation of the Department:

“First, the Department has been slow to address many of the transnational and cross-cutting issues that President Clinton has identified as foreign policy priorities. This includes democratization, non-proliferation, environmental protection, peacekeeping and promoting American business overseas.

“Second, in the past, bureaus were sometimes underutilized and our talented professional staff was isolated from the Seventh Floor.

“Third, several key issues and functions have been distributed inefficiently among various bureaus of special offices, leading to redundancies and unnecessary confusion. Nonproliferation issues, for example, are being handled by three different offices and one special ambassador.

“Fourth, excessive layering has clogged the Department’s clearance and decision-making processes. In particular, we have too many deputy assistant secretaries and Seventh Floor staffers.

“Finally, we have had problems linking our foreign policy priorities to our available resources, particularly in the international affairs or function 150 account (in the federal budget).

“Our reorganization plan seeks to address these problems on several fronts. It emphasizes emerging global issues, gives line authority to the under secretaries, streamlines the Office of the Secretary, and reduces the number of deputy assistant secretaries and Seventh Floor staff. The plan realigns the Department to respond to new issues and creates more efficient lines of communication between the Secretary and the rest of the building. It also places particular emphasis on giving more responsibility to the offices below the Seventh Floor, thereby harnessing our considerable pool of talent

and expertise.

Global affairs

"Secretary Christopher announced two of our key organizational changes two weeks ago. We plan to create a new position for an under secretary for global affairs as well as an ambassador-at-large to help manage our policy toward the new independent states of the former Soviet Union.

"The President has nominated former Senator Timothy Wirth to fill the global affairs position, although he will carry out his responsibilities as counselor until Congress passes legislation creating the new position. This new position gives high-level attention to a number of critical issues that cut across nearly every boundary of the geographic and functional bureaus. The global affairs portfolio covers the environment, democracy promotion, human rights, labor, refugees, population, narcotics and counterterrorism. The under secretary will be supported by four bureaus headed by assistant secretaries—Oceans, Environment and Science; Democracy, Human Rights and Labor; Narcotics, Terrorism and Crime; and Population, Refugees and Migration.

"The President has nominated Strobe Talbott to the new position of ambassador-at-large and special adviser to the Secretary for the new independent states. The United States has an important stake in the peaceful transformation of Russia and the other new states, and this new position gives our policy the high-level attention it deserves. Once he is confirmed by the Senate, Mr. Talbott will receive direct support from the Office of Independent States and Commonwealth Affairs in the European bureau, as well as by the State and A.I.D. task forces that have coordinated (this) assistance.

The under secretaries

"Our plan also seeks to strengthen the role of the under secretaries by giving them line authority over the bureaus under them. The proposal will enhance communication in the building, assure better coordination on cross-cutting issues, and strengthen the role of the under secretaries in the interagency process. Although the assistant secretaries will now report

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'State 2000' report is released; it foreshadows proposal to reorganize State

An in-house report calling for a major restructuring of the Department, "State 2000: A New Mode for Managing Foreign Affairs," was released in January as the leadership of the Department changed hands—and the report made an immediate imprint on events.

Adopted by Secretary Christopher as a basis for many of his own proposals for reorganizing the agency, the 99-page document ended up enjoying the shortest shelf life of any such report in the Department's recent history. The shelf is where many other studies commissioned over the years have been languishing.

"State 2000" results from a study ordered by John F.W. Rogers, under secretary for management in the previous administration, as directed by then-Secretary Baker. The authors were a task force of Foreign Service and Civil Service officers. William I. Bacchus was executive secretary of the group, and he and Albert J. Ossman Jr. were the co-study directors.

Proposing far-reaching organizational changes, the report sets the stage for these recommendations by urging the establishment of a new working environment. "First, we must integrate our foreign policy," it says. "Our foreign policy institutions, including the Department of State, are still dominated by a Cold War political-military view of world events. Military security remains vital; but so, too, are a whole range of other interests such as economic competitiveness and environmental protection. Our foreign policy agenda grows lengthier by the day...

"Second ... we must integrate foreign and domestic policy ... The President must lead the fundamental redirection of American diplomacy ... The end of sharp distinctions between domestic and overseas interests underscores the need for one foreign policy process, run by and responsive to the White House. There must be a single process where trade-offs can be made among domestic and foreign policy pri-

orities, enabling a grand strategy for the post-Cold War period to emerge."

Resource management

The catalyst and coordinator of this new process, the report says, should be a reconfigured National Security Council. The process would "produce the basic guidance needed to permit the State Department to follow up and link all available resources, from inside and outside the [federal budget] foreign affairs account, to agreed priorities. Most reallocation of resources in the federal budget is likely to go to critical domestic problems.

"However, the review of resources led by the National Security Council should try to identify where resources, especially those now spent on foreign policy programs, could be shifted [between foreign affairs agencies]."

The report continues: "... The current

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Task force members

Members of the "State 2000" task force, in addition to co-study directors William I. Bacchus and Albert J. Ossman Jr., included:

Joe Barnes, editor, final report; Edward A. Casey Jr., economics, global issues, reporting; Bobby Eason, office manager, secretarial function; Corazon Sandoval Foley, personnel needs and skills, economics; Vivian Harvey, secretary; Alphonse F. La Porta, overseas posts, support systems, personnel; George E. Moose, multilateral diplomacy; Richard W. Mueller, policy process; David H. Shinn, State organization, policy process; John J. Taylor, security policy, reporting, international law, intelligence; Sandy Vogelgesang, global issues, multilateral diplomacy, economics; Lannon Walker, executive integration/resource allocation, National Security Council process, policy process, internal organization, final report; and Herb Yarvin, exploiting technology, economics, global issues.

Areas of concentration for Mr. Bacchus were the final report and resource allocation. For Mr. Ossman they were futures and the policy process. Parker W. Borg, Heidi H. Hobbs and Douglas R. Hunter contributed papers. □

A P P O I N T M E N T S



Mr. Tarnoff



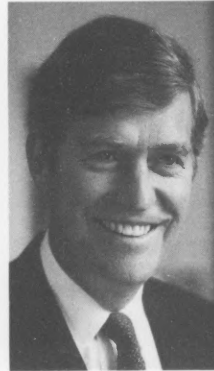
Ms. Spero



Ms. Davis



Mr. Atwood



Mr. Wirth

4 are named for under secretary slots, with Wirth as counselor

President Clinton has announced his intention to nominate five persons for under secretary-level positions in the Department. All the nominations would require Senate confirmation. The President's choices are:

—*Under secretary for political affairs*—Peter Tarnoff, president of the Council on Foreign Relations and a former executive secretary of the Department, to succeed Arnold Kanter.

—*Under secretary for economic and agricultural affairs*—Joan Edelman Spero, an executive vice president at American Express and former ambassador to the UN Economic and Social Council. She would succeed Robert B. Zoellick.

—*Under secretary for international security affairs*—Lynn Etheridge Davis, vice president of the Rand Corp., and a former assistant secretary of defense, to succeed Frank G. Wisner.

—*Under secretary for management*—J. Brian Atwood, head of the Democratic National Institute for International Affairs and a former assistant secretary for congressional relations, to succeed John F. W. Rogers.

—*Counselor of the Department*—Timothy E. Wirth, Democratic senator from Colorado until earlier this year, also to succeed Mr. Zoellick, who had held two portfolios. (If Congress approves,

Secretary Christopher has said, Mr. Wirth would move from the counselor slot into a new under secretaryship for global affairs, with responsibility for issues such as the environment, science and technology, refugee affairs, population, narcotics and terrorism, and human rights and democracy.)

Following are biographical sketches of the five.

Political affairs

Peter Tarnoff has been president of the Council on Foreign Relations since 1986. Before that, he was executive director of the World Affairs Council of Northern California and president of the International Advisory Corp., San Francisco.

Mr. Tarnoff was a career Foreign Service officer, 1961-82. His first posting was to Lagos in 1962. He served as a special assistant to Henry Cabot Lodge in Saigon, Bonn, Paris and Washington, 1965-69. He participated in the Paris peace talks on Vietnam in 1969. In 1970 he became political officer in Paris. He was principal officer in Lyon, 1971-73, then deputy chief of mission in Luxembourg, 1973-75. In 1975 he returned to Washington as director of the Office of Research and Analysis for Western Europe. He was executive secretary of the Department and special assistant to Secretaries Vance and Muskie, 1977-81. He lectured at Stanford and the University of California in 1981.

In addition to heading the Council of Foreign Affairs, Mr. Tarnoff is director of the Institute for East-West Studies, the Harlem Youth Development Foundation

and the Aspen Institutes of Berlin and Italy. He is a member of the National Committee on U.S.-China Relations and the Overseas Development Council and an adviser to the American Assembly, the American Ditchley Foundation and the Center for National Policy.

Mr. Tarnoff was born in New York on April 19, 1937. He received a bachelor's from Colgate and pursued postgraduate studies at the University of Chicago and the University of Paris. His foreign language is French. He is married to Malthea Falco, who was assistant secretary for international narcotics matters under President Carter.

Economic and agricultural affairs

Joan Edelman Spero has been executive vice president for corporate affairs and communications at the American Express Co. since 1991. Her responsibilities include managing the company's corporate and employee communications, worldwide government relations, a philanthropic and cultural program and the consumer affairs and public responsibility units.

Ms. Spero joined the company in 1981 as vice president for corporate strategic planning, and was named vice president for international corporate affairs the following year. In 1983 she became senior vice president for corporate affairs. In 1989 she assumed additional responsibilities as senior vice president and treasurer.

Before American Express, Ms. Spero served as ambassador to the UN

Economic and Social Council, 1980-81. In that capacity, she was a senior economic adviser to the U.S. ambassador to the United Nations and monitored the flow of U.S. assistance to UN voluntary agencies. She was an assistant professor of political science at Columbia University, 1973-1979, and a visiting scholar at the Federal Reserve Bank of New York, 1976-77.

Ms. Spero was born in Davenport, Io., on October 2, 1944. She received a bachelor's from the University of Wisconsin and a bachelor's and a doctorate from Columbia. She also attended L'Institut d'Etudes Politiques in Paris. Her foreign language is French.

She is the author of numerous publications on economic issues, including "The Politics of International Economic Relations," a textbook which has been translated into Japanese, Spanish and Arabic. Her memberships include the Council on Foreign Relations, the Trilateral Commission, the Council of American Ambassadors and the U.S.-Japan Business Council. She is a member of the board of trustees at Amherst College and of the board of directors of Hercules, Inc., and the French-American Foundation. She is married to C. Michael Spero. They have two sons.

International security affairs

Lynn Etheridge Davis has been vice president of the Rand Corp.'s Army Research Division and director of the Arroyo Center, Rand's Army-sponsored, nonprofit research center, since 1991. She was director of a project on arms control through a Ford Foundation grant, 1990-92, and a research fellow at the Johns Hopkins Foreign Policy Institute, 1988-91.

Ms. Davis began her career in 1970 as an assistant professor of political science at Columbia. She joined the program analysis staff at the National Security Council in 1974. She served on the staff of the Senate Select Committee on Intelligence, 1975-76. In 1977 she was named deputy assistant secretary for policy plans and National Security Council affairs at the Department of Defense. She served as assistant deputy under secretary for policy planning at Defense, 1979-81.

In 1981 Ms. Davis became a research associate at the International Institute for

Strategic Studies. She was a fellow at the Woodrow Wilson International Center for Scholars, 1981-82, then a professor of national security affairs at the National War College, 1982-85. She was director of studies and assistant director, International Institute for Strategic Studies, 1985-87. She was an honorary senior research fellow at Kings College, 1988-90.

Ms. Davis earned a bachelor's from Duke and a master's and doctorate from Columbia. She is the author of numerous publications on arms control policy. In 1984 she wrote a book with former Secretary of Defense Harold Brown, "Nuclear Arms Control Choices," and an article in Foreign Affairs, "Nuclear Arms Control: Where Do We Stand?" While at Johns Hopkins in 1990, she wrote "Assuring Peace in a Changing World: Critical Choices for the West's Strategic and Arms Control Policies." Other titles include "Limited Nuclear Options: Deterrence and the New American Doctrine" and "The Cold War Begins, Soviet/American Conflict over Eastern Europe."

Ms. Davis has received the Harry S. Truman Library's David D. Lloyd Prize for "The Cold War Begins," and Columbia's Einstein Prize for Dissertation. She has also received two Woodrow Wilson fellowships, an international affairs fellowship from the Council on Foreign Relations and the Secretary of Defense Medal for Outstanding Public Service.

Management

Brian Atwood has been president of the National Democratic Institute for International Affairs since 1985. The organization, affiliated with the Democratic party, has been promoting democracy in Chile, Nicaragua, Namibia, Pakistan, Panama, Philippines and the nations of eastern Europe and the former Soviet Union.

Mr. Atwood began his career as a management intern at the National Security Agency in 1964. He joined the Foreign Service in 1966 and was posted first to Abidjan. He was personnel officer in Madrid, 1970-72. In 1972 he became a legislative assistant for foreign policy and defense on the staff of Senator Thomas Eagleton (D-Mo.). He returned to State as deputy assistant secretary for congressional relations in 1977. He was named

assistant secretary in 1979. During his tenure under Secretaries Cyrus Vance and Edmund Muskie, he handled a number of foreign policy issues on Capitol Hill, including the Salt II and Panama Canal treaties, the Taiwan Relations Act and the foreign assistance program. He also coordinated consultations with Congress on the Iran hostage crisis and the Camp David accords.

In 1981 Mr. Atwood became dean of professional studies and academic affairs at the Foreign Service Institute. He presided over a staff of 25 professional instructors and a curriculum that trained over 700 diplomats annually. He was a member of the Association of Deans of Foreign Service Colleges. In 1982 he was named vice president in charge of information and analysis at International Reporting and Information Systems, where he managed a staff of 50 journalists, academics and former diplomats and over 60 correspondents in 40 countries. He served as executive director of Lloyd Bensten's senatorial campaign committee, 1983-84.

Mr. Atwood was born on July 25, 1942, in Wareham, Mass. He received a bachelor's from Boston University and pursued graduate studies at American University. He has written articles on international politics and has presented commentaries on foreign policy on the three network evening news programs, the MacNeil-Lehrer Report, Today Show, Night Watch and on National Public Radio.

Counselor of the Department

Timothy E. Wirth had been a U.S. senator from Colorado since 1987. He decided in April not to run for re-election. He was national cochairman of the Clinton-Gore campaign.

Mr. Wirth served on four committees in the Senate: Armed Services; Budget; Banking, Housing and Urban Affairs; and Energy and Natural Resources. As chairman of the subcommittee on energy regulation and conservation, he led initiatives to aid energy conservation and efficiency, alternative energy programs, recycling and public lands protection. He is chairman of the Alliance to Save Energy, a nonprofit coalition of government, business, environmental and consumer leaders dedicated to increasing the

efficiency of energy use. He cosponsored "Project 88," a public policy study on the feasibility of using market forces to solve environmental problems.

Mr. Wirth was the author of a provision in the 1990 crime bill which increased resources to investigate and prosecute financial services crimes, and toughened penalties for such crimes. He also sponsored legislation to streamline the Government's efforts to address problems in the thrift industry and to make public savings and loan settlements and agreements, and chaired an independent task force on defense spending, the economy and national security.

Prior to his election to the Senate, Mr. Wirth was a member of the House of Representatives, 1974-86. He served on the Energy and Commerce Committee and was chairman of the subcommittee on telecommunications, consumer protection and finance. Before that, he was named a White House fellow by President Johnson, served as a special assistant to the Secretary of Health, Education and Welfare and as a deputy assistant secretary for education. He received the Health, Education and Welfare Distinguished Service Award.

Mr. Wirth was born in Santa Fe on September 22, 1939, and grew up in Denver and Jefferson County, Colo. As a scholarship student, he earned a bachelor's and master's from Harvard and a doctorate from Stanford. He served in the Army Reserve, 1961-67, on the board of Planned Parenthood, the board of visitors of the U.S. Air Force Academy, the advisory board for the Colorado Hispanic Agenda, the Colorado Black Chamber of Commerce and the Senate Rural Health Caucus. He was a founding member of Denver Head Start and the Senate Task

Force on Hispanic Issues. He is married to the former Wren Winslow; they have a daughter and a son. □

7 are chosen for ranking positions in the Department

President Clinton as of mid-February had announced his intention to nominate seven persons for high-ranking posts in the Department. Some of the appointments would require Senate confirmation. The positions and the persons named are:

—*African affairs*—George E. Moose, diplomat-in-residence at Howard University and a former ambassador to Senegal

succeed Dennis Ross as director.

—*Public affairs*—Thomas E. Donilan, a partner in the Washington office of the law firm of O'Melveny & Myers, to succeed Margaret DeB. Tutwiler as assistant secretary.

—*Executive secretary of the Department*—Marc Grossman, principal deputy assistant secretary for politico-military affairs until recently, to succeed W. Robert Pearson.

Following are biographical sketches of the persons named.

African affairs

George Edward Moose has been diplomat-in-residence at Howard University since last year. He served as alternate U.S. representative to the UN Security



Mr. Moose



Mr. Lord



Mr. Oxman

and Benin, as assistant secretary to succeed Herman J. Cohen.

—*East Asian and Pacific affairs*—Winston Lord, a former ambassador to China and former director of the Policy Planning Staff, as assistant secretary to succeed William Clark Jr.

—*European and Canadian affairs*—Stephen A. Oxman, managing director and deputy chairman of an international investment banking firm and a former aide to Secretary Christopher, as assistant secretary to succeed Thomas M. T. Niles.

—*Near Eastern affairs*—Edward P. Djerejian to stay on as assistant secretary, a post he held in the previous administration. Mr. Djerejian has also been acting assistant secretary for South Asian affairs.

—*Policy Planning Staff*—Samuel L. Lewis, a former ambassador to Israel who now heads the U.S. Institute of Peace, to

Council, 1991-92.

Mr. Moose joined the Foreign Service in 1967. After an assignment in Washington, he became a refugee affairs adviser in Quang Ngai Province in Vietnam in 1969. He was political officer in Danang, 1970-71, then was assigned to the Board of Examiners, 1971-72. In the latter year he became political officer in Bridgetown. He was an analyst in the Bureau of Intelligence and Research, 1974-76, and a desk officer in the Office of Southern African Affairs, 1976-77. In 1978 he became a special assistant to the under secretary for political affairs.

Mr. Moose served as deputy director of the Office of Southern African Affairs, 1978-79. He was an international affairs fellow at the Council on Foreign Relations, 1979-80, and deputy counselor for political and security affairs at the U.S.

People at State

Joe Tarver is the Department's White House liaison officer, with **Simon Kahn** as his deputy. Their office has been shifted from the Bureau of Public Affairs to the Office of the Under Secretary for Management.

Joan E. Donoghue has become assistant legal adviser for African affairs ... **Karl H. Sprick** is executive secretary of the Foreign Service Grievance Board. □

mission to the United Nations in New York, 1980-83. In 1983 he was named ambassador to Benin. He was deputy director, then director, of the Office of Management Operations, 1986-88. He was ambassador to Senegal, 1988-91.

Mr. Moose was born in New York on June 23, 1944. He earned a bachelor's from Grinnell and pursued graduate studies at Syracuse. His foreign languages are Vietnamese and French. He holds a Presidential Meritorious Service Award, two Superior Honor Awards, and a Meritorious Honor Award, two performance pay awards and an honorary doctorate from Grinnell. He is a member of the American Foreign Service Association, the Una Chapman Cox Foundation's policy council, the Council on Foreign Relations and the Association of Black American

Affairs, 1962-64, and International Trade, 1964-65. He was a member of the negotiating team and a special assistant to the chairman of the U.S. delegation on the Kennedy round of tariff negotiations in Geneva, 1965-67. In 1967 he became a member of the policy planning staff at the Department of Defense.

Mr. Lord joined the staff of the National Security Council in 1969. As a special assistant to the President for national security affairs, he was involved in Vietnam peace negotiations and the opening of diplomatic relations with China. In 1973 he returned to State as director of the Policy Planning Staff. He served as president of the Council on Foreign Relations, 1977-85. He was ambassador to China, 1985-89.

Mr. Lord was born in New York on

on U.S.-China Relations. He is married to Bette Bao Lord, who is an author. They have a daughter and a son.

European and Canadian affairs

Stephen A. Oxman is the managing director of Wasserstein Perella & Co., and deputy chairman of Wasserstein Perella International, an international investment firm.

He was as an executive assistant to Warren M. Christopher when Mr. Christopher served as deputy secretary of the Department. He held responsibilities relating to a wide range of foreign policy matters, including relations with Europe, Iran, Pakistan, India, China and Latin America. After the normalization of relations with China, he was a member of a U.S. delegation that traveled to Taiwan to determine future relations with that entity. He represented the Government in consultations in several European capitals on human rights and international financial issues. He also served as a consultant to Mr. Christopher and Secretary Cyrus Vance in the effort to resolve the Iranian hostage crisis. After State, he was a partner in the law firm of Sherman & Sterling until 1988.

Mr. Oxman was graduated magna cum laude from Princeton in 1967. He earned a doctorate in diplomatic history as a Rhodes scholar at Oxford, and received a law degree from Yale. He has written extensively on arms control, human rights and the law. He is co-author of "Achieving Effective Arms Control" and "South Korea: Human Rights in the Emerging Politics." He is married to the former Patricia Jo Hedlund; they have three sons.

Near Eastern affairs

Edward P. Djerejian was appointed assistant secretary for Near Eastern and South Asian affairs in 1991. When Congress later established two separate bureaus, he continued as assistant secretary for the Near East, serving simultaneously as acting assistant secretary for South Asia. Earlier, he was ambassador to Syria, 1988-91.

Mr. Djerejian joined the Foreign Service in 1962. After an assignment as a line officer in the Executive Secretariat, he became a staff assistant to an under



Mr. Djerejian



Mr. Lewis



Mr. Grossman

Ambassadors. He is married to Judith Kaufmann, a Foreign Service officer assigned to the Bureau of Human Rights and Humanitarian Affairs.

East Asian and Pacific affairs

Winston Lord was chairman of the National Endowment for Democracy and vice chairman of the International Rescue Committee from 1989 until recently. He was also chairman of the Carnegie Endowment for International Peace's National Commission on America and the New World.

Mr. Lord joined the Foreign Service in 1961 and was assigned first to the Office of Congressional Relations. He served in the Offices of Politico-Military

August 14, 1937. His mother, Mary Pillsbury Lord, served for eight years as a delegate to the United Nations and as U.S. representative to the UN Human Rights Commission. He earned a bachelor's magna cum laude from Yale and a master's from the Fletcher School of Law and Diplomacy, where he was graduated first in his class.

Mr. Lord holds several honorary degrees and awards, including State's Distinguished Honor Award and the Defense Department's Outstanding Performance Award. He has been a member of the Asia Society, the Trilateral Commission, the Council on Foreign Relations, the American Academy of Diplomacy and the Aspen Institute of Distinguished Fellows. He has served on the boards of directors of the Fletcher school, the U.S.-Japan Foundation and the National Committee

secretary in 1964. He went to Beirut as political officer and official interpreter for the ambassador in 1966. He was labor attaché in Casablanca, 1969-72. In 1972 he returned to the Department as officer-in-charge of Lebanon, Syria and Iraq affairs and deputy director of northern Arab affairs. He was a senior special assistant to the under secretary for political affairs, 1974-75.

In 1975 Mr. Djerejian became principal officer in Bordeaux. After serving as officer-in-charge of Belgium, Netherlands and Luxembourg, he went to Moscow in 1979 as acting political counselor and chief of external affairs. In 1981 he became deputy chief of mission in Amman. He attended the Senior Seminar, 1984-85. In 1985 he was named deputy Department spokesman and deputy assistant secretary for public affairs. He was a special assistant to the President and deputy press secretary for foreign affairs at the White House, 1985-86. He served as principal deputy assistant secretary for Near Eastern and South Asian affairs, 1987-88.

Mr. Djerejian was born in New York on March 6, 1939. He received a bachelor's from Georgetown. He served as a lieutenant in the Army in the Korean war. He speaks four foreign languages—French, Russian, Arabic and Armenian. He holds two Superior Honor Awards, a Presidential Award and a Presidential Meritorious Service Award, and three senior officer performance awards. He is a member of the Council on Foreign Relations. He is married to the former Francoise Haelters; they have a daughter and a son.

Policy Planning Staff

Samuel W. Lewis has been president of the U.S. Institute of Peace since 1987. He served as chairman of the board of overseers of the Harry S. Truman Research Institute at the Hebrew University of Jerusalem, 1986-91.

Mr. Lewis joined the Foreign Service in 1954. After an assignment in Naples, he became political officer in Florence in 1955. He was officer-in-charge of Italian affairs, 1959-61. He was a special assistant to Chester Bowles, 1961-63, while Mr. Bowles served as under secretary, then as the President's special representative for Africa, Asia and Latin America. Mr. Lewis was deputy assistant director of the

A.I.D. mission in Brazil, 1964-65, then executive assistant to the ambassador in Rio de Janeiro, 1966.

In 1967 Mr. Lewis became deputy director of the Office of Brazilian Affairs. He was the senior staff member for Latin America at the National Security Council, 1968-69. He served as special assistant for policy planning in the Bureau of Inter-American Affairs, 1969-70. After attending the Senior Seminar, he became a special assistant to the director general of the Foreign Service in 1970. He was deputy chief of mission in Kabul, 1971-74. In 1974 he returned to the Department as deputy director of the Policy Planning Staff.

Mr. Lewis was appointed assistant secretary for international organization affairs by President Ford in 1975. He was named ambassador to Israel in 1977. He served eight years in that post, under Presidents Carter and Reagan, before retiring in 1985. After leaving the Service, he was a diplomat-in-residence at Johns Hopkins University's Foreign Policy Institute, a guest scholar at the Brookings Institution and a senior international fellow at Tel Aviv University.

Mr. Lewis was born in Houston on October 1, 1930. He graduated cum laude with a bachelor's from Yale and received a master's from Johns Hopkins. His foreign languages are Italian, French and Portuguese. He has been a member of numerous foreign policy organizations, including the Council on Foreign Relations, the American Academy of Diplomacy and the Middle East Institute. He has received the Wilbur J. Carr Award for Extraordinary Service, two Distinguished Honor Awards, Meritorious Honor Awards from State and A.I.D., the William A. Jump Award for Outstanding Service in Public Administration and a Presidential Management Improvement Award. He also holds a Distinguished Alumnus Award from Johns Hopkins and honorary degrees from Tel Aviv University, the Hebrew University of Jerusalem, the Weizmann Institute of Science and Hebrew Union College. He is married to the former Sallie Smoot; they have a daughter and a son.

Public affairs

Thomas E. Donilan is a partner in the Washington office of the law firm, O'Melvey and Myers. He served as an

adviser to Secretary Christopher during the Clinton/Gore transition, and coordinated President Clinton's debate preparation during the presidential campaign.

Earlier, he served in the White House Office of Congressional Liaison, 1977-79. He was national delegate selection coordinator and convention manager for the Carter-Mondale presidential campaign, 1979-80. He lectured on politics at Catholic University in 1981, and served as a special assistant to former President Carter in Atlanta. In 1982 he was a technical adviser to the commission on Presidential Nominations, which drafted nomination rules for the 1984 campaign. He was national campaign coordinator and convention director for Walter Mondale's presidential campaign, 1983-84.

In 1985 Mr. Donilan served as general counsel to the Democratic National Committee's convention site-selection committee, and as cochairman of the technical advisory committee of the party's 1988 rules commission. He has been a senior adviser to the chairman of the Senate Judiciary Committee, on Supreme Court nominations, since 1986. During the 1988 presidential primary, he was a political analyst at CBS. He was also a senior adviser to the Dukakis-Bentsen campaign, primarily responsible for debate preparation.

Mr. Donilan was graduated summa cum laude from Catholic University and the University of Virginia Law School. He is married to Catherine Russell.

Executive secretary of the Department

Marc I. Grossman was principal deputy assistant secretary for politico-military affairs last year. Before that, he was deputy chief of mission in Ankara, 1989-92.

Mr. Grossman joined the Foreign Service in 1976. After an assignment in the Department, he became political officer in Islamabad in 1977. He was a staff assistant in the Bureau of Near Eastern and South Asian Affairs, 1979-80. He served as a deputy special adviser to the President in 1980, and as chief of the professional staff for President Reagan's State Department transition team after the 1980 election. Next, he was a legislative management officer responsible for the Near East and South Asia, 1980-81. In 1981 he became country officer for Jordan. He served as

political officer at the U.S. mission to Nato, 1983-84, and director of the private office of Nato's secretary general, 1984-86. He was an executive assistant to the deputy secretary, 1986-89.

Mr. Grossman was born in Los Angeles on September 23, 1951. He earned a bachelor's from the University of California at Santa Barbara and a master's from the London School of Economics and Political Science. He holds a Superior Honor Award and has figured in a group Superior Honor Award. He is married to Mildred Patterson, a Foreign Service officer in the Bureau of Consular Affairs. They have a daughter. □

3 ambassadorial appointments are announced

President Clinton as of mid-February had announced his intention to nominate three persons to positions carrying ambassadorial rank. The nominations he makes would require Senate confirmation. The posts and the persons named are:

—*Ambassador-at-large and special adviser to the Secretary for the new independent states of the former Soviet Union*—Strobe Talbott, an editor and foreign affairs columnist at Time magazine. He would be the first person to serve in this new position.

—*Russia*—Thomas R. Pickering, envoy to India, to succeed Robert S. Strauss as ambassador.

—*Organization of American States*—Harriet C. Babbitt, an attorney and director of the National Democratic Institute for International Affairs, to succeed Luigi R. Einaudi as U.S. ambassador.

Following are biographical sketches of the three.

New independent states

Strobe Talbott has been an editor-at-large and foreign affairs columnist for Time magazine since 1989. He began his career at Time as East European correspondent in 1971. He was the State Department correspondent, 1973-75. In the latter year he was named White House correspondent. After an assignment as a diplomatic correspondent, he served as Washington bureau chief, 1984-89.



Mr. Talbott



Mr. Pickering



Ms. Babbitt

Mr. Talbott serves on the boards of the Carnegie Endowment for International Peace and the Council on Foreign Relations. He has been a member of the advisory board of the Stanford Center on Arms Control and Disarmament since 1982. He is active in the International Free Press Development Foundation (Alfred Friendly Fellowships) and the Aspen Strategy Group.

Mr. Talbott is the author of numerous publications on arms control and U.S.-Soviet relations. His writings include: a preface to and supervision of "Khrushchev Remembers: The Glasnost Tapes" (Little, Brown, 1990); "The Master of the Game; Paul Nitze and the Nuclear Peace" (Alfred A. Knopf, 1988); "Reagan and Gorbachev" (with Michael Mandelbaum, Random House/Vintage, 1987); "Deadly Gambits: The Reagan Administration and the Stalemate in Nuclear Arms Control" (Alfred A. Knopf, 1984); "Reagan and the Russians" (Random House/Vintage, 1984); "Endgame: The Inside Story of Salt II" (Harper & Row, 1979); translator-editor, "Khrushchev Remembers" (Little, Brown, 1970); and "Khrushchev Remembers: The Last Testament" (Little, Brown, 1974).

Mr. Talbott has also contributed articles to Foreign Affairs: "U.S.-Soviet Relations: From Bad to Worse," America and the World issue, 1979; "Buildup and Breakdown," America and the World issue, 1983; "Reykjavik and Beyond," with Michael Mandelbaum, winter 1986/1987; and "Why Start Stopped," fall 1988.

Mr. Talbott earned a bachelor's and a

master's from Yale, graduating summa cum laude and as a member of Phi Beta Kappa in 1968. He received an additional master's from Oxford as a Rhodes scholar in 1971. He has twice received the Edward Weintal Prize for Distinguished Diplomatic Reporting and holds four awards from the Overseas Press Club. He is married to Brooke Lloyd Shearer; they have two children.

Russia

Thomas R. Pickering, who holds the personal rank of career ambassador, has been chief of mission in New Delhi since last year. Before that, he was U.S. representative to the United Nations, 1989-92.

Mr. Pickering joined the Service in 1959. After working as an intelligence research specialist, he was detailed to the Arms Control and Disarmament Agency as political officer in Geneva in 1961. He was principal officer in Zanzibar, 1965-67. In 1967 he became deputy chief of mission in Dar es Salaam. He was deputy director, Bureau of Politico-Military Affairs, 1969-73, and special assistant to the Secretary and executive secretary of the Department, 1973-74.

In 1974 Mr. Pickering was named ambassador to Jordan. He was assistant secretary for oceans and international environmental and scientific affairs, 1978-81. He served as chief of mission in Lagos, 1981-83, and San Salvador, 1983-85. He was ambassador to Israel, 1985-88.

Mr. Pickering was born in Orange, N.J., on November 5, 1931. He earned a

bachelor's from Bowdoin College and master's degrees from the Fletcher School of Law and Diplomacy and the University of Melbourne. He served in the Navy, 1956-59, later becoming a lieutenant commander in the Naval Reserve. He speaks five foreign languages—Spanish, French, Arabic, Hebrew and Swahili. He has cornered four senior performance pay awards and two presidential distinguished awards. He is a member of the Council on Foreign Relations and the International Institute of Strategic Studies. He is married to Alice Stover Pickering; they have a daughter and a son.

Organization of American States

Harriett C. Babbitt has been an attorney at Robbins & Green, Phoenix, since 1974. She has been a member since 1988 of the board of directors of the National Democratic Institute for International Affairs, an organization representing the Democratic party which works with foreign governments to strengthen democracy.

Ms. Babbitt serves as chairwoman of the organization's Latin American subcommittee, and was a member of a delegation to monitor the 1988 plebiscite and 1989 elections in Chile. She monitored elections in Guatemala in 1990, and served as a member of a panel on human rights at the 1991 Cuban-Venezuelan Democratic Foundation conference in Caracas. In 1990 she monitored elections in Czechoslovakia, and she represented the organization at a conference on social democracy in Stirin, Czechoslovakia, last year. She served as cochairwoman of a program on political parties and the electoral process in Luanda in July, and was a member of a UN mission to monitor elections in Angola in October.

She was a member of the Carter Presidential Center's delegation to monitor elections in Nicaragua in 1990, and a member of the U.S. Institute for Peace's Medal of Peace advisory panel last year.

In addition to her international activities, Ms. Babbitt serves as a member of the board of directors of Citibank in Arizona, and was cochairwoman of

Women for Clinton-Gore in that state. She is a member of the advisory board of the Business Journal, the board of directors of the Alan Guttmacher Institute, the board of sponsors of Planned Parenthood of Central and Northern Arizona, a member of the Council for the American Land Conservancy, and a founding member of Charter 100 of Arizona and the Arizona chapter of the International Women's Forum.

Ms. Babbitt was born in Charleston, W. Va., on November 13, 1947. She earned a bachelor's and a law degree from Arizona State, and attended Sweet Briar College in Virginia, the University of Madrid and the University of Americas. Her foreign language is Spanish. Before joining her law firm, she taught legal writing at Arizona State and worked as a law clerk to Jack D. H. Hayes, former chief justice of the Arizona Supreme Court.

Her publications include articles on Latin American issues in the Washington Post and the Los Angeles Times. She is married to Bruce Babbitt, the Secretary of Interior-designate. They have two sons. ■



KINGSTON, Jamaica—At award ceremony in this Caribbean island capital, seated from left: *Dahlia Stewart, Barbara Ellington-Banks, Jasmin Pixley, Paulette Biggs, Arlene Lewis-Marr, Vilma Bourne,*

Margaret McDermott. Standing (second row): *Mohini Kiswani, Joseph Hamilton, Lynn Allison, Carol Myers, Paulette Laing, Gale Hall, Ellen Haines, Pamela Chen, Conna Cunningham, Nola Mignott, Deborah*

Richards, Fredrick Kupke, Ann Bardowell. Third row: *Michael Carter, Timothy Monahan, Devon Richards, Ambassador Glen Holden, Linette Johnson, Anita Banks, Maurice Olfus, David Broner.*

HONORS & AWARDS

Top secretaries: Carole Smith, Kinshasa; Mary Gorham, Policy Planning Staff

Carole S. Smith, a secretary at the embassy in Kinshasa, has been named "Foreign Service Secretary of the Year," and Mary L. Gorham, Policy Planning Staff, is the "Civil Service Secretary of the Year." Each gets \$5,000 and a certificate signed by the Secretary of State. Their names will be engraved on a plaque in the Foreign Service Lounge.

Ms. Smith was selected over 13 other Foreign Service candidates: Joan Ellen Bebeck, Vatican City; Carol L. Gullion, Moscow; Ellen K. Haines, Kingston; Florence J. Hall, Tegucigalpa; Michael S. Jahncke, Brussels; Suzanne S. Z. Le-mandri, Panama City; Lorainne E. Mabazza, Manila; Carolann Marino, Abu Dhabi; Jane B. McCarthy, Moscow; Isobel Francis Miller, Moscow; Joan B. Odean, Bureau of European and Canadian Affairs; Claire R. Sainz, Curaco; and Linda O. Swafford, Geneva.

Ms. Gorham won over five other Civil Service nominees: Erica M. Ginsberg, Office of Language Services; Lenora M. Goldring, Office of the Special Adviser to the Secretary on Nonproliferation Policy and Nuclear Energy Affairs; and Linda R. Jorgensen, Connie L. Lawson and Vera L. Smith, all from the Office of the Legal Adviser.

The award panel was chaired by Barry A. Kefauver, executive director of the Bureau of Consular Affairs. Members were Pamela M. Stratton, deputy executive director, Bureau of International Organization Affairs, and Claire Mueller, secretary to the assistant secretary for African affairs.

Smith: 'humor and grace'

Ms. Smith was nominated for the Foreign Service honor by Ambassador Melissa F. Wells for her performance at the embattled post in Kinshasa, Zaire. "She was serving in the front office in September 1991 when the Zairian army mutinied and went on a two-day rampage



Carole Smith



Mary Gorham

of looting, leaving some 250 dead," the ambassador wrote. "The embassy went into ordered departure status and reduced staff to a bare minimum. Only those required to provide the most essential services remained. Over a period of three days this post went from a total of eight Foreign Service secretaries to one—and remained that way until mid-July, when an additional secretary joined us.

"The job Ms. Smith did for 10 months bore no resemblance to the job she came to Kinshasa to do. By necessity, she became—and still is—the embassy's information center. She responds to inquiries on everything from protocol to coping with life in Kinshasa to handling reams of correspondence. The British embassy regularly requests her advice on protocol matters. (The Brits were reduced to three people and have no British secretary.)

"To the Zairians the U.S. embassy still represents the huge operation we were until September 1991. We are still besieged by phone calls, letters and visitors. The brunt of this load has fallen on Ms. Smith's shoulders, and she has somehow managed to deal with this never-ending deluge with humor and grace. 'Madame Carole,' as the friendly voice or face to the Zairian public, has made an enormous contribution to the image of the U.S. embassy in Kinshasa."

"The above-described mob—on the phone and in person—is dealt with in French, (and) her fluency continues to amaze me. The embassy has a Foreign

Service national translator but, because our political section has been bereft of political officers, the translator has been converted into a full-time political analyst. Much of the translation of diplomatic notes and letters has now fallen to Ms. Smith, who copes beautifully.

"During the weeks following the events of September 1991, and again (last) January, when there was an attempted coup, her workdays sometimes exceeded 15 hours. On many occasions, she slept and ate in the embassy. Like many members of the exceptional staff at this post, she seems to thrive on crisis. But what is more important is what happens when the crisis passes and you are left with the drudgery of life at an understaffed, hardship post. It is worth noting that for the past 14 months Ms. Smith has not taken a single day of sick leave. What is even more remarkable is that after her work at the office she still has enough zest to boost the morale of her colleagues by organizing weekend outings and dinners—even a black tie dinner dance at the ambassador's residence while I was on family visitation leave. She has given unreservedly of her goodwill, humor and friendship."

Gorham: 'letter-perfect'

Ms. Gorham was nominated for the Civil Service honor by William J. Burns, acting director of the Policy Planning Staff. He wrote: "In 10 years of service

in the Department, at the White House and overseas, I have never worked with a finer secretary than Mary Gorham. As my secretary over the past three years, Mary has performed superbly in the face of extraordinary demands on her time and professional skills. In many ways, she has been the glue that has held the Policy Planning Staff together during a period of enormous challenges.

"Secretary Baker and Secretary Eagleburger have relied heavily on the staff to chart post-Cold War diplomatic initiatives, particularly in Europe, the former Soviet Union and the Middle East. That has produced intense pressures and a heavy workload for a staff of some three dozen members and secretaries. Through it all, Mary Gorham has managed not only my professional life but also the administrative needs of the entire staff."

He lauded her for "wearing two hats"—those of personal secretary and de facto administrative officer. "Either constitutes a full-time job," Mr. Burns said. "(As) my secretary, she has managed my often hectic schedule, arranging 30-some overseas trips, polishing and formatting

my drafting and keeping me in touch with the rest of the staff. She produces letter-perfect versions of talking points for the Secretary with as much speed and skill as anyone with whom I've ever worked."

In her administrative role, Ms. Gorham was credited with "handling personnel issues, juggling office space, managing a budget of several hundred thousand dollars and serving as the Policy Planning Staff's liaison to the Executive Secretariat." Mr. Burns wrote: "This second dimension of her job had in the past been the responsibility of a staff assistant. When the position became vacant in mid-1989, we assigned the duties to Mary temporarily. But she handled them so adeptly along with her secretarial responsibilities that we saw no reason to change them.

"She has shown excellent judgment, arranging orientation programs for new staff members and following up on personnel actions with precision and careful attention. She has been an adroit manager of our limited travel budget, balancing the demands of our staff against tight financial constraints, and somehow

never alienating anyone.

"I have never seen her lose her composure, even as senior officials swirled nervously around her. Mary demonstrates the same thoroughness and efficiency in managing my schedule and travel arrangements, switching appointments without bruising any feelings, and processing travel vouchers quickly and accurately. She is particularly skillful at conveying messages and instructions to staff members when I cannot do so directly, passing along the most unwelcome, urgent tasking with clarity and calmness.

"At a time when word processing is changing the role of secretaries, Mary has been very sensitive to the professional and psychological needs of the Policy Planning Staff's secretaries. She has also done a great deal to improve communications between officers and secretaries, urging both to be clearer about their concerns and needs. The fact that she was able to handle these potentially difficult issues with consistent good humor is further testimony to her talents as a leader and manager." ■



STRASBOURG, France—At award ceremony in this consulate general in the

eastern part of the country, from left: Jacqueline Conrad, Marita Baethge, consul

general Shirley E. Barnes, Claire Boada-Werner, Jean-Renaud Reverdin.

DEPARTMENT OPERATIONS

Major program to 'migrate' to more modern computers is launched

BY TIMOTHY C. LAWSON

The author is a staff assistant in the Office of the Deputy Assistant Secretary of State for Information Management.

The forces of computer and information technologies are driving the world beyond the "Information Age"—which futurologists now contend was merely a transitional phase—to a whole new era being called the "Age of Knowledge." Is the State Department keeping up with all this?



Mr. Lawson

The fact is that a major initiative is being undertaken at State to get ready to mount the new wave and to crest with it, under the leadership of the Bureau of Administration's Office of Information Management. Plans are underway with the help of other bureaus to completely overhaul—to "migrate," in computer-speak—the Department's entire information management program, its equipment and systems. The migration would be to a new and powerful "open systems" configuration. A principal feature of this would be new desktop computers that could operate powerful software and become part of a network with other computers. Open systems, in other words, will offer Department employees a host of new computer programs and capabilities. And "migration" means much more. Ultimately, it could provide us with a whole new infrastructure for conducting America's 21st-century diplomacy.

The computer overhaul is hardly a matter of choice. Clearly, there is a compelling need for it. This issue was highlighted in a speech by Warren E. Littrel, deputy assistant secretary for information management, in the Dean Acheson auditorium on December 18. He told some 200 Department and Information Management officers that:

—80% of our overseas classified systems are now obsolete.

—92% of the overseas unclassified systems are no longer current.

—72% of the Department's domestic systems have been overtaken by a host of major improvements that are now on the market.

And to make matters worse, the existing systems fall into a category of equipment and programs known as "proprietary systems." This means they can use only the programs written expressly for these machines; their software can't be used on other machines. The existing machines are extremely difficult to modify in order to meet new requirements. "They simply can't grow with the Department," Mr. Littrel said.

This is seen by experts in the Office of Information Management and others as a matter of serious concern because it spells v-u-l-n-e-r-a-b-i-l-i-t-y for the State Department. Keep in mind that the Department's major hardware vendor filed for Chapter 11 bankruptcy protection last year. Against this background, there is a vulnerability to breakdowns and other emergencies, both large and small. These have already occurred. At Embassy Seoul, 3,000 visa applicants were turned away last year because of a computer failure that made visa issuance impossible. At Embassy San Salvador, the staff was reduced to using typewriters for a while last year because of computer downtime. Our office reports continuing outages with other systems abroad.

"If we don't move to open systems within four years," Mr. Littrel said, "the Department will become vulnerable in a number of ways. First, our worldwide systems could suffer from significant downtime and even catastrophic failure. Second, our \$300-million base of embedded proprietary hardware may no longer be maintained. Third, our present software programs, which cost us \$200 million dollars, will incur rising maintenance costs and, possibly, discontinued vendor support."

The impact of some systems failures would be felt throughout the Department—and around the world. In the consular bureau, for example, the result could be drastically reduced services to Americans overseas, and the principal means of preventing and detecting visa fraud could be eliminated. In the financial systems area, to cite another example,



Warren Littrel, the Department's information management chief, is guiding the "migration" effort.

payroll operations could be disrupted and the management of 20,000 overseas properties that the Department owns or leases could be incapacitated. In the Executive Secretariat, there could be an inability to manage and process some 40,000 foreign policy decision documents, and the timely distribution of 2,000 telegrams a day for Department principals might no longer be possible.

But more impressive are the positive reasons for moving forward with the migration strategy. The advanced capabilities of today's desktop computers are features that the Department needs to support its new foreign policy goals. These goals include collective engagement with the former republics of the old Soviet Union and other governments; cooperative multilateral efforts such as those against aggression; greater engagement with the private sector; and increased emphasis on economic, environ-



Information Management officers at work on the "migration" strategy include Thomas McMahon, seated, Dixie Goodrich

and Richard Fath. (State Department photo by Eddie Anderson)

mental and technological issues. Migration will bring us the tools to support these goals—tools, not now available to us, that include automated market analysis and econometric programs, relational database management systems, unclassified dial-up databases for public access, distributed database and local area networks, and graphical user interfaces.

Certain key migration actions have already been taken. The migration program office headed by Dick Fath has submitted a plan for the overhaul to the U.S. Office of Management and Budget. Three "migration centers" have been established here and overseas. Work is proceeding on plans for in-house maintenance programs that will be needed to support both the old and new equipment as the migration progresses.

One migration center is in the Office of Information Management and the other two are at the regional administrative management centers in Paris and Bangkok. The centers are charged with converting or re-engineering software applications, as well as testing new systems and technology.

On self-maintenance, Roy Buchholz, director of technical operations in our

office, is working to establish a prototype alternative to current hardware maintenance services. A new repair facility opened in January at the regional information management center in Bonn. This facility will offer posts in Europe and Africa a previously unavailable alternative for personal computer repair services. We intend to expand this new capability to other types of equipment and to other regions by using new facilities at the regional information management centers in Bangkok and Miami.

As to training, Mr. Littrel said: "This will involve teaching some 40,000 Civil Service, Foreign Service and Foreign Service national employees the new computer applications and procedures." In connection with this, he expressed confidence in the user support and training activities being planned by Philip Tinney and Ken Loff, who are overseeing this aspect of the migration.

What kinds of new information technology can Department employees expect as a result of the migration plan? Well, word has it that the software and standards working groups are considering many of today's most popular applications. The use of graphical user interfaces (GUI,

pronounced "goo-ee") will probably be a predominant theme in an open systems environment. This will allow desktop users to switch instantaneously from one program to another, and then another, without shutting down the primary program they're working in. GUIs are easy to learn, portable and compatible across different systems. Once a user becomes familiar with them, they can actually be lots of fun. (Maybe that is why some folks here are calling the popular WINDOWS program, a GUI application, "WINTENDO"—a word play on the popular game program "NINTENDO").

Mr. Littrel emphasized that decisions on which programs to acquire "won't be made unilaterally." He said: "We plan to coordinate all user software decisions with the employees themselves. We're fully aware of the fact that there's considerable program savvy out there already. The employees' role in this entire process is crucial to our ultimate success."

Even more advanced programs such as "expert" systems may also evolve as a result of the migration effort. These are programs through which your computer becomes the "expert" that you can consult with on, say, questions of geography, history, decision-making, protocol or even the next assignment you might want to bid on. You begin by prompting the computer to "ask" you questions pertaining to one of these subjects, and then the computer will "reason" about the answers you enter, quickly providing you with the information you need—much as a human expert would.

One such system just recently developed by the Office of Information Management is designed to assist employees with records management decisions, i.e., deciding whether a particular document that departing employees want to take with them to their next job outside the Department is official or personal. After analyzing data which is entered in the form of answers to questions, the computer arrives at a verdict.

"One of the best values of an open systems architecture for our programs is freedom of choice," Mr. Littrel said. "No matter what initial application we begin with, changing it later will be entirely possible. The system will grow and change as we grow and change."

"Funding is likely to be the single greatest obstacle we will face," he continued. "We must explore creative and

innovative approaches to finding the necessary money. The aggregate cost will approximate the half-billion-dollar investment in today's systems and programs. In the Department, as well as the federal community at large, information technology expenditures make up a relatively small, but growing, portion of the total budget. Obligations for information-related activities within the Government have more than doubled in the last 10 years. This is directly due to the increased use of information technologies throughout the federal agencies and at every level of the organizations that make them up."

The Department has been working with the U.S. Office of Management and Budget to justify a request for \$50 million in the fiscal year that begins next October 1, another \$50 million for the succeeding fiscal year 1995, and the same amount for 1996. To get the process started in the current fiscal year, \$15 million was reprogrammed within the Department. "We will need the help of everyone involved to think about ways and means that will give us economies and savings which can be directed to the migration effort," Mr. Littrel said.

As I said in the beginning of this article, migration means much more than

merely new computers. The new information technologies that arrive with the migration might eventually force a "paradigm shift," or a new model, for the business processes of the Department—the way work is done here. This type of change is already happening elsewhere, in the private sector. The question of centralized versus decentralized management control would be seen in a new light, with the new computers empowering employees to undertake and complete more tasks on their own initiative. And Department organizations could find themselves focusing much more on the substance of what they are doing rather than on procedures and management styles, the latter being work that could be taken over by the computer. This would seem to go hand in hand with the emerging management wisdom which says that employees work better when jobs are defined in terms of broad substantive goals, and measurement is based on results rather than compliance with time-consuming rules. "Up until now," Mr. Littrel said, "all we have really accomplished with our information systems is to throw layer upon layer of automation on top of the same old process. New technology will allow us to revamp that

process, perhaps to discard it completely if we find it no longer applies."

But we realize in the Office of Information Management that, despite all that may be possible with the new forces of technology, the real key to change lies directly with the user. The migration effort, in the end, will only be as effective at unlocking the doors to productivity and efficiency as we make it. If we grasp the power our new tools represent, and use them in imaginative and innovative ways, we will then have embraced the new change.

Tomorrow's information power will permit each of us to become more creative, more productive and more diversified in our approach to the job. In effect, we will find ourselves in a brand-new environment with brand-new ways of doing things. The migration strategy is the vehicle that will get us from here to there—to the "Age of Knowledge." ■

It's a frame-up, embassy says

Since even paranoids are known to have enemies, it's hardly paranoiac for the U.S. embassy in Paramaribo, Suriname, to believe itself to be the victim of an intended frame-up.

Somebody, the post reported, removed a bush from a planter in front of the embassy in South America. In its place several other plants were found. What kind of plants?

The question was put to a horticulturist. His reply: marijuana.

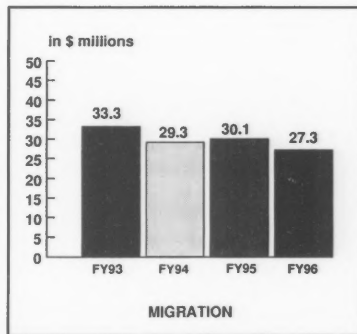
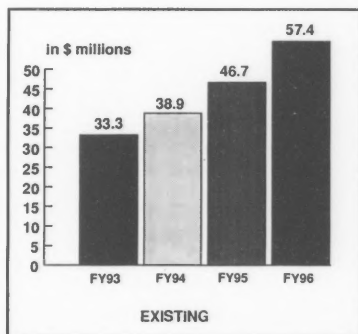
However, the mystery might never be solved, STATE has learned. The evidence, which is to say the marijuana, was quickly removed and disposed of. □



DEPARTMENT OF STATE Open Systems Migration Program



Expected Hardware Maintenance Costs Comparison
FY93 - FY96

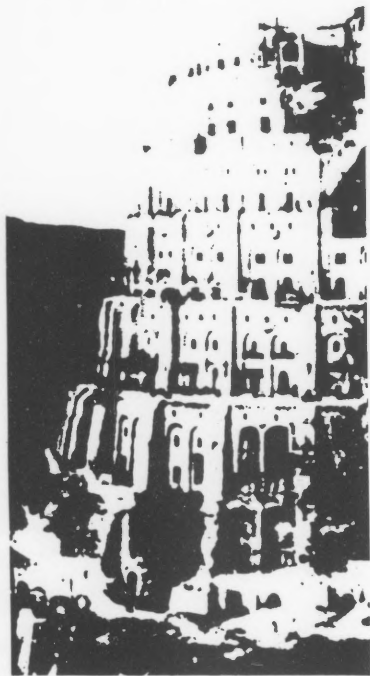


SAVINGS:	FY93	FY94	FY95	FY96
	0.0	9.6	16.6	30.1

'Taiwan Scrapbook'

Phyllis Thompson Wright has published a memoir, "Taiwan Scrapbook," of her tour there with her husband, Jerauld Wright, who was the American ambassador, 1963-65. The price is \$16.50 including postage, plus 6% sales tax for Washington residents. Write to Creative Communication Services, 733 15th Street N.W., Suite 700, Washington, D.C. 20005. □

IN THE "TOWER OF BABEL"



BY TATIANA C. GFOELLER

WITH THE COLD WAR over, American and foreign decision-makers are giving a fresh look at an old idea—multilateral diplomacy. Two of its most venerable practitioners, the United Nations and the North Atlantic Treaty Organization (Nato), are getting ever more media attention.

What's it like to be *inside* a multilateral organization, as a neutral, international civil servant, trying to coax, badger and help all parties to arrive at an agreement? In the summer of 1991, I decided to find out when I joined Nato's international staff, "on loan" for three years from the State Department.

At the beginning, there was a bit of culture shock for me. Though the Nato headquarters looks something like the Pentagon (where I'd previously worked), it sounds more like the Tower of Babel here. As you get your daily workout rushing, for example, from corridor "T" to the coffee shop for a cappuccino (of top-notch quality—the Italian staff would accept noting less) and on to corridor "AA" (Why the double letters? To confuse the enemy?) you get a good sampling of European languages just by listening to scraps of conversation. Turkish, Greek, Italian, Spanish, Portuguese, German, English, French, Icelandic, Norwegian, Danish, Dutch—even Letzбургisch (the language of Luxembourg)—are all working languages here, though French and English are the two official languages of Nato.

I joined the staff to work in its disarmament, arms control and cooperative security section. My supervisor there is Lamberto Zannier (Italian), and my colleagues are John Barrett (Canadian), Erik Breidlid (Norwegian) and John Pugh (English). (Lamberto is himself supervised by American John Kriendler, the deputy assistant secretary general for political affairs.) I soon got to work on nonproliferation issues, concentrating on the pos-

sible proliferation risks resulting from the break-up of the Soviet Union.

But nothing is so simple at Nato. After the West's initial euphoria over the end of the Cold War had worn off, with it disappeared the not unreasonable gratitude many had expressed to Nato for seeing us through these risky 40 years. Pundits and even some officials throughout the alliance and outside it began making noises that sounded suspiciously like dirges celebrating Nato's demise because of its "not being needed any more." Nato, however, reacted with boldness and the wisdom it earned from that 40-year confrontation. Far from declaring victory and "going home," Nato locked its sights on the next security challenge in Europe—potential instability in eastern Europe. It created the North Atlantic Cooperation Council (a group including Nato's 16 allies plus all of our former Warsaw Pact adversaries, referred to as "cooperation Partners"). The intent was to project hard-earned Western stability onto that delicate region. I am among those who believe that a revitalized Nato is now more essential than ever.

This timely reorganization affected me very directly. Given the speed of Nato's adaptation to new security challenges, its international staff hasn't had time to employ a full cadre of eastern European specialists. All hands had to be called on deck quickly and, as a former first secretary for internal political affairs at our embassy in Moscow and second secretary at our embassy in Warsaw, I was called up. Without leaving the disarmament section, I thus also joined the central and eastern Europe and liaison section, gaining a German supervisor (Hans Jochen Peters) and Dutch (Radboud Van Den Akker), French (Olga Sérébriakoff), Turkish (Ahmed Üzümcü) and Canadian (Rick Kirby) colleagues. This energetic sec-



The author with some of her multi-ethnic colleagues, from left: *Lamberto Zanier, John Barrett, Erik Breidlid.*

tion now handles multilateral diplomacy with eastern European countries through the North Atlantic Cooperation Council, as well as bilateral contacts with individual cooperation partners.

One advantage of my additional responsibilities is that I'm serving as one of Nato secretary general Manfred Wörner's aides on central and eastern Europe (including the former Soviet Union). This means preparing for and accompanying him on trips to that area, recently including meetings with Russian President Boris Yeltsin, Ukrainian President Leonid Kravchuk, Hungarian Prime Minister Jozsef Antall and other heads of state and government, as well as a visit to Kazakhstan and Kyrgyzstan and meetings with their presidents. All this provides opportunities for access to a statesman not often available in jobs at my level (FSO-2). For example, past Moscow experiences attending



The author with her favorite Soviet helicopter, in the Tien Shen Mountains.

events at which Mr. Yeltsin was present enabled me personally to brief the secretary general ahead of his meeting with the Russian president.

I've had some pretty unforgettable experiences. Probably my "high" so far (pun intended) was a helicopter trip over the Tien Shen Mountains (nearest known place on a map: Bishkek, Kyrgyzstan) during the secretary general's trip to central Asia. Both the helicopter and the pi-



The author at a meeting with (counterclockwise) President *Boris Yeltsin* of Russia, Russian Foreign Minister *Andrey Kozyrew*, Nato's assistant secretary general for political affairs, *Gebhardt von Moltke*, secretary general *Manfred Wörner*. (Nato photo).

lot happened to be former Soviet veterans of the Afghan war. As the pilot cursed in Russian over the delay in taking off ("Let's put this baby in orbit, shall we?"), frenziedly grabbing his helicopter stick, I busily recited to myself all of the reasons why I had joined the international staff. But as soon as the "baby" did get into orbit, I forgot everything, including, it seemed at the time, to breathe. The craggy mountain peaks, covered with thick blankets of the whitest white snow, never touched by any human being (and seen by precious few), were truly awesome. Even the pilot relaxed, beatifically grinning from ear to ear. When we landed, after a half-hour promenade, he regretted that it had been so short and promised us another ride whenever we were in the vicinity. I assured him I would do my best to drop by again.

Yet, when I told several American Foreign Service friends that I was writing this article, I knew that it wasn't professional experiences or unforgettable trips that they expected me to report on. What they urged me to

describe was the (they assumed) at times difficult process of adjusting to foreign colleagues and supervisors—their surprising quirks and the cultural gaps which could make communication and cooperation on common projects difficult at times. I've honestly tried to come up with such examples, but have found it quite difficult. True, in the neighboring office, Norway's Erik likes to keep Arctic temperatures, which are difficult for a Southerner like me to appreciate. Great Britain's John Pugh once mentioned casually that he's a founding member of the British Bring Back George III Club, and he refers to the United States as "the colonies." Germany's Hans Jochen likes to snip articles about Goethe from any and all publications, and is the proud owner of a growing collection of Goethe autographs. After hosting a 16-course dinner, Italy's Lamberto likes to relax by playing Italian songs on his grand piano...

But as anyone would agree, this is all pretty mild stuff. Where is the cultural friction—the difficulty of working on a daily basis with citizens of 15 foreign countries? At the risk of sounding Polyannish, I must say that hardly any friction exists. On the contrary, morale is as high, or even higher here, than in a number of posts I know. Why so?

An obvious answer is the luck of

my being in a friendly, open-minded group of people, under able leadership. But the most important factor, I would say, is the underlying sense of mission in my division (political affairs). You've only to listen to the secretary general talking passionately of the new opportunities for healing Europe, and by extension the world, thanks to the end of the Cold War, to know that this mission comes right from the top. Be it assuring a group of eager young Russian journalists that Nato doesn't view their country as an adversary any more, pondering the safety of nuclear command and control in the ex-Soviet Union or welcoming a contact-starved Albanian representative into the North Atlantic Cooperation Council fold, the opportunities here to participate hands-on in the vertiginous changes now sweeping Europe are awesome. People know that we are making a difference, and that makes for good supervisors, good colleagues and a good posting.

My tour here ends in summer next year. I can only conclude by urging my fellow Foreign Service officers to seriously consider a tour on Nato's international staff. Both professionally and personally, this could be one of the most satisfying experiences you'll ever have. ■

HONORS & AWARDS



MADRID, Spain—Vice consul *Thomas Weinz* receives Meritorious Honor Award from Ambassador *Richard Capen* before departing for his next assignment in Sanaa.



LILONGWE, Malawi—At award ceremony in this southern African nation, first row, from left: *Amy Pitts, Stephanie L. Brown, Gilbert Ilimu, Betroit Chatha, Lances*

Nkana, Kennedy Kalilombe, Fred Chikapa, Patrick Nkhoma. Back row: *Gregory W. Engle, Robert Masankhula, Ambassador Michael Pistor, Patrick Jere.*



PANAMA CITY, Panama—Ambassador *Deane Hinton*, right, presents Superior Honor Award to *Mirza de Silva*, computer operator. On left is administrative counselor *William Francisco*.

KAMPALA, Uganda—Senior drivers receive cash awards. From left: Ambassador *Johnnie Carson, Blasio Wasswa, Mohamed Simbwa.* ■

Now hear this: A DISABLED OFFICER ABROAD

By MICHAEL A. BRICKER

IN THE FOREIGN SERVICE, can disabled officers perform their duties satisfactorily overseas? I'll attempt to shed some light on this by reporting my personal experiences.

I'm a hearing-impaired Foreign Service officer. The level of my hearing loss is classified as "moderately severe." I can detect when someone is speaking, but have great difficulty recognizing the words being spoken. The sound of a word, however, is only one component of human communication. Lip-reading, body language, context and intonation, taken together, assist me to comprehend what is being said. Such techniques make it easier for me to function in our embassy and in society.

I applied for entry into the Foreign Service about three years ago as a systems manager. Like all prospective officers, I was required to take a battery of tests, including the oral exam. A panel of experienced officers sat in a semicircle around me, posing difficult questions and hypothetical scenarios. I had a problem hearing the questions. I must focus on a speaker and understand, through non-verbal clues, what is being said. Generally, this takes about half a second, but it's essential. In the oral exam, one person asked a question and, immediately following my answer, a second person posed another. Because the next questioner sat on the other side of the room, I tended to miss what was being said. Fortunately, one examiner understood the problem and corrected it, simply by asking the others to wait until I looked at them.



Michael Bricker

'In the Foreign Service, can disabled officers perform their duties satisfactorily overseas?'

I passed the exam and entered the Foreign Service Institute, where I attended orientation classes. I arranged to arrive at the class 15 minutes early, took a seat in the front row and explained my situation to everyone in the class. Their reaction was most gratifying. At the Employment Programs/Disability Office in the Bureau of Personnel, I received comprehensive assistance with regard to my disability. The program manager of this unit, Sheldon Yuspeh, helped me obtain the devices needed to perform my duties overseas. These included amplifiers which boost the volume on a telephone. Another device makes lights flash and, in this way, alerts me that either the telephone or doorbell is ringing. These devices are important. The existence of a special unit within the Department to respond to my particular needs is a singularly significant initiative.

Being in my systems training class was also an excellent experience. My instructor, Randy Clark, had such a fine and clear voice that I had little problem hearing him. This was matched by his enormous patience. He repeated unhesitatingly anything I couldn't hear.

The non-hearing-impaired person must keep in mind that we, the hearing-impaired, are quite conscious of and sensitive to the annoyance some people have, when they're asked to repeat too often. I know from personal experience that, if I ask too often, they'll "clam up" and avoid talking at all. This leads to lost sources of information, diminished work performance and unproductive social relationships. However, too lit-

tle follow-up results in not knowing what was said, and a feeling of frustration. I find that most people have their own level of frustration, which I can often sense. I attempt to remain below that imaginary line if at all possible. For example, if I'm talking to someone in a social gathering and I miss some of what is being said but I know the subject, I ask myself how important is it to ask them to repeat. On the other hand, in a business situation, I would be more likely to ask a speaker to repeat.

There are some sounds I'm completely unable to hear. Rather than ask someone to repeat, I ask: "What do you mean?" or simply say: "I don't understand." There are two reasons for doing this. The first is that a person rarely repeats exactly what he or she just said. The second is that the person doesn't feel that he or she is repeating because I'm hearing-impaired, but because I'm interested in what was said.

I learned about my assignment to Poland while studying systems training. I was given accelerated Polish language training. I failed. Simply put, for me language study requires, at the very least, individual lessons. Since the systems manager position isn't a language-designated position, I wasn't provided with a one-on-one teaching environment. After much discussion, it was decided that for six hours a day I would be in a room alone with a Polish language textbook, and for one hour I would receive personal tutoring. Although I didn't walk out of the course speaking fluent Polish, this did allow me to read phonetically some Polish words. Without this training, this would have been impossible.

'For everyone going to a first assignment, there's an initial familiarization period'

For everyone going to a first assignment there's an initial familiarization period. For me, getting accustomed to my surrounding was quick and painless. But I realized that some things I've learned in order to survive in a hearing world benefitted me in my new life overseas. One example: body language appears universal. Since my understanding of body language assists me with communication, it was easy to appreciate what was being communicated if the person spoke even a little bit of English.

The U.S. embassy in Warsaw is about half a kilometer from the Institute of the Deaf, and about one kilometer from Warsaw University. By socializing outside the embassy, I met people involved with disabilities. Some worked with the hearing-impaired and their families in the institute, and others at the university worked with students studying to teach the disabled.

Towards the end of 1991, I was asked to speak at the Maria Grzegorzewska College for Special Education about my life as a hearing-impaired person. The audience consisted of students studying to teach the hearing-impaired and their teachers. They didn't want more theory; they wanted a personal glimpse

into my world. I found these students open and, much more important, intellectually honest. Honest enough to admit that they've no idea what being disabled feels like. I told them not to try to understand what the disabled feel like, but to simply respect it and proceed from there. I tried to share insights into the minds of the disabled and how they might be more effectively helped.

A few months later, the college people asked me to speak again. This time the audience consisted of parents of hearing-impaired children. This involved a much more difficult presentation than the first. I was asked painful, real-life questions such as: Should my child learn sign or speech? How do we stop other children from making fun of my child's disability? I wasn't qualified to answer such questions because I'm not a trained specialist in teaching the hearing-impaired. But looking back, I think the most important message was my presence. As a hearing-impaired person wearing a suit and tie and holding a professional job, I represented a prospect of success. Being disabled doesn't necessarily mean that you're destined to push a mop for your livelihood.

As I conclude my second year in the Foreign Service and my first year in Poland, I have a sense of real professional and personal accomplishment. There's no better feeling then knowing that, by your own example, you may have touched others, or that your competence may have changed negative stereotypes. ■

—(Continued from inside front cover)
communicators but other groups as well. The awards committee has been asked to review this issue." □

Help for alcoholics

ARLINGTON, VA.

DEAR EDITOR:

Several recent articles in your magazine have referred readers to Alcoholics Anonymous for treatment of drug and/or alcohol abuse.

Your readers should also be made aware of Secular Organizations for Sobriety (S.O.S.). S.O.S. groups maintain that sobriety is a separate issue from religion or spirituality; credit the individual for achieving and maintaining sobriety, without reliance on any "higher power"; respect recovery in any form; and support healthy skepticism and the use of the scientific method to understand alcoholism and drug dependency.

Nonprofit, nonprofessional, autonomous S.O.S. groups now meet in every state of the United States as well as in other countries. Those who wish more information may contact the S.O.S. National Clearinghouse, P.O. Box 5, Buffalo, N.Y. 14215-0005, or call (716) 834-2922.

Sincerely,
 DOUGLAS A. GRAY □

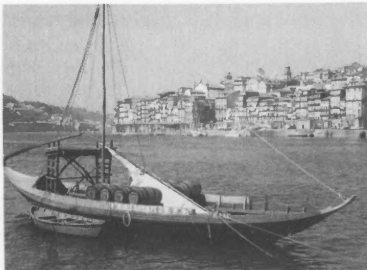
'Those were the days'

WASHINGTON

DEAR EDITOR:

Congratulations on the constant improvement of STATE. Every year it gets more professional.

One correction: In the January issue, the photo of the boat captioned Lisbon should be captioned Oporto. This type of



boat is of very ancient design and not found, I believe, on other rivers in Spain or Portugal but is still used on the Duero River to transport wine and also charcoal. The old quarter of Oporto is in the background of the photo.

The U.S. consulate in Oporto may now be closed, but my wife and I still have the happiest memories of the two years I served there as principal officer in the 1950s—wonderful training for broader

responsibilities that came to us later! We also took many trips upriver on one of their boats, and the consulate car (those were the days!) would meet us and our visiting guests, to drive us back home in early evening.

Sincerely,
 JOSEPH JOHN JOVA □

Photo switch

BUCHAREST, ROMANIA

DEAR EDITOR:

I love the photo of me with the Romanian children in the January issue, under "Best Photos of 1992." Unfor-



tunately, my name was incorrectly listed as Julieanne Johnson instead of Norie Flowers. Whoever did the layout mixed up our photos. Perhaps you could put in a correction in the next issue.

Regards,
 NORIE FLOWERS
 Community liaison officer ■

Black history

The Department library commemorated Black History Month with a presentation on black genealogy on February 17. As part of the "Library Author Series," James Dent Walker, a genealogist, archivist and author of "Black Genealogy: How to Begin," provided guidelines on locating resource materials for tracing family histories. □



Reorganization

—(Continued from page 5)

through the under secretaries, we believe this arrangement will actually facilitate contacts with the Secretary and me and strengthen their role in the policy-making process.

"We have also renamed two of the current under secretary offices to reflect their new mandates and the Department's new priorities. Joan Spero, the under secretary-designate for economic and agricultural affairs will become the under secretary for economic, business and agricultural affairs. This change underscores the importance we place on assisting U.S. companies competing in the global economy. Lynn Davis, the under secretary-designate for international security affairs will become the under secretary for arms control and international security affairs. This reflects the growing importance we place on curbing the proliferation of weapons of mass destruction.

"We are also streamlining the Office of the Secretary to give more responsibility to offices and bureaus below the Seventh Floor. With the exception of the ambassador-at-large for the new independent states, this means abolishing special advisory and other independent offices that have been attached to the Offices of the Secretary and Deputy Secretary. Many of these offices simply have duplicated bureau functions. Under our plan, only eight offices will report directly to the Secretary—the Executive Secretariat, Policy Planning, Protocol, Equal Employment Opportunity, the legal adviser, Legislative Affairs, Public Affairs and Intelligence and Research.

'Excessive layering'

"Finally, we will reduce excessive layering by cutting significantly the number of deputy assistant secretaries and equivalents. Each under secretary has also been asked to trim Seventh Floor staff, particularly special assistant positions. By reducing these deputy assistant secretary and staff positions, and taking other steps, we hope to expedite clearances and strengthen the responsibilities of office directors and country directors.

"Although the current scope of our reorganization is focused on Washington,

we believe these changes also will have effects overseas. Ambassadors will find it easier for their policy prescriptions to be heard and their influence should increase as their bureau's hand is strengthened in the policy process. We also expect our embassies to play an expanded role in identifying policy priorities and helping us anticipate crises. This includes one of my chief areas of interest and responsibility—ensuring that the Department's budget matches clearly enunciated policy priorities.

"Let me emphasize that our focus on delegating responsibility and engaging the talent of the building goes beyond wiring diagrams and reorganization plans. The Secretary and I are committed to using the full breadth of talent in the Department without distinctions between ranks and cones or divisions between the Foreign Service and the Civil Service. Each assistant secretary and office director has been asked to engage their staffs fully in the foreign policy process, particularly their junior employees. To aid this effort, I hope to adjust the promotion precepts to focus on how well managers delegate responsibility and promote the professional development of their employees. For our part, the Secretary and I will return to the practice of having desk officers rather than deputy assistant secretaries take notes in our meetings with senior foreign officials...

"We have already consulted closely with Congress on this plan ... we will keep you apprised of the process and will soon offer an estimated timetable for fully implementing the reorganization program.

"In addition to the State Department reorganization, the Secretary has asked me to review the operations and mandate of the Agency for International Development. I will report my findings to the Secretary within 90 days, and we will prepare a reorganization plan to present to Congress ...

"We are moving to implement this plan in the middle of the assignment process ... and we need to find ways to address the possible dislocations. To help minimize disruptions and redress any serious problems I have asked Brian Atwood, our designate as under secretary for management, to head an implementation task force. The task force will advise me on the progress of implementation and seek to minimize the effects of our reorganization on the orderly functioning

of the Department.

Call for teamwork

"As we go forward with our plan, President Clinton, Secretary Christopher and I ask your commitment to a spirit of renewal. Yes, change can be unsettling. But I ask you to approach *this* change as an opportunity—for the Department as a whole, and for each of you individually. Secretary Christopher and I value teamwork very highly, and you can rest assured that all of you will have a part to play—an important part, without exception.

"You who are career State Department professionals have our deepest respect. If the new administration is to succeed in realigning the Department in ways that will make it even more effective in a new but no less difficult world, we need your expertise. We need your experience, your insights and your good will. Most of all, we need your support. Without it, our best-laid plans will founder. With it, we'll do great work in the days ahead." □

Implementation directive for organizational change

Following is the directive issued by Secretary Christopher on February 5:

In order to implement the foreign policy priorities of the President of the United States and to more effectively and efficiently carry out the foreign policy responsibilities of the Department of State, I ask that the following changes be implemented to occur upon passage of legislation or by this directive upon completion of congressional consultations.

The under secretaries

1. The under secretaries shall be the principal foreign policy advisers to the Secretary and directly in the chain of command.

I wish to strengthen the role of the under secretaries. They shall serve as my principal foreign policy advisers and assist

me and the deputy secretary in executing and coordinating the activities of the Department. They will be given line responsibility to manage and coordinate the operations of the bureaus which will report to them.

The use of under secretaries as senior advisers to the Secretary should be accompanied by a realignment of the chain of command. In the future, assistant secretaries will report directly to the designated under secretary. Changes in reporting responsibility will not alter the important role of the assistant secretaries in the formulation of foreign policy or their access to the Office of the Secretary.

The major benefits from this change are: (1) creating a better system of information flow from the bureaus to the under secretary and the Office of the Secretary; (2) achieving greater efficiency in Departmental decision-making; (3) permitting more extensive coordination of key cross-cutting issues at the bureau and under secretary levels; and, (4) strengthening the under secretaries in the inter-agency process.

Listed elsewhere in this directive are the groupings of bureaus in specific clusters and the designated lines of reporting to specific under secretaries.

Global affairs

2. Creation of the under secretary for global affairs.

I shall ask Congress to create a fifth under secretary for global affairs (G), needed to manage and redirect critical global issues now found at the heart of post-Cold War foreign policy. These issues cut across nearly every boundary of the geographic and functional bureaus. We must insure that they are given high-level attention in a new and strengthened system of under secretaries. The substantive concerns of the under secretary for global affairs shall reside in bureaus dealing with the environment, science, oceans policy, democracy promotion, human rights, international labor issues, refugees, population, counter-terrorism, international narcotics and other international criminal issues. Better coordination of the programs managed by these bureaus across many agencies and departments will be a critical role for this new under secretary.

Given the pressing need to have an under secretary for global affairs in place

in the very near future, President Clinton intends to initially nominate his candidate for this post as counselor and then have Congress reconstitute this position as the new under secretary. I will also ask the Congress to establish a new counselor position at executive level IV, thereby maintaining the current number of executive level III posts in the Department.

3 new bureaus

3. Creation of three new bureaus to streamline policy and consolidate functions.

I shall ask Congress to define three new bureaus derived from existing bureaus and functions in the Department to streamline the formulation of policy in these important areas and to better manage the substantial programs operated by these organizations.

(a) Bureau of Democracy, Human Rights and Labor (DRL).

This bureau will be created by combining the current Bureau of Human Rights and Humanitarian Affairs and the Office of Special Assistant to the Secretary and Coordinator for Labor Affairs; the latter shall be relocated in the new bureau in a deputy assistant secretary position. This bureau will provide an organizational home for initiatives and policies which promote democracy. By combining associated activities related to human rights and labor affairs, the bureau will play a major role in formulating policies designed to build and strengthen democratic institutions. The assistant secretary for democracy, human rights and labor will be nominated as assistant secretary for human rights and humanitarian affairs until legislation can be enacted to reconstitute and rename that position.

(b) Bureau of Narcotics, Terrorism and Crime (NTC).

This bureau will be created by expanding the mandate of the Bureau for International Narcotics Matters to include counter-terrorism and international crime. The coordinator for counter-terrorism will be relocated in the new bureau at the deputy assistant secretary level. A new office of international crime will be created to act as a policy and coordinating office for all of the Department's activities in this area. The operational responsibility for the Anti-Terrorism Assistance Program (ATA) will be moved to

the new bureau from the Bureau of Diplomatic Security, thus placing policy and implementation together.

President Clinton and I place great priority on the activities encompassed by this new bureau in view of the threats posed to our nation by terrorist groups, narco-traffickers and international criminal organizations.

The assistant secretary for narcotics, terrorism and crime will be nominated initially as the assistant secretary for international narcotics matters until a statutory name change can be enacted.

(c) Bureau of Population, Refugees, and Migration (PRM).

In order to consolidate all Departmental responsibility for refugee matters and to upgrade policy focus on refugee issues in a single bureau, I will ask Congress to create a new bureau headed by an assistant secretary. This bureau will also be responsible for coordinating the Department's policy on population and migration issues. The positions and functions of ambassador-at-large and coordinator for refugee affairs and the Bureau for Refugee Programs will be subsumed in the new bureau. The nominee for assistant secretary of state for population, refugees and migration affairs will be confirmed as ambassador-at-large and coordinator for refugee affairs and will hold that position until legislation can be enacted reconstituting and renaming the position as assistant secretary for PRM.

New names for offices

4. Rename offices in order to indicate a new policy emphasis or changed mandate.

I will ask Congress to change the names of the following Departmental units:

(a) Under secretary for economic and agricultural affairs to be changed to under secretary for economic, business and agricultural affairs (E). This change reflects the need to underscore that this office will have as a major responsibility harnessing the assets of the Department to assist the competitive position of U.S. companies.

(b) Under secretary for international security affairs to be changed to under secretary for arms control and international security affairs (A). This change reflects new arms control priorities of the Clinton administration to deal with the

heightened threat of proliferation of weapons of mass destruction. The change also recognizes that the Bureau of Politico-Military Affairs will have new nonproliferation functions as a result of consolidations discussed in this directive. (The Bureau of Administration will be designated "AD.")

Office of the Secretary

5. Create an Office of Secretary of State.

It is necessary to streamline and reorganize the office and functions which relate directly to the Secretary and the deputy secretary in order to rationalize critical policy support services, to provide a framework for high-level decision-making and to enable the Secretary and the deputy to establish an operational agenda for under secretaries, assistant secretaries and other senior officials.

There is hereby established an Office of Secretary of State which consists of the Secretary, the deputy secretary and the executive secretary, as well as their personal staffs. Reporting directly to the Office of the Secretary shall be:

—Ambassador-at-large and special adviser to the Secretary of State for the new independent states (S/NIS).

—The Policy Planning Staff (S/P).

—The Bureau of Legislative Affairs (H).

—The Bureau of Public Affairs (PA).

—The Bureau of Intelligence and Research (INR).

—The legal adviser (L).

—The chief of protocol (CPR).

—Secretariat Staff and Operations Center (S/S).

—The (Civil Service) ombudsman (S/CSO).

—The inspector general (OIG).

—The Foreign Service Grievance Board (FSG).

—The Equal Employment Opportunity Office (EEOC).

The deputy secretary shall share major policy responsibilities with the Secretary and, in the absence of the Secretary, shall serve in an acting capacity. In addition, the deputy Secretary shall:

—Coordinate the management of international affairs resources, especially on an interagency basis.

—Oversee the process of ambassadorial appointments.

—Assume other tasks and respon-

sibilities at the request of the Secretary of State, such as reviews of organizational structures.

To achieve the efficient operation of the Office of the Secretary, ambassadors-at-large, special advisers, coordinators and independent offices hitherto reporting to the Secretary are abolished, merged with or relocated in appropriate bureaus as set out below (to occur upon the passage of legislation or by this directive upon completion of congressional consultations):

To be abolished by legislation:

—Ambassador-at-large and coordinator for refugee affairs, with functions subsumed in the Bureau for Refugee Affairs as discussed previously; and

—Special envoy to the Afghan resistance.

Abolished in this directive with functions relocated as indicated:

—Special assistant to the Secretary and coordinator for international labor affairs (S/IL), with functions assumed by the Bureau of Democracy, Human Rights and Labor (DRL).

—Coordinator for counter-terrorism (S/CT), with functions included in the Bureau of Narcotics, Terrorism and Crime (NTC).

—Ambassador-at-large and special adviser on nonproliferation policy and nuclear energy affairs (S/NP), with functions transferred to the Bureau of Politico-Military Affairs (PM); and

—Office of the Delegation to the Negotiations on Nuclear and Space Arms (S/DEL), with functions transferred to the Bureau of Politico-Military Affairs (PM).

New independent states

6. Creation of an ambassador-at-large and special adviser to the Secretary of State for the new independent states (S/NIS).

President Clinton has nominated an ambassador-at-large for the new independent states, and this person shall also serve as special adviser to the Secretary of State. This new post was created to provide a high-level focal point for policy formulation and coordination of U.S. assistance to the states that were under the control of the former Soviet Union. When confirmed, the ambassador-at-large will chair an interagency policy group to formulate U.S. policy and set U.S. program priorities for the new independent

states.

The Office of Independent States and Commonwealth Affairs (EUR/ISCA) shall remain in (the Bureau of European and Canadian Affairs), reporting directly to the ambassador-at-large. The task force coordinating assistance to those states (currently D/CISA) and the position of coordinator and deputy coordinator shall be transferred to S/NIS and shall report directly to the ambassador-at-large. The ambassador-at-large will also provide general policy guidance to the coordinator for safety, security and dismantling nuclear weapons (to become PM/SSD) and to the A.I.D. task force for the new independent states (AID/NIS). The task force coordinating assistance to eastern Europe (D/EEA) shall be transferred to the Bureau of European and Canadian Affairs.

The assistant secretaries

7. New reporting responsibilities for assistant secretaries.

The Department's bureaus shall report directly to the under secretaries, as discussed previously. Set forth below are the reporting responsibilities for each assistant secretary:

To the under secretary for political affairs (P): All six regional bureaus (ARA, EUR, SA, AF, EAP, NEA) and the Bureau of International Organization Affairs (IO).

To the under secretary for economic, business and agricultural affairs (E): The Bureau of Economic and Business Affairs (EB).

To the under secretary for global affairs (G): The Bureau of Democracy, Human Rights and Labor (DRL), the Bureau of Oceans and International Environmental and Scientific Affairs (OES), the Bureau of Population, Refugees and Migration (PRM), and the Bureau of Narcotics, Terrorism and Crime (NTC).

To the under secretary for arms control and international security affairs (A): The Bureau of Politico-Military Affairs (PM).

To the under secretary for management (M): The Bureau of Administration (AD), the Bureau of Consular Affairs (CA), the Bureau of Diplomatic Security (DS), the Bureau of Financial Management and Policy (FMP), the Foreign Service Institute (FSI) and the Bureau of Personnel (PER). (Note: Further reorganization of management functions may

occur after an ongoing review is completed.)

Functional consolidations

8. *Functional consolidations will occur to streamline operations and improve policy focus.*

There are several functions which need to be moved to improve policy formulation and management in key areas:

The deputy assistant secretary for nuclear energy and energy technology affairs (OES/N) and the five offices which report to this position (OES/NTS, OES/NEC, OES/NEP, OES/NSR, OES/NSC) will be relocated within the Bureau of Politico-Military Affairs, so as to further consolidate all activities relating to the critical issue of halting nuclear non-proliferation. The Bureau of Oceans and International Environmental and Scientific Affairs (OES) shall retain functions in these offices relating to nonnuclear energy.

Another goal is to improve the way the Department manages export controls as they are applied to commercial goods and munitions. Our interest is in preventing exports that might contribute to proliferation or to the transfer of technology that could harm U.S. interests, and in promoting legitimate exports that help American industry and the economy. In order, then, to improve the coherence, consistency and efficiency of our efforts in the Department, we are closely reviewing our export control activities, and examining alternative ways of organizing these functions, with a decision to be made in the next two weeks.

Responsibility for international space issues is fragmented and has produced overlapping roles among the Bureau of Politico-Military Affairs, the Bureau of Economic and Business Affairs and the Bureau of Oceans and International Environmental and Scientific Affairs. We will also be examining this problem over the next two weeks, with an eye toward integrating our diplomacy for space cooperation with broader national security and foreign policy objectives.

The Nuclear Risk Reduction Center shall report to the Bureau of Politico-Military Affairs. The coordinator for safety, security and dismantling of nuclear weapons (SSD) shall be moved to the Bureau of Politico-Military Affairs. The U.S. delegation to the open skies con-

ference (T/OS) shall be abolished.

There shall be created in the Bureau of International Organization Affairs an Office of Peacekeeping to assist the bureau and the Department in efforts to better plan and coordinate peacekeeping activities.

There shall be created in the Bureau of Economic and Business Affairs an Office of Business Facilitation to serve as a key access point in the Department for the private sector, as well as providing policy guidance on key issues relating to improving the competitive position of U.S. companies in world markets. Commercial functions of the Office of Commercial, Legislative and Public Affairs (EB/CLP) shall be transferred to this new office.

The Bureau of International Communications and Information Policy (CIP) shall be merged into the Bureau of Economic and Business Affairs as an office headed by a coordinator. The rank of ambassador associated with this post shall be discontinued. Legislation will be sought to achieve this change. International telecommunications negotiations and agreements are critical to maintaining the competitive position of this important U.S. industry. This can best be achieved in the context of the (economic) bureau, which is the principal place of access for American business. The Department's interagency role in the telecommunications policy arena with the Federal Communications Commission and the Commerce Department's National Telecommunications and Information Administration will be strengthened by merging this office into a fully-staffed bureau.

There shall be created in the Department an Office for the Permanent Representative for the United Nations to support the cabinet functions of this post and to more effectively coordinate with the Bureau of International Organization Affairs.

In a time of tight budgets and increasing demands on international affairs resources, clearer priorities must be established for the international affairs budget function 150 account if administration initiatives are to be realized. Under the direction of the deputy secretary, who will coordinate management of international affairs resources, the Policy Planning Staff shall provide policy guidance so that general spending priorities may be established. A deputy in (the Policy Planning Staff) shall work closely with

the Office of Policy and Resources (D/P&R) to link the policy planning and resource allocation processes.

Deputy assistant secretaries

9. *Removing excessive layering.*

The number of deputy assistant secretaries in the Department has grown from 46 in the 1960s to 120 today. I have asked the under secretaries to work with assistant secretaries to reduce the number of deputy assistant secretaries and (their) equivalents by about 40%, and to reduce significantly the number of special assistants and other Seventh Floor staff.

These reductions are designed to eliminate excessive layering, expedite clearance procedures and strengthen the responsibilities of office directors and country directors.

I have asked the deputy secretary to oversee the implementation of these changes in a manner consistent with the orderly functioning of the Department. In doing so, he will work with the under secretary for management, who will coordinate the implementation of the directive. I have asked that all affected officials be consulted so as to achieve the changes in a timely and nondisruptive fashion. I have also asked the deputy secretary to conduct a review of the operations and mandate of the Agency for International Development and to report his findings within 60 days so that we may propose to Congress a reorganization plan for this agency.

—WARREN CHRISTOPHER □

Talk to employees

—(Continued from page 4)

take risks in that regard.

"My whole approach to this is to have confidence in people in the Foreign Service and to want you to talk to people on Capitol Hill, to help them understand our problems, because I know you'll have the discipline and the character to do it within the spirit of our policies and to do it as conscientious members of the Foreign Service. And I hope in that way to [applause] promote a better dialogue with Capitol Hill."

Foreign policy activism

Another employee said: "Mr. Secre-

tary, over the weekend there was an article by William Hyland in which he said that foreign policy is now easy ... that essentially our vital interests aren't threatened and therefore we can have a not very activist foreign policy. I'm wondering whether you would generally agree or whether you think that the times require a more activist, indeed interventionist, foreign policy?"

The Secretary said: "(Though) I'm an admirer of Bill Hyland ... I read the article yesterday, and I must say I disagreed with it rather completely. I think his prescription was: 'Get out of Somalia, stay out of the former Yugoslavia, and keep Hussein where he is.' The world is much more complicated than that. We have a range of challenges, and I felt that that article was really the product of prior thinking—the product of an era that's passed."

"We have a series of challenges. America's vital interests are broader, as shown by Somalia, than simply our military preparedness or protection. I think that we're helped by having articles like that because they're stimulating to our minds. But perhaps it was just vanity that made me think that we have a very tough job. This is not an easy set of issues. And, as I go about my work and begin a new week and really begin to settle into the job, I would have to say that, with all the respect I have for Bill Hyland, I think he was about 180 degrees wrong."

Ambassadorial appointments

On the mix between career and noncareer ambassadors, the Secretary said: "I think beyond ratios. Much more important than ratios is the question of quality. And I would like to assure you that, so far as I am concerned, recommendations for ambassadorships will be based upon qualifications that extend beyond campaign participation and will require [applause] some real expertise with respect to the appointment."

"Now, there may be some unconventional expertise, the kind that does not appear on the dossier as having studied a particular country, but I'm certainly going to, as far as I'm concerned, demand a qualification beyond, as I say, beyond the campaign ... We can create a proper

balance between career and political appointees, but even more important than that, press very hard for high quality all the way across the board. Thanks for the question."

Workforce diversity

Another questioner observed that, though he recalled Mr. Christopher as a strong proponent of equal employment opportunity, the Secretary had so far not brought up that issue. To this, the Secretary replied: "If I had thought of it, I might or might not have mentioned it. I think hortatory statements on that subject are not nearly as good as actions. I think you'll find that I've pressed very hard in that area. The top appointments will reflect that ..."

"I must say that I've been somewhat disappointed, as I have just in a very preliminary way looked at some lists that have been coming up, or just the visual reaction to some of the preliminary meetings that I've attended. I don't think we've made as much progress as we should have in integrating the Department, both in terms of minorities and in terms of women [applause] ... I don't like to attend meetings where there are not some women or minorities in attendance. I think they've got a lot to contribute. They have a distinctive point of view. They educate us. They bring new and different insights."

"So it isn't just that I have a commitment to it on a moral basis. It is because I think it's essential to carrying out American foreign policy. There must be something that's slowing us down, and I'm going to see if there isn't some way that that logjam can be broken so that we have in the key meetings the diversity that I think the Department should reflect."

'A new openness'

The final question was: "What steps do you envision taking to ensure that you clearly establish policies ... and communicate those down to those who are expected to implement those policies?"

Mr. Christopher replied: "This isn't the last meeting of this kind that I am going to have. I don't know whether I should commit myself to a particular schedule, but I hope that you will come back here and we'll have an opportunity to communicate some of our ideas in the

future."

"I think the point you make is a good one. We need to find ways to have the information flow go in both directions."

"A good part of that is having confidence and trust in both the Foreign Service and the Civil Service in this building. I start in with a strong disposition to have confidence and trust in the people in the building. We can communicate ideas about our policies only if people will have the discipline and the character to realize that it is quite often communicated in confidence and not to go beyond the building."

"Within those constraints, we're certainly going to try to have a new openness about the policies that we're trying to carry forward. Of course there will always be exceptions, situations which are so sensitive that only a handful of people can know about them. But in a great many instances we can communicate a lot more information than has been true in the past, and we'll try to do that."

"I take this opportunity to say to my colleagues here sitting in front of me that that's the way I would like to work until we find that our confidence and trust is abused."

"Thank you very much for coming. I've enjoyed being here." □

'State 2000'

—(Continued from page 5)

resource management process does not integrate non-[foreign affairs] budgets into the overall strategy ... We recommend a reformed resource management system which reaches beyond existing arrangements by giving the President a way to relate the totality of available foreign affairs resources to the nation's foreign policy agenda—including resources from the so-called domestic agencies which have overseas programs."

Policy formulation

On the question of policy formulation at State, the document says: "... There are too many layers between the bottom and the top and too many walls between and among functions and offices. The result is parochialism, a failure to bring our full resources effectively to bear on issues and a cumbersome clearance process that im-

pedes good policy formulation. There should be little wonder that the top leadership in the White House and in the Department have tended over the years to create separate, smaller mechanisms to deal with the key foreign policy agenda items—leaving the institution more and more marginalized...

"We recommend the following fundamental reforms so the Department can better equip itself to manage the conduct of foreign relations:

- "Streamlining. To reduce layering and horizontal compartmentalization, we call for a series of "mergers and acquisitions" which brings the total number of bureau-level entities from 32 to 28 and the number of independent offices not attached to bureaus from 14 to 4...

- "Rationalizing the Seventh Floor. After abolishing or relocating the special offices appended to the Secretary and the deputy secretary, we recommend that those bureaus and bureau-level offices which serve the Secretary directly, as well as serve the Department as a whole, report to a new Office of the Secretary of State. This reform, in addition to putting the under secretaries in charge of line bureaus, should drastically cut back on Seventh Floor staffs (i.e., staffs reporting to the Department's principals) which have come to duplicate bureau functions.

- "Strategic planning. The Policy Planning Staff will be restructured into a new Office of Strategic Planning and Resources, made up of strategic planning and resource allocation wings. Small bureau staffs, formed from existing personnel now in regional and support offices, will work with [the office] and the field to focus on strategic thinking at the bureau level and on the interagency resource management process recommended in this report.

- "Managing the policy process. One of our central recommendations calls for the creation of a position resembling a chief of staff in the Office of the Secretary. The incumbent would be charged with managing the policy process, including State's participation in the National Security Council system and facilitating the interface between the Secretary/deputy secretary and the institution. The executive secretary's position should be upgraded for this role...

"We must also rationalize our organization by realigning it to meet changing priorities. There are key policy and man-

agement clusters that will define the focus of the Department through the end of the century and beyond: economics and the environment, global issues and programs, international security, regional and multilateral diplomacy [and] strategic management and program support.

"Such is the importance of these clusters that we believe each deserves the refocused attention of an under secretary who would have line authority over the bureaus in his/her complex...

Economics and the environment

"We recommend that the current under secretary for economic and agricultural affairs be redesignated the under secretary for economic and environmental affairs. It is important that he/she coordinate both general economic policy handled by the Bureau of Economic and Business Affairs and issues covered by the Bureau of Oceans and International Environmental and Scientific Affairs...

"Outside the Department, [the under secretary] must bring State's unique integrative expertise to a revived National Security Council-based interagency process, which itself highlights economic and global issues. Inside, he/she must serve as the Secretary's chief economic and environmental adviser, coordinator of the Department's business promotion activities, and leader of State's new economic team approach, which includes both geographic bureaus and the two bureaus under direct supervision...

"One of [the] top priorities must be support for U.S. business, both in the Department and in the field. If competitiveness is at the heart of our economic security, State must be structured and staffed accordingly. Senior economic management in regional bureaus must be strengthened, a focal point established to work with business, and an aggressive outreach program created to promote an active partnership between State and the business community. [The under secretary] should identify key trade opportunities in various countries and marshal interagency support for American success. We do not recommend integration of the Foreign Commercial Service into State, but believe activities of the two agencies must be more closely coordinated. ... We recommend that:

- "An office of International Business Development should be created in [the economics bureau] to work with the regional bureaus and other agencies on export development strategies and assist the under secretary in mobilizing Government-wide support for American participation in overseas business opportunities.

- "The Department should strengthen the bureaus most concerned with work on the environment ... by reinforcing communication among them, instituting strategic planning units in all three, reallocating resources from elsewhere in the Department and from within those bureaus, and streamlining [the oceans bureau] so that it transfers coverage of proliferation and concentrates on the environment and science and technology.

- "The Bureau for International Communications and Information Policy should be integrated into [the economics bureau] to strengthen [its] business orientation.

- "More effective use should be made of both the bureaus and field missions for advocacy and for support of U.S. business. [The under secretary] should direct this aggressive strategy in conjunction with the under secretary for regional and multilateral affairs.

- "[The under secretary] should review the mix of Civil Service and Foreign Service staffing in the bureaus reporting to him/her as well as the need for outside experts on contract, with an eye toward enhancing our macro- and micro-policy expertise.

Global programs

"In addition to State's traditional roles in policy formulation and coordination, we have responsibility for several major global programs which reflect the new agenda in foreign affairs—drugs, counterterrorism, refugees, and movement of peoples across national boundaries. The most recent additions to these important programs are the two task forces which coordinate U.S. Government support for the transition to democratic, market-oriented systems in eastern Europe and the former Soviet Union—i.e., what have come to be known as democracy programs.

"These State-managed global programs today represent over 20% of the Department's budget—not counting the democracy programs. Yet they have been



Some of the members of the "State 2000" task force, back row, from left: John J. Taylor, Lannon Walker, Joe Barnes, Edward A. Casey Jr., David H. Shinn,

William I. Bacchus, Herb Yarvin, Richard W. Mueller. Front row: Corazon Sandoval Foley, former Under Secretary John F. W. Rogers, Sandy Vogelgesang, Bobby Eason, Albert J.

Ossman Jr. (State Department photo by Eddie Anderson)

dispersed throughout the organization, diffusing program management responsibility, and underplaying their importance to our interests.

"We have not accorded these programs the sustained high-level attention required to coordinate their budget requests and present them most effectively on the Hill. We need a senior leader at the under secretary level who will concentrate on both the resource management dimensions of these programs and their policy coordination aspects.

"We recommend the creation of an under secretary for global programs who would supervise and coordinate:

- "A new Bureau for Democracy, Human Rights and Labor Affairs, which would be formed from a combination of the current Bureau for Human Rights, the tasks forces for eastern Europe and the former Soviet Union, and the special assistant to the Secretary and special

coordinator for international labor affairs, adding an emphasis on coordination of programs promoting democracy. The assistant secretary for [the new bureau] should be named as the President's worldwide coordinator for democracy programs. The ultimate goal is to disband the two task forces on eastern Europe and on the former Soviet Union, with [the new bureau] assuming policy coordination and program direction of the elements relating to democracy programs. Other programs—such as humanitarian assistance—would revert to the appropriate agency. Until these changes occur and in order to preserve continuity and momentum, the task forces would continue to operate as they do now, but they would report to the under secretary for global programs, rather than the deputy secretary.

- "A new Bureau for Narcotics, Terrorism and Crime Affairs which combines the Bureau of International Narcotics

Matters, the Office of the Counter-Terrorism coordinator and a new unit that will coordinate policy on international criminal activities which pose an increasing challenge to the international order.

- "The Bureaus of Consular and of Refugee Affairs as presently constituted. [The under secretary's] oversight of these two bureaus could facilitate a more coordinated and coherent policy for the increasingly important complex of issues arising from global trends in movement of people, including their implications for U.S. immigration, the asylum function, the treatment of refugees abroad, and the admission of refugees into the United States. Although the [study] task force was not able to explore in depth the proposal to merge the two bureaus, we think that doing so may have merit and commend that option for consideration by the new under secretary. He/she might consider, as well,

—(Continued on page 40)

POST OF THE MONTH

PERTH

This consulate general is near the southwestern corner of the Australian island continent. U.S. Foreign Service people there are featured as part of STATE's continuing series.



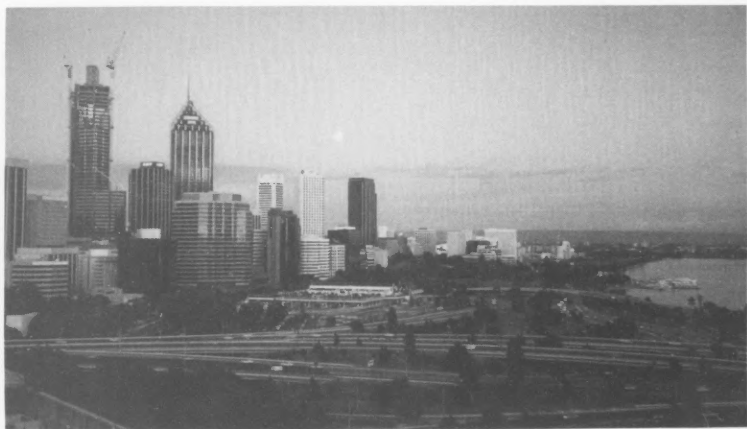
Information assistant *Joanne Marchioro*, left, and cultural assistant *Robin Surridge* on a wildflower safari.



Consular officer *Jim Gray*, in combat regalia in the war against the Australian fly.



The consulate general occupies the top floor of this building, St. George's Court.



View of the Perth skyline from the consul general's residence.



Consul general *Emil Skodon*, right, with Navy Captain *Sam Curry*.



Branch public affairs officer *Anne Callaghan* and daughter *Katie* feeding the natives.



Hunter Gray, son of consular officer *Jim Gray*, aboard the U.S.S. *Thach*.



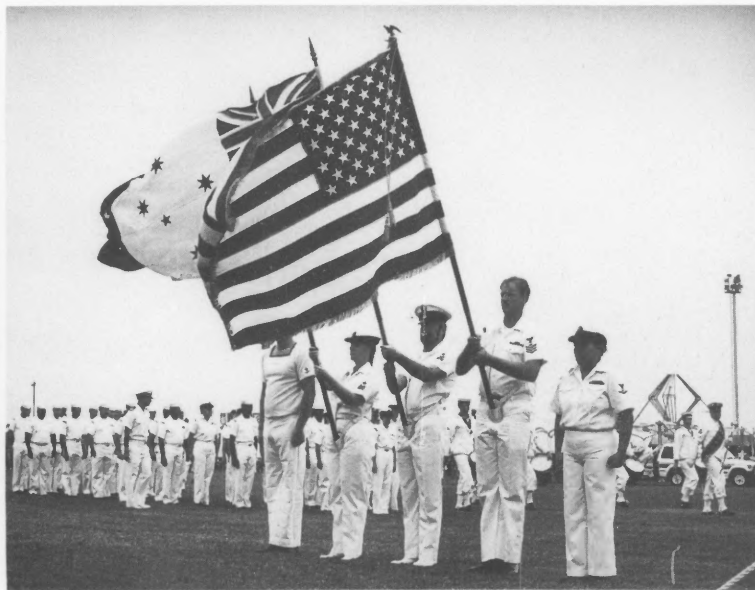
Aboriginal musicians teaching performer *Paul Simon*, center, to play the didgeridoo, at the consul general's residence.



Esther, Hunter and Owen Gray, children of consular Officer *Jim Gray*, at Cape LeGrande National Park.



Consular officer *Jim Gray* and wife *Kathy* at a reception aboard the U.S.S. *Bunker Hill*.



U.S. and Australian sailors present the colors at celebration at the *Harold E. Holt* Naval Station.



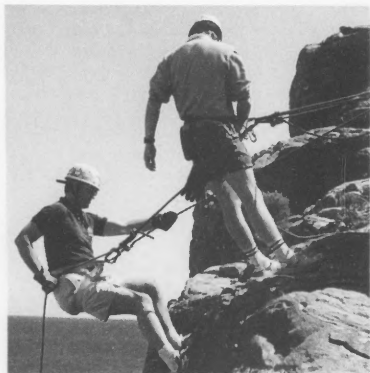
Kalgoorlie, Western Australia.



Celebrating U.S. election day, from left: consular assistants *Vivienne Stewart* and *Betty Havercroft*, receptionist *Kirrily Donnelly*, information assistant *Joanne Marchioro*.



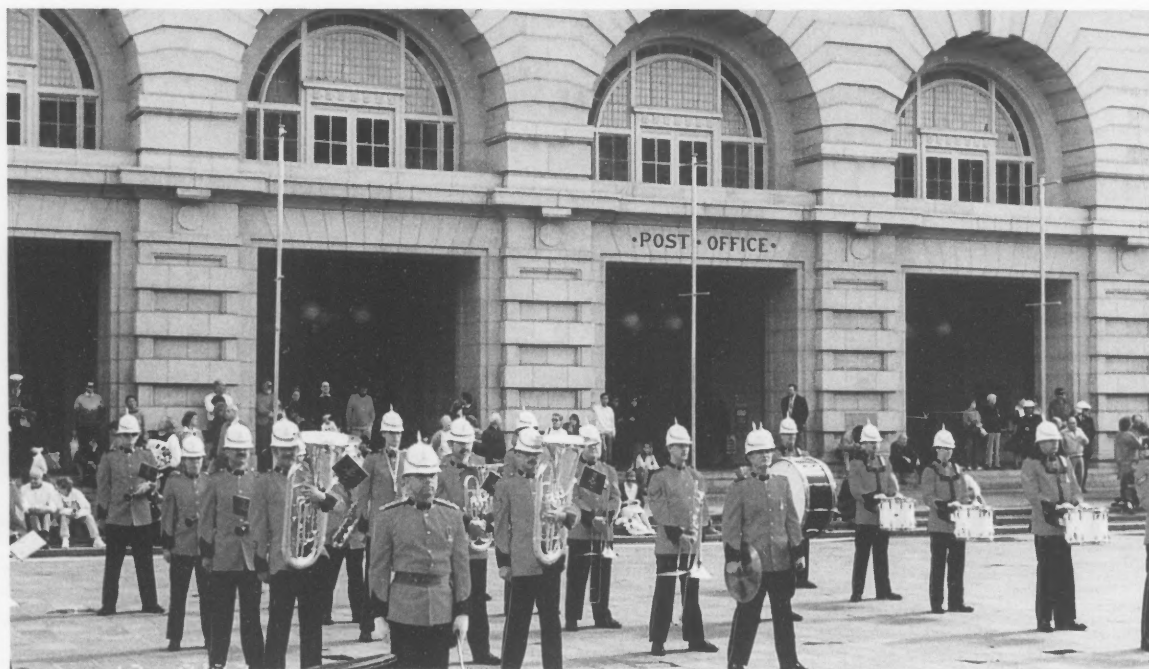
View from King's Park.



Consular officer *Jim Gray*, left, rock-climbing near Margaret River.



Wave Rock, a geological formation.



Australian Army Band on parade. ■

A S K D R. K E M P

Q.

WEST AFRICA
Liver transplants from baboons because of hepatitis B? I've heard so much lately about hepatitis B. Do you really think an adult such as me should take the preventive shots?

A.

Yes! I recommend the prophylactic or preventive series of three shots (over a six-month period) against hepatitis B for adults and children of all ages who are assigned to hepatitis B endemic areas overseas, such as your post. Hepatitis B (previously known as serum hepatitis) is a serious viral infection which can cause permanent liver damage. It can lead to chronic hepatitis, a debilitating and progressive condition—and, rarely, to liver cancer.

I recommend that you and your family begin the hepatitis B immunizations immediately. Hepatitis B is known to be prevalent at your post. For persons who live in areas where hepatitis B isn't endemic, I recommend immunizations only for adults who engage in high-risk behaviors, such as those who are sexually active with multiple partners (heterosexual or homosexual), who are IV drug abusers or who handle blood or blood products (all health care professionals).

The American Academy of Pediatrics recently expanded its recommendation to encompass universal hepatitis B vaccination for all infants, children and adolescents "when resources permit." Most pediatricians in the United States have now instituted hepatitis B immunization for their pediatric clientele.

Q.

SOUTH AMERICA
Last month you wrote about the use of electric blankets vis-a-vis electromagnetic fields. What about children who live or play near satellite dishes? Like the one on our embassy compound, near the swimming pool and recreation association club, and the one on the roof of the housing compound? Is there any danger for the children?

A.

You needn't be alarmed. Most satellite



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

dishes are passive receivers of radio and television signals; they don't emit the signals. Thus, if your post has a "receive only" dish, you needn't be concerned about exposure for your children playing near satellite dishes in yards or on rooftops. The real safety concern and danger is the potential for electrical shock. Your post must ensure, therefore, that the rooftop satellite dish is protected with high fences and barriers, and that the ground level dish is adequately and securely fenced in, so your children aren't tempted to use the dish as a jungle gym.

Q.

NORTHERN VIRGINIA
Our high school freshman came home with a note saying a student at his school had active tuberculosis. The announcement was low-key, designed not to panic parents. The school nurse said those who wanted TB skin tests could get them, but that they weren't necessary for all the students at high school. Do you think my son should get a skin test now? His last one in July was normal, and our family doctor probably will give him another one next summer when he has his camp physical.

A.

I'm certain the school nurse will speak directly with those students who had

close, prolonged contact with the student who has tuberculosis. Simply being in the same school as a tuberculosis patient isn't an indication for an immediate skin test or chest X-ray. Be certain to tell your family doctor when your son has his camp physical that there was a student in the school with tuberculosis. The doctor will probably repeat the screening skin test. Or he or she could decide to wait another year, since routine tuberculosis screening for teen-agers is usually done at two-year intervals.

Q.

MEDITERRANEAN
Why are condoms unusable after being heated? What is the maximum temperature they can tolerate before they melt?

A.

Male condom packages caution that prolonged exposure to heat and light can weaken the product—for example, by carrying them in wallets or letting them bake in car glove compartments.

A recent study tested condoms carried in billfolds during the summer and winter for over a month. A three-month study was also done. The conclusion of the researchers was that condoms shouldn't be carried in a wallet for longer than a month. Latex comes from the milk-like sap of rubber trees; it's quite strong and rarely breaks once manufactured into a condom. A latex condom can last up to many years if stored in a cool, dry location.

If you don't practice abstinence and you're sexually active, latex condoms when used correctly may be one of the most effective ways to protect you and your partner from sexually transmitted diseases, including Aids. If used properly, condoms protect you by preventing contact with body fluids—such as semen, blood and vaginal fluids. The use of condoms during heterosexual or homosexual intercourse isn't proven 100% effective, but is highly recommended. Please note that condoms made from sheep intestines or "natural animal materials" do *not* provide an effective barrier to sexually transmitted diseases.

If additional lubrication is needed, I caution you to use water-based lubricants such as KY jelly. Don't use the following lubricants with latex condoms: petroleum

jelly (Vaseline), cooking or vegetable oil, mineral oil, baby oil, massage oils or oil-based creams.

Research is continuing, but it appears federal Government approval may soon be granted for the marketing of female condoms made out of polyurethane, a material which is stronger and thinner than latex.

Q. **SOUTH ASIA**
My children have been using car seats and safety belts since birth. Yet when we arrived at this post, the embassy station wagon that took us from the airport to our temporary quarters didn't have safety belts readily accessible. We had to dig them out from behind the seat cushions, and some of them couldn't even be found. I was terrified on the drive to our temporary apartment. You know what the traffic is like in this part of the world. What can we do to protect ourselves?

A.
It's Department policy that safety belts be available for you and your children when you're riding in Government cars abroad. You can and should refuse to allow the driver to proceed in the circumstance you describe. Not only should safety belts be available for the passengers, but the driver must also be buckled up. I realize on your first day at post you're reluctant to cause consternation with the motor pool driver or fleet supervisor, but the Department policy is clear-cut. Regardless of local laws or customs, drivers of embassy vehicles must have their safety belts fastened before proceeding to their destinations. Behavior changes take a while, but if we're all persistent, and if the supervisor insists, motor pool drivers will get into the habit of buckling up. If you have any further difficulties in this area, please contact your post occupational safety and health officer, who will assist you, and support your family's insistence, on the availability of safety belts in official mission vehicles.

The American Academy of Pediatrics recommends that infants be placed in approved car seats starting on their first ride home from the hospital. In many states, it's the law that children under 5 be protected by safety belts/harnesses and other devices. Congratulations to you and

your family for developing the habit of consistently using safety belts. You needn't compromise because you're on an overseas assignment.

Q. **WASHINGTON**
We're going overseas this summer after six years here. Can our college-age children have their physicals in the Department?

A.
Yes. If your children are under 21, they're eligible for physical examinations prior to your next overseas assignment. However, please schedule those exams promptly. The summer months are very heavily booked with families returning to the States on home leave. Due to the large number of physicals performed on Foreign Service officers and families going overseas during the summer months, I request that those being assigned to the States schedule their home leave physical examinations from October through April.

For those assigned abroad, be certain to start your home leave physical examinations at least 60 to 90 days before your anticipated departure date from post. You don't need to have travel orders in order to start your exams. Contact your health units immediately if you're rotating or going on home leave. □

Young people do get Aids

The following article was contributed by the Office of Medical Services:

Many people think that young people do not get infected with the HIV virus that causes Aids. This is not true. Aids can affect anyone—of any age, of any racial or ethnic background—who engages in risky behavior with an HIV-infected person. In the past, persons have contracted the HIV virus through inadvertent exposure to blood or blood products in a medical setting. This type of exposure is extremely rare now.

More than 20,000 people aged 20-29 have been diagnosed with Aids. Because a person can be infected with the virus that causes Aids for as long as 10 or more

years before the signs of Aids appear, a significant number of these young people would have been infected when they were teen-agers.

Many teens engage in behaviors that increase their risk of becoming infected. Adults sometimes have no idea the young people they know may be having sexual intercourse or experimenting with intravenous drugs. These activities can increase their risk of infection with the virus that causes Aids.

All people, especially teen-agers, need to know about the HIV virus and Aids and the specific actions they can take to protect themselves and their loved ones from becoming infected.

You can get infected with HIV from having unprotected heterosexual or homosexual intercourse, even if it happens only once, or by sharing a needle, even if this happens only once.

You can protect yourself by not having sexual intercourse (abstinence), by using a latex condom if you have sexual intercourse and by not sharing needles.

You cannot get infected with HIV from touching, holding hands, showers, clothing, silverware, bicycles, gym equipment, donating blood, drinking fountains, dancing, towels, toilets, pools, headphones, telephones, haircuts, mosquitoes, food, being around a person who is HIV positive or who has Aids.

AIDS is preventable. Every 10 minutes a person dies from Aids. Many of these people were infected while they were in high school. The Aids hotline is 1-800-342-AIDS; call it for answers to your questions. If you're overseas, contact a Foreign Service physician, nurse practitioner or nurse at your post for confidential answers to your queries. ■



DAKAR, Senegal—Chargé Robert J. Kott presents nurse practitioner Edith S. Gidley a Meritorious Honor Award.

EDUCATION & TRAINING

Schedule of courses at the Foreign Service Institute

Program	March	April	May	Length
AREA STUDIES: INTENSIVE COURSES				
Africa, sub-Sahara (AR 210)	8	—	24	2 weeks
East Asia (AR 220)	8	—	24	2 weeks
Latin America/Caribbean (AR 230)	8	—	24	2 weeks
Near East/North Africa (AR 240)	8	—	24	2 weeks
China (AR 250)	—	5	—	2 weeks
South Asia (AR 260)	8	—	24	2 weeks
Southeast Asia (AR 270)	8	—	24	2 weeks
Central, East Europe/successor states to the Soviet Union (AR 280)	8	—	24	2 weeks
Western Europe (AR 290)	8	—	24	2 weeks
AREA STUDIES: ADVANCED COURSES				
Andean (AR 533)	These courses are integrated with the corresponding languages and are scheduled weekly for three hours. Starting dates correspond with language starting dates.			
Arabian Peninsula/Gulf (AR 541)				
Balkans (AR 583)				
Baltic states (AR 584)				
Benelux (Netherlands) (AR 595)				
Brazil (AR 535)				
The Caribbean (AR 538)				
Central America (AR 539)				
Central Asia (AR 586)				
China (AR 521)				
Eastern Africa (AR 511)				
Fertile Crescent (AR 542)				
Francophone Africa (AR 513)				
French-speaking Europe (AR 592)				
German-speaking Europe (AR 593)				
Greece/Cyprus (AR 589)				
Haiti (AR 536)				
Hungary, Czechoslovakia (AR 582)				
Iberia (AR 591)				
Indonesia (AR 571)				
Italy (AR 594)				
Japan (AR 522)				
Korea (AR 523)				
Lusophone Africa (AR 514)				
Malaysia (AR 575)				
Mexico (AR 531)				
Mongolia (AR 524)				
Netherlands (AR 595)				
Northern Africa (AR 515)				
Philippines (AR 574)				
Poland (AR 587)				
Russia, Ukraine, and Belarus (AR 581)				
Scandinavia (Nordic countries) (AR 596)				
South Asia (AR 560)				
South Caucasus (AR 585)				
Southern Cone (AR 534)				
Southern Africa (AR 512)				
Thailand, Burma, Laos (AR 572)				
Turkey (AR 543)				
Vietnam/Cambodia (AR 573)				
LANGUAGE AND ADVANCED AREA COURSES				
French (LFR 100)	22	19	—	24 weeks
German (LGM 100)	—	19	—	24 weeks
Italian (LJT 100)	—	19	—	23 weeks
Portuguese (Brazilian) (LPY 100)	—	19	—	24 weeks
Spanish (LQB 100)	22	19	—	24 weeks

Security as part of your job

A course for Foreign Service officers with security responsibilities overseas will be offered at the Diplomatic Security Training Center, Dunn Loring, Va., June 7-11 and August 9-13.

Participants will learn how to conduct background investigations of Foreign Service national employees, administer local guard programs, protect classified information and computer systems, implement physical security standards and devise emergency action plans.

For information, call Ed Motekew, (703) 204-6172. To register, call (703) 204-6100. □

Credit union will give scholarships

The credit union in the Department has allocated \$10,000 for its 17th annual scholarship competition. Two to six winners will split the awards, based on their financial need and academic abilities. Winners will receive at least \$500.

To qualify, a student must have completed 12 credit hours in a college degree program, with a grade point average of at least 2.5; need financial assistance; and be a member of the credit union.

Applications are available at all five credit union branches. The deadline is April 16. For information, call (703) 706-5000. □

English-teaching

The Foreign Service Institute's Overseas Briefing Center will offer a course on teaching English as a second foreign language, April 21-23. Topics include lesson planning techniques, teaching methods and employment opportunities in the United States and abroad. To register, call (703) 875-5342. □

Career center

The Career Development Resource Center has moved to Room 857 in Columbia Plaza. For information or ap-

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pointments with career counselors Tanya Bodzin or Doris Minneman, call (202) 647-7306. ■

'State 2000'

—(Continued from page 5)

ways to strengthen support for refugee relief, including combining State's strong refugee program with A.I.D.'s highly regarded Office of Foreign Disaster Assistance.

"In order to accommodate the new under secretary within the current ceiling for under secretary positions, we recommend reprogramming the [Department] counselor's position...

International security affairs

"We believe the under secretary for international security affairs should shed peripheral duties and concentrate on proliferation and arms control issues and on elaborating the U.S. approach to a new collective security paradigm ... The under secretary should oversee two bureaus:

- "A new Bureau for Proliferation and Arms Control, to be formed from offices within the Department and by integrating the Arms Control and Disarmament Agency into State. This streamlined bureau will significantly improve our ability to lead a diplomatic strategy to control the spread of weapons...

- "A Bureau of Security Policy and Operations, combining the residual functions of the Bureau of Political-Military Affairs, liaison with the Defense Department and a new Office of Security Policy concentrating on new international security models, such as cooperative security.

"The responsibilities of [the under secretary] would not extend to a policy lead on specific regional crises or other major challenges to security. What we lack—and what [the under secretary] can provide—is an integrated, strategic look at where the global security system is headed and what we want it to be.

"The under secretary is neither a program director nor a resource manager except for areas directly related to his/her key functions, but a policy officer on arms control and proliferation and a coordinator and planner of security matters. In this connection, the security assistance budget

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Program	March	April	May	Length
FAMILIARIZATION AND SHORT-TERM (FAST) COURSES				
Albanian (LAB 200)	22	—	—	8 weeks
French (LFR 200)	—	19	—	8 weeks
German (LGM 200)	22	—	—	8 weeks
Hungarian (LHU 200)	22	—	—	8 weeks
Italian (LJT 200)	—	19	—	8 weeks
Norwegian (LNR 200)	—	19	—	6 weeks
Polish (LPL 200)	22	—	—	8 weeks
Portuguese (Brazilian) (LPY 200)	—	19	—	8 weeks
Romanian (LRQ 200)	22	—	—	8 weeks
Russian (LRU 200)	22	—	—	8 weeks
Serbo-Croatian (LSC 200)	22	—	—	8 weeks
Spanish (LQB 200)	—	19	—	8 weeks
EARLY-MORNING LANGUAGE CLASSES				
Arabic (modern standard) (LAD 300)	1	—	—	17 weeks
Chinese (standard) (LCM 300)	1	—	—	17 weeks
French (LFR 300)	1	—	—	17 weeks
German (LGM 300)	1	—	—	17 weeks
Italian (LJT 300)	1	—	—	17 weeks
Japanese (LJA 300)	1	—	—	17 weeks
Portuguese (Brazilian) (LPY 300)	1	—	—	17 weeks
Russian (LRU 300)	1	—	—	17 weeks
Spanish (LQB 300)	1	—	—	17 weeks
ADMINISTRATIVE TRAINING				
Appropriation law (PA 133)	—	—	25	4 days
Budget and financial management (PA 211)	—	19	—	6 weeks
C.O.R. training for nonpersonal services contracts (PA 127)	—	20	—	3 days
C.F.M.S. miscellaneous obligations (PA 154)(prerequisite PA 150)	—	—	20	2 days
C.F.M.S. requisition documents (PA 153) (prerequisite PA 150)	—	—	17	2 days
C.F.M.S. system overview and orientation (PA 150)	—	—	13	1 day
Customer service (PA 143)	—	—	14	1 day
F.S.N. classification and compensation (PA 232)	—	—	20	2 days
General services operations (PA 221)	1	5	17	12 weeks
	8	12	24	12 weeks
	15	19	31	12 weeks
	22	—	—	12 weeks
How F.A.A.S. works at overseas posts (PA 213)	24	—	19	3 days
How to be a certifying officer (PA 291)	Correspondence course			
How to be a contracting officer's representative (PA 130)	Correspondence course			
How to write a statement of work (PA 134)	Correspondence course			
Nepa training, domestic operations (PA 120)	—	—	3	1 week
Overseas cashier's training (PA 293)	Correspondence course			
Overseas cashier's supervisor's training (PA 294)	Correspondence course			
Personnel course (PA 231)	—	26	—	7 weeks
Property management training for custodial officers (PA 135)	—	—	20	2 days
CONSULAR TRAINING				
ConGenRoslyn basic consular course (PC 530)	Continuous enrollment			26 days

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Program	March	April	May	Length
Consular orientation program (PC 105)	Continuous enrollment			6 days
Immigration law and visa operations (PC 102)	Correspondence course			
Nationality law and consular procedures (PC 103)	Correspondence course			
Overseas citizens services (PC 104)	Correspondence course			
Passport examiners (PC 110)	Correspondence course			
CURRICULUM AND STAFF DEVELOPMENT TRAINING				
Advanced training of instructors (PD 510)	—	7	—	3 days
Basic facilitation and delivery workshop (PD 513)	—	14	5	3 days
Design and evaluation workshop (PD 511)	—	7	26	3 days
EXECUTIVE DEVELOPMENT				
E.E.O. awareness for managers and supervisors (PT 107)	18	—	20	2 days
Foreign affairs leadership seminar (PT 119)	—	25	—	11 days
Introduction to management skills (PT 207)	15	—	10	4 days
Performance management seminar (PT 205)	—	5	—	2 days
	—	19*	—	2 days
Supervision for the experienced supervisor (PT 121)	29	—	—	3½ days
Washington tradecraft (PT 203)	—	—	3	2 weeks
	* For administration bureau only			
INFORMATION MANAGEMENT TRAINING				
Advanced PC course (PS 114)	1	—	—	2 days
Information management seminar (PS 144)	15	—	—	8 weeks
Information systems/operation training program (PS 108)	1	—	—	4 weeks
Introduction to Lotus 1-2-3 (PS 118)	—	15	—	2 days
Introduction to PC and MS-DOS (PS 111)	—	12	—	3 days
OFFICE MANAGEMENT COURSES				
Advanced WP (PK 103)	—	12	—	2 days
Advanced WP+ (PK 154)	23	26	25	2 days
Basic WP (PK 129)	1	1	3	2 days
Basic WP+ (PK 155)	3	5	5	2 days
	15	19	—	2 days
Better office English (oral) (PK 226)	—	5	—	30 hours
Better office English (written) (PK 225)	—	—	3	40 hours
Civil Service secretarial training for entering personnel (C.S.-Step) (PK 104)	15	26	—	2 weeks
Decision-processing (PK 152)	29	—	27	1 day
Drafting correspondence (PK 159)	1	—	—	1 week
Effective speaking and listening skills (PK 240)	15	—	24	18 hours
Employee relations (PK 246)	—	29	—	2 days
Foreign Service secretarial training (PK 102)	—	—	18	13 days
Glossary (PK 151)	17	15	13	1 day
Proofreading (PA 143)	—	22	—	2 days
State Department knowledge, information and learning for secretaries (Skills) (PK 132)	1	—	—	5 days
Senior secretarial seminar (PK 111)	—	—	12	3 days
Supervisory studies seminar (PK 245)	22	—	17	4 days
T.A.T.E.L. (PK 140)	5	16	7	1 day
	11	21	14	1 day
	12	23	28	1 day
	18	30	—	1 day
	19	—	—	1 day

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function ultimately would be taken over by the central resource allocation process described elsewhere in the report.

Regional and multilateral diplomacy

"The role of the under secretary for political affairs as currently defined is simply overwhelming. He/she supervises the bulk of the line bureaus and operating offices both in Washington and abroad. These bureaus, themselves defined in bilateral and multilateral terms, send to [the under secretary] a bewildering array of issues, visitors, Hill testimony, National Security Council agendas, and most major crises. In addition, [the under secretary] supervises the Bureaus for Intelligence and Research, Human Rights and Humanitarian Affairs and International Narcotic Matters.

"We recommend a major shedding of responsibilities for this under secretary, to be renamed the under secretary for regional and multilateral affairs. [The human rights and narcotics bureaus] should become components of new bureaus directed by the under secretary for global programs; [The intelligence bureau] should report to the Office of the Secretary. This will allow [the under secretary] to focus on:

- "Managing crises and bilateral issues.

- "Bringing State fully into the increasingly important arena of multilateral diplomacy by expanding the scope of the Bureau of International Organization Affairs—transforming it into a Bureau of Multilateral Affairs—with focus on reform of the UN system and on multilateral peacekeeping efforts.

- "Mobilizing the regional bureaus and the Bureau of Multilateral Affairs, as well as the field missions, behind major foreign policy priorities.

- "Supervising assistant secretaries in their new roles in the central resource allocation process that is recommended.

"This emphasis means more operational responsibilities should be given to assistant secretaries in order to free [the under secretary] for more strategic thinking and managing.

"As the new title implies, the under secretary for regional and multilateral affairs will lead the five regional bureaus and the Bureau of Multilateral Affairs and look for cross-cutting approaches to our

key priorities.

"We must not only reduce vertical layering but also break down the horizontal barriers which impede the policy process as well as implementation of major decisions. Specifically, [the under secretary] must make the geographic bureaus work together more effectively.

"Like other under secretaries for their areas of responsibility, [the under secretary] must also force the needed trade-offs among the geographic bureaus during the resource allocation process. Most inter-

agency fights must take place at the assistant secretary level, and [the under secretary] must resolve residual issues and keep them off the Secretary's desk until the end of the budget formulation process.

Strategic management

"The under secretary for management operations and support must concentrate on leading a strategic management process which matches our way of doing business to the new operating environment. Budget

constraints will force us to shift resources to support policy-related programs; we will also have to reallocate support funding from Washington to the field. More flexible support systems with a service orientation must be developed and they must be based where they operate most effectively.

"The under secretary should move quickly to change our support-to-operations ratio by decentralizing program support management toward the bureaus and overseas posts to the maximum degree possible. In parallel, the total proportion of our scarce resources devoted to domestic support activities must be drastically reduced. [The under secretary] should set standards and procure from the center, but let the substantive operating managers prioritize and allocate resources.

"[The under secretary] should accelerate the Department's transition to Information Age technology and methods of operations.

"[The under secretary] should encourage experimentation with innovative management techniques on a pilot basis in selected Departmental offices.

"[The under secretary] should have a separate Management Planning Office, reporting directly to him/her, which would support the strategic planning and resource allocation process, including personnel planning, and help provide an overview of the three clusters in the area: human resources, financial planning and budget operations, and program support. [The office's] chief function would be to act as an 'agent for change.'

"[The under secretary] should develop a long-term strategy to match Foreign Service and Civil Service personnel needs to recruitment, promotion, assignment processes, and professional development, and increase the flexibility of the Civil Service system...

Other agencies

"We do not believe the full integration of other foreign affairs agencies is warranted. State is primarily a policy agency. We do coordinate programs and overseas activities, but we leave the implementation, when possible, to other qualified agencies and nongovernmental organizations. In the case of A.I.D. especially, fundamental rethinking of its role and objectives must precede any organizational decisions." ■

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Program	March	April	May	Length
	25	—	—	1 day
	26	—	—	1 day
	31	—	—	1 day
Telephone techniques (PK 141)	10	—	—	1 day
Wang office (PK 161)	30	—	21	1 day
WP+ transition (PK 153)	8	7	10	1 day
	22	22	24	1 day
Writing effective letters and memos (PK 241)	29	—	—	15 hours
ORIENTATION				
Department officers (PN 105)	8	19	17	3 days
Foreign Service officers (PG 101)	22	—	—	9 weeks
Foreign Service specialists (PN 106)	4	22	27	17 days
Designated posts (PN 112)	16	13	—	4 days
OVERSEAS BRIEFING CENTER				
American studies (MQ 115)	4	—	13	2 days
Documenting mobile experiences (MQ 701)	31	—	19	1 day
Employment planning (MQ 700)	29	—	—	1 week
Encouraging resilience in the Foreign Service child (MQ 500)	—	28	—	1 day
English-teaching seminar (MQ 107)	—	21	—	3 days
Going overseas (families, singles, couples) (MQ 200)	29	—	—	1 day
Introduction to effective training skills for the Foreign Service spouse (MQ 111)	—	26	—	1 week
Introduction to Foreign Service life (MQ 100)	—	—	3	1 week
Life after the Foreign Service (MQ 600)	—	—	4	2 days
Marketing spouse talents (MQ 702)	—	1	20	1 day
Post options for employment and training (MQ 703)	30	—	21	1 day
Protocol and representational entertaining (MQ 116)	3	7	12	1 day
Security overseas seminar (MQ 911)	8	12	10	2 days
	29	26	24	2 days
Tax seminar (MQ 117)	16	1	—	2 hours
Understanding regulations, allowances and finances in the Foreign Service context (MQ 104)	24	—	—	3 days
POLITICAL TRAINING				
Executive-congressional relations (PP 204)	—	12	—	1 week
Foreign affairs interdepartmental seminar (PP 101)	—	—	10	2 weeks
National security and arms control (PP 203)	—	26	—	1 week
Negotiations art and skills (PP 501)	—	—	10	1 week
Political tradecraft (PP 202)	22	—	—	3 weeks ■

CIVIL SERVICE PERSONNEL

Promotions

GG-6

Tome, Pedro, International Organization Affairs, Budget and Fiscal Section

GM-13

Carroll, Edward C., Bureau of Administration, Communications Programming Branch

Farrell, Theresa C., Bureau of Administration, Office of Information Services

Miller, Patricia A., Oceans bureau, Office of Executive Director

Warner, Rachel, Intelligence and Research, Southern Africa Division

Wellington, Martin A., Politico-Military Affairs

GM-14

Aragón, Myrna M., Office of Chief Financial Officer, Office of Domestic Financial Management and Oversight

Brooks, Janet M., Office of Chief Financial Officer, Office of Domestic Financial Management and Oversight

Martin, Kathleen Dale, Office of Legal Adviser; Buildings and Acquisitions

Monte-White, Kay J., Bureau of Administration, Information Management

Saunders, Frances C., Diplomatic Security, Counterintelligence Programs

Scott, Catherine Sarah F., Office of Legal Adviser, Politico-Military Affairs

Steel, Deborah L., Bureau of Administration, Information Management

GM-15

O'Brien, James Coad, Office of Legal Adviser, Politico-Military Affairs

GS-4

Forbes, Ruth D., Stamford Passport Agency

GS-5

Gabriel, Deborah J., Bureau of Personnel

Garcia, Angela Thomas, Visa Services

Jackson, Richard L., Office of Chief Financial Officer, Office of Executive Director

Kayatin, Justin Michael, Diplo-

matic Security, Training Support Division

Mac Isaac, Melissa Gaye, Seattle Passport Agency

GS-6

Blount, Denise T., New York Passport Agency

Byrd III, Hudson L., Office of Foreign Missions, Tax and Customs Division

Savoy, Tammi F., European Affairs, Office of Executive Director

Scott, Jovedia, New York Passport Agency

Stinson, Karen D., New York Passport Agency

GS-7

Archer, Louise Veronica, Office of Under Secretary for International Security Affairs

Crum, Mariquita P., Seattle Passport Agency

Esporas, Evangeline C., Northeast Passport Processing Center

Gamberoni, Catherine E., Diplomatic Security, Applicant Investigation Section

Gilmore, Towana K., Foreign Service Institute, Budget and Management Office

Hemby, Sandra J., Office of Foreign Service National Personnel

Hudgins, Audrey F., Diplomatic Security, San Francisco Field Office

Job, Karma D., Politico-Military Affairs

Jones, Merrill E., Office of Chief Financial Officer, Payroll Operations

Queen, Manh-Tran, Economic and Business Affairs, Special Trade Activities Division

Randolph Jr., Tunis D., Bureau of Administration, Communications Information Branch

Smith, Valerie J., Northeast Passport Processing Center

GS-8

Balzer, Thomas, Paris

Davis, Linda, African Affairs, Economic Policy Staff

Nelson, Marketta M., Legislative Affairs

Walker, Alfreida, International Communications and Information Policy

GS-9

Birkner, Linda K., Foreign

Service Institute, Office of Registrar

Bullin, Leann H., Bureau of Personnel, Recruitment

Jeter, James M., Refugee Programs

Lightfoot, Antonio, Bureau of Administration, Telecommunications Operations

Martinez, Sonia, Miami Passport Agency

Peterson, Tracey R., Bureau of Administration, Systems Operations

Vazquez, Jorge R., Office of Foreign Buildings, Engineering Support Branch

GS-11

Branch, Danny L., Bureau of Administration, Telecommunications Special Operations Branch

Bremer, Amanda E., Bureau of Personnel

Guyer, Cynthia L., Bureau of Personnel, Resource Planning and Allocation Division

Jones, Carol E., Office of Chief Financial Officer, Fiscal Requirements Division

McCree-Green, Carol E., Bureau of Administration, Systems Operations Branch

Pawlak, Ruth E., Office of Chief Financial Officer, Payments Division

Rowe, Norma Page, Foreign Service Institute, Budget and Management Office

Sanchez, Sophia, National Passport Center, New Hampshire

Shubert, Scott Jeffrey, Philadelphia Passport Agency

GS-12

Baker, Thomas A., Office of Chief Financial Officer, Fiscal Operations

Ceccarelli, Sandra Ann, Diplomatic Security, Personnel Management

Downey, Mary K., Bureau of Personnel

Finney, Janice S., Refugee Programs

Holmes, Gale C., Office of Chief Financial Officer, Working Capital Fund Section

GS-13

Austin, Edward J., Office of Inspector General

Cook, Anne V., Office of Chief Financial Officer, Domestic Financial Management

Corey, Brenda A., Office of Chief Financial Officer, Domestic Financial Management

Hinson, William J., Office of Chief Financial Officer, Domestic Financial Management

Moore, Gloria J., Bureau of Administration, Software Engineering Branch

XP-5

Lyles, Carolyn M., Bureau of Administration, Printing Services

Appointments

Anderson, Andre M., Office of Chief Financial Officer, Domestic Financial Operations

Ballard, April K., Bureau of Administration, Office of Information Services

Beckler, Timothy W., Office of Foreign Missions

Billak, Robert J., Intelligence and Research, Office of Executive Director

Brennan, James R., Office of Chief Financial Officer, Domestic Financial Operations

Butler, Marcellus J., Office of Chief Financial Officer, Domestic Financial Operations

Cato, Derek, Oceans bureau, Office of Executive Director

Chandler, Virginia M., Family Liaison Office

Christopher, Warren, Office of the Secretary

Coffee, Michael Seth, Oceans bureau, Office of Export and Import Control

Conway, Timothy J., Bureau of Administration, Information Management

Corr, Shannon Eileen, Refugee Programs

Crim, James J., Intelligence and Research, Office of Executive Director

Crossland, Marie A., Bureau of Administration, Information Management, Operations Training Division

Dalton, Kathryn L., Pre-Assignment Training

Dolney, Carla J., Pre-Assignment Training

Edwards III, Julian D., Pre-Assignment Training

Elder, Christine Ann, European Affairs, Policy Planning Staff

Engel, Matthew A., International

- Narcotics Matters
Florence, Michelle E., Summer Clerical Programs
Florence, Shannon E., East Asian and Pacific Affairs, Office of Executive Director
Gerrald, Blanchie V., Pre-Assignment Training
Gibson, Angela Maria, Office of Coordinator for Population Affairs
Gjoka, Sami, Foreign Service Institute, North and East European Languages
Grant, Oliver M., Pre-Assignment Training
Hammond, Robert E., Bureau of Administration, Information Management
Harper, Barbara J., Bureau of Administration, Telecommunications Operations
Hawley, Sakae Matsuo, Los Angeles Passport Agency
Hitselberger, Kathleen M., Bureau of Administration, Information Management, User Training Division
Hoover, Christopher A., Bureau of Administration, Office of Information Services
Hynes, Amy S., Bureau of Administration, Office of Information Administration, Personnel Management
Ingvaldstad, Karen M., Near Eastern and South Asian Affairs, Office of Executive Director
Jackson, Stephanie L., Bureau of Administration, Office of Freedom of Information
Jenkins, George C., African Affairs, Office of Executive Director
Johnson, Cozetta D., Office of Counselor of the Department
Jones Jr., Jerome E., Summer Clerical Program
Kemp, Nikki Carlo, Bureau of Administration, Office of Freedom of Information
Krings, Julie Ann, East Asian and Pacific Affairs, Office of Executive Director
Lanza, Colleen S., Bureau of Personnel
Lebaron, Jean F., European Affairs, Office of Executive Director
Levcheno, Igor Ivanovich, Foreign Service Institute, North and East European Languages
Logan, Tonya Lynne, Pre-Assignment Training
Lucius, Hallock R., Office of Inspector General
Marshall, Michael W., Brasilia
Mattis, Christopher G., Bureau of Administration, Office of Information Services
Miller, Roger S., Bureau of Administration, Information Management, Domestic Operations
Mitchell, Bernice D., Bureau of Administration, Office of Information Administration
Montasser, Samia S., Foreign Service Institute, Asian and African Languages
Nalepa, Gregory A., Office of the Chief Financial Officer, Fiscal Requirements Division
Newberry, David L., Bureau of Administration
Nonog, Janet Frances, Diplomatic Security, San Francisco Field Office
Oakley, Robert B., Office of Under Secretary for International Security Affairs
Pegues, Brannef Denyce, Summer Clerical Program
Pickens, Mark William, Politico-Military Affairs
Pinker, M. Itiel, Bureau of Personnel, Resource Planning
Pollach, Samuel K., Summer Clerical Program
Reddock, Trollice L., Summer Clerical Program
Reece, Yvonne Joyce, Office of Foreign Buildings, Resource Management Office
Renwick, Lisa Van't Hoff, Pre-Assignment Training
Rockefeller, Margaretta F., International Organization Affairs
Rothstein, Danny, Pre-Assignment Training
Sheldrick, Heather C., Bureau of Administration, Office of Information Services
Sloan, Lori J., Pre-Assignment Training
Somers, Tracey L., Pre-Assignment Training
Staggs Jr., Carl D., Office of Foreign Buildings, Program Management
Stickels, Richard W., Foreign Service Institute, Language Studies
Stone, Eileen A., Foreign Service Institute
Valentine II, Thomas L., Foreign Service Institute, Language Studies
Williams, Tammi L., Summer Clerical Program
Witeck, Jennifer L., International Organization Affairs, Administrative Services

Reassignments

- Cornio, Jacqueline**, Eastern European Affairs to Legislative Affairs
Jones, Kim Y., Foreign Service Institute, Office Management Training to Bureau of Public Affairs
Van Fossan, Christina L., Office of Chief Financial Officer, to Oceans bureau, Office of Executive Director
Williams, Cheryl D., African Affairs, Economic Policy Staff to Economic and Business Affairs, Office of Intellectual Property and Competition

Resignations

- Armstead, Angela L.**, Summer Clerical Program
Burke, Deborah D., Houston Passport Agency
Buttross, Mylene L., Refugee Programs
Chapelli, Carol Payne, Refugee Programs
Chu, Kevin Charles, Office of Oceans Affairs, Polar Affairs Division
Conway, Timothy J., Bureau of Administration, Information Management, Corporate Systems Division
Evans, Ronica J., Houston Passport Agency
Fluet, Andrew W., Bureau of Administration, Office of Information Administration
Fort, Arthur W., Assistant Secretary for Administration
Foster, Jane H., New Orleans Passport Agency
Fura, Ryan Bradley, Office of Inspector General
Garrett Jr., Marvin L., Diplomatic Security, Overseas Operations
Haines, Terri L., Bureau of Administration, Unclassified Pouch and Mail Branch
Lee, Carlos L., Office of Chief Financial Officer, Domestic Financial Operations
Marquez, Ramon, Inter-American Affairs, Ciudad Juarez Consular Affairs, El Paso, Tex.
- Mitchell, Bernice D.**, Bureau of Administration, Office of Information Administration
Mizelle, Hope L., Foreign Service Institute, Language Studies
Monroe, Donita G., East Asian and Pacific Affairs, Office of Executive Director
Myers, Emmett L., Diplomatic Security, Overseas Operations
Nekimken, Margaretha Irene, Foreign Service Institute, North and East European Languages
Prince, E. Maria, Pre-Assignment Training
Russell-Staton, Shawnte L., International Communications and Information Policy
Saenz, Luis Javier, Office of Protocol, Visits Division
Slade, Celena T., African Affairs, Office of Executive Director
Smith, Courtney, Office of Protocol, Visits Division
Smith, Elizabeth Ann, Office of Inspector General
Snyder, Paul E., African Affairs, Office of Executive Director
Sprague, Michael Arthur, Office of Foreign Buildings, Financial Management Division
Strassberger, William R., Diplomatic Security, Security Awareness Staff
Ware, Michiko Melinda, Office of Foreign Missions, Tax and Customs Division

Retirements

- Bishop, Rodwell R.**, Bureau of Administration, Foreign Affairs Data Processing Center
Carroll, Edward C., Bureau of Administration, Communications Programming Branch
Carroll, Mable L., Bureau of Administration, Printing Services
Hawley, Sakae Matsuo, Los Angeles Passport Agency
Johnson, Carl J., Bureau of Administration, Office of Technical Operations
Laury, Harry L., Bureau of Administration, Communications Programming Branch
Li, Tsungmi, Foreign Service Institute, Asian and African Languages
Long, David E., Office of

—(Continued on page 47)

FOREIGN SERVICE PERSONNEL

Appointments

Alicea, Laura L., Quito
 Allswang, Eden, Moscow
 Amon, Jana A., Tel Aviv
 Anthony, Robert M., Pre-Assignment Training
 Bailey, Manuela, Addis Ababa
 Beasley, Nicole, La Paz
 Beighle, Jonathan J., Pre-Assignment Training
 Belt, Elizabeth, San Salvador
 Berry, Randy W., Pre-Assignment Training
 Blankenship, Paul W., Pre-Assignment Training
 Bracete, Juan M., Mid-Level Recruitment Complement
 Bray, Mai Trinh, Abidjan
 Burnette, Annamaria, Belgrade
 Byron-McGhee, Mary Ann, Cape Town
 Chapman, Ann S., Paris
 Chisholm, Frances M., Pre-Assignment Training
 Clayton, James R., Specialist Intake
 Cohen, Nancy A., Pre-Assignment Training
 Contreras, Fred W., Lilongwe
 Cortez-Greig, Barbara J., Madras
 Cunningham, Carman, Canberra
 Daks, Nongkran T., Beijing
 Damour, Marie C., Pre-Assignment Training
 Dean, Nathaniel P., Pre-Assignment Training
 Dorman, Shawn, Pre-Assignment Training
 Dunnett, Christopher G., Pre-Assignment Training
 Eldmir, Levon A., Pre-Assignment Training
 Farquhar Jr., Robert N., Pre-Assignment Training
 Feeley, Patricia M., Jakarta
 Ferro, Evelyn A., Athens
 Finver, Fay L., European Affairs, Post Management
 Flaherty, Karen K., Damascus
 Forero, Marisa, Tegucigalpa
 Freeman, Timothy, Frankfurt
 Frisbie, Jean E. Z., Bonn
 Frowick, George H., Pre-Assignment Training
 Gabler, Bradley D., Specialist Intake
 Gilles, Joanne, Pre-Assignment Training
 Griffith, William L., Pre-Assignment Training
 Grossman, Alexander J., Pre-Assignment Training
 Guinn, Deborah Ann, Shanghai

Harrison, Edward N., Pre-Assignment Training
 Hayes Jr., Joseph J., Diplomatic Security
 Hermann, David C., Pre-Assignment Training
 Higi, John R., Pre-Assignment Training
 Hillman, Andrew S., Pre-Assignment Training
 Hoover, Jeffrey Jude, Specialist Intake
 Hotz, Raymond E., Pre-Assignment Training
 Hughey, Diane Michele, Brazzaville
 John, Yoon Choi, Seoul
 Johnson, Mark S., Pre-Assignment Training
 Jore, Libia Juanita, Guatemala
 Kemeny, Gabriel, Diplomatic Security
 Klingler, Robert Owen, Specialist Intake
 Kniazuk, Diane B., Moscow
 Krieger, Doris B., Port-au-Prince
 Lipstreufer, Marilyn E., Monterrey
 Lunardi, Mark H., Pre-Assignment Training
 Maher, Marilen J., Athens
 Mallory, Irvina A., Santo Domingo
 Marsh, Pamela May, Specialist Intake
 Mays, Terri, Helsinki
 McCoy, Gretchen A., Lagos
 McDonald, Scott D., Pre-Assignment Training
 McLemore, Alan B., Pre-Assignment Training
 Mink, Patricia A., Bucharest
 Nebolsky, Mark Aaron, Specialist Intake
 Nine, James, St. Petersburg
 O'Connor, Edward W., Pre-Assignment Training
 Olsen, Derrick M., Pre-Assignment Training
 Onion, Amanda Kent, Moscow
 Palm, Kristin L., Pre-Assignment Training
 Payne, Beth A., Pre-Assignment Training
 Petersom, John D., Pre-Assignment Training
 Peterson, Sally D., Lome
 Prophet, Lela M., Beijing
 Rabourn, Jimmie Dale, Specialist Intake
 Ramsey, Loretta K., Guatemala
 Riggan, Lan H., Shanghai
 Robinson, Dianne M., Jakarta
 Ropp, Linda Diane, Maseru
 Rosenquist, Christine, Montevideo
 Saucedo, Sammie Ann, Mexico City
 Scott, Denine L., Belgrade
 Sharpe, Cynthia C., Pre-Assignment Training
 Sheehan, Kathleen S., Pre-Assignment Training
 Shumann, Catherine A., Pre-Assignment Training
 Sikkink, Susan Marie, Canberra
 Skotte, Philip J., Pre-Assignment Training
 Smith, Bryron D., Diplomatic Security
 Smith, Jean M., Santo Domingo
 Smith, Joan M., N'Djamena
 Spatafora, Joey A., Diplomatic Security
 Sullivan, Ana Maria, San Salvador
 Tariach, Gemma M., Pre-Assignment Training
 Taylor, Bradley D., Canberra
 Taylor, Kelly A., Conakry
 Terrell, Alice, Managua
 Thompson, Jennifer A., Pre-Assignment Training
 Thurston, Roxana C., Colombo
 Trueman, Kenneth E., Specialist Intake
 Tullius, Napaporn M., Abidjan
 Vore, Judith Annette, Manama
 Webb, Byron Horton, Jr., Specialist Intake
 Weingard, Herbert, Specialist Intake
 Williams, Kenton, La Paz
 Winchester, Rachel T., European Affairs, Post Management
 Wolf, Hubertina H., Warsaw
 Woodley, Harold, Pre-Assignment Training
 Woytovich, Suzanne M., Brasilia

Anapestic Assignments

BY EBP

There was a person assigned to LaPaz. Who was extremely happy because it had always been his strong wish to go where he could speak Spanish. Since it was better than his English was. □

ing to Frankfurt
 Atkins, Edmund E., Sao Paulo to Conakry
 Atkins, Marshall F., Asian and Pacific Affairs, Office of Executive Director to Singapore
 Audroue, Kenneth R., Naples to Tel Aviv
 Bachner, Thomas J., European Affairs to Tallinn
 Baird, Dorothy H., East Asian and Pacific Affairs to Singapore
 Barnes, Shirley Elizabeth, Berlin to Strasbourg
 Barron, Frederike A., Naples to Nato, Brussels
 Barrosse, Colombia A., Edinburgh to Barcelona
 Baumgartner, Marcia A., Antananarivo to Bureau of Administration, Information Management
 Beller, Jeffrey Adam, Lagos to Dhaka
 Bohn, Linnea G., European Affairs to Vilnius
 Brown, Warrington Edwin, East Asian and Pacific Affairs, Office of Executive Director to The Hague
 Brownrigg, Michael Gawen, Office of Counselor of the Department to Office of Under Secretary for Economic Affairs
 Byrnes, Jill F., Visa Services to Kiev
 Carolan Jr., Thomas J., Istanbul to Bureau of Personnel, Examination Division
 Casey, James John, Bureau of Administration, Information Management to Bangkok
 Casse III, Marshall L., Bureau of Personnel, Examination Division to Ottawa
 Casse, Geraldine M., Senior

Transfers

Akuetteh, Cynthia Helen, Economic & Business Affairs, Energy-Producer Country Affairs to Ottawa
 Allison, Douglas A., Diplomatic Security, Secretary's Detail to Ankara
 Andersen, Carl M., East Asian and Pacific Affairs to Bangkok
 Anderson, Constance A., Belize City to Vancouver
 Armijo, Deolinda S., Bogota to Bureau of Administration, Information Management
 Ashbery, Wayne B., Diplomatic Security, Security Engineer-

- Seminar to Ottawa
- Cellars, Jeffrey R.**, Budapest to Manama
- Chalupsky, Steven J.**, Diplomatic Security, Washington Field Office to Manila
- Chiarantona, Richard F.**, Near Eastern and South Asian Affairs to Dhaka
- Christian, Carolyn S.**, Jakarta to Singapore
- Clarke, Walter S.**, Madrid to Department of Defense
- Costacamps, Jose A.**, Bureau of Administration, Information Management to Sofia
- Cyr, Ann I.**, Luxembourg to Brussels
- Daniels, Joseph A.**, Warsaw to Ankara
- Daroczy, Lynn D.**, Bureau of Administration, Information Management to Phnom Penh
- Daugherty, Craig H.**, Diplomatic Security, European and Canadian Region to Ottawa
- Dickens, Charles Edward.**, Foreign Service Institute, Language Training to Reykjavik
- Dipaolo, Donna Marie.**, Economic and Business Affairs, Developed Country Trade Division to Ottawa
- Douma, Joan K.**, East Asian and Pacific Affairs to Ottawa
- Driscoll, Michael P.**, East Asian and Pacific Affairs to Jakarta
- Drobot, Mark D.**, Diplomatic Security, Detroit Resident Office to Diplomatic Security, Secretary's Detail
- Dwyer, Stuart A.**, Quebec to Moscow
- Farrell, John M.**, Istanbul to Luxembourg
- Fitts, Robert W.**, Medan to East Asian and Pacific Affairs, Office of Assistant Secretary
- Fitzgerald Jr., Edward W.**, London to Singapore
- Fitzpatrick, Michael J.**, Lima to Manila
- Fletcher, James B.**, Bissau to Singapore
- Flynn, James E.**, Manila to Wellington
- Forsythe, Rosemarie C.**, Canberra to Yerevan
- Foster, Kenneth Lee.**, Phnom Penh to Refugee Programs
- Foulon, Mark M.**, European Affairs to Office of Under Secretary for Political Affairs
- Furey, Thomas P.**, Consular Affairs, Office of Executive Director to Bombay
- Gilmer, Paul Gregory.**, European Affairs, Post Management to The Hague
- Goodman, Andrew Lewis A.**, Garmisch to St. Petersburg
- Gray III, Gordon.**, European Affairs to Ottawa
- Green, Candy.**, Moscow to Tbilisi
- Greenwood Jr., C. Lawrence.**, Tokyo to Singapore
- Grossman, Marc I.**, Politico-Military Affairs to Office of the Executive Secretary
- Guerrero Jr., Raymond J.**, Belgrade to Inter-American Affairs, Miami Regional Center
- Hagen, Robert S.**, Moscow to Calgary
- Hampson, John M.**, Foreign Service Institute, Language Training to Moscow
- Hearn, Janis A.**, Peshawar to Near Eastern and South Asian Affairs
- Hinz, Peter S.**, Lagos to Warsaw
- Husted, Martha A.**, Monterrey to Reykjavik
- Hyatt, Amy Jane.**, Oslo to Intelligence and Research, North-east Asia Division
- Jacobsen, Michael Joseph.**, Human Rights and Humanitarian Affairs to Manila
- Jett, Dennis Coleman.**, Office of Under Secretary for Political Affairs to Bureau of Personnel
- Johnson, George H.**, East Asian and Pacific Affairs to Madrid
- Jomeruck, John H.**, Beijing to Frankfurt
- Karp, Craig Mallory.**, Peshawar to Alma Ata
- Keating, Lawrence James.**, Diplomatic Security, Secretary's Detail to Manila
- Kepler, Jean M.**, Dhahran to East Asian and Pacific Affairs
- Klecheski, Michael Stanley.**, European Affairs to Krakow
- Klepp, Deborah E.**, Warsaw to Tallinn
- Kohler, Larry R.**, Buenos Aires to Inter-American Affairs
- Kolb, Melvin Thomas.**, Libreville to Bandar Seri Begawan
- Kraft, Theresa M.**, Brasilia to Ottawa
- Kronenburg, Stephanie A.**, Manama to Amsterdam
- La Mazza, John J.**, Tokyo to Ottawa
- Lang, Nicholas R.**, Intelligence and Research, Eastern Europe Division to Nato, Brussels
- Lannon, George C.**, Halifax to Visa Services
- Letendre, Lisa.**, European Affairs to Lisbon
- Lineberry, Laura E.**, Office of Under Secretary for Management to Office of the Secretary
- Mangum, Jacqueline C.**, Diplomatic Security, Overseas Operations to Diplomatic Security, Office of Emergency Plans and Exercises
- Mason, Harold E.**, Port Moresby to Alexandria
- Meece, Roger A.**, Ontario to Halifax
- Millsbaugh, Robert A.**, Caracas to Managua
- Mines, Keith Wayne.**, Foreign Service Institute, Language Training to Tel Aviv
- Moore, Ralph R.**, East Asian and Pacific Affairs, Office of Economic Policy to Department of Defense
- Moose, George E.**, Diplomat-in-Residence to African Affairs
- Morales Colon, Hector E.**, Brasilia to East Asian and Pacific Affairs
- Namahoe, Darlene.**, Eastern European Affairs to Rome
- Neureiter, Paul A.**, Port Moresby to Operations Center
- Nolan, Robert B.**, Office of Procurement Executive to Helsinki
- O'Brien, Timothy W.**, Diplomatic Security, Chicago Field Office to Diplomatic Security, Physical Security Programs
- Ockey, Ellen Reed.**, Harare to Naples
- Ogden, Richard M.**, Office of Canadian Affairs to Madrid
- Olsen Jr., Norman Hartman.**, Majuro to Tel Aviv
- Pace, Barbara R.**, European Affairs, Policy Planning Staff to Ankara
- Pearson, W. Robert.**, Office of Executive Secretary to Bureau of Personnel
- Perlow, Howard T.**, Lyon to Paris
- Petrin Jr., Noel H.**, Madras to Hamburg
- Pfforr, Cameron D.**, European Affairs to Berlin
- Poulin, Martin N.**, Bamako to African Affairs
- Powell, Jo Ellen.**, European Affairs to Paris
- Powell, Nancy J.**, Lome to Calcutta
- Quinville, Robin S.**, Human Rights and Humanitarian Affairs to Vienna
- Reasonover Jr., George D.**, Panama to Department of Defense
- Remillard, Robert H.**, Bureau of Administration, Information Management to Tel Aviv
- Roberts, Donald A.**, Doha to Manama
- Roberts, Elizabeth A.**, New Delhi to Vilnius
- Roberts, Jean C.**, East Asian and Pacific Affairs to Paris
- Russell, Daniel A.**, European Affairs to Office of Under Secretary for Political Affairs
- Scannell, Carol Lea.**, European Affairs to Prague
- Schultz, Albert C.**, Inter-American Affairs to Caracas
- Shea, Dorothy Camille.**, Pre-Assignment Training to Johannesburg
- Speck, Janet G.**, Prague to European Affairs
- Stanley, Kenneth L.**, Diplomatic Security, Miami Regional Center to Foreign Service Institute, University Training
- Struble III, John William.**, Foreign Service Institute, Language Training to Sofia
- Sullivan, Joseph Gerard.**, Inter-American Affairs, Office of Assistant Secretary to Diplomat-in-Residence
- Sullivan, Mark A.**, European Affairs to Port-au-Prince
- Swinko, Paul J.**, European Affairs to Moscow
- Taylor, Clifford L.**, Amman to Conakry
- Thorburn, Ellen Barbara.**, Foreign Service Institute, Language Training to Budapest
- Thrasher, Kevin R.**, Calcutta to Bureau of Administration, Information Management
- Truhn, J. Patrick.**, Casablanca to Sofia
- Turner, Carol I.**, Bucharest to Economic and Business Affairs, Office of Executive Director
- Vann, Stephen A.**, Lisbon to Intelligence and Research, South American Division
- Voien, Robert S.**, Abidjan to Sofia
- Walker, Michael F.**, Near

Eastern and South Asian Affairs to Bucharest
Weber, Janet M., Office of Counter-Terrorism to Moscow
Weech, William A., Tirana to Foreign Service Institute, Administrative Training
Withers, Elouise, Conakry to Brussels
Woods, Ronald E., London to Diplomat-in-Residence □

Resignations

Allan, Francis W., Diplomatic Security, Los Angeles Field Office
Antonopoulos, Lisa J., Athens
Bacon, Nancy, Quito
Blackburn, Gwyn Marie, Moscow
Blackstone, Devon Payne, Lagos
Clarke, Joyce E., Moscow
Cooper, Maxine W., Vienna
Davis, Mary Kay, Singapore
Goff, Ellen, Bangkok
Jackson, Keith E., Quito
Kamanu, Lillie J., Lagos
Kenney, George D., Eastern European Affairs
Kitson, Beverly, San Salvador
Long, Adam T., Beijing
Lukens, Lucy Buxton, Abidjan
Mango, Jennifer M., Beijing
Murray, Randall L., Bureau of Administration, Information Management

Newman, Della M., Wellington
Parker, Caron Delisa, Moscow
Peterson, Daryl R., Moscow
Piszczek, Eva Alina, Warsaw
Ragland, Richard James, Mbabane
Reel, Glenna Sue, Bangkok
Revak, Juanita D., Leave-without-pay status
Rivas, Leonor E., Lima
Sarofeen, Veronique J., Vienna
Schroder, Gwendolen Gay, Brussels
Schroeder, William F., Bureau of Administration, Information Management
Smith, Joan M., N'Djamena
Waring, Mary Pope M.H., Nairobi
West, Dianne K., Santo Domingo

Retirements

Burba, Marie L., Antananarivo
Daharb, Darryl D., Diplomatic Security, Near Eastern and South Asian Region
Goff, Paul A., Bangkok
Holt, Gordon E., Politico-Military Affairs
Horn, James Edwin, Tokyo
Kloeping, Sharon A., Bureau of Administration, Information Management, Personnel Management
May, Drew Stephen, Office of

Chief Financial Officer
McNamara, Francis Terry, Praia
Minatre, Gary D., Bureau of Administration, Information Management
O'Gorman, Kenneth Patrick, Bangkok
Sinnicki, John G., Office of Foreign Buildings, Near East and South Asian Branch
Smith, George A., N'Djamena □

Officers are commended for their reports

The following officers were commended, for the quality of their reports, by the September 1992 session of the Commissioning and Tenure Board:

Rating officers
Carpenter, Harlow J.
Casperino, Ada
Ford, John S.
Foster, Timberlake
Lavorel, Sharon A.
Levine, Henry
Millikan, Desiree
Neitzke, Ron
Price, Thomas
Stocum, Sally

Reviewing officers
Gaines, William R.

Manderscheid, Gerald
McCallie, Marshall F.
Pascoe, B. Lynn
Raspolic, Elizabeth
Swartz, David ■

Civil Service

—(Continued from page 44)

Counter-terrorism
McNab, Audrey L., New Orleans Passport Agency
Miller, Roger S., Bureau of Administration, Domestic Operations, Facilities Management
Mitchell, James M., European Affairs, Office of Executive Director
Musolf, Lewis E., Bureau of Administration, Information Management
Nelsen, Leoni, Diplomatic Security, Employee/Contractor Clearance Section
Noiwan, Saeng, Foreign Service Institute, Asian and African Languages
Rosofsky, Sidney, Northeast Passport Processing Center
Veitengruber, Loraine L., Office of Foreign Buildings, Contracts Branch East
Wienckowski, Wanda H., Diplomatic Security, Personnel Management ■



FOREIGN SERVICE INSTITUTE—In secretarial training in class that was organized for persons who have become new

employees of the Department of State, standing (left to right): **Laila Gillam, Wendy Gralnek, Domenica Williams, Mahinda Per-**

rotta, Neala Montgomery, William Bultemeier, Connie Poli, Susan Hamric, Margaret Connelly, Edie Chester, Denise Carrillo, Christine

Fulena (instructor). Seated: **Barbara Miller, Stephanie Eicher, Peggy Bradley, Mirtea Starkey, Beth Ryley.**

BUREAU NOTES

THE SEVENTH FLOOR

Office of the Secretary

LAWRENCE S. EAGLEBURGER traveled to Paris on his last official trip as Secretary of State, to attend the chemical weapons convention signing ceremony, January 12-14 ... Accompanying him were his executive assistant, WILLIAM MONTGOMERY; special assistant SANDRA ULMER; his political adviser, JAMES FOLEY; CLAIRE GILBERT; deputy executive secretary WILLIAM ITOH; Secretariat Staff officer MICHAEL PUC CETTI and line assistant LINDA LYDA; MARY HAINES, trip officer; LYNN SWEENEY and MATTHEW MALVASO, computer systems specialists; WILLIAM BURNS, deputy director, Policy Planning Staff; the acting assistant secretary for public affairs, RICHARD BOUCHER, with his deputy, GRACE MOE, and special assistant, NANCY BECK; the assistant secretary for European affairs, THOMAS NILES; the assistant secretary for politico-military affairs, ROBERT GALLUCCI; Dr. MICHAEL NESEMANN, Office of Medical Services; RONALD LEHMAN, director, Arms Control and Disarmament Agency, accompanied by THOMAS CATALDO, DONALD MAHLEY, ROBERT MIKULAK, BERNARD SEWARD, SHERRY STETSON-MANNIX and PATRICIA WOODRING; STEPHEN LEDOGAR;



OFFICE OF THE SECRETARY—*Mildred Guillory*, operations assistant in the Records Management Division, receives Superior Honor Award from then executive secretary *W. Robert Pearson* for a suggestion that reportedly has saved the Executive Secretariat \$30,000.



ADMINISTRATION—The deputy assistant secretary for operations, *Charles B. Respass*, right, presents safety director *Stephen Urman* a Meritorious Honor Award

for "planning and developing the Department Safety/Health and Environment Management Resource Guide, which was issued recently.

the Joint Chiefs of Staff's RICHARD WAL-LACE and BARRY McCAFFREY; National Security Council staff member MICHAEL FRY; ANTHONY CZAJKOWSKI, Department of Energy; and WILLIAM INGLEE, Department of Defense.

SECRETARY CHRISTOPHER initiated his official travel schedule by traveling to New York, February 1, to meet with the UN secretary general and to visit the UN staff. Accompanying him were senior assistant LIONEL JOHNSON; personal secretary ELIZABETH LINEBERRY; LYNWOOD M. DENT, executive director, Executive Secretariat; the assistant secretary-designate for public affairs, TOM DONILON, and the acting assistant secretary for public affairs, RICHARD BOUCHER; and the U.S. ambassador to the United Nations, MADELEINE ALBRIGHT. □

Office of the Under Secretary for International Security Affairs

Under Secretary FRANK G. WISNER closed out his tenure by leading a high-level interagency delegation to Geneva, to continue negotiations on the Start II treaty, December 21-24. He was accompanied by senior adviser JAMES TIMBIE, staff assistant JOYCE NESMITH and JEFFREY GARRISON, Bureau of European Affairs ... Mr. Wisner accompanied the Secretary on his visit to Geneva later that month to finalize negotiations. □

ADMINISTRATION

Office of Operations

Office of Allowances: JUANITA STOKES, chief, Measurement and Development Division, met with officials of the Inter-American Development Bank to discuss the Department of State indexes of living costs abroad and spendable income tables. The bank is interested in State's cost-of-living information for South American posts.

Commissary and Recreation Affairs: Nominations were received from the field for the 1992 Manager of the Year Award. Three winners will be selected by a panel of post management officers from each bureau. The first-place winner will receive a check for \$1,000, the second place winner \$600 and the third place winner \$300 from the Central Commissary and Recreation Fund ... The staff is revising the general operating handbooks used by employee associations. The handbooks provide information regarding the establishment of a new association, the development of position descriptions, reporting requirements, regulations, procurement of goods and services and merchandising ... Plans have begun for the next regional employees association training conference, scheduled to be in Europe in the fall. The conference will be open to participants from all bureaus, and will train association/embassy personnel on aspects of operating an employee association. The conference will feature speakers from the Depart-

ment and private sector, interactive workshops, a one-day supplier trade show and a weeklong computer training seminar.

Facilities Management and Support Services: Logistical support and oversight for inaugural events and for the departure of SECRETARY EAGLEBURGER were provided by JAMES YOUNG, MAUREEN RUPPERT, WILLIAM DAVIS, WILEVA JOHNSTON, AL COLEMAN, KELVIN ARRINGTON, AL WHITING, ART YOUNG, SHAWN MOORE, EDWARD ANDERSON, ERMINE JOHNSON, WAYNE HENDERSON and TOM O'ROURKE ... Logistical support at the Blair House during inaugural events was provided by GEORGE WILKS ... Forty-eight members of the staff attended customized computer software training.

Office of Language Services: Russian interpreter DIMITRI ARENSBURGER received a Meritorious Honor Award from Secretary Eagleburger for his contribution to the completion of the Salt II treaty ... While Russian translating section chief ALEXIS OBOLENSKY coordinated translating work in Washington, Mr. Arensburger, JOSHUA SAUL and two contractors traveled to Geneva to prepare the treaty for signature ... Mr. Arensburger then proceeded to Moscow for the signing, where he joined fellow staff members PETER AFANASENKO and DIMITRY ZARECHNAK ... MARCEL BOUQUET, Mr. Zarechnak and four contractors interpreted PRESIDENT CLINTON's inaugural address for U.S.I.A.-TV ... Translator PAUL HOPPER prepared the Russian text of an agreement on highly-enriched uranium ... ZAKI ASLAN and

GAMAL HELAL interpreted for drug enforcement training in Qatar ... Director HARRY OBST, GALINA TUNIK and Mr. Zarechnak conducted a weeklong interpreter training seminar for the Foreign Broadcast Information Service ... For the 20th year in a row, Language Services made a donation to Children's Hospital, coordinated this year by LAURA MYERS and Mr. Helal ... Before resigning her staff position to take up freelance work, Japanese interpreter FRANCES SEEDS completed an assignment in Paris, where she and Mr. Afanassenko assisted Secretary Eagleburger at a treaty signing ... Trilingual typist MARGUERITE BRUCHESI retired from the Translating Division.

Office of Safety/Health and Environmental Management: EILEEN VERITY received the Adjunct Faculty Certificate from the Foreign Service Institute for her contributions to the general services officer training class ... A Fire Watch Office training session was held in Main State. A simulated chemical spill was responded to by fire watch officers and representatives of the D.C. Fire Department ... STEVE URMAN met with the new assistant inspector general for inspections to discuss the overall status of safety/health and environmental management programs at posts. □

Office of Foreign Buildings Operations

The acting deputy assistant secretary for foreign buildings, JOSEPH T. SIKES, met with

Ambassador-designate JOSEPH SEGARS, Cape Verde, to discuss the proposed conversion of an existing property into staff apartments, and the possible sale of an unimproved land site ... The director of program execution, RALPH N. WHEELER, led a team to Germany for discussions with the American contractor and U.S. Army Corps of Engineers on the status of building projects in the former Soviet Union. The scopes of work, schedules, and cost controls were the central agenda items. Construction work at these sites was expected to begin late last month. □

Information Management

Systems Operations: Deputy assistant secretary WARREN E. LITRELL gave the opening remarks at a seminar on "Automation at State: Year 2000, Changing the Way We Do Business." ... SIDNEY V. REEVES conducted a series of workshops and discussions between Information Management Department offices and visiting regional information management center officers: JAMES J. CASEY, Bangkok; JAMES VANDERHOFF, Nairobi; DAVE BORTER, Bonn; and RICHARD RAPIER, Washington ... DENNIS SEVERNS and ROBERT ROULEAU attended a presentation at Wang Laboratories, Lowell, Mass ... Mr. Severns traveled to Rome for a telecommunications upgrade installation ... DEWEY GIPSON and MICHAEL REA traveled to Ottawa to install emergency communications equipment ... RICHARD HERKERT and ALBERTO RODRIGUEZ traveled to Mogadishu to relieve resident communications personnel.



SANTIAGO, Chile—At the opening of the computer training center in this South American capital on the Pacific Ocean coast,

left to right: Luz Maria Bernabo, Joan Sallis, Paulina Villavicencio, Monica Rivera, Alejandro Sastre, Herb Murphy, Edwin French,

Baldur Koenig, Ambassador Curtis Kamman, Cliff Brzozowski, Leslie Pollak, Michael Cotter, Steve Valdez.

Planning and Development: ED BRAWN, ED COURLANG and STAN BARANOWSKI traveled to Brussels, Bonn and Frankfurt to discuss installations ... JOHN GLAPION, BRENDA ADAMS and BERNICE WILLIAMS, Office of Applied Technology, Planning and Development, attended a systems management class at the Wang educational center in Rosslyn. □

AFRICAN AFFAIRS

Office of the Assistant Secretary: Assistant Secretary HERMAN J. COHEN participated in Georgetown University's "U.S.I.A. 2002 Study" at the Institute for the Study of Diplomacy, School of Foreign Service, on December 3 ... From December 6-14 he traveled to Cairo, Khartoum, Nairobi, Addis Ababa, Djibouti, Asmara and Paris ... He attended the Somalia contributing partners briefing on January 6 ... He gave the opening remarks for a conference on the African military and democratization ... On January 11 he attended the Martin Luther King reception that was hosted by the Secretary ... He was the featured speaker at the first African Forum meeting in the Dean Acheson Auditorium ... He gave remarks, January 15, at the Somalia conference at Meridian International Center ... That same day, Secretary Eagleburger presented a Distinguished Service Award to Mr. Cohen ... On January 21, Mr. Cohen and principal deputy assistant secretary JEFFREY DAVIDOW attended SECRETARY CHRISTO-



NAIROBI, Kenya—Ambassador Smith Hempstone is made a Kenyan "elder" by the post's Foreign Service national employees.



KAMPALA, Uganda—Ambassador Johnnie Carson, left, presents cash award to maintenance personnel serving at this post

in the East African country, south of Sudan: John Matovu, Barnabus Wakibugu, Simon Emuria, Samuel Sekiziyivu.

PHER's meeting with NELSON MANDELA.

Office of the Deputy Assistant Secretaries: Principal deputy assistant secretary JEFFREY DAVIDOW gave a speech on democracy in Africa to the Association for Diplomatic Studies, December 8 ... On December 9 he traveled to New York to meet with UN secretary general BOUTROS BOUTROSGHALI ... That evening, he attended the American University human rights prize dinner, given in honor of former President JIMMY CARTER ... He traveled to Rome, Lisbon and Luanda, returning to the office December 22 ... On January 19 he attended a farewell luncheon in honor of SECRETARY EAGLEBURGER ... Deputy assistant secretary ROBERT HOUEK traveled to London, Addis Ababa and Asmara for consultations, and to attend the humanitarian conference on Somalia, November 30-December 8 and January 1-7 ... He attended the Kenya national day reception, December 11 ... On December 7 he attended the national day reception for Cote D'Ivoire ... He spoke concerning the Horn of Africa before a meeting of American Jewish leaders, December 14 ... On December 3 deputy assistant secretary LEONARD ROBINSON traveled to Pennsylvania to address the Lincoln University/Liberian election support group on the situation in Liberia ... From December 8-15 he traveled to Abidjan, Conakry, Dakar and Paris ... He traveled to New York, January 7, to meet with the UN special envoy to Liberia, TREVOR LIVINGSTON GORDON-SOMERS ... Mr. Robinson's last day in African Affairs was January 11 ... Acting deputy assistant secretary WILLIAM DAMERON spoke at the Industrial College of the Armed Forces, on African policy, December 11 ... Deputy assistant secretary JOHN BYERLY's first day in African Affairs was January 7. □

CONSULAR AFFAIRS

Front Office: JAMES L. WARD, acting assistant secretary, attended the funeral service in Ruma, Ill., on January 18 for Sisters BARBARA ANN MUTTRA and JOEL KOLMER, who were buried alongside Sisters SHIRLEY KOLMER, AGNES MUELLER and KATHLEEN MCGUIRE, all of whom were slain in Liberia's civil war.

Visa Services: BROOKE C. HOLMES, deputy director, traveled, January 24-29, with PRISCILLA CLAPP, deputy assistant secretary for refugee programs, and a delegation of other Foreign Service officers, Immigration and Naturalization Service officers and congressional staff members to Haiti to review refugee processing ... JOAN GARNER, Post Liaison Division, traveled to Warsaw to attend a Polish in-country consular conference, February 3-5. She then journeyed to Budapest and Bucharest to review consular issues, including international adoption.

Passport Services: WAYNE GRIFFITH was serving in February as acting deputy assistant secretary for passport services ... C. WAKEFIELD MARTIN has been selected as the new chief of the Public Services Division ... On January 8 RICHARD P. McCLEVEY and his staff at the Office of Program Support, in Washington, hosted a tour of computer, name clearance and file operations for approximately 20 participants in the advanced consular course ... ANTHONY CHAN, supervisory passport examiner at the Los Angeles Passport Agency, attended a Federal Executive Board emergency preparedness meeting, and a



BUDAPEST, Hungary—Ambassador Charles Thomas presents "Foreign Service National of the Quarter" award to Dori Lenard of the consular section.

monthly meeting of the Federal Occupational Safety and Health Council of Southern California ... During the week of January 25 GLORIA GREEN, fraud program coordinator at the Los Angeles agency, attended a training course sponsored by the Office of Personnel Management, on supervision ... In January, SAKAE M. HAWLEY, regional director at Los Angeles, presided over the first Federal Executive Board policy committee meeting of 1993 ... On January 14 Washington Passport Agency regional director C. PAM HOLLIDAY conducted a tour of the facilities for executives of



WARSAW, Poland—Displaying bags of outgoing mail in this East European capital, in response to an immigrant visa lottery that

Polaroid, who are interested in assisting with technology on laser-printed photographs in passports, similar to the current machine-readable visa process ... BARBARA CHESMAN has been selected as the new chief of the Special Issuance Division, and CELESTE LEWIS is the new assistant regional director of the Washington agency ... The agency welcomed LILLIE KAMANU, formerly an employee of the U.S. embassy in Lagos, as a passport examiner ... TOMMYE GRANT and REBECCA HAMLIN, both of the Washington agency, attended a two-day conference on fraud, conducted by the Maryland Motor Vehicle Administration at Baltimore-Washington International Airport. Briefers included Immigration and Naturalization Service and Social Security Administration officials ... Ms. Hamlin recently conducted training for employees of two Washington postal facilities who are beginning to accept passport applications.

Overseas Citizens Services: DAVID HOBBS, deputy assistant secretary, traveled to Brussels in December to meet the European Community working group. The meeting focused on consular issues that included international child abduction, mutual cooperation on the evacuation of U.S. and European Community nationals from trouble spots, and enhancing U.S. and European Community consular cooperation and consular service technology ... Mr. Hobbs, joined by LINDA DONAHUE, child custody coordinator, and JAMES SCHULER of the child custody unit, represented the U.S. Central Authority at The Hague, January 18-22, in discussions on child

abduction treaty obligations, including the U.S. inability to fund attorneys and the U.S. case volume.

Fraud Prevention Programs: GLADYS LUJAN conducted a training session at the Federal Law Enforcement Training Center, Glynco, Ga., on February 4. The class was part of the immigration officer basic training course, comprised of 46 inspector trainees ... MARC GORELICK represented Fraud Prevention Programs at a Polish consular conference in Warsaw, February 3-5. While in Warsaw, he briefed immigration and airline officials on alien smuggling and fraud, and consulted with consular officials on alien smuggling matters ... ANNE AGUILERA traveled to San Jose, Costa Rica, and consulted with immigration and airline officials regarding the problem of alien smuggling through that country. In addition, she provided training to the consular staff in detection of fraudulent documents. □

DIPLOMATIC SECURITY

Diplomatic Security Service: Director CLARK M. DITTMER received the Distinguished Honor Award from SECRETARY EAGLEBURGER on January 15 ... The Protective Liaison Division coordinated security for the participation of the diplomatic corps in inaugural events during January ... Protective liaison special agents DAVID BENSON (team coordinator), DAVID HAAG and MICHAEL VAN BUSKIRK were assisted by a 10-member security advance team comprised of special agents TERESA TENO, PAUL VALLEE, JAMES COMBS, JANE PRICHARD, KEITH CARTER, DAVID BRACKINS, JAMES MURPHY and DAVID MALONE from the Washington Field Office, with NANCY ROLPH and JAMES CRONIN from the Dignitary Protection Division ... Inaugural venues attended by the diplomatic corps included the Lincoln Memorial, Georgetown University, the State Department, Capitol Hill, the Blair House and the diplomatic ball at Union Station ... Special agents FRED BURTON, MICHAEL POSILLICO, MICHAEL PARKS, NICHOLAS SMITH, SCOTT STEWART and JOHN TAYLOR, Counterterrorism Division, provided support for each site, while special events coordinator ELIZABETH WOOD and security specialist DONALD BLAKE, Procedural Security Division, assisted advance teams at State and Blair House.

The Office of Overseas Operations served as the bureau's coordinator of security services in support of "Operation Restore Hope" that began in Somalia in December ... JOHN BEAUDRY, the regional security officer in Hamburg, initiated the security program in Mogadishu and coordinated the protective detail for Ambassador ROBERT OAKLEY



DIPLOMATIC SECURITY—Diplomatic Security Service director *Clark M. Dittmer* (left) receives *Distinguished Honor Award* from Secretary *Eagleburger* on January 15.

during Mr. Beaudry's temporary service, December 5-January 16 ... RAY SMITH, the regional security officer in Nairobi, and his assistant, MIKE EICHER, provided local coordination in successive meetings, briefings and airport assists that helped ensure security support for the Somalia relief effort ... Mr. Eicher also served on temporary duty as regional security officer in Mogadishu, December 15-17, with GEORGE FREDRICK, the regional security officer in Dar es Salaam, and PAT MCGHEE, assistant regional security officer in Capetown ... GEORGE MCCAULEY, special agent-in-charge of the Los Angeles Field Office, assumed temporary duty as regional security officer in Mogadishu for a month beginning January 16 ... The Mobile Security Division was represented there by EDWIN GUARD, GLEN GERSHMAN, ERIC STOCKY and MICHAEL MACK, December 14-29 ... Special agent Gershman and JEFFREY ULRICH resumed Mobile Security Division duties when they accompanied Mr. Oakley on his return to Somalia, January 7.

Special agents DAVE ORR and BILL LEVERETT were assigned to the PRINCE BANDAR, ambassador of Saudi Arabia, protective detail, January 6 ... Special agent ANDY KOROPECKYJ began a 90-day assignment in the Command Center on January 26 ... Special agents RICK BURGUIERES and PATRICK O'BOYLE began a 60-day detail to the Washington Field Office criminal section, January 25 ... Assistant special agent-in-charge TONY RICHARDS and special agent MIKE WANAGEL participated in high-risk personnel firearms training, January 19-22, sponsored by the Marine Corps in Quantico, Va ... Special agent Wanagel also attended management operations training at the Diplomatic Security Training Center, January 26-28 ... ROLAND

WILKES, Washington Field Office section chief, and TRACIE MIDDLETON, secretary to the special agent-in-charge, gave a credit report seminar in the Personnel Security Suitability Division, January 27.

The Washington Field Office's Investigative Task Force II, with section chief DAVE TANNER as agent-in-charge, began operations on January 7. The task force was created to handle new Foreign Service and Civil Service Reserve Corps investigations ... The following task force agents were selected from sections within the field office: JIM REYNOLDS, ERIC CARLSON, MARK HEBERT, MICHAEL PERKINS, JOHN O'CALLAGHAN, VIDA GECAS and VINCE GRAHAM.

The special agent-in-charge of the Chicago Field Office, KIM STARKE, and special agent DAVE LYONS attended the first meeting of the World Cup Soccer group in Chicago. This group is preparing security plans for the 1994 opening ceremonies to be held in Chicago. The group will also have overall responsibility for protection of dignitaries, sites and participants at the World Cup events in Chicago.

DENNIS PLUCHINSKY, Office of Intelligence and Threat Analysis, was participating in the Central Intelligence Agency's "Exceptional Analyst Program." He was selected from a large field of candidates in the intelligence community. He is completing a one-year sabbatical, studying the prospects of political violence, specifically the inter-ethnic conflicts in eastern Europe and the former Soviet Union. Mr. Pluchinsky has co-authored two books on European terrorist developments: "European Terrorism: Today and Tomorrow" (with fellow analyst ANDY CORSUN), and "Europe's Red Terrorists: The Fighting Communist Organiza-

tions." Mr. Pluchinsky has recently been appointed as an adjunct professor at the Defense Intelligence College, where he will teach as part of the master's degree program in strategic intelligence.

LARRY W. McCULLEN SR., previously a position classification specialist in the Bureau of Personnel, has been selected as chief of the applicant branch in the Personnel Security/Suitability Division ... LEONI NELSEN retired on December 31 after 30 years of service. She had served as a security assistant in the Office of Investigations for over 25 years ... MARK HUNTER has joined the staff of the Passport Fraud Branch ... ROBERT VALENTE has left the Special Investigations Branch for a new assignment in Beirut.

Emergency Plans and Counterterrorism: BENJAMIN C. RUNNER JR., chief, Crisis Management Exercise Division, was awarded the Secretary of Defense Medal for Meritorious Civilian Service by the assistant secretary of defense for special operations and low-intensity conflict, in a ceremony at the Pentagon on January 28. □

EAST ASIAN AND PACIFIC AFFAIRS

Assistant Secretary WILLIAM CLARK accompanied Secretary of Commerce BARBARA FRANKLIN on her presidential mission to China and Hong Kong, December 16-22 ... Deputy assistant secretary KENNETH QUINN led a delegation to Beijing in January, to discuss prisoner-of-war/missing-in-action matters. He was accompanied by ANDREW



EAST ASIAN AND PACIFIC AFFAIRS—At award ceremony, from left: *H.R. Malpass, Kenneth Fairfax, Natalie*

Johnson, Ambassador (to Micronesia) Aurelia Brazeal, Assistant Secretary William Clark, Joseph Richardson, Alison Krupnick.



MANILA, Philippines—Ambassador *Richard H. Solomon*, right, presents Superior Honor Award with \$1,000 cash to *Simeon L. Moats*, for his performance as deputy political counselor.



RANGOON, Burma—*Gregory Hasham*, left, shipment assistant, receives Meritorious Honor Award from chargé *Franklin P. Huddle Jr.*

ROTHMAN, country officer for Vietnam, and **AUBREY CARLSON**, country officer for China, and officials from the Department of Defense ... On January 25 **ANNE GALER RYAN**, Philippine Affairs, traveled to Manila to discuss economic and trade matters ... **MARK PROKOP** spent two weeks on the desk prior to being posted to the consular section in Manila.

In October, **JOHN FINNEY** arrived from Manila to replace **PHILIP MAYHEW** as director of the Office of Thailand and Burma Affairs ... Mr. Mayhew has moved to the Freely Associated States office ... Deputy director **JUDITH STROTZ** left the desk in November to become the new consul general in Chiang Mai. She has been replaced by **KARL WYCOFF**, who arrived from Pacific Island

Affairs in January ... The Burma country officer is **DEIRDRE CHETHAM**, who transferred from Berlin in June to replace **ERIC SANDBERG**, now on the Korea desk ... **NELS NORDQUIST**, following completion of the A-100 course, spent two months on the Thai desk before beginning Thai language training in preparation for his assignment to Bangkok in the summer ... The Japan desk chief for economic affairs, **BOB LUDAN**, traveled to Tokyo for trade talks, December 14-19. □

ECONOMIC AND BUSINESS AFFAIRS

WILLIAM RAMSAY, deputy assistant secretary for energy, resources and food policy, led the U.S. delegation to the session of the International Energy Agency's standing group on long-term cooperation, January 14, in Paris. He chaired the meeting ... **FREDERIC MAERKLE**, division chief, Office of Consumer-Country Affairs in the Office of Global Energy, participated in this meeting as well, which was devoted to preparation for the biennial ministerial meeting in June ... Mr. Ramsay also led the U.S. delegation to the International Energy Agency's governing board meeting, December 4, in Paris ... **FREDERIC MAERKLE**, division chief, Office of Consumer-Country Affairs, participated in this meeting, devoted to preparation for the biennial ministerial meeting this June ... **SUE CRONIN**, Office of Global Energy, participated in the International Energy Agency's standing group on emergency questions meeting, December 3, in Paris, to discuss results of the recently completed seventh allocation systems test of members' oil stock sharing plan ... **TODD SCHWARTZ**, Office of Global Energy, Energy-Producer Country Affairs Division, visited Los Angeles with the Executive Council on Foreign Diplomacy to discuss U.S. energy policies with oil companies there.

ROBERT McSWAIN, Office of International Commodities, participated in meetings with industry in New York, January 6-7, to obtain comments on proposed sales of metals from the national defense stockpile ... The Office of International Commodities' **WES SCHOLZ**, **MILT DRUCKER**, Mr. McSwain, **DANIEL HOLTZMAN** and **JOHN CARWILE** traveled to New York, January 8, for a seminar offered by officials of the New York Mercantile Exchange, on commodity exchanges ... The exchange has worked with State to encourage UN Conference on Trade and Development and developing countries to explore commodity exchanges to manage price risk ... **WES SCHOLZ**, director, Office of

International Commodities, led a delegation from Washington to the ninth in a series of informal consultations hosted by the UN secretary general on reform of the law of the sea convention's seabed mining regime, in New York, January 27-29 ... **MILT DRUCKER**, deputy director of the office, served as consumer-country spokesman at meetings of the preparatory commission for renegotiation of the international tropical timber agreement, in Quito, January 27-30.

THOMAS L. ROBINSON, director, Office of Food Policy and Programs, participated in international coffee negotiations in London, November 23-December 1, and again, January 26-February 5 ... **SANDRA L. MENDYK**, same office, served on the U.S. delegation to the International Wheat Council meeting, November 30-December 1, and as delegate to the Food Aid Committee meeting, December 2, both in London ... **LYNN GURIAN**, same office, represented State in discussions in Managua, November 30, on Nicaragua's de facto import ban on poultry parts, followed by agricultural consultations in Nicaragua and Costa Rica ... **SUSAN KLING**, same office, participated in General Agreement on Tariffs and Trade Uruguay Round negotiations in Geneva, December 6-12, and served as alternate delegate at the Organization for Economic Cooperation and Development's committee for agriculture meetings, in Paris, December 14-18.

BILL SKOK, chief, Security Enforcement and Licensing Division, Office of Coordinating Committee on Export Controls (Cocom) Affairs, headed the U.S. delegation to the meeting of the Cocom subcommittee on export controls, in Paris, January 12-14.

Negotiations cochaired by **STEPHEN R. GIBSON**, director, Office of Investment Affairs, culminated in the signing of a bilateral investment treaty with Kyrgyzstan, January 19 ... The office's **LORRAINE TAKAHASHI** coordinated technical details and language conformation with the embassy of Kyrgyzstan ... **CHRISTOPHER BEEDE** of the office has received a Meritorious Honor Award for his work on investment policy issues.

PAUL BALABANIS, director, Office of Monetary Affairs, led the U.S. delegation to the January 25-27 meeting of the Paris Club, at which creditor countries reached agreement with delegations from Jamaica and Mauritania on terms for the rescheduling of official debts, and reviewed other international debt issues.

STEPHEN K. KEAT, Office of Intellectual Property and Competition, attended the first session of an ad hoc working group on the interrelationship between investment and technology transfer, January 25-29, in Geneva. The U.S. delegation included representatives of State and the Patent and Trademark Office ... **STEVEN R. PRUETT**, same office, traveled to Ankara with representatives of the Copyright Office for consultations, January 13-15, with Turkish officials regarding revisions of their copyright and patent laws.



CARACAS, Venezuela—Economic officer Richard J. Driscoll receives Meritorious Honor Award from Ambassador Michael M.

Skol. Left to right, background: Adam Shub, Jon Gilbert, Stephen Thompson, Tom Perkins, Claudia Serwer.

BILL MEMLER, Office of Developing Country Trade, served on the U.S. delegation to meetings of the U.S./Panama Trade and Investment Council, January 11, in Panama City, and the U.S./Nicaragua Trade and Investment Council, January 13, in Managua ... EDWARD KASKA, Developed Country Trade Division, was the Department's representative on an interagency team that traveled to Warsaw, Poland, for tariff negotiations, January 14-15.

The deputy assistant secretary for transportation affairs, JAMES R. TARRANT, was the keynote presenter for Presidents Academy XI. He spoke before presidents/chief executive officers representing hotel companies. The seminar was in Tucson, January 8 ... The special negotiator for transportation affairs, CARL C. CUNDIFF, chaired interagency talks in Tokyo on the U.S.-Japanese bilateral aviation relationship, including discussions on United Airlines' unfair competition complaint against the Japanese government ... The director of the Office of Aviation Negotiations, THOMAS MARTIN, chaired the U.S. delegation in the second round of negotiations with the Russian Federation, January 5-7, in London ... The deputy director for aviation negotiations, SAMUEL V. SMITH, chaired civil aviation discussions with Brazil, in Washington, January 12-13. The main issue was capacity in the U.S./Brazil market ... On January 12-13 the deputy director of the Office of Maritime and Land Transport, BRUCE CARTER, participated in negotiations to revise the U.S.-Mexico charter/tour bus memorandum of understanding in Washington ... On January 13-14 STEPHEN M. MILLER, same office, represented the United States at a meeting in Paris between member countries of the Organization for Economic Cooperation and Develop-

ment and officials from eastern Europe and republics of the former Soviet Union. The participants discussed a proposed framework of common shipping policies.

Recent arrivals were those of CHERYL WILLIAMS, Office of Intellectual Property and Competition, and CARYN R. McCLELLAND, Office of Food Policy. □

FOREIGN MISSIONS OFFICE

HARRY W. PORTER III, deputy director, has been notified that he should continue to serve as acting director in the new administration ... ERIN ENNIS, Diplomatic Motor Vehicle Staff, with ROBERTA PETRIN of the Development Staff and MARK HARPER of the Systems Staff, left the office in December ... January departures from the office's interagency liaison group included THALIA MARMARAS, GAIL REINHEIMER and DENNIS SEQUEIRA.

The office welcomed JOAN COAN and JAMES PICCARD to the Customs Staff; JAMES SKOULIKAS to the Interagency Liaison Group; LESLIE HARNISH to the Diplomatic Motor Vehicle Staff; and CHELSEA COCHRANE to the Los Angeles Regional Office ... BETTE GARRATT, who served as a temporary project manager for the operations and system support contractor, Unisys, was presented a "Quality Employee of the Month" award ... SUSAN HIGGINS, Program Support Division, was presented the same award. □

FOREIGN SERVICE INSTITUTE

The Office of the Executive Director welcomed JIM MORAN as part of a specially-designated team whose responsibilities are to coordinate the logistical move to the new National Foreign Affairs Training Center ... GARY BRANA-SHUTE, deputy chairman of Latin American studies, School of Area Studies, participated in a conference sponsored by the Army's John F. Kennedy Special Warfare Center and School at Fort Bragg, N.C. The conference dealt with "Communalism, Conflict and Implications for Special Operations Forces." As a member of the Latin American panel, Mr. Brana-Shute presented a paper on Panama and led the discussion on it ... PETER BECHTOLD, chairman for Near East and North African studies, lectured at the Army War College, Carlisle, Pa., January 11, on "The Role of the Great Powers in the Middle East." ...

ANNE IMAMURA, chairwoman of Asian studies, spoke to the Bethesda-Chevy Chase Rotary Club on "Women and Social Change in Japan," January 26 ... DAVID RED, language training supervisor for South Asian languages, School of Language Studies, and TASNIM RAZI, language and culture instructor for Urdu, went to Fort Campbell, Ky., to administer Urdu language proficiency tests to 10 Special Forces members at the conclusion of their training. They also conferred with the Urdu instructor, providing materials and advice on how to present the training ... DAVID RED attended the 42nd meeting of the National Reading Conference in San Antonio, where he presented a paper, "New Script, New Language—Learning to Read Hindi," at the symposium that was scheduled on "Research in Second Language Reading: Studies in English, Spanish and Hindi." Spanish language training supervisor ALFRED CARTER also attended the conference ...

Overseas Briefing Center secretary SHARON CARPER has completed the three-week advanced consular training course for tenured consular officers. She worked until recently in the consular section at Embassy Lusaka and received the consular officer designation while serving in Zambia as part of the new program for dependents of Foreign Service officers. Having completed the basic consular training program four years ago and with work experience in Zambia, Ms. Carper received special clearance from the director of consular training, NICHOLAS WILLIAMS, to attend the course. Spouses and dependents of employees are accepted in training when space and circumstances permit, the institute said.

The Overseas Briefing Center has announced the availability of "Craighead's Coun-



FOREIGN SERVICE INSTITUTE— Students who were enrolled in the advanced consular course include, left to right, front row: Sarah Smith, Rebecca Hamlin, Sharon

Lee Carper, Hazel Boone, Elizabeth Montagne, Mary Draper and Ilona Flynn. In the back row: Lawrence Taylor, Brian Oberle, Jeanne MacDougall, Eigil Hansen, Ken

Gross, Michael Mezaros, Karl Olson, Richard Beer, Brian McNamara, David Kornbluth and Nicholas Williams.

try Reports" at its information center. The reports are designed for international business travelers and for relocating employees and their families. The reports, compiled by a private organization, are updated every month. There are reports on over 80 countries in the files. □

HUMAN RIGHTS AND HUMANITARIAN AFFAIRS

The country reports on human rights practices for 1992 were completed and delivered to Congress on January 19. They were the 17th annual reports on human rights to be submitted to Congress by the Department. Assistant Secretary PATRICIA DIAZ DENNIS discussed the reports at a press conference the same day. The reports reflect the combined efforts of hundreds of persons, including embassy reporting officers and geographic bureau desk officers and personnel from other offices in the Department. In the human rights bureau, primary responsibility for production of the reports rests with the country reports team, a group of retired Foreign Service officers hired on contract to edit and compile the reports. This year's team members were NICHOLAS G. ANDREWS, DAVIS E. BOSTER, ALLEN C. DAVIS, DONALD S. HARRIS and JAMES C. TODD. The team secretary was SANDY BUERLE. The team is directed by THOMAS E. WILLIAMS, assisted

by LAWRENCE L. ARTHUR of the bureau. The following bureau bilateral affairs officers made major contributions to the reports: GERRY FULLER, PAT HOTZE, JUDITH KAUFMANN, KENNETH LYONS, GARY OBA, ERIC SCHULTZ and CAROL SMETANA.

On January 15 the bureau sent a legal delegation composed of three U.S. judges and three U.S. prosecutors to Ukraine for two weeks, to participate in a legal seminar in Kiev and follow-up programming in Kharkov and Lvov. The seminar, organized by the bureau in cooperation with the Ukrainian supreme court and the office of the general prosecutor, focused on the relationship between judges and prosecutors. Bureau program officer NICHOLAS KLISSAS accompanied the delegation ... Later in the month, a delegation consisting of two U.S. judges went to Chisinau, Moldova, to participate in a seminar organized by the Moldovan parliament to address judicial reform. U.S. participation was in response to an invitation from the parliament.

The Office of Multilateral Affairs drafted the U.S. Government's fifth submission of information on violations of humanitarian law and breaches of the Geneva conventions in the former Yugoslavia, which was presented at the end of January to the United Nations. In addition to the categories of violations and abuses used in the previous reports, the fifth report included a new category, "Impeding Delivery of Food and Medical Supplies to the Civilian Population."

Deputy assistant secretary NANCY ELY-RAPHEL traveled to Brussels, Belgium, January 15, for U.S.-European Economic Community troika consultations on human rights ...

On January 8 senior policy adviser GEORGE LISTER was interviewed for 30 minutes on U.S. human rights policy, on TV Channel 33 ... On January 5 the deputy director of the Office of Bilateral Affairs, JUDITH KAUFMANN, spoke at the political tradecraft course on human rights reporting and preparation of the country reports on human rights ... She lectured on human rights to newly-designated security assistance officers at the Defense Institute of Security Assistance Management, Wright-Patterson Air Force Base, Dayton, O., January 27 ... The deputy director of the Office of Multilateral Affairs, KAREN KRUEGER, participated in a conference, January 28-30, in Strasbourg, "Human Rights in the Dawn of the 21st Century," which was organized by the Council of Europe. □

INTERNATIONAL COMMUNICATIONS AND INFORMATION POLICY

MICHAEL T.N. FITCH, deputy coordinator for satellite, cable and national security affairs, met on January 8 with IRMA PASSIONI, president of the commission on science, technology and communications of the Brazilian Chamber of Deputies ... He also met with the newly-selected International Telecommunications Satellite Organization panel of legal experts during their January 26 organizational meeting in Washington ... Special

adviser WARREN CLARK traveled to Budapest, Prague, and Warsaw, January 4-15, for consultations on projects for development of competitive markets, laws and regulations in communications, under the Support for Eastern European Democracy Program of A.I.D.

TIMOTHY C. FINTON, counselor for telecommunications trade, has begun a one-year assignment under the Department's corporate assignment training program, as an international business development specialist with Honeywell, Inc., McLean, Va ... The bureau welcomed two new secretaries, DORIS S. BROOKS and ALFREIDA WALKER. Ms. Brooks serves as secretary for the deputy coordinator for satellite, cable and national security affairs, and Alfreida Walker as secretary for the deputy coordinator for trade development. □

INTERNATIONAL NARCOTICS MATTERS

JOHN ELBEN, aircraft maintenance chief of the bureau air wing at Patrick Air Force Base, visited Washington, January 5-8, to present a deposition relating to a court case ... RAYBURN HESSE attended the financial action task force meeting in Paris, January 18-20.

People: The air wing welcomed Army chief warrant officer DAVID SAENZ, who is assigned to La Paz as the aviation maintenance technician with duty in Santa Cruz ... PATRICIA EVANS-SCALZO came to Washington to attend the second part of the equal employment opportunity counseling course ... Departing were WILLIAM J. OLSON and MICHAEL J. MITCHELL. □

LEGAL ADVISER'S OFFICE

RONALD J. BETTAUER, assistant legal adviser for international claims and investment disputes, traveled to The Hague to participate in a pre-hearing conference on Case No. B/61 before the Iran/U.S. Claims Tribunal. He was accompanied by JOHN B. SANDAGE, attorney-adviser, same office ... Lieutenant Colonel MILTON L. SMITH, attorney-adviser on detail from the Air Force to the same office, traveled to Dallas to meet with auditors, review reports and documents and interview witnesses, at Bell Helicopter International, related to foreign military sales case B/1 ... ROCHELLE E. STERN and DONNA M. CATLIOTA, attorney-advisers, same office, traveled to Dayton, O., to an orientation course at the

Defense Institute of Security Assistance Management, Wright-Patterson Air Force Base ... Ms. Catliota also traveled to Treviso, Pa., to meet with consultants to review records and gather information, also relating to foreign military sales case B/1 ... PETER H. PFUND, assistant legal adviser for private international law, traveled to The Hague to attend the session of the special commission on the child abduction convention. He was accompanied by VANESSA A. LAIRD, attorney-adviser, Office of Consular Affairs.

JOHN R. BYERLY has transferred from the Office of the Legal Adviser to the Bureau of African Affairs to serve as a deputy assistant secretary ... JOAN DONOHUE was selected as assistant legal adviser for African affairs ... JOHN ARBOGAST has returned from Pretoria, South Africa, and is assigned as an attorney-adviser, Office of Legislative and General Management ... KELLY CARLSON, attorney-adviser, has been temporarily reassigned to the Office of Human Rights and Refugees ... ROGER PLUNK, law clerk, has been assigned to the Office of International Claims and Investment Disputes ... JOSHUA DOROSIN joined the bureau as a legal extern working with the Office of Human Rights and Refugees and the Office of UN Affairs ... Leaving the bureau were secretaries MARKETTA NELSON, LORRAINE WILLIAMS and BARBARA BLACK.

ROBERT K. HARRIS, assistant legal adviser for law enforcement and intelligence, traveled to London for mutual legal assistance treaty and extradition negotiations with the United Kingdom. He was accompanied by JAMES E. BAKER, attorney-adviser, same office ... J. ASHLEY ROACH, attorney-adviser, Office of Oceans, International Environmental and Scientific Affairs, traveled to Geneva to attend an informal brainstorming session on the environmental modification convention ... PAULA J. BARTON, attorney-adviser, Office of Buildings and Acquisitions, traveled to the American Institute in Taiwan to assist in exploring real property acquisition and construction options ... KENNETH R. PROPP, attorney-adviser, Office of Ethics and Personnel, received a Meritorious Honor Award from the former assistant secretary for economic and business affairs, EUGENE McALLISTER, for his work on the North American free trade agreement and on bilateral investment treaties with several countries in central and eastern Europe. □

LEGISLATIVE AFFAIRS

STEVEN K. BERRY has departed the bureau and is working on the Senate Foreign Relations Committee ... Deputy assistant secretary GARDNER PECKHAM has joined the

House Republican Policy Committee ... Legislative management officers SCOTT STYLES and DAVID DWORKIN and staff assistant JONATHAN SYMONDS have also departed the bureau ... New arrivals are those of JAQUELINE CORNIO and MARKETTA NELSON, secretaries. □

NEAR EASTERN AFFAIRS

Office of the Assistant Secretary: Deputy assistant secretary DAVID L. MACK gave a "Worldnet" interview on Iraq, January 8. Posts participating in the interview were Cairo, New Delhi, Ankara and Abu Dhabi ... On January 14 he was interviewed on Iraq, in Arabic, by the Voice of America ... LINCOLN BLOOMFIELD JR. resigned from the Department after completing his assignment as deputy assistant secretary with responsibility for Maghreb affairs, the Levant and commercial matters.

Office of Arabian Peninsula Affairs: Bahrain desk officer PAUL WICKBERG and junior officer MIKE ADLER participated in negotiations held by the U.S. trade representative, January 25-27, which led to a textiles agreement with Bahrain ... Kuwait desk officer ETHAN GOLDRICH traveled to Kuwait and Saudi Arabia for consultations, January 1-10.

Office of Egyptian Affairs: Embassy Cairo economic officer MARIE MURRAY visited Washington in mid-January for consultations with State, Treasury and the U.S. executive directors at the International Monetary Fund and the International Bank for Reconstruction and Development.

Office of Israel and Arab-Israeli Affairs: Economic officer JAKE WALLEES traveled to



JEDDAH, Saudi Arabia—Consul general Mark G. Hambley presents the post's "Foreign Service National of the Year" award to Mabrouk El-Alkamy.

Copenhagen, Jordan and Israel, to consult with foreign counterparts on the Middle East peace talks' multilateral working groups.

Office of Northern Gulf Affairs: Director RONALD NEUMANN traveled to Ankara, December 10-12, as part of a delegation headed by the Defense Department's PAUL WOLFOWITZ and the assistant secretary for European and Canadian affairs, THOMAS NILES. They met with French, British and Turkish delegations to discuss the extension of "Combined Task Force Provide Comfort." ... Mr. Neumann then traveled to northern Iraq as part of a Department of Defense/Joint Chiefs of Staff team headed by Defense's deputy assistant secretary CARL FORD ... Mr. Neumann ended his trip with a stop in London for consultations on northern Iraq.

Office of Regional Affairs: Deputy political-military adviser DIANE PARSONT left the Department at the completion of her rotation here. She has been replaced by TODD ROSENBLUM ... FRANK MERMOUD has resigned from the Department after serving as congressional relations officer for the bureau. □

PERSONNEL

Family Liaison Office

Education counselor KAY BRANAMAN EAKIN organized a meeting of the support network for Foreign Service parents of children



FAMILY LIAISON OFFICE—*Michael Ann Dean*, center, at her farewell after six years as the publications coordinator and writer-editor. With her are office director *Maryann Minutillo*, left, and former director *Sue Parsons*.

with special needs. The December program, "Parent Advocacy: How to Work with Schools," featured two speakers, the director of the Parent Educational Advocacy Training Center and a "due process" attorney.

Over the holidays, the seventh college workshop for Foreign Service high schoolers was led by Foreign Service college students from five universities. They described how they chose a school from overseas, and gave tips on college living and learning. The workshop, held at the Overseas Briefing Center, was facilitated by Ms. Eakin and youth

coordinator KAREN LUNDAHL ... Ms. Eakin hosted the January meeting of the Association of Counselors and Consultants for Educational Support and Services. WILLIAM d'ALELIO, a psychologist who works with children and adolescents, spoke on "Separation Problems" for students at various stages of their education—a concern for Foreign Service students as they move from post to post.

Support services officer JO-ANNE VAUGHN organized a briefing for Monrovia evacuees by Ambassador WILLIAM TWADDELL on January 5 ... On January 28, a



BUREAU OF PERSONNEL—Director general *Genta Hawkins Holmes* welcomes outgoing Secretary *Lawrence Eagleburger* into the Foreign Affairs Reserve Corps as a

Reservist, at inauguration ceremony of the newly-formed corps. With them are members of the American Foreign Service Association and the staff of the corps, front row,

left to right: *Chuck Schmitz*, *Bill Kirby*, *Mr. Eagleburger*, *Ms. Holmes*, *Joe Melrose*, *Dick Dugstad*. Back row: *Ed Peck*, *Walt Lundy*, *Ward Thompson*, *Lee Carter*.

briefing for evacuees from Algiers focused on administrative issues. Evacuees were greeted by Family Liaison Office director MARYANN MINUTILLO and met with other staff members, as well as bureau officers ... A three-day employment workshop for Foreign Service family members was offered jointly by the office and the Overseas Briefing Center,

January 19-22. Each day focused on different aspects of the job-search process: networking and interviewing techniques, resume writing, SF-171 preparation, etc. In addition, there was a discussion of Washington area and overseas employment options.

The office sponsored its third training session for the Association of American

Foreign Service Women's evacuee support network, January 27. The two-hour workshop focused on the assistance that this group can provide for evacuees, such as welcoming them at area airports, maintaining telephone contact and providing individual sponsorship.

Staff members briefed several groups in December and January including: Drug Enfor-

Family Liaison Office observes 15th anniversary

By MARYANN MINUTILLO
Office director

For new Foreign Service employees and families, it must seem as though the Family Liaison Office has always been around to be an advocate for them. However, veteran members of the Foreign Service family know that the creation of the office was relatively recent, accomplished after remarkable effort on the part of pioneering Foreign Service spouses and the Association of American Foreign Service Women. Established just 15 years ago, the office has an impressive record representing what the former Association of American Foreign Service Women president, Lesley Dorman, in her 1979 testimony before the Senate Foreign Relations Committee, called "the nonprofessional interest of the Foreign Service community in the policy-making councils of management."

The Family Liaison Office opened its doors on March 1, 1978, with a ribbon-cutting presided over by then Secretary of State Cyrus Vance. Mr. Vance noted the 1977 findings of the Forum of the Association of American Foreign Service Women, which pointed out the growing concerns of Foreign Service spouses and families. Creating the Family Liaison Office, he said, was evidence of the Department's recognition of the complex family issues which were impacting on the functioning of the Foreign Service.

In remarks that I regard as true today as they were 15 years ago, Secretary Vance summed up the challenges facing the Foreign Service and the Family Liaison Office: "In recent years the Foreign Service family, even more than the American family in general, has been deeply affected by the changing roles and aspirations of women, by new and harsher economic realities, and other changes in our society. The modern American family, in which both husband and wife work and share in the responsibilities of the home and parenthood, does not easily fit into the traditional world of diplomacy. It is becoming increasingly difficult for family members to reconcile the realities of American life with the demands of diplomatic life and culture abroad."

Today, to those ongoing challenges we might add the concerns of single members of the Foreign Service, the heightened security concerns of the Foreign Service community overseas, the issues of elder care, child care and Foreign Service youth, and the changing roles not only of women in today's Foreign Service families, but also of men, as evidenced by the rising number of male spouses.

Fifteen years ago, the family office had three staff members; now there are 13, who counsel over 6,000 clients each year. Fourteen years ago, 15 pilot community liaison offices opened at posts; now there are 154. Once there were no work agreements with other countries;

now there are 104. In 1988 the office's family member skills bank became fully operational; now there are 4,000 members.

Numbers alone, however, do not tell the story. By identifying concerns; by pushing for regulation changes when needed; by individual counseling; with reports, publications and videos, special briefings and seminars; and through an increasingly well-trained corps of community liaison office coordinators, the Family Liaison Office continues to fulfill its mandate. The story of the last 15 years is told by the thousands of Foreign Service employees and families who cannot imagine life without the Family Liaison office. □



FAMILY LIAISON OFFICE—In front of a chart indicating the office's role as advocate for Foreign Service employees and families, left to right: Genta Hawkins

Holmes, director general of the Foreign Service; Christine Shurtleff, president, Association of American Foreign Service Women; Maryann Minutillo, director of the office.

cement Administration employees, regional security officers and their spouses, A-100 class members, U.S.I.A. career counselors, new members of the Foreign Agricultural Service, Foreign Service specialists, employees and family members assigned to certain posts, security overseas seminar participants, and inspectors going to Nigeria, Niger and Burkina Faso; Syria, Jordan and Cyprus; and Chad and Tanzania.

JANET HAMPTON, community liaison office coordinator in Canberra, visited the office in January ... MICHAEL ANN DEAN has left the staff after six years as the publications coordinator and a writer-editor with the task of writing a definitive employment handbook for Foreign Service family members ... New to the office is VIRGINIA CHANDLER, community liaison office support officer. Ms. Chandler has returned from Rabat, where she served as the community liaison office coordinator. □

Medical Services

Dr. ESTHER ROBERTS visited Medical Services, January 8, after she accompanied a patient from Paris ... Also accompanying a patient to Washington was contract nurse KATHLEEN DUNN, from Kampala. She met and consulted with the medical staff ... KAREN LYNCH has joined the staff as one of the examination clinic receptionists ... Nurse practitioner BEVERLY GREENFIELD consulted in Medical Services, the week of January 11, at the end of her home leave. She returned to Budapest for her second tour, the middle of January ... Combining home leave and German language training, nurse practitioner SUSAN SMITH was in Washington in January and February, and was to return to Bonn to begin her new full tour ... Consulting in Medical Services in January was Dr. PAUL GRUNDY, who flew into Washington following home leave in Hawaii. He was slated for a second tour in Moscow.

Dr. WILLIAM BROWN, on leaving his position as director of health care programs to enter the retirement seminar, was honored by his colleagues at a farewell lunch on January 21, and he was nominated for the Department's Distinguished Honor Award ... The new director of health care programs is Dr. STUART SCHEER, formerly in the Bureau of Oceans and International Environmental and Scientific Affairs ... At the end of January Dr. RICHARD BRUNO moved into the oceans bureau from his post as director of clearances and was succeeded by Dr. KEN BABCOCK of the health unit ... On January 22 Dr. BROOKS TAYLOR consulted in Medical Services after accompanying a patient to Washington ... Contract nurse RHONDA VANDER SLUIS consulted in Medical Services, January 25, after accompanying a patient to Washington.

Dr. CHRISTINE BIENIEK, psychiatrist,

visited three posts in Saudi Arabia—Jedda, Riyadh, and Dhahran the weeks of January 25 and February 1. She addressed special concerns of foreign women living in the kingdom ... On January 25 KUMIKO CROSS, director of Foreign Service nurse practitioners, departed Washington to consult with nurse practitioners in Yaounde and N'djamena for two weeks ... In his position as the Medical Services rover, ART BROKSAS, nurse/physician's assistant, provided health care at Embassy Vientiane and to the wider community, the month of January. In February he was back in Washington preparing for his new posting to Manila, which was to begin this month. □

POLITICO-MILITARY AFFAIRS

Principal deputy assistant secretary MARC GROSSMAN has left the bureau to assume new duties as special assistant to the Secretary and executive secretary of the Department.

Office of Weapons Proliferation Policy: Director VANN VAN DIEPEN participated in talks with Russian officials in Moscow, January 11-13, on missile proliferation control ... Interns JOHN REGAS, CHRIS LANE, JOE FARKAS and ROBERT BLONS joined the office in January.

Office of Arms Control Policy for Compliance and Implementation: GUY LUNSFORD traveled to Russia as a member of the U.S. team observing a demonstration of Russian equipment (to be installed soon in the United States) used to record and play back Russian telemetry from their missile tests. The team concluded agreements related to U.S./Russian equipment demonstrations and installation, which are connected to implementation of the treaty on the reduction and limitation of strategic offensive arms (Start).

Office of Proliferation of Nuclear Weapons: ROGER CRESSEY moved to the National Security Council staff in December to assist senior staff in coordinating "Operation Restore Hope" in Somalia ... LAURA SCHMIDT joined the staff as an intern.

Office of the Assistant Secretary: VENETIA E. CAROTENUTO, recent graduate of Wittenberg University, in Springfield, O., has joined the bureau as staff assistant. She has made two consecutive trips to Minsk, Belarus, as a delegate of the safety, security and dismantlement negotiating team for the disarmament of nuclear weapons and weapons of mass destruction.

Office of the Executive Director: Deputy executive director RAPHAEL MIRABAL received a Meritorious Honor Award from Assistant Secretary ROBERT L. GALLUCCI

for his work in recruiting Foreign Service officers for the bureau.

Office of International Security Operations: The director, Colonel JOHN PIAZZA, is acting deputy assistant secretary until a replacement for SANDY MARTEL is designated ... BARBRO KIRKPATRICK is acting office director ... ALEX MARGULIES has come to assist with Somalia operations ... KATIE SOLON has been assigned for two months to Somalia to assist Ambassador ROBERT OAKLEY with politico-military issues ... On January 5 ANN WRIGHT and DAVID GOWDEY met with the UN demining expert in New York, laying the groundwork for cooperation in this area ... Later that week, they briefed Senate staff members on demining projects in Afghanistan and Central America ... ANN WRIGHT has been traveling regularly to the United Nations in New York to spearhead efforts to create a regional police force in Somalia.

Office of Defense Trade Controls: KEN PEOPLES, Arms Licensing Division, received the 1993 International Award at the Electronics Industries Association annual awards ceremony, January 29, in Washington. The award is given annually to a U.S. Government employee in the defense trade export licensing sector who, the association's members believe, best exemplifies professionalism and fairness in dealings with industry. □

PUBLIC AFFAIRS

Office of Public Liaison: Organization liaison officer YVONNE O'BRIEN coordinated the December 10 special briefing for the chairman of the American Legion Foreign Relations Commission. Arms control, UN peacekeeping efforts, and regional issues were discussed ... Program officer EILEEN McCORMICK PLACE coordinated the annual student visit of the Industrial College of the Armed Forces, December 11. Students were briefed on regional and international security issues during the daylong program in the Department ... Ms. Place also coordinated the Department briefing for members of the National Council of Catholic Women, January 25 ... Briefings officer JUDY CHRONISTER arranged Department briefings during December and January for students from Woodbury Forest School, December 16; Fletcher School of Law and Diplomacy, January 12; the Public Leadership Education Network, January 13; and the National Association of Evangelicals, January 28 ... Ms. Chronister also arranged a Middle East briefing on December 8 for the rabbinic council of the United Jewish Appeal ... Staff member MARIE JONES assisted with the December 29 eighth-floor reception for the Colonial Williamsburg Foundation, hosted by the Department's curator ... Regional program

officer CATHY McDERMOTT arranged for the new consul general in Guangzhou, EUGENE MARTIN, to travel to Chicago, January 15; New York, January 20; and San Francisco, January 27, for meetings with the Business Council for International Understanding ... Ms. McDERMOTT was selected to serve as a volunteer instructor for the Presidential Classroom for Young Americans, January 23-30.

Office of Intergovernmental Affairs: Officer JANICE SETTLE monitored the National Governors Association winter meeting in Washington, January 31, and met with the director of Hawaii's Office of International Affairs ... At the January 17-19 U.S. Conference of Mayors winter gathering, intergovernmental officer DUSTY KREISBERG discussed the Department's interest in working with local government officials on global issues.

Office of the Historian: PAUL CLAUSEN attended the annual meeting of the American Historical Association in Washington, December 27-30, where he participated as a member of the local arrangements committee. □

REFUGEE PROGRAMS

The UN deputy high commissioner for refugees, M. DOUGLAS STAFFORD, met with the transition team and WARREN ZIMMERMANN, Bureau director; PRISCILLA A. CLAPP, senior deputy assistant secretary; BRUNSON McKINLEY, deputy assistant secretary for management; SARAH E. MOTEN, deputy assistant secretary for international refugee assistance; and PAULA R. LYNCH, program officer, Office of Multilateral Organizations and Migration Policy, to discuss refugee and migration issues ... JAMES N. PURCELL JR., director general, International Organization for Migration, met with Mr. Zimmermann, Ms. Clapp and Mr. McKinley to discuss refugees issues, the Haiti program and the situation in the former Yugoslavia ... Bangladesh Foreign Minister MUSTAFIZUR RAHMAN called on Mr. Zimmermann to discuss repatriation of Rohingya refugees ... met with MARK BOWDEN, Africa regional director, Save the Children/United Kingdom, and JOHN BEAVEN, Save the Children's U.S. representative, to discuss Somali refugee repatriation ... Ms. Moten and AMY B. NELSON, program officer, Office of African Refugee Assistance, attended the meeting ... Ms. Clapp, accompanied by KENNETH L. FOSTER, program officer, Office of Refugee Admissions and Processing, led a technical team to Haiti to review the situation and the refugee processing program ... Ms. Moten met with South African Ambassador HARRY

SCHWARZ to discuss her recent trip to southern Africa; with Bangladesh deputy chief of mission TOUFIG ALI, on Burmese Rohingya refugees in Bangladesh; and with ROBERT GRIBBEN, regarding repatriation of Sudanese refugees, possible influxes of Sudanese, Chadians and Zairians, and refugee reporting ... She delivered a convocation speech to students at Central State University, Wilberforce, O.

ANN MORGAN, Office of Refugee Training, monitored English-as-a-second language and cultural orientation programs in Thailand and Philippines ... ANITA L. BOTTI, director, Office of Reception and Placement, met in New York with Interaction, on resettlement of Bosnian refugees ... She hosted a luncheon for LEONARD TERLITSKU and other participants at a meeting on small business/privatization in Russia ... KAREN L. McCARTHY, KATHERINE K. PERKINS and CARLA T. NADEAU, program officers, monitored refugee reception and placement of voluntary agency affiliates in Atlanta.

MARGARET J. McKELVEY, director, Office of African Refugee Assistance, monitored the U.S.-supported refugee program in Kenya, returning to Washington via Atlanta to make a presentation at the Center for Disease Control training course on international refugee health ... Ms. Lynch attended a meeting in Geneva ... KELLY T. CLEMENTS, program officer, Office of Multilateral Organizations and Migration Policy, attended the International Committee of the Red Cross' 10th annual seminar on international humanitarian law, in New York.

LUIS G. MORENO provided temporary-duty assistance to the embassy in Port-au-Prince ... JOSEPH BRACKEN, JEANETTE DUBROW, LAURA FAUX-GABLE and

WILLIAM A. KRUG assisted Embassy Zagreb with interviewing and reporting the refugee situation ... JAMES P. DeHART provided support on refugee and migration affairs at the U.S. mission in Geneva ... MARY M. LANGE, presidential management intern, has begun a three-month rotation with the World Food Program. This is to include time in Rome and Africa. □

SOUTH ASIAN AFFAIRS

Office of the Assistant Secretary: JOYCE A. BROOKS of the bureau's front office is on a temporary assignment with the transition team.

Office of Pakistan, Afghanistan and Bangladesh Affairs: Director JOHN HOLZMAN traveled to New York, January 22, to meet with UN officials and the staffs of the Afghanistan and Pakistan missions to the United Nations, to discuss Afghanistan and regional issues.

Office of India, Nepal and Sri Lanka Affairs: A memorial service was held on January 28 at Dacor-Bacon House for retired Ambassador DOUGLAS HECK; the service was attended by his widow, Madras consul general ERNIE HECK ... An Overseas Private Investment Corp. mission traveled to India and Sri Lanka, January 24-February 5.

Office of Regional Affairs: Director MICHAEL LEMMON participated in the Stinson Center's nonproliferation working group meeting on South Asia, January 14 ... Deputy Director LEN SCENSNY was on temporary assignment with Ambassador ROBERT OAKLEY's office in Mogadishu, Somalia. ■



DHAKA, Bangladesh—At safe-driving award ceremony in this country in the northeast of the Indian subcontinent, from

left: Sudarshan Barua, Nittananda A. Mojudar, Kazi Altaful Huq, Ambassador William B. Milam, Shajahan Howlader, Golam Kibria.

O B I T U A R I E S

David R. Beardsley, 28, son of Bruce A. Beardsley, consul general in Manila, died of a gunshot wound at his home in Reno, Nev., on December 26. He had accompanied his father on postings to Beirut, Kabul and Copenhagen.

Mr. Beardsley was born in Fort Benning, Ga., on September 26, 1964, while his father was stationed there. He attended the University of Nevada at Reno and worked for AT&T at the time of his death. In addition to his parents, he leaves two sisters and a brother. □

Dr. Lansing H. Bennett, 66, a former medical officer at State, was killed outside the Central Intelligence Agency in Langley, Va., on January 25. Dr. Bennett was on his way to work as a physician at the agency when he and another C.I.A. employee were fatally shot by a lone unknown gunman. Three other persons were wounded.

Dr. Bennett was the regional medical officer in Indonesia, 1980-82. He was a native of Poughkeepsie, N.Y., who served as a Marine in the Pacific during World War II. He earned a bachelor's from Princeton and a medical degree from Jefferson Medical College in Philadelphia. Before State, he served two years in the Navy Medical Corps and conducted a private practice in general medicine in Duxbury, Mass. After State, he was a regional medical officer with the Army in Frankfurt, Dar es Salaam and Rio de Janeiro. He had worked at the Central Intelligence Agency since 1991. He leaves his wife, Inga W. Bennett of Reston, Va., his mother, a daughter, three sons and a grandchild. □

Harold T. Christie, 76, a retired Foreign Service officer, died of heart failure in Santa Barbara, Calif., on December 15.

Mr. Christie joined the Service in 1947. After an assignment as general services officer in Stockholm, he became vice consul and administrative officer in Dakar in 1950. He was general services, then administrative officer, in Copenhagen, 1953-57. After a detail in Moscow, he served as a supply management specialist in the Department, 1958-61. He was posted to Benghazi in 1961 and Tripoli in 1962. In 1965 he became a passport and citizenship officer in Hong Kong. After an assignment in Saigon, he returned to Hong Kong in 1969. He served as consul there before retiring in 1975.

Mr. Christie was born in New York on January 8, 1916. He served in the Army overseas during World War II, and worked for the War Department before joining State. After State, he was a probation officer for eight years in Santa Barbara. His family suggests contributions to the Harold T. Christie scholarship fund at St. Anthony's School, 1395 Nepperhan Avenue, Yonkers, N.Y. 10703, in care of his sister, Sister Constance Ann Christie. In addition to her, he leaves another sister, Veronica Dixon of Fairfax, Va. □

Sam Fishback, 75, a retired intelligence research specialist at State, died in Silver Spring, Md., on January 21.

Mr. Fishback began his career at the Department in 1945. After working as an international trade development economist, he became an analyst in the Bureau of Intelligence and Research in 1951. He retired from the bureau's Northeast Asia Division in 1969.

Mr. Fishback was born in New York on April 9, 1917. He earned a bachelor's from City College of New York and a master's from American University. Before State, he worked for the U.S. Postal Service and the Federal Economic Administration. He leaves his wife, the former Hilda Barcan of Silver Spring, two sons, a brother and two grandsons. □

John Newton Gatch Jr., 71, a retired Foreign Service officer, died at Sibley Memorial Hospital in Washington on December 21.

Mr. Gatch joined the Service in 1947 and was assigned first to Baghdad. After serving as consular officer in Warsaw and Hong Kong, he went to Tripoli as vice consul and political officer in 1952. He was an international relations officer in the Bureau of Near Eastern Affairs, 1955-56. After Arabic studies in Beirut, he returned to Baghdad as political officer in 1957. He became officer-in-charge of Pakistan and Afghanistan before being detailed to the Department of Defense in 1963. In 1964 he was named deputy chief of mission in Kuwait. Next, he was a political and economic officer in the Bureau of Near Eastern Affairs, 1968-70. He was principal officer in Bahrain, 1971-72. After an assignment in the Department, he was detailed to Baghdad as principal officer in 1974. He served as special assistant to the coordinator for counterterrorism before retiring in 1975.

Mr. Gatch was born in Cincinnati on August 4, 1921. He received a bachelor's from Princeton. He served in the Army in Europe during World War II. After State, he founded a consulting firm that specialized in Middle Eastern affairs. He leaves his wife, Hilda Gatch of Bethesda, Md., four daughters, a son, a stepdaughter, a brother, three sisters and two grandchildren. □

Milton Frank, 73, a former ambassador to Nepal, died in Los Angeles on January 13.

Mr. Frank was the envoy in Kathmandu, 1987-89. He was commissioned in the Army Air Force during World War II and served in the Air Force until 1969. He held a number of public affairs posts, including public affairs director of the North American Air Defense Command. After the military, he spent 16 years as public relations director of the California State University system and as assistant to the president of Adelphi University.

Mr. Frank was born in Reno, Nev., on November 18, 1919. He received a bachelor's from the University of California at Berkeley and a master's from Boston University. After serving as ambassador, he returned to Adelphi, where he worked until his death. He leaves his fiancée, L. Letty Chen of Garden City, N.J., a sister and a son. □

L. Douglas Heck, 74, a former ambassador to Niger and Nepal and husband of Ernestine Heck, who is the consul general in Madras, died in Madras on January 13.



Mr. Heck (1976)

Mr. Heck began his career at State in 1943 as an assistant in the World Trade Intelligence Division. He was assistant chief, then chief, of the Biographic Information Division, 1945-52. In 1952 he joined the Foreign Service. After serving as acting director of the Office of Library Information, he became political officer in Calcutta in 1953. He was political officer in New Delhi, 1956-59. In 1959 he opened the U.S. embassy in Kathmandu as chargé. He served as deputy chief of mission in Nicosia, 1959-62. He returned to New

Delhi as political counselor in 1962.

After attending the National War College, he became country director for India, Ceylon, Nepal and the Maldive Islands in 1966. In 1968 he became consul general in Istanbul. He was deputy chief of mission in Tehran, 1970-74. In 1974 he was named ambassador to Niger. He was director of the Office of Counter-Terrorism, 1976-77. He served as chief of mission in Kathmandu before retiring in 1980. He received the Wilbur J. Carr Award for distinguished service for his work at State.

Mr. Heck was born to American parents in Bern, Switzerland, on December 14, 1918, and grew up in Istanbul. He earned a bachelor's from Yale. He won the Distinguished Service Award for his work at State. In addition to his wife, he leaves a sister and two daughters. □

Jeannette B. L'Heureux, 93, widow of Foreign Service officer Herve J. L'Heureux, died of heart failure in Washington on December 26. She was the mother of David E. L'Heureux, a Foreign Service officer assigned to the Bureau of Administration, and the mother-in-law of Janet L'Heureux, a management analyst in the Bureau of Oceans and International Environmental and Scientific Affairs.



Ms. L'Heureux

Ms. L'Heureux was a native of Washington who received degrees from Georgetown Visitation Convent and George Washington. She served as a secretary at the Panama legation in the 1920s. Beginning in 1927, she accompanied her husband on postings to Windsor, Stuttgart, Antwerp, Marseille, Bonn and Montreal, where her husband was named minister and consul general.

After his death in 1957, she worked as a volunteer teacher for 25 years at St. Ann's Infant and Maternity Home in Washington. The home awarded her a certificate of appreciation for her efforts on behalf of welfare children and young mothers, in 1985. She was also a volunteer at the Washington Home and the Seton Guild, and a member of Dacor and the Association of American Foreign Service Women. She is survived also by

another son and a daughter, 18 grandchildren, 24 great-grandchildren and two great-great grandchildren. □

Louise L. Hoxie, 75, a former president of the Public Members Association of the Foreign Service, died at Huntington Hospital in Long Island, N.Y., on December 14. She headed the organization from 1986 to 1989 and served on promotion boards at State and U.S.I.A.

A native of Cincinnati, Ms. Hoxie received a bachelor's from the University of Cincinnati and pursued graduate studies at Penn State, Columbia and Universite de Paris. She taught French and French literature at Nebraska Wesleyan, Long Island University and Aix-en-Provence in France. She was a former dean of women at the Cincinnati Conservatory of Music and editor of Presidential Studies Quarterly at the Center for the Study of the Presidency, a nonprofit organization founded by her husband. In addition to her husband, R. Gordon Hoxie, she leaves a brother, Walter C. Lobitz of Portland, Ore. □

Susan C. MacAdam, 49, an accountant in the Bureau of Finance and Management Policy, died of cancer in Arlington, Va., on January 23. She was the mother of



Ms. MacAdam

Andrew MacAdam, a summer intern in the Bureau of Diplomatic Security last year.

Ms. MacAdam began working in the Office of Domestic Financial Operations in 1989. She was promoted to operating accountant in 1991, and earned a cash award for her work last year. She remained with the office until April, when she resigned because of illness.

Ms. MacAdam was born in the Philippines on November 15, 1943. She received a bachelor's from the University of the Philippines and worked as an auditor for an import/export firm in that country before coming to the United States in 1969. She had also been an accountant at the Department of Housing and Urban Development and a secretary and program assistant at the National Science Foundation. A memorial service

attended by her coworkers was held at St. Charles' Catholic Church in Arlington on January 30. In addition to her son, she leaves her husband, Westley J. MacAdam of Arlington. □

Jo Colwell Maestroni, 69, a former Foreign Service secretary and wife of retired Ambassador Frank E. Maestroni, died of cancer at the San Diego Hospice on December 2.



Ms. Maestroni

Ms. Maestroni joined the Foreign Service in 1947. She served in Vienna and Buenos Aires before her marriage in 1951. She accompanied her husband on postings to Hamburg, Salzburg, Khorramshahr, Paris, Brussels, Manila, Cairo and Kuwait, where he was chief of mission in 1976.

Ms. Maestroni was born in Tony, Wisc., on June 24, 1923, and grew up in Ellensburg, Wash. She received a bachelor's from Washington State College and attended the Sorbonne. She revived the German-American Women's Club in Hamburg as a charity institution after World War II, and assisted Arab children in receiving medical attention in Iran. As president of the embassy women's club in Manila, she worked to improve education in the barrios and promote native handicrafts. In Cairo, she was involved in fundraising efforts to aid disabled soldiers and the poor.

After her husband's retirement in 1984, Ms. Maestroni volunteered for literacy councils in northern Virginia and San Diego, and chaired a Middle East discussion group of the World Affairs Council. She was a vice president and trustee of Caridad Internacional, an organization which promotes charitable activities on both sides of the U.S.-Mexican border. In addition to her husband, she leaves five sisters, a son, a daughter and two grandchildren. □

Doyce R. McNaughton, 58, a retired Foreign Service officer, died in Round Rock, Tex., on January 18.

Mr. McNaughton joined the Service in 1966. After serving as vice consul in Rio de Janeiro, he went to Lisbon as general services officer in 1968. He was assigned to the executive office of the Bureau of

Near Eastern and East Asian Affairs, 1971-73. In 1973 he became administrative officer and consul in Colombo. Next, he was posted to La Paz, 1975-77, and San Jose, 1977-79. In 1979 he became personnel officer in Cairo. He was a program analysis officer in the Bureau of Administration, 1981-83. After training at the Foreign Service Institute, he became a computer systems analyst in Brasilia in 1984. He held a similar position in the Department before retiring in 1988.

Mr. McNaughton was born in Texas on August 28, 1934. He earned a bachelor's from California State and a master's from Northwestern. He served in the Army, 1960-64. He leaves his wife, Betty McNaughton of Round Rock, two daughters and two grandchildren. □

John J. Pulaski, 84, a former chief of the New York Despatch Agency, died in Philadelphia on October 16.

Mr. Pulaski began his 30-year career at the agency as a clerk in 1944. After working as an import and export assistant, he became a freight traffic officer in 1956. He was named supervisory traffic manager in 1959. In 1960 he directed the removal of U.S. embassy effects from Cuba, prior to the breaking of diplomatic relations. In 1967 he was responsible for moving the headquarters of the U.S. mission to Nato from Paris to Brussels. He earned a Distinguished Honor Award for pioneering containerization in shipping at the Department. He retired in 1974.

Mr. Pulaski was born in New York on July 21, 1908. He worked for the Department of Navy, 1940-44. He leaves his daughter, Marianna P. Sullivan of Rydal, Pa., and two grandchildren. □

John F. Melby, 79, a former Foreign Service officer who was dismissed from the Service during the anti-Communist fever in the 1950s, died in Guelph, Ontario, on December 18.

Mr. Melby joined the Service in 1947 and went to Ciudad Trujillo later that year. After a posting to Saltillo, he was assigned to Washington in 1940. He was vice consul in Moscow during World War

II. He served tours in Buenos Aires and Nanking before returning to the Department in 1949.

In 1951 Mr. Melby became a target of the House Un-American Activities Committee because of an affair he had with Lillian Hellman, a playwright with leftist leanings. Although he was supported at a loyalty hearing by Dean Acheson and Dean Rusk, Mr. Melby was fired by Secretary of State John Foster Dulles in 1953.

After leaving State, he became director of foreign students at the University of Pennsylvania and established the department of political studies at the University of Guelph. He received a bachelor's from Illinois Wesleyan and a master's and doctorate from the University of Chicago. He leaves his wife, Roxana Carrier Melby of Guelph, a son, a brother, a sister and five grandchildren. □

Hosea Eugene Robertson, 78, a retired communications equipment operator, died of heart failure at his home in Washington on October 5.

Mr. Robertson began his career at State as a messenger in 1940. He became a code clerk in the old Office of Communications in 1956. He was promoted to cryptographic equipment operator in 1963, and to communications assistant in 1967. He retired in 1979.

Mr. Robertson was born in Terrell, Tex., on January 22, 1914. He attended Bishop College and Howard. He served in the Army during World War II. He leaves his wife, Lucille L. Robertson of Washington, two sons and four grandchildren. (Mr. Robertson's name was misspelled in the January issue. STATE regrets the error.) □

John (Yanni) Stephanopoulos, 51, a former Greek language instructor at the Foreign Service Institute, died at the Cameron Glen care center in Reston, Va., on December 20.

Mr. Stephanopoulos taught at the institute from 1989 until last October. He received a cash award for this work. A native of Athens, he served in the Greek

navy and merchant marine before coming to Washington in 1969. He earned a bachelor's in the classics from George Washington and a master's in linguistics from George Mason. Before State, he worked as a waiter and taught English as a second language in the Arlington County (Va.) schools. A memorial service attended by his coworkers was held at Bethesda Unitarian Church, Bethesda, Md., on January 10. His survivors include his mother, Eva Stephanopoulos of Athens. □

William Clyde Trueheart, 74, a former ambassador to Nigeria, died at Sibley Memorial Hospital in Washington on December 24.



Mr. Trueheart (1969)

Mr. Trueheart began his career at State as an intelligence specialist in 1949. He joined the Foreign Service in 1954 and became deputy director of the U.S. mission to Nato in Paris later that year. After an assignment in Ankara, he went to London as political officer in 1959. He served as deputy chief of mission in Saigon, 1961-63. He returned to Washington as director of the Office of Southeast Asian Affairs in 1964. After attending the Senior Seminar, he became deputy director of the Bureau of Intelligence and Research in 1967. He was chief of mission in Lagos during the Biafran war, 1969-71. He served as an adviser to the Office of Environmental Affairs and at Maxwell Air Force Base before retiring in 1974.

Mr. Trueheart was born in Chester, Va., on December 12, 1918. He attended Yale and received a bachelor's and master's from the University of Virginia. He was a captain in the Army during World War II. After State, he was a consultant to the Senate Select Committee on Intelligence and a partner in a Washington real estate firm. He also did volunteer work for Meals on Wheels and as a reader for Recording for the Blind. He was a past president of Diplomatic and Consular Officers, Retired. He leaves his wife, Phoebe Anna Everett Trueheart of Washington, two sons, a half-sister and four grandchildren. ■

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Migration and refugees

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—COMPILED BY ELIANA PARIS HOLMES ■

SUPERCRA^T

The Super Bureaucrat
by Chip Beck © 1993

MISS BEHAVEN, I'M GOING TO HOP THE SHUTTLE FOR A MEETING AT MAIN STATE.

YEAH, FULL OF "COMMUTERS"-PEOPLE GETTING DROPPED OFF AT OUTLYING AREAS FOR FREE RIDES INTO WORK. PEOPLE ON LEGITIMATE BUSINESS ARE CROWDED OUT!

NOT NOW, YOU'RE NOT. THE SHUTTLES ARE JAMMED AND OVERFLOWING AT THIS TIME OF MORNING!

THIS IS A JOB FOR SUPERCRA^T!

I HOPE HIS PLAN IS DIABOLICAL... I MISSED MY MEETING AT THE S.P.C.A. 'CUZ OF THOSE JERKS.

LATER

SHUTTLE STOP

GRRR.

YOU PEOPLE MAY BE IN VIOLATION OF 31 USC 1334. SHUTTLES ARE FOR THE CONDUCT OF OFFICIAL BUSINESS! GETTING YOUR FANNIES TO WORK IS NOT PART OF THAT BUSINESS!

NO ONE'S MOVING?

COMMUTER TAX !!

DRIVER TAKE ME TO MY MEETING... I'M ON OFFICIAL BUSINESS.

YESSIR! NOW THAT'S WHAT I'M HERE FOR.

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