

State

The Newsletter

United States Department of State

July 1988



*Foreign Service Nationals:
The 1988 Regional 'Champions' with
Secretary Shultz*

State

The Newsletter of the Central Asian Department of State July 1988



Foreign Service Nationals:
The FSN Regional 'Champions' with
Secretary Shultz

THE COVER—From left: *R. Ernesto Howell*, Panama; *Mohamed Hassan Omar*, Mogadishu; *Secretary Shultz*; *Maria Aurora I. Carpena*, Manila; *Jaime Manuel T. Coelho*, Lisbon. Not pictured: *Daniele Mahieddine*, Oran, who was ill. Story on Page 2. (Photo by Ann Thomas)



Letters to the Editor

'Trivialization'

DEAR EDITOR:

NORTHRIDGE, CALIF.

Somewhat puzzling, your News Highlights trivialization of the "Attack in Tegucigalpa" (May issue). A mob of 1,000 storming U.S. embassy premises gets less than two column inches?

Perhaps it is intended that members of the State Department family inform themselves elsewhere on such shatteringly relevant happenings.

Odd that your report even blurs the number of vehicles wrecked: "15 or 20," it says. But at least it tells us the importance of our vehicle loss, placing it clearly above the death of five rioters.

By the way, how were the Hondurans killed? By embassy guards? Police? Militia? Or should we look that up, too, in Time or Newsweek?

Sincerely,
ROBERT C. GOODMAN
Foreign Service, retired □

Visa video

SAN JOSE, COSTA RICA

DEAR EDITOR:

As chief of the visa section here, I wanted to take the mystery out of the non-immigrant visa process for our applicants in the waiting room. With the strong support of my boss, consul general Kirk-Patrick Kotula, I went to USIA for advice on making a video.

Mark Krischik, the embassy press officer, told me that even a short commercially-produced tape would cost at least \$1,000. He suggested I ask mission staffers with home video equipment if anyone would be interested in helping. That's how we discovered an unsung movie director in our midst, masquerading as a Drug Enforcement Administration agent, J.J. Rivera, and the "no-budget video," a phenomenon made possible by voluntary contributions from employees in several sections and agencies at Embassy San Jose. I wrote the script and our senior consular Foreign Service national, Roberto Rodriguez, translated it. Information specialist Marco Valverde, audio-visual technician Sergio Mendez and media coordinator Antonio Perez, all from USIA, edited and added background music to the Rivera film. They also enlisted a local media professional, Alvaro Bagnarello,

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There are 11 monthly issues (none in August). Deadline for submitting material for publication usually is the 10th of each month. Contributions (consisting of general information, articles, poems, photographs, art work) are welcome. Double-space on typewriter,

spelling out job titles, names of offices and programs—*acronyms are not acceptable.*

Black-and-white, glossy-print photos reproduce best. Each photo needs a caption, double-spaced, identifying all persons left to right. Send contributions to STATE magazine, DGP/PA, Room B-266. The office telephone number is (202) 647-1649.

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Honors and Awards

Mogadishu's Omar is named 'Foreign Service National of 1988'

Other winners are from Manila, Lisbon, Panama, Oran

MOHAMED HASSAN OMAR, financial specialist at Embassy Mogadishu, Somalia, at the horn of Africa, has been named the "Foreign Service National of the Year." He was presented a check for \$2,500 and a certificate signed by Secretary Shultz, at a ceremony in the Benjamin Franklin State Dining Room on May 27.

In addition to Mr. Omar, who also was the winner for the Africa region, there were four other regional winners, three of whom came to Washington to receive \$1,000 and a certificate at the awards ceremony. The four are:

—*East Asia and the Pacific*—Maria Aurora I. Carpena, consular services assistant, Embassy Manila.

—*Europe and Canada*—Jaime Manuel T. Coelho, visa investigator, Embassy Lisbon.

—*Inter-America*—R. Ernesto Howell, security investigator, Embassy Panama.

—*Near East and South Asia*—Daniele Mahieddine, consular assistant at Consulate Oran, Algeria. (Because of illness, Ms. Mahieddine was unable to come to Washington to receive the award in person.)

61 others are nominated

Sixty-one other Foreign Service nationals were nominated for the annual award:

—*Africa*—Yusuf Bobat, *Monrovia*; Cornel M. Kebungo, *Nairobi*; Mohamed Sameja, *Bujumbura*; Leston B. Frank, *Lilongwe*; Peter Morcho, *Douala*; Romeo Santos, *Kinshasa*.

—*East Asia and the Pacific*—Noerhadi Djokomono, *Jakarta*; Vipanee Hanchareonsuk, *Bangkok*; Kon Eng Chen, *Kuala Lumpur*; David M. Thomas, *Rangoon*; Keiko Hirose, *Osaka-Kobe*; Patricia Burke, *Melbourne*.

—*Europe and Canada*—Petra Harvey, U.S. mission, *Berlin*; Tatjana Rijavec-Curcic, *Belgrade*; Beverly Ann Matte, *Calgary*; Christine Martinek, *Vienna*; Danuta Antoszezwska, *Warsaw*; Yvan Belladina, *Paris*; Albert Hoher, *Frankfurt*; Ronald M. Thompson, *London*; Alexandru Gheorghiu, *Bucharest*; John Zarb, *Valletta*; Doghan M. Tahsin, *Nicosia*; Gaetana Ranaletta, *Rome*; Kaija Peura, *Helsinki*; Jose Piqueras, *Madrid*; Arakel S. Alexanian, *Athens*; Gunn Borjeson, *Stockholm*; Sigurbjorg Nielsen, *Reykjavik*.

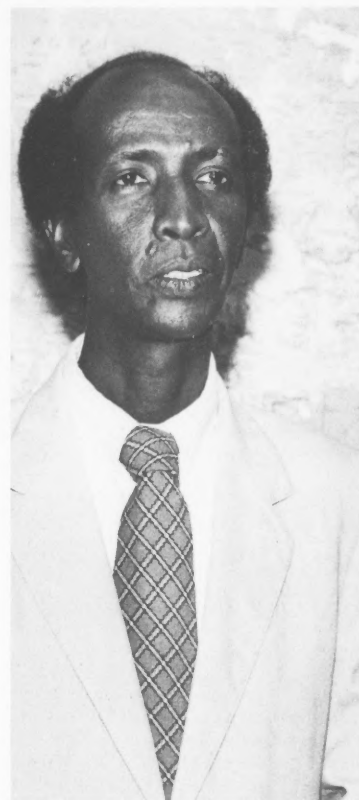
—*Inter-America*—Baldur Koenig, *Santiago*; Jose Vazquez, *Tijuana*; Gonzalo Sanchez, *Lima*; Francisco Campusano, *Santo Domingo*; Annette Fong Smith, *Guatemala*; Lilian Elni Vilmanis, *Buenos Aires*; Henriette Polanen, *Paramaribo*; Patricio Salinas, *Quito*; Sonnia R. Pieter, *Curacao*; Aurora Lucas, *Belize*; Luz Marina de Hernandez, *Bogota*; Ann Clark, *Port-of-Spain*; Nora Ramirez, *Tegucigalpa*; Ferai-doon Ghobad, *Brasilia*; Petro Amaya, *San Salvador*.

—*Near East and South Asia*—Purushotham Ganti, *Calcutta*; Isaac Samson, *Colombo*; Jamal Al-Doulab, *Dhahran*; Jacob (Benny) Banin, *Tel Aviv*; Issa S. Batarseh, *Amman*; Ahmed Zahar, *Tunis*; Ashok Malkani, *Kuwait*; Mohammed Abdulla Siddiq, *Muscat*; Nadia Abdel, *Cairo*; Mohammed Abdul-Ghani Nagi, *Sanaa*; George I. Saboura, *Jerusalem*; Ehsan Elani Malik, *Islamabad*; Gabriel Akar, *Beirut*; Mohammed Mushtaq Abbasi, *Manama*; Amal El-Dalil, *Abu Dhabi*; Mahbobur Rahman, *Dhaka*; Jiryis Khoury, *Doha*.

Shultz pays tribute

Secretary Shultz, congratulating the regional winners in the Treaty Room on May 24, noted that although the selection process was competitive, "in a sense you represent all Foreign Service national employees throughout the world. As a group, you embody our Foreign Service national population—in culture, background and areas of responsibility. While we in the Department recognize and value these differences, the characteristics you share, such as your loyalty, dedication and courage, are the qualities we celebrate this week. When you return to your posts, take back the memories of your week in Washington, and the knowledge that your colleagues here admire and respect the work you have performed on behalf of the U.S. Government."

At the award ceremony, Under Secretary Ronald I. Spiers, noting that more than 17,000 Foreign Service nationals are now employed by State at overseas posts, said: "Today we are only able to honor five, but we also want to pay tribute to the 61 other Foreign Service national employees who were nominated by their posts for this very special award, because their backgrounds



Mohamed Hassan Omar at the Africa bureau's reception. (Photo by Robert E. Kaiser)

and skills represent a broad spectrum of experience in our Foreign Service national population. All of us who have lived and worked overseas have, at one time or another, required the advice and expertise of our Foreign Service colleagues. We have come to know and respect their judgment and to admire their courage."

Memorial plaque

Following the ceremony, the winners were escorted to the Memorial Courtyard, off the Diplomatic Lobby, to view a bronze plaque at the rim of the fountain, "Man and His Universe." The plaque, dedicated last year by director general George S. Vest,



Memorial plaque in the South Courtyard at State.

honors Foreign Service national employees who have been killed in the service of the United States.

William J. Burke, director of the Department's Office of Foreign Service National Personnel, the principal speaker at the outdoor ceremony, told the group that the memorial plaque honors Foreign Service nationals who had served with all U.S. Government agencies. "It is a fitting tribute, a symbol of the skills and dedication of the 30,000 Foreign Service national employees currently around the world," he said.

After the regional winners posed for photos at the rim of the fountain, they were guests at an afternoon reception hosted by the Bureau of African Affairs. Richard Cramer, the bureau's post management officer, who served as master of ceremonies, asserted: "Foreign Service national employees make Foreign Service officers 'look good'—that's an opinion shared by many other officers." He noted that post administrative officers, who recently held a conference at State, chipped in to buy a large cake decorated with the flags of the United States and Somalia as a token of appreciation to the winners. Mr. Omar then cut the gift cake. He was awarded the first slice.

Omar speaks

Speaking on behalf of his colleagues, Mr. Omar paid tribute to his staff in Mogadishu, for giving him the "privilege to represent the entire mission in Somalia." He expressed appreciation for the "U.S. Government's recognizing its employees for work well done."

Mr. Omar, nominated for the top award by Ambassador Trusten Frank Crigler, is completing 30 years at the post.



Daniele Mahieddine of the consulate at Oran, Algeria.

A "self-made man," the ambassador wrote, Mr. Omar began his service with the embassy as a janitor in 1958, rose in professional positions as a bookkeeper and accountant, and later became the embassy's financial specialist.

"A self-starter, he acquired most of his knowledge and abilities through self-initiative and hard work," Mr. Crigler wrote, "researching and learning the regulations and procedures until he had a complete

understanding of the budget and fiscal operation . . . Fluent in Somali, Arabic and Italian, he studied English through an American University extension course and today his oral and written English are excellent." He also attended a computer training class in Paris.

The ambassador continued: "Mr. Omar is the quintessence of a good accountant: meticulous in his bookkeeping, exact in his calculations, always up-to-date in his

HONORS AND AWARDS

accounts. He is precise with obligations, not yielding to any pressure to obligate funds unless they are available. ... But beyond his professional abilities, his exceptional productivity and devotion to duty stand out. When the former Foreign Service national chief of the budget and fiscal office left, Mr. Omar willingly and successfully assumed the extra workload and conscientiously endeavored to learn these unfamiliar tasks."

Mr. Omar was also credited with "impressive achievements" in the budget office through the use of state-of-the-art computers and other electronic equipment, teaching his staff in a "modern, computerized budget section." Mr. Omar, the ambassador added, "has continually improved himself over the years, and it is the American embassy that has reaped the rewards of his productivity and breadth of knowledge."

The other winners

Ms. Carpena, the winner for East Asia and the Pacific, was cited for providing consular assistance to Americans in Manila "under the most difficult and often dangerous situations, including civil unrest, major hotel fires and a plane crash. Her citation read: "Through her extraordinary dedication and professionalism, Ms. Carpena has earned the gratitude of the public, as well as the highest respect and admi-

ration of her colleagues at the American embassy in Manila."

The winner for Europe and Canada, Mr. Coelho, was signaled out for "advancing the work of American officers in implementing U.S. Government policies by acting as liaison with host government officials; for bridging national differences by facilitating contacts with and acceptance by host-country nationals; and for providing legal guidance to government agencies, thereby saving the United States thousands of dollars." He also was honored for "diligent investigatory activities, which resulted in seven arrests for fraud in one year," and for "untiring efforts on behalf of Americans which have earned him respect and gained goodwill for the embassy and the Foreign Service."

Mr. Howell, the winner for Central and South America and the Caribbean, was cited for "sustained outstanding performance and superior skills as senior security investigator in the regional security office at the American embassy, Panama." He was lauded for "demonstrating exceptional devotion to duty" and "unwavering loyalty to the U.S. Government and U.S. mission personnel in Panama." He was commended for his "extraordinary personal courage and resourcefulness while performing his duties "in an increasingly hostile environment."

The winner for the Near East and South Asia, Ms. Mahieddine, was cited for

"outstanding performance as the sole Foreign Service national consular assistant at the American consulate, Oran," and for her "specialized knowledge in the areas of Algerian and U.S. Government personnel regulations, customs and shipping procedures and local procurement policies." She was credited with "resolving a long-standing trade dispute between an American company and local government officials." She also was lauded for her "dedication to serving the needs of a small post and successfully enhancing the reputation of the consulate."

White House tour

During their week-long visit in Washington, the winners toured the White House, the Capitol, the National Gallery of Art, the Library of Congress, the Lincoln Memorial, the Vietnam Veterans Memorial, the Washington Monument and other landmarks in the nation's capital. They met with Department officials, including those who had served with them earlier in their countries. They were guests at luncheons, dinners and receptions hosted by employees. They had special tours of the Department's Diplomatic Reception Rooms on the eighth floor and the Exhibit Hall near the cafeteria. Some also visited New York and other cities, and historic Mt. Vernon and Monticello in Virginia.

—BARNETT B. LESTER □



Three former ambassadors to Somalia congratulate Mohamed Hassan Omar at award

ceremony. From left: Robert B. Oakley, John L. Loughran, Mr. Omar, Peter S. Bridges.

(Photo by Robert E. Kaiser)

Bangkok's Runckel wins \$5,000 L. Hunt award

Christopher W. Runckel, supervisory general services officer at Embassy Bangkok, has been named winner of the 1988 Leamon R. Hunt Award for Administrative Excellence. He will receive \$5,000



Mr. Runckel

and a certificate signed by Secretary Shultz.

Eighteen others were nominated from posts around the world: Stanton R. Bigelow, *Lusaka*; James D. Browning, *Manila*; Matthew Burns, *Leningrad*; John Caruso, *Dublin*; Ralph Chioceo, *Guadalajara*; Le Roy Cook, *Dhaka*; Timothy R. Healy, *Jakarta*; William J. Hudson, *Belgrade*; Alex Kirkpatrick, *Antananarivo*; Sharon A. Lavorel, *Djibouti*; George M. Lowe, *Lima*; Robert T. Nolan, *Havana*; Edward T. Paukert, *Kabul*; Amy Pitts, *Buenos Aires*; Samuel A. Rubino, *Cotono*; Stephen T. Smith, *Colombo*; Lynn Stevens, *Bissau*; Prince Albert Terry, *Nouakchott*.

Mr. Runckel, nominated by Ambassador William A. Brown, was honored for preparing a long-range master plan for U.S. Government housing, for his work with the Foreign Buildings Office in planning the new chancery, and for "boosting employee morale while simultaneously conserving dwindling financial resources."

He also was cited for negotiating leases on several large apartment complexes within walking distance of the chancery. "Personnel who have moved to these buildings are spared up to two hours of commuting each day," Mr. Brown wrote. "In addition, Mr. Runckel negotiated owner supply of air-conditioners, high-quality kitchens, plus landlord provision of all

maintenance, custodial, gardening and other services. This was a major breakthrough in embassy leasing, which will result in substantial ongoing savings."

The ambassador noted Mr. Runckel's "genuine concern" for the mission's 800 Foreign Service national employees: "Chris, at his own expense, has become fluent in spoken and written Thai ... He organized a special welfare fund for our Foreign Service national employees which derives most of its capital from a raffle at our annual mission New Year's party. During 1986 the fund loaned, interest-free, over \$17,000 to 77 needy Foreign Service national families who suffered during the unprecedented May floods. The fund also provided 30 school scholarships to children of low-paid employees and sent cash contributions to Foreign Service nationals at two of our Foreign Service posts which were struck by natural disasters ... The fund now stands at nearly \$50,000 and exemplifies what one concerned individual can do to foster esprit de corps among American and Foreign Service national employees."

Mr. Runckel was lauded for his leadership during the last rainy season when 14 inches of rain fell within a 24-hour period. "The deluge created chaotic conditions," Mr. Brown wrote, "and resulted in what has been described as the worst flood in 500 years in Bangkok and environs. U.S. Government offices and residential compounds were under water and isolated. Chris was among only a handful of embassy employees who made it to work the following day. One of the first things he did, upon wading through three feet of water to reach the chancery, was to procure emergency telephone operator support to cope with the flood of calls ... The threat of electrocution was great; indeed, many Thai citizens were

electrocuted and died. Thanks to Mr. Runckel's prompt action, however, none of our personnel nor their family members suffered any harm from fallen electrical wiring or submerged appliances."

He also directed flood control measures, the ambassador said, and the only property loss was the fixed carpeting in the finance building. In addition, Mr. Runckel directed the rescue and ferrying operations, including helping a youngster, who was seriously ill, get to a hospital. "During this entire traumatic episode and the massive clean-up operations which followed, Mr. Runckel barely rested. His performance was exemplary in every respect," the ambassador continued. He cited him also for "extremely informative reporting."

The Hunt award panel was headed by Richard C. Faulk, acting assistant secretary for administration. It included director general George S. Vest; Irvin Hieks, deputy assistant secretary for personnel; Eugene Scasa, executive director, Bureau of Inter-American Affairs; Mary A. Ryan, executive assistant, Office of the Under Secretary for Management; and Patrick F. Kennedy, executive director, Executive Secretariat.

Mr. Runckel joined the Foreign Service in 1975. He has served as administrative officer in the Bureau of Administration's Budget and Fiscal Office, and as computer systems administrator in the Bureau of East Asian and Pacific Affairs. He was general services officer in Hong Kong and administrative officer in Suva before he was posted to Bangkok in 1980. He began a second tour there in 1984. He twice has won the Department's Superior Honor Award, in 1982 and 1986.

The annual award was named for Leamon Hunt, who was killed by terrorists in Rome on February 15, 1984. ■



WARSAW, Poland—At presentation of safe-driving awards, left to right: Stefan Bartosiak,

Grzegorz Jakubowski, Jan Orlik, Helen La Lime, Andrzej Krajewski, Marian Dobrzanski.

News Highlights

Accountability board is convened

The Department's first accountability review board has been convened to examine the circumstances that led to extensive damage at the embassy annex in Tegucigalpa during an attack on April 7 (STATE, May). The annex was rendered unusable after it was burned and looted by a crowd of some 1,000 persons. At least 22 embassy vehicles were destroyed. Under the Omnibus Diplomatic Security and Antiterrorism Act of 1986, incidents involving serious injury, loss of life or significant destruction of property must be reviewed for accountability.

A former under secretary for management, Benjamin Read, is chairman of the board. The other members are two former ambassadors, Carol Laise and Thomas Boyatt; Joseph Lucca, security director for the Bristol-Myers Co. and a member of the Department's Overseas Security Advisory Council; and Willis Reilly, an officer of the Central Intelligence Agency.

Persons who believe they have relevant information should contact the board on 647-8456. □

Students in Seoul attack embassy, USIA building

A group of students hurled small homemade bombs at the U.S. embassy in Seoul and scaled the fence of the com-

pound, on May 20 at 11:30 a.m. Police and embassy guards subdued the students. Five policemen and one student were injured.

Three days later, in Kwangju, students threw firebombs and rocks and climbed onto the roof of the USIA building. At least four policemen were injured.

Then, on June 14, three students threw firebombs and tear gas at the USIA cultural center in Seoul, just before noon. There were no injuries. □

Envoy is target in Lima

Two mortar rounds were fired at the U.S. ambassador's residence in Lima, Peru, June 9, at 6:30 a.m. They landed on the roof near a flagpole. The ambassador was at home at the time, but there were no injuries. Property damage was insubstantial. □

Bullets in Beirut

The motorcade carrying Ambassador John H. Kelly from his residence to the embassy in Beirut was fired on June 2, shortly before noon. Department security personnel escorted the ambassador safely to the embassy. There were no injuries. □

Rocketing at Sanaa

The U.S. embassy in Sanaa was struck by a rocket-propelled grenade on May 10 at 7:30 p.m. The missile hit the third-floor facade, causing damage to the windows and masonry. There were no injuries. □

Goal neared in Combined Federal Campaign

Twelve bureaus and offices exceeded their goals in last year's Combined Federal Campaign, the Office of Employee Relations reported recently. Employees in Washington and at overseas posts, and retirees, contributed \$699,999—less than \$11,000 short of the Department's goal.

"But we collected 8.2% more than last year," office director Carl W. McCollum said. "We did well, considering that the campaign was kicked off at a time when the corridors were reverberating with talk of a budget crisis, reorganization and a possible reduction-in-force. Many posts reported that contributions were significantly higher this year than in recent years."

Director general George S. Vest presented campaign awards to the units which scored 100% of their goals or higher. They were: Refugee Programs, 135%; Economic and Business Affairs, 122%; Legislative Affairs, 119%; International Communications and Information Policy, 117%; Near Eastern and South Asian Affairs, 113%; Inter-American Affairs, 113%; Foreign Service Institute, 111%; Administration, 107%; Legal Affairs, 102%; Comptroller's Office, 102%; European and Canadian Affairs, 101%. Four other high-scorers were: Intelligence and Research, 99%; Management, 97%; Public Affairs, 95%; Medical Services, 95%; Protocol, 91%.

At the awards ceremony, six of State's



Winners of Washington Bullets tickets, with director general George S. Vest, center, rear.

Others, from left: Janice Clements, Maureen Bacon, Lillian Beveridge, Clarence Page,

Josetta Hampton, Lawrence Fioretta.

campaign workers each received a pair of Washington Bullets basketball tickets which had been donated by team owner Abe Pollin. Their names were picked in a drawing. □

Department to open 2 child care centers

The Department is planning to open two child care centers—one in Foggy Bottom and one at the new Foreign Service Institute in Arlington—for use by Civil Service and Foreign Service employees, said a Department Notice of May 9. Space for the centers will be supplied by the General Services Administration under a new law recently passed by Congress; the Department will pay for utilities.

Employees are being asked to cooperate with a survey that will indicate the Department's need for child care centers. In addition, employees and spouses who are experienced in organizing and operating child care centers are requested to indicate their willingness to assist in the program. The centers will be set-up by a contract employee who specializes in child development, but parents will be responsible for running the facilities.

For information, call 647-3630 or 647-3604. ■



President Reagan arrives in the Loy Henderson Conference Room at State on June 13 to address the annual meeting of the Atlantic

Council of the United States. With him is council chairman Andrew J. Goodpaster. (Photo by Robert E. Kaiser)



At reception given by the Una Chapman Cox Foundation at Dacor-Bacon House on May 11, from left: Richard B. Parker, president, Association for Diplomatic Studies; Mrs. Par-

ker; Harvie Branscomb Jr., foundation president; Robert E. Lamb, assistant secretary for diplomatic security; Peter S. Bridges, foundation executive director; Irvin Hicks,

deputy assistant secretary for personnel. (Photo by Robert E. Kaiser)

Appointments

President Reagan names 12 more for ambassadorships

All regions except East Asia are included

PRESIDENT REAGAN, as of mid-June, had announced his intention to nominate 12 more ambassadors. All the nominations would require Senate confirmation. The posts involved, listed alphabetically, and the persons named are:

—*Algeria*—Christopher W. S. Ross, executive assistant to the under secretary for political affairs, to succeed L. Craig Johnstone.

—*Bolivia*—Robert S. Gelbard, deputy assistant secretary for inter-American affairs, to replace Edward Morgan Rowell.

—*Botswana*—John Florian Kordek, counselor, USIA, to succeed Natale H. Bellocchi.

—*Colombia*—Thomas Edmund McNamara, director, counter-terrorism and narcotics, National Security Council staff, to replace Charles A. Gillespie Jr.

—*Denmark*—Keith Lapham Brown, Denver investment executive, to succeed Terence A. Todman.

—*East Germany*—Richard Clark Barkley, deputy chief of mission, Pretoria, to replace Francis J. Meehan.

—*Israel*—William Andreas Brown, ambassador to Thailand, to succeed Thomas R. Pickering.

—*Lebanon*—John Thomas McCarthy, deputy chief of mission, Islamabad, to succeed John Hubert Kelly.

—*Morocco*—Harry E. Bergold, diplomat-in-residence, Center for Strategic and International Studies, Washington, to replace Thomas Anthony Nassif.

—*Paraguay*—Timothy Lathrop Towell, deputy chief of protocol, to succeed Clyde D. Taylor.

—*Syria*—Edward Peter Djerejian, principal deputy assistant secretary for Near Eastern and South Asian affairs, to replace William L. Eagleton Jr.

—*Yugoslavia*—Warren Zimmermann, chairman, U.S. delegation to the Vienna follow-up meeting of the Conference on Security and Cooperation in Europe, to succeed John Douglas Scanlan.

—*Following are biographical sketches of the persons named by the President.*

Algeria

Christopher W.S. Ross has been executive assistant to the under secretary for political affairs since 1985. He was director of regional affairs in the Bureau of Near

Eastern and South Asian Affairs, 1984–85.

Mr. Ross began his Government career with USIA in 1968. He was assigned as a public affairs trainee in Washington, 1968–69, and as a junior officer trainee, Tripoli, Libya, 1969–70. From 1970 to 1973 he was a branch public affairs officer with the agency in Fez, Morocco, 1970–73; information officer, Beirut, 1973–76, and public affairs officer, Algiers, 1976–79. He has been with State since 1979.

In recent years Mr. Ross has held assignments as deputy chief of mission, Algiers, 1979–81; public affairs adviser, Bureau of Near Eastern and South Asian Affairs, 1981–82; and special assistant to the special presidential envoys to the Middle East, Beirut and Tel Aviv, 1982–84.



Mr. Ross



Mr. Gelbard

Mr. Ross was born in Quito, Ecuador, of American parents, on March 3, 1943. He received a bachelor's from Princeton in 1965 and a master's from Johns Hopkins in 1967. His foreign languages are Arabic, French and Greek. Before joining the Service, he was an editorial assistant with the Middle East Journal, 1965–68, and an Arabic instructor at Columbia, 1966, and Princeton, 1967. He won USIA's Superior Honor Award in 1976 and 1984, the Presidential Meritorious Service Award in 1983 and 1985, and the Senior Foreign Service performance pay award in 1984, 1986 and last year.

He is a member of Smithsonian Associates, the Textile Museum of Washington, the North American MGA Register, the MG Car Club of Washington and the Princeton Club of Washington. He is vice president, Alumni Association, American Community School of Beirut. He is the author of "The Libyan Revolution in the Words of Its Leaders," in the spring 1970 issue of the

Middle East Journal.

Mr. Ross is married to Carol Canning Ross. They have a son, Anthony Gordon. □

Bolivia

Robert S. Gelbard has been deputy assistant secretary in the Bureau of Inter-American Affairs since 1985. He was director, Office of Southern African Affairs, 1984–85.

Mr. Gelbard entered Government service as a Peace Corps volunteer in 1964, serving until 1966. The following year he joined the Foreign Service and was assigned as a staff assistant at the Senior Seminar in Foreign Policy, Foreign Service Institute. From 1968 to 1970 he was detailed to the Peace Corps, as the agency's associate director in the Philippines.

He later drew assignments as consul, Porto Alegre, Brazil, 1970–71; principal officer there, 1971–72; international economist, Office of Development Finance, Bureau of Economic and Business Affairs, 1973–75, and financial economist, Office of European Regional Political and Economic Affairs, 1976–78. He became first secretary, Paris, in 1978. From 1982 to 1984 he was deputy director, Office of Western European and Canadian Affairs.

Mr. Gelbard was born in Brooklyn, N.Y., on March 6, 1944. He received a bachelor's from Colby in 1964, and a master's in public administration from Harvard in 1979. His foreign languages are Spanish, French and Portuguese. He won the Department's Meritorious Honor Award in 1982, its Superior Honor Award in 1984 and a Senior Foreign Service performance pay award in 1985. He is a member of the American Foreign Service Association.

He is married to Alene Hanola Gelbard. They have a daughter, Alexandra Pauline. □

Botswana

John Florian Kordek has been counselor at USIA since early this year. Before that, he was director of USIA's Office of American Republics Affairs, 1984–85, and Office of European Affairs, 1985–88. From 1983 to 1984 he was deputy director, Office of American Republics Affairs.

Mr. Kordek joined the Foreign Service in 1964 as a USIA junior officer trainee at the Foreign Service Institute. From 1964 to 1965 he was a junior officer trainee at

Zagreb and Belgrade. He then was a student at the Bologna Center of Johns Hopkins School of Advanced International Studies, Bologna, Italy, 1966-67. He was a press officer in Belgrade, 1967-69; deputy counselor for public affairs, U.S. mission to the European Communities, Brussels, 1969-74; Polish-Hungarian desk officer at USIA, 1974-75; deputy policy officer, then policy officer, in the agency's Office of European Affairs, 1975-77; a student at the Foreign Service Institute, where he took Polish studies, 1977-78, and counselor of embassy for public affairs, Warsaw, 1978-81. He returned to Washington in 1981 to take Latin American and Spanish language studies at the Foreign Service Institute. He was counselor of embassy for public affairs, Caracas, 1982-83.

Mr. Kordek was born in Chicago on June 9, 1938. He received a bachelor's from DePaul in 1964 and a master's from Johns Hopkins in 1967. He served with the Air Force, 1956-60. His foreign languages are Polish, Spanish and Serbo-Croatian. Before joining the Foreign Service, he was with the Continental Illinois Bank & Trust Co., Chicago, 1960, and Bankers Life & Casualty Co., also in Chicago, 1961-64.

Mr. Kordek has won DePaul's Distinguished Alumni Award, 1976; USIA's Superior Honor Award, 1981; the Department's Superior Honor Award, 1982; Senior Foreign Service performance pay awards, 1984-86; and USIA's Distinguished Honor Award, 1986. He is a member of the DePaul, Johns Hopkins and Harvard alumni associations, the Kosciuszko Foundation, the Chicago Council on Foreign Affairs and the Emil Verban Memorial Society. He is married to Alice M. Kleczynski Kordek. They have a son, Andrew, and a daughter, Catherine. □

Colombia

Thomas Edmund McNamara has been director for counter-terrorism and narcotics matters, as a member of the National Security Council staff, since 1987. He was deputy assistant secretary for politico-military affairs at State, 1983-86, and a student at the Senior Seminar, 1986-87.

Mr. McNamara joined the Foreign Service in 1965, and was assigned as a junior officer. From 1967 to 1969 he was second secretary, Paris and, from 1969-71, desk officer for Belgium, the Netherlands and Luxembourg. He was consul in Lubumbashi, 1971-72, and Bukavu, Zaire, 1972-73. He then attended the Armed Forces Staff College at Norfolk, Va., 1973-74.

Mr. McNamara drew assignments as a language student at the Foreign Service Institute, 1975-76; chief of the external division in the political section at Moscow, 1976-78; and office director, Bureau of Politico-Military Affairs, 1978-80. He was named deputy chief of mission, Kinshasa, Zaire, in 1980. He returned to the Department in 1983 to become deputy assistant secretary.

Mr. McNamara was born in New Haven, Conn., on September 16, 1940. He received a bachelor's from Manhattan in 1962 and a master's from the University of



Mr. Kordek



Mr. McNamara



Mr. K. Brown



Mr. Barkley

Notre Dame in 1964. His foreign languages are Spanish and French. He won the Department's Superior Honor Award in 1986. He is the author of several book reviews, including "Security or Armageddon: Israel's Nuclear Strategy"; and "Israel's Global Reach: Arms Sales on Diplomacy," in the Foreign Service Journal, January 1987. Mr. McNamara is married to Emma Fonseca McNamara. They have a son, David, and a daughter, Michelle. □

Denmark

Keith Lapham Brown has been a self-employed investment executive in Denver since 1984. Before that, he was ambassador to Lesotho, 1982-83.

From 1949 to 1955 Mr. Brown was in

law practice with the San Antonio firm of Lang, Byrd, Cross, Ladon & Oppenheimer and, from 1955 to 1970, he was vice president of the Caulkins Oil Co., first in Oklahoma City and later in Denver. He served with the Navy, 1943-46.

Mr. Brown was born in Sterling, Ill., on June 18, 1925. He received a law degree from the University of Texas in 1949. He is an honorary trustee of Colorado Academy and a director of the National Western Stock Show Association, the Boys Clubs of Denver, Inc., and the Boys Clubs of America, Inc. He is an advisory director, Center for Strategic and International Studies, Washington; chairman of the Rocky Mountain International Institute of Education/World Affairs Council; and a trustee of the Social Science Foundation and Graduate School for International Studies of the University of Denver.

Mr. Brown is a member of the Texas, Oklahoma and Colorado bar associations, the Denver Committee on Foreign Relations, the Washington Round Table and the Council of American Ambassadors. He is married to Carol Liebmann Brown. They have a son, Benjamin, and two daughters, Susan Brown Milhoan and Linda Lapham Brown. □

East Germany

Richard Clark Barkley has been deputy chief of mission in Pretoria since 1985. He was political counselor in Bonn, 1982-85. He joined the Foreign Service in 1962, served as a junior officer trainee until 1965, and then was assigned as vice consul in Santiago de los Caballeros, Dominican Republic.

Mr. Barkley attended Columbia, 1967-68. He drew assignments as international relations officer, NATO desk, 1968-69; German desk, 1969-71; in Bonn, 1971-72; and Berlin, 1972-74. He returned to the Department in 1974 to become executive assistant to Ambassador Ellsworth Bunker. From 1977 to 1979 he was deputy country director, Office of Central European Affairs. Following that assignment, he became deputy chief of mission, Oslo, serving until 1982.

Mr. Barkley was born in Chicago on December 23, 1932. He received a bachelor's from Michigan State in 1954, a master's at Wayne State in 1955, and attended the University of Freiburg in West Germany in 1961. From 1955 to 1957 he served with the Army. Before joining the Foreign Service, he was a part-time instructor at University of Maryland Abroad, 1959-61. His

APPOINTMENTS

foreign languages are German, Spanish, Norwegian and Finnish. He won the Department's Superior Honor Award in 1985. He is married to Nina Margrethe Schultz. □

Israel

William Andreas Brown has been ambassador to Thailand since 1985. Before that, he was principal deputy assistant secretary for East Asian and Pacific affairs, 1983-85. He was visiting professor at the University of New Hampshire, 1979-82.

Joining the Foreign Service in 1956, he was assigned as a passport and commercial officer in Hong Kong, where he served until 1959. He was a language student at Tainchung, Taiwan, 1959-61. Following his studies, he became principal officer in Kuching, Sarawak. He returned to Washington in 1965 to take Russian language training. He later drew assignments as political officer, Moscow, 1966-68, and New Delhi, 1968-70; deputy director, Office of Asian Communist Affairs, 1970-72; and a student at the National War College, 1972, and at Leeds University, England, where he took Mongolian language training, 1973-74.

Mr. Brown was on detail to the Environmental Protection Agency as special assistant to the administrator, 1974-76. In recent years he was political counselor, Moscow, 1977-78; deputy chief and acting director, American Institute, Taipei, Taiwan, 1978-79; and deputy chief of mission, Tel Aviv, 1979-82.

Mr. Brown was born in Winchester, Mass., on September 7, 1930. He received three degrees from Harvard—a bachelor's in 1952, a master's in 1955 and a doctorate in 1963. He served in the Marine Corps, 1952-55, and in the Marine Corps Reserve, 1955-69. His foreign languages are Chinese, Russian, French, Mongolian, Japanese, Thai and Malay. He won the Presidential Meritorious Service Award in 1982-83 and again last year. He received Senior Foreign Service performance awards, 1980-86. He is the author of "Wen T'en-hsiang: A Biographical Study of a Sung Patriot"; "History of a Mongolian People's Republic," which was translated from the Mongolian and annotated with Urgunge Onon; "The Protestant Rural Movement in China" and "American Missionaries in China."

Mr. Brown is married to Helen Melpomene Coutchavlis Brown. They have a son, Alexander Pericles, and three daughters, Joanna-Maria; Margarita Andrea and

Anastasia Katerina. □

Lebanon

John Thomas McCarthy has been deputy chief of mission in Islamabad, Pakistan, since 1985. He was deputy assistant secretary in the Bureau of Public Affairs, 1983-85. Before that, he was director, Office of Investment, Bureau of Economic and Business Affairs, 1980-83.

Mr. McCarthy joined the Foreign Service in 1962 and was assigned as a third secretary in Bangui, Central African Republic. From 1965 to 1967 he was second secre-



Mr. W. Brown



Mr. McCarthy



Mr. Bergold



Mr. Towell

tary, Brussels. He returned to Washington to serve in the Operations Center, 1967-68. He later took Thai language training at the Foreign Service Institute, 1968. He then held assignments as political officer, Bureau of International Organization Affairs, 1971-72; a student taking Atlantic affairs training at Harvard, 1972-73; on the European Community desk, 1973-76; trade officer, U.S. mission to the European Communities, Brussels, 1976-78; and economic counselor, also in Brussels, 1978-80.

Mr. McCarthy was born in New York on December 27, 1939. He received a bachelor's from Manhattan in 1961 and a master's in public administration from Harvard in 1973. His foreign languages are French and Thai. Before joining the Foreign Service, he was an assistant editor with

McGraw-Hill Publishing Co., New York, 1961. He is married to Marija Pavlovich McCarthy. They have a son, John T. III, and two daughters, Elizabeth Caroline and Julia Mara. □

Morocco

Harry E. Bergold, a career Foreign Service officer, has been a diplomat-in-residence at the Center for Strategic and International Studies, Washington, since last year. He was ambassador to Hungary, 1980-83, and Nicaragua, 1984-87.

Mr. Bergold joined the Foreign Service in 1957 and was assigned as a trainee (international economist) in the Bureau of Economic and Business Affairs. From 1959 to 1961 he was third secretary in Tegucigalpa and, from 1961 to 1963, second secretary in Mexico City. He later held assignments as Mexican desk officer, 1964-66; politico-military officer, Madrid, 1967-72; political counselor, Panama, 1967-72; and deputy assistant secretary of defense, European and NATO affairs, 1973-75. In 1976 he became principal deputy assistant secretary for legislative affairs, Department of Defense. In recent years Mr. Bergold has been director of international affairs, White House Energy Staff, 1977, and assistant secretary of energy for international affairs, 1978-79.

Mr. Bergold was born in Olean, N.Y., on November 11, 1931. He received a bachelor's (1953) and a master's (1957) from Yale. From 1954 to 1956 he served with the Army. His foreign languages are Spanish and French. He has won the Secretary of Defense Award for Outstanding Public Service, the Department of Defense Award for Distinguished Civilian Service, the Secretary of Energy Award for Distinguished Service, and the Award for Distinguished Service to the Department of Energy. He is a member of the Council on Foreign Relations and the International Institute for Strategic Studies. He is married to Karlene G. Knieps Bergold. □

Paraguay

Timothy Lathrop Towell has been deputy chief of protocol since 1983. Before that, he was legislative management officer for Europe in the Department's Office of Congressional Relations, 1980-83.

Joining the Foreign Service in 1963, he was assigned as vice consul in Valencia, Spain. From 1965 to 1966 he was second secretary in Madrid. He later held assignments as consul, Cochabamba, Bolivia, 1967-68; on detail to AID, La Paz, 1968;

Bolivian desk officer, 1968-70; Spanish desk officer, 1970-72; and consul, Porto Alegre, Brazil, 1972-74. He became first secretary in Brussels in 1975. Following his tour there, he was named, in 1979, political-economic officer at the U.S. interests section in Havana. He served there until 1980, then returned to the Department to take up his assignment in congressional relations.

Mr. Towell was born in Cleveland on January 31, 1934. He received a bachelor's from Yale in 1957 and a master's from Case Western Reserve in 1962. He served with the Army in 1959. Before joining the Foreign Service, he was a trainee with First National City Bank of New York, 1957-58, and a teacher at Hawken School, Cleveland, 1959-61, and Groton School, Groton, Mass., 1961-63. His foreign languages are French, Portuguese and Spanish. He won the Department's Superior Honor Award in 1984. He is a member of the board of the Lab School of Washington. Mr. Towell is married to Dane Anderson Nichols Towell. They have a son, Timothy Nichols, and a daughter, Dane Billings Towell. □

Syria

Edward Peter Djerejian has been principal deputy assistant secretary for Near Eastern and South Asian affairs since last year. Before that, he was assigned to the Office of Soviet Affairs, 1986. He was special assistant to the President and deputy press secretary for foreign affairs at the White House, 1985-86.

Joining the Foreign Service in 1962, he was assigned as an officer in the Department's Executive Secretariat. From 1964 to 1965 he was staff assistant to the under secretary. He took Arabic language training at the Foreign Service Institute in Beirut, 1965-66. He then held assignments as political officer and official interpreter for the U.S. ambassador in Beirut, 1966-69; labor attaché, Casablanca, 1969-72; officer-in-charge for Lebanese, Syrian and Iraqi affairs and deputy director for northern Arab affairs, 1972-74; and senior special assistant to the under secretary for political affairs, 1974-75.

Mr. Djerejian became principal officer and chief of post, Bordeaux, in 1975, serving there until 1977. He returned to Washington that year to become officer-in-charge of Belgium, Netherlands and Luxembourg affairs. From 1978 to 1979 he took Russian language and area training at the Foreign Service Institute and the Army Russian Institute in West Germany. In recent years

he has held assignments as chief of external affairs and acting political counselor, Moscow, 1979-81; deputy chief of mission, Amman, 1981-84; a student at the Senior Seminar, 1984-85; and deputy spokesman and deputy assistant secretary for public affairs, 1985.

Mr. Djerejian was born in New York on March 6, 1939. He received a bachelor's in foreign service from Georgetown's School of Foreign Service in 1960. He served with the Army, 1960-62. His foreign languages are French, Russian, Arabic and Armenian. He figured in a group Superior Honor Award in 1974 and he himself won that award in 1984. He also received senior-officer outstanding performance awards in 1985 and 1986. He is a member



Mr. Djerejian



Mr. Zimmermann

of the American Foreign Service Association and the Georgetown Alumni Association. He is married to Françoise Haelters Djerejian. They have a son, Gregory, and daughter, Francesca. □

Yugoslavia

Warren Zimmermann has been chairman of the U.S. delegation to the Vienna follow-up meeting of the Conference on Security and Cooperation in Europe, since 1986. Before that, he was deputy to the head of the U.S. delegation to the negotiations on nuclear and space arms, in Geneva, 1985-86.

Mr. Zimmermann joined the Foreign Service in 1961. The following year he was assigned as a consular and political officer, Caracas, where he served until 1965. He later held assignments as political officer, Belgrade, 1965-68; analyst of Soviet foreign policy, Bureau of Intelligence and Research, 1968-70; and speechwriter for the Secretary, 1970-73. He became deputy chief of the political section in Moscow, in 1973, where he served until 1975. He returned to Washington in 1975 to become special assistant for policy planning, Bureau

of European Affairs. He later was political counselor, Paris, 1977-80; deputy chairman of the U.S. delegation to the Conference on Security and Cooperation in Europe, in Madrid, 1980-81; deputy chief of mission, Moscow, 1981-84; and visiting fellow, Council on Foreign Relations, 1984-85.

Mr. Zimmermann was born in Philadelphia on November 16, 1934. He received a bachelor's from Yale in 1956 and another bachelor's and a master's from Cambridge in 1958. He served with the Army in 1959. He is fluent in Serbo-Croatian, Russian, French, Spanish and German. Before joining the Foreign Service, he was an assistant instructor at Yale, 1958-59, and a staff reporter with the Munroe News Bureau in Washington, 1960-61.

Mr. Zimmermann won the Union of Councils of Soviet Jews' Shcharansky Award last year. He received the President's Meritorious Award in 1984 and last year, and the Department's Superior Honor Award in 1975 and 1984. He is a member of the American Foreign Service Association, the Council on Foreign Relations and the Metropolitan Club. He is the author of a chapter in a book, "The Strategic Defense Debate—Can 'Star Wars' Make Us Safe?"

Mr. Zimmermann is married to Corinne Chubb Zimmermann. They have a son, Warren Jr., and two daughters, Corinne and Elizabeth. □

2 named for management positions at State

Two career Foreign Service officers, Sheldon J. Krysz and C. Edward Dillery, have been selected for high-level administrative positions in the Department. President Reagan has announced his intention to nominate Mr. Krysz, subject to Senate confirmation, as assistant secretary for administration, succeeding Donald J. Bouchard. Secretary Shultz has appointed Mr. Dillery as director of the Office of Management Operations, succeeding George E. Moose.

Following are biographical sketches of the persons named.

Administration

Sheldon J. Krysz was in radio, television and public relations between 1955 and 1961. He was with radio stations KRSD in South Dakota, WWDC in Washington and WGAY in Maryland. He was the owner and director of Chris Sheldon Public Relations.

He began his Government career in 1961 as a consultant to the director of public affairs, Federal Mediation and Concilia-

tion Service. He joined the Department in 1962 as an education and cultural affairs officer. He then held assignments as management officer, 1965-67; and international relations officer in London, 1967-69. He was a personnel officer, 1969-70, then director of personnel, 1970-74, in the Bureau of Inter-American Affairs.

Mr. Kry's became a Foreign Service officer in 1972. He served in Belgrade as administrative counselor, 1974-76; attended the National War College, 1976; and became a Foreign Service inspector, 1977. From 1979 to 1983 he was executive director, Bureau of Near Eastern and South Asian Affairs. In recent years he held assignments as deputy director of management operations, 1983-84; executive assistant to the under secretary for management, 1984-85; and ambassador to Trinidad and Tobago since 1985.

Mr. Kry's was born in New York on June 15, 1934. He attended the University of Maryland. His foreign languages are French and Serbo-Croatian. He is married to Doris Marie de Hemptinne Kry's. They have three children. □

Management operations

C. Edward Dillery joined the Foreign Service in 1955. He has held assignments as a political officer, economic officer, vice consul and politico-military officer, and has also worked on international scientific and technological issues. His overseas assignments have included tours in Tokyo, Kobe, Brussels, Vietnam, London and Nicosia. In the Department, he has served in the Bureaus of East Asian and Pacific Affairs, European and Canadian Affairs, International Organization Affairs and Politico-Military Affairs. He has also served in the Office of Science and Technology. He was appointed ambassador to Fiji, Tonga, Tuvalu and Kiribati in September 1984 and served until last August. He later was named deputy director of the Office of Management Operations.

Mr. Dillery was born in Seattle on December 17, 1930. He received a bachelor's from Seattle Pacific in 1953, attended the University of California at Berkeley, 1955-56, and obtained a master's in the administration of national security from George Washington in 1973. He was named a member of Alpha Kappa Sigma fraternity in 1953. He was Seattle Pacific's "alumnus of the year" in 1976. He is married to Marita Fern Lewis Dillery. They have two sons, Edward Lewis and John David, and a daughter, Sara Lyn Hynes. □

President Reagan eyes 2 for multilateral posts

President Reagan has announced his intention to nominate two career Foreign Service officers to multilateral positions, with the rank of ambassador. Both nominations would require Senate confirmation. They are:

—U.S. representative to the Vienna office of the United Nations, and deputy U.S. representative to the International Atomic Energy Agency, also in Vienna—Michael H. Newlin, principal deputy assistant secretary for consular affairs, to succeed Bruce Chapman.

—Chief of the U.S. delegation to the



Mr. Kry's



Mr. Dillery



Mr. Newlin



Mr. Maresca

Conference on Confidence and Security-Building Measures—John J. Maresca, deputy assistant secretary of defense for European and NATO policy, to replace Robert L. Barry.

Following are biographic sketches of the two.

Vienna offices

Michael H. Newlin has been the principal deputy assistant secretary for consular affairs since 1985. Before that, he was ambassador to Algeria, 1981-85.

He began his Government service in 1951 as a civilian expert with the Department of the Air Force.

From 1952 to 1954 he was an economic and consular officer in Frankfurt

and, from 1954 to 1958, political officer in Oslo.

He later held assignments as a foreign affairs officer, Office of UN Political Affairs, 1958-63; deputy chief of the political section, U.S. mission to NATO, Paris, 1963-67, and Brussels, 1967-68; and counselor for political affairs, U.S. mission to the United Nations, 1968-72.

Mr. Newlin then drew assignments as deputy chief of mission, Kinshasa, Zaire, 1972-75; principal officer, Jerusalem, 1975-80; and deputy assistant secretary for international organization affairs, 1980-81. He served on U.S. delegations from the 23rd to 26th sessions of the UN General Assembly in New York, 1968-71.

Mr. Newlin was born in Greensboro, N.C., on May 16, 1926. He received a bachelor's from Harvard in 1949 and a master's in business administration from Harvard Business School in 1951. His foreign languages are French and German. He won the Presidential Meritorious Award and the Department's Superior Honor Award in 1985, and senior performance pay awards in 1986 and 1987. He is married to Milena Vanckova Newlin. They have a daughter, Anna Christina. □

Conference on Confidence and Security-Building Measures

John J. Maresca joined the Foreign Service in 1966 and was assigned as vice consul in Amsterdam. He later held assignments as political officer, The Hague, 1967-68; assistant French desk officer, 1968-70; deputy director, Office of the Secretary General of NATO, Brussels, 1970-73; deputy chief of the U.S. delegation to the Conference on Security and Cooperation in Europe, in Helsinki and Geneva, 1973-75; and officer-in-charge, NATO political affairs in the Department, 1975-77.

In 1977 Mr. Maresca became deputy chief of the delegation to the Conference on Security and Cooperation in Europe, in Belgrade. In recent years he has been deputy political counselor, Paris, 1977-80; director, Office of Western European Affairs, 1980-82; deputy chief of mission, Paris, 1982-85; and visiting fellow, Georgetown's School of Foreign Service, 1985-86. He then was named to the Defense Department position.

Mr. Maresca was born in Stresa, Italy, on December 3, 1937. He received a bachelor's from Yale in 1959 and served with the Navy, 1959-65. His foreign languages are French, Italian and Dutch. He won the Department's Superior Honor Award in

People at State

In the Bureau of International Organization Affairs, **Penny L. Eastman** has become deputy assistant secretary for international social and humanitarian affairs ... **Linas Kojelis** is the new deputy assistant secretary for refugee admissions, Bureau for Refugee Programs ... **Clark Dittmer** has assumed duties as principal deputy assistant secretary in the Bureau of Diplomatic Security. He also is director of the Diplo-

matic Security Service ... **Sharon W. Stanley** is executive director, Bureau of Oceans and International Environmental and Scientific Affairs ...

Michael L. Privitera, formerly special assistant and congressional liaison officer in the Bureau of East Asian and Pacific Affairs, has been named deputy assistant secretary for public diplomacy in the Bureau of Public Affairs. □

1975 and 1977, and the Defense Department's Outstanding Public Service Medal in 1987. He is the author of "To Helsinki: the Conference on Security and Cooperation in Europe;" "The Inevitable Conclusions," in "Helsinki, Human Rights and European Security;" "Helsinki Accord, 1975," in "U.S.-Soviet Security Cooperation;" "Defending Our Allies," Baltimore Sun, March 4, 1977; "A Proposal for Helsinki Observers," Atlantic Community Quarterly and Politique Etrangere (Paris), autumn, 1986; "Leaders and Experts," Foreign Service Journal, March 1986; and "The Vienna Session of the CSCE: Measuring Compliance with the Commitments of Helsinki," for the USIA wireless file, 1986.

Mr. Maresea is married to Jacqueline Revy Maresea. They have a son, Christopher. □

Ex-Indiana newsman gets government liaison post

Edgar L. (Nick) Longworth, a former associate deputy administrator of the Veterans Administration, has been named coordinator of intergovernmental affairs in the



Bureau of Public Affairs. The office, formerly in the Bureau of Legislative and Intergovernmental Affairs, was recently transferred to the public affairs bureau.

The office is responsible for developing and coordinating Department policies and programs pertaining to federal-subfederal relations. It provides information

on international issues and Department services to governors, mayors, other elected and appointed officials and to their professional associations and community interest groups. It provides guidance and support to officers on domestic assignments to state and local governments or private organizations.

Mr. Longworth has served as deputy director of intergovernmental affairs with the Department of Agriculture, and as a consultant to the Departments of Health and Human Services, Education and Navy. He was national director of political field operations, Republican National Committee, 1979-81, and deputy director of administration, Reagan-Bush '84 campaign. He was deputy director of the liaison office for the governor of Indiana, and also held positions on Capitol Hill.

A former newsman with the Indianapolis News and Fort Wayne News Sentinel, he is a past president of the Fort Wayne Press Club and a former vice president of the Indianapolis Press Club. He is a member of Sigma Delta Chi and the National Press Club. ■

Cost-saving mailing tip

When mailing several items to one address, put everything in one envelope. □

PARAMARIBO, Suriname—Ambassador **Richard C. Howland**, with vice consul **Robert Faucher**, on his left, after completing the five-kilometer run during the meeting here of the International Military Sports Federation.



Management

Message from a ranking congressman: Yes, count the silverware!

Efficiency, economy are important matters for State, he warns

PLAYING HOST to one of its most outspoken public critics, the State Department brought itself under fire again recently from Congressman Jack Brooks, who reiterated his criticisms of the Department's management practices. The Texas Democrat, chairman of the House Government Operations Committee, spoke at an administrative officers conference arranged by the Bureau of African Affairs. After an initial bow to the Foreign Service and to the challenge that administrative officers face, he went straight to the point. The senior congressman said:

"Unfortunately, 'admin' officers in the State Department face a far greater handicap than power outages and spotty logistical support at remote posts. Quite frankly, you work for an institution that places a very low priority on the management function.

"Over the past several years, my Legislation and National Security Subcommittee has held hearings on a wide range of State Department management issues—overseas construction, travel advances, non-expendable personal property, shared administrative support, employee association contracting, silverware replacement—the list goes on. Every one of these hearings revealed serious deficiencies—and all too often our follow-up reviews show that the problems remain uncorrected year after year.

"I have long been convinced that a common root cause of these deficiencies has been the Department's failure to treat sound management as a priority matter. Therefore, on the theory that acknowledging a problem is the first step toward correcting it, I am pleased the Department has finally publicly admitted this underlying institutional bias.

Getting to be an ambassador

"In a hearing before the subcommittee last June, Under Secretary (Ronald) Spiers told the subcommittee: 'There is a cultural problem in the State Department—management is not regarded as an important mainstream activity.' Mr. Spiers went on to say that being a good manager 'wasn't part of what you needed to be to get to the top of the Foreign Service.' In off-the-record conversations, I've heard State Department people put it far more bluntly—they say: 'Nobody ever got to be ambassador by counting the embassy silverware.'



Congressman Jack Brooks at the conference.

"Testimony by inspector general (Sherman) Funk before the subcommittee just a couple of weeks ago underscored this anti-management bias once again. The inspector general had recently audited the Department's domestic cashiering operations, in the wake of a major embezzlement of blank travelers checks.

"Mr. Funk told us that, despite the embezzlement, the Department responded to a subsequent budget shortfall by freezing all hiring in the Comptroller's Office. As he put it: 'The typical attitude is, in time of crisis, to cut administrative support first and worry about internal controls later.' In my opinion, this is a sure-fire prescription for repeated disasters and continued bad publicity for the Department.

'Sheer nonsense'

"Finally, this institutional bias is illustrated perhaps most clearly by the Department's long-standing habit of drawing distinctions between administration and the so-called 'substantive' political and economic functions. This is sheer nonsense. Of course negotiating treaties and reporting

on foreign political affairs is important—but it's also very important to assure that the embassy is managed in an efficient and economical manner.

"In addition to giving short shrift to management issues, the Department has been slow to realize the damage done by poor performance in this area. In my opinion, bad management hurts the Department in at least three ways.

"First, it hurts the Department's relations with Congress. To be honest, you have fewer friends on Capitol Hill now than at any time in recent memory, which is truly unfortunate. Part of the problem is State's reputation for mismanagement. Moreover, in the tight fiscal environment created by the 'Gramm-Rudman' deficit reduction act, this reputation leaves the Department vulnerable to damaging budget cuts. Finally, this reputation has helped lead to increasingly prescriptive provisions in State's authorization and appropriation bills. Such provisions have prompted the under secretary for management to publicly complain of congressional 'micromanagement.' However, in my opinion it is unrealistic to

expect Congress to passively tolerate the status quo.

Relations with other agencies

"Second, poor management hurts the Department's relations with other agencies. This is clearly illustrated by continuing problems with the 'foreign affairs administrative support' system, or 'FAAS.' The Government Operations Committee has long been a strong advocate of shared administrative support.

"Over the years, however, we have heard constant complaints from other foreign affairs agencies about the Department's management of 'FAAS.' They complain about both the quality of service and the Department's inability to explain and document its billing system—in short, they feel they are being shortchanged. This dissatisfaction has led AID—with the help of its appropriation subcommittees—to pull out of 'FAAS' at some posts.

"The collapse of 'FAAS' would clearly not be in the best interests of either the Department, the other foreign affairs agencies or, most importantly, the taxpayers. I strongly believe the Department *should* charge other agencies for services rendered. However, those services must be of good quality, and the Department must be able to justify the bills it presents.

"Third, bad management tarnishes Uncle Sam's image abroad. A couple of examples come to mind right away—even leaving out the new embassy in Moscow. One is the attempt to build an ambassador's residence in Cairo. The Department spent several years and millions of dollars, but finally threw up its hands without even finishing the building. Then they compounded the mistake by selling the site—an irreplaceable parcel of land on the Nile.

High-rise in Hong Kong

"A second example is the lease-purchase deal for a high-rise staff apartment tower in Hong Kong. In this case, after several years of construction, the Department decided it simply didn't want the building—largely because of its location in a 'less-than-desirable' neighborhood. The Department managed to buy its way out of the deal without too much damage, but my point is the tower was in the same neighborhood when they *started* construction as when they finished.

"Clearly, in neither of these ill-fated projects did the department convey an image of self-assured American competence to the host country government or the local

population—and that hurts.

"Going beyond this broad institutional neglect of the management function, my subcommittee has found two specific recurring problems in the Department's operations that are especially frustrating. One is the tendency of overseas posts to ignore management directives from headquarters. The other is the lack of *individual* accountability in the system.

"With respect to ignoring headquarters, let me give you a couple of examples. In 1982 the Department sent out a cable prohibiting profits on service contracts between posts and their employee associations. In 1985, however, the subcommittee found widespread noncompliance with this requirement. The Department acknowledged the problem and sent another cable 'reiterating' the no-profit policy. Nevertheless, several posts ignored headquarters and continued to allow profits. How many times must the same message be repeated?

Counting the silverware

"Another example involves the silverware replacement program. Posts receiving new silverware were specifically told by headquarters to either return their old silverware to Washington or sell it. However, many posts simply kept the old silverware to double their supply. Now this may seem like a small matter to some, but the point is if you are going to have regulations and management directives they should be followed.

"Speaking of silverware, I understand

that some people in the Department have raised questions about the subcommittee spending its time and energy on a 'piddling' \$2-million program. Well, these people miss the point—the subcommittee's hearing was not really about silverware at all—it was about management. Or rather the lack of it.

"These examples also illustrate the lack of *individual* accountability in the Department's management system. As far as I know, no one was ever disciplined for allowing prohibited profits or keeping the old silverware. Nor was any disciplinary action taken when a hearing by our subcommittee revealed that some posts had deliberately submitted false certifications of their non-expendable personal property inventories. This lack of accountability is simply unacceptable.

Inspector general seen as asset

"Clearly, dramatic improvements are needed in the Department's management of the taxpayers' money. I firmly believe the recent establishment of a statutory inspector general can help achieve this goal. Moreover, despite the fact that an IG is someone who highlights your shortcomings and at times recommends disciplinary action, I think you should view him as an asset.

"First, he can provide solid advice on how to improve operations. Second, he can protect you. We are all aware of situations in which an ambassador has pressured an administrative officer into bending the rules to suit his needs.



At the African Affairs administrative conference, Claude Evans receives award on his retirement after 35 years of Government serv-

ice. From left: Jack Bryant, Mr. Evans, Chuck Greco, bureau executive director Jim Mark.

However, the prospect of the IG recommending disciplinary action should give you a bit more leverage to 'just say no' to an ambassador's harebrained schemes.

"In closing, I would simply like to stress the subcommittee's continuing commitment to improving the Department's administrative operations *as well as* to enhancing the overall status of the management function. With the help of the IG and the GAO (General Accounting Office), we are currently reviewing procurement activities, real estate management and the proposed new telecommunications system—to name just a few. We are hopeful these efforts will help assure the more efficient and effective use of taxpayers' money—and we look forward to working with you to achieve this goal." □

Funk announces follow-up reviews, warns against misrepresentations

State's inspector general, Sherman M. Funk, has announced a new program of follow-up reviews and, in a telegram intended for all staff members who have responsibility for compliance, has warned that disciplinary action will be initiated against officers who knowingly make false reports of compliance. The inspector general said:

"A review of past inspections reveals instances of repeat recommendations for the same deficiencies, despite posts having reported compliance with the prior recommendations. In some instances, changed circumstances have recreated the same deficiencies or given rise to similar ones, despite the inspected unit's original good faith compliance. But there appear to have been other instances where inspected units have intentionally and falsely reported that they have complied, or intended to comply, when they apparently had no real intention to do so.

"Such misrepresentation destroys the integrity of the inspection process. Inspection and audit recommendations, when approved by the Department and published, must be complied with unless they are successfully appealed. They may not be ignored and compliance must never be knowingly and intentionally misrepresented.

No advance notice

"Compliance follow-up reviews are intended to provide senior management of the Department with evaluations and progress reports on the inspected units' compliance with recommendations made during

earlier program inspections. For the inspected units, they serve as an additional incentive to encourage conscientious compliance. They are quick reviews of compliance—not new inspections—and they normally will take about one week to do. They will take place at any time after an inspected unit has submitted its compliance report. Unlike program inspections, the reviews may be conducted without advance notice. We plan to conduct them in approximately 20% to 25% of the posts inspected, usually six to nine months after the original inspection. I have discussed compliance follow-up reviews with several ambassadors, both career and noncareer, and with senior Department officers who have served as chiefs of mission. Almost without exception they have agreed that strong action is needed to assure the quality of inspections and audits and to bring integrity back into the inspection compliance process.

"The reviews at most posts will be performed by a two-person team headed by a Senior Foreign Service officer with extensive experience inspecting post management. The other member will have administrative expertise and experience. Larger teams may occasionally be used to review compliance in very large posts, and some smaller posts may be reviewed by a single experienced senior inspector. The team will have studied the compliance file and will have discussed conditions at the post with Department offices having joint responsibility for the recommendations.

"The team will look beyond post directives calling for action to be taken and will verify if the action was actually taken. They may find it necessary to make site visits, review official residence expenses, examine procurement records, post travel and contact plans, contracts, etc. They will have access to all records.

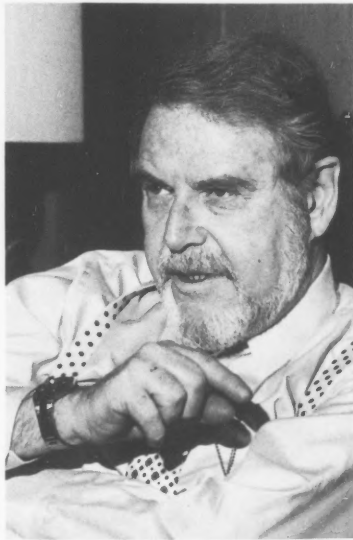
'Lack of integrity' cases

"In cases where inspectors find that an officer, or even post management, has reported compliance with a recommendation and corrective action was not in fact taken, and where the misrepresentation was intentional, they will report the case to me for review. If, after review, I conclude that it is warranted, the information will be forwarded to the director general of the Foreign Service and director of personnel with a recommendation for disciplinary action for lack of integrity.

"Upon completion of a review, the team will orally brief the chief of mission or principal officer on the report the team will

submit to the inspector general. The report will evaluate the overall quality of the post's compliance and will cite any significant changes of circumstances that affect a post's ability to comply with the recommendations. It may recommend modification or cancellation of certain recommendations overtaken by events. Any such recommendations by the team will require my approval before becoming final. The team will certify for close-out all recommendations satisfactorily complied with. All other recommendations will remain open, or be reopened if the post's compliance reporting is found to be unsatisfactory, misleading or incomplete. Previous operational recommendations that have not been satisfactorily complied with may be upgraded to formal recommendations.

"The team will also evaluate for my benefit the quality of the previous inspection. The team will elicit the post's view on the conduct and quality of the previous team. They will also base their evaluation on other criteria which I use in assessing inspection teams' performance. It may elicit the post's suggestions for improvement of the inspection system. I hope you will cooperate with the inspectors so that any particular or systemic weaknesses in the inspection process can be corrected and the quality and integrity of both the inspection and compliance process can be established at the highest levels." ■



Mr. Funk

Overseas Operations

How's State doing as the housekeeper for U.S. agencies abroad?

Both well and not so well, says a report to Congress

PROBLEMS in connection with State's role as the provider of administrative support to other U.S. agencies at overseas posts are analyzed in a new report by Congress' General Accounting Office (B-202491). The document comes to public attention in the wake of a provision of the Foreign Relations Authorization Act, enacted last December, which calls on State to obtain full reimbursement for shared administrative costs from the other agencies.

The report says State employs only 36% of the U.S. Government's civilian workforce overseas, but it paid 74% (\$222 million) of the costs of the Foreign Affairs Administrative Support System in fiscal year 1986. State was seen as charging the other agencies for some of its services but also as picking up the full cost of other services, such as communications and information systems, security and the salaries of essential embassy personnel.

State has been providing the services

since World War II. The current support system was established in 1977 and operates in 124 countries, assisting more than 50 federal agencies that are involved in more than 100 different programs overseas. Each agency is free to select which services it wants at each post, and is under no obligation to choose all or any of the services. Alternatives for the agencies are to rely on their own personnel or to contract with private firms for the services.

Boarders rate the landlord

"At the locations we visited (Bonn, Niamey, Cairo, Jakarta, Bangkok, Brasilia and Mexico City)," the report says, "agency satisfaction with the services varied from post to post and service by service. In many cases, agency officials told us they were satisfied. When agencies did express concerns about the quality of services provided by State, they generally related to inexperienced administrative staff or long periods without staff. These have been con-

tinuing problems, especially in less developed countries . . . In contrast, we found that personnel in Bonn had extensive experience. Key personnel at the embassy averaged 22.8 years of service and had served in administrative positions at 4 to 10 overseas posts; most of them had also served in some administrative capacity in Washington. Similarly, the Foreign Service nationals had worked at the embassy for a number of years and, according to the administrative officer, had excellent skills compared to personnel at other posts to which he had been assigned . . .

"The assistant to the administrator for management at AID advised us that a major problem with the system for his agency's overseas mission is that the youngest and most inexperienced Foreign Service officers are routinely assigned to the less developed countries where his agency devotes much of its resources. In comparing the training and experience of State personnel with that given AID personnel, he stated that (1)



At Embassy Moscow, State people help to sort mail for the American foreign affairs community.

What the housekeeper does

Administrative support services provided by State at overseas posts include the following, the General Accounting Office report says:

Personnel services

- American personnel management
- Foreign Service national personnel management
- Welfare and health services
- Travel services

Budget and fiscal services

- Accounts and records
- Payrolling
- Vouchering
- Cashier and disbursing operations
- Budgeting and financial planning

General services

- Vehicle operations
- Vehicle maintenance
- Administrative supply

- Procurement
- Reproduction
- Shipment and customs
- Building operations—office
- Building operations—residential
- Leasing

Communications services

- Telegraphic traffic
- Pouching
- Files and records
- Mail and messenger service
- Reception and switchboard services

Security and guard services

- Personnel investigations
- Physical security
- Marine Guard service
- Watchman service

Management services

Direct services

Data processing services □

State prepares its overseas staff as generalists whereas AID prepares its staff as specialists, and (2) State provides its staff with seven weeks of administrative training in such areas as budget and financial management while AID gives its staff one year of training . . .

Suggested options for State

"For those overseas posts where State has not been able to provide adequate services because of a lack of sufficient personnel with the needed skills in technical areas, alternatives need to be explored. One option would be to provide more experienced personnel to the posts that the State Department inspector general described as being in a 'disordered state or having many problems.' State could provide some on-the-job training to junior officers by assigning them to larger posts where they might serve under the tutelage of more experienced personnel rather than putting them solely in charge of an operation at a smaller post.

"The Department might also be able to further enhance the Foreign Service officers' training for certain technical positions and give higher priority to training the Foreign Service nationals at posts in less developed countries. If another agency, such as AID, is able to provide high quality and/or cheaper administrative support, State could pursue the option of contracting with the agency to obtain the service for all the (support system) customers at that post. Chronic shortages of certain skills could be addressed by giving priority to those with the needed skills when new personnel are

hired. If Foreign Service officers do not possess the specialized skills required for certain technical assignments, State could use Civil Service employees."

Keeping the family together

The report concludes: "A factor that may have a much broader impact on the consolidation of overseas administrative support services in the future relates to State's ability to satisfy the other agencies. Under the recently enacted legislation, other agencies will soon begin to pay the full cost of services received. If State cannot provide adequate services at a reasonable cost, the other agencies that now voluntarily participate in (the support system) will probably seek alternatives. The challenge will be to

avoid (1) eroding cohesion among the agencies, (2) undermining previous efforts to avoid the duplication of support capabilities, (3) creating competition between agencies for the same services in locations where limited alternatives exist, and (4) increasing costs to the Government because economies of scale are lost."

The report says at another point: "Assessments of quality can hinge on agency personnel's feelings about the equality of services. One (support system) principle dictates that State provide administrative support in an equitable manner. State officials believed that support had been fair and equitable. Most agency officials generally agreed. However, several agency officials sensed some favoritism, but believed that State still adequately accommodated their agencies' needs. In their opinion, perceptions of favoritism were unavoidable."

The document cites similar findings that have been made in some areas over the years by inspectors at State.

No reply yet from State

The report is addressed to Congressman Jack Brooks (D.-Tex.), chairman of the Government Operations Committee, who has long been interested in State Department operations. Mr. Brooks was advised in the letter of transmittal, from Frank C. Conahan, assistant U.S. comptroller general: "As you requested, we did not ask the Department of State to provide official comments on a draft of this report."

Senior management officials at State have been given copies, and they are perusing it to determine an appropriate response. ■



Purchasing agent Farouk Khlifi, left, and supply supervisor Sadok Redjeb, at Embassy

Tunis, check on supplies for the people of State and other agencies.

Ask Dr. Dustin



Q.

Can you tell me something about dental sealants?

EUROPE

A.

Sealants, when included as part of a regular program of daily brushing, flossing and fluoride supplementation, will help achieve dental health. They help prevent decay by coating teeth with a layer of plastic material. They're especially important for protection of the back molars, which are difficult to clean properly, due to lots of cracks and fissures. They're most effective in children and should be applied when the youngsters' first molars develop and, again, when permanent molars erupt. The procedure lasts approximately five years, and is easy, painless and noninvasive.

Q.

Please discuss what I can do to protect my family against malaria. I am concerned I may have forgotten some basic rules.

WEST AFRICA

A.

Malaria is a very serious problem, especially in Africa. In the past few months there've been medical evacuations from endemic areas for malaria. In the STATE of April, I provided in-depth information about malaria, but since this is a potentially fatal illness, it's essential to reemphasize protective measures:

(1) *Malaria suppressants are a must.* Recommended prophylaxis can vary depending on where you are. Know and religiously take the malaria suppressant recommended for your area. Remember: even if you take antimalarials, you may still contract malaria because of the imperfect protection afforded by presently-available antimalarial drugs.

(2) *Prevent being bitten by mosquitos.* The Anopheles mosquito is responsible for transmitting malaria. It feeds primarily at night, between dusk and dawn. Protecting yourself from mosquito bites during these hours is most important. Remain in well-screened areas, use mosquito nets and wear clothing that covers most of your body. Use an insect repellent containing N,N diethylmetatoluamide (deet); the higher the concentration of deet, the longer-lasting the

repellent effect. A pyrethrum-containing flying-insect spray can also be used in living and sleeping areas during evening and night hours.

Remember, if you should develop fever, chills, sweats or a headache, malaria is a possibility. Seek medical care immediately.

Q.

The health unit nurse told me I could get worms by walking outside barefoot. How can this be?

ASIA

A.

There are a number of parasites that can enter a human host through the bottom of the foot and between the toes. A parasitic roundworm called *Strongyloides stercoralis* is one of these. This parasite is most often found in the tropical areas where defecation practices are indiscriminate. The larvae survives in the warmth and moisture of the soil, awaiting the arrival of a human host, entering through a hair follicle, pore, or even unbroken skin. Symptoms of infestation may be a rash on the foot, a pneumonia-like illness, abdominal pain or chronic diarrhea. It's treatable, of course. But prevent the problem by not exposing yourself to soil that's contaminated with human waste. Wearing shoes is obviously good advice!

Q.

My sister was told she has a lactose intolerance. What exactly does this mean? Please explain.

SOUTH AMERICA

A.

Lactose is a sugar found in dairy products, such as milk, cream, ice cream and yogurt. Someone who has a lactose intolerance is deficient in the enzyme B-galactosidase

This column by Eben H. Dustin, 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. Dustin directly. In either case, your privacy will be respected; your post will not be identified.

(Lactase), which breaks down the lactose and makes it easier to digest. Those who are deficient experience diarrhea, bloating, gas and stomach cramping when they consume too much lactose. Those whose familial background is Asian or Middle Eastern have a greater incidence of this problem, as do American blacks, Indians and Jews. Most people who have the intolerance can tolerate at least some lactose in their diet, but others can't. They usually can consume hard and soft cheeses, yogurt, buttermilk and sour cream, because the bacterial cultures found in these products predigest the lactose. In major grocery stores in the United States, milk is available in which most of the lactose has been removed. Also available is milk in which the enzyme has been added, allowing the lactose-intolerant an alternative food product.

Q.

I am a Foreign Service employee who will be going on temporary duty to Europe in the near future. My mother is quite old and in questionable health. If she should become critically ill while I'm there, am I eligible to request emergency visitation travel?

SOUTH AMERICA

A.

Yes, in the event of serious illness of your mother, the overseas post where you are on temporary duty should contact me by cable with the information outlined in 3 FAM 699.5, requesting emergency visitation travel. If the illness meets the requirements, you'll be authorized round-trip travel at Government expense.

Q.

Am I charged annual leave when I go on emergency visitation travel (EVT), and do I receive per diem while I am there?

EUROPE

A.

"Time away from post on emergency visitation travel, including travel time, is charged to annual leave, sick leave, compensatory time off, or leave without pay, as appropriate," according to 3 FAM 699.5, and "no per diem, excess baggage or unaccompanied baggage charges, or other expenses are authorized." ■

Hospitality for Heads of State



BLAIR HOUSE, administered by the State Department, is the President's guest house for visiting heads of state and other foreign dignitaries. It was reopened on June 13 after a three-year restoration. Congress appropriated \$8.6 million, and the National Council for Restoration of Blair House raised an additional \$5 million from private citizens and foundations to refurbish the historic mansion across Pennsylvania Avenue from the White House. These photos of the interior are by *Erik Kvalsvik*.



The master bedroom, primary suite.

The garden room.



The Lincoln Room.



HOSPITALITY FOR HEADS OF STATE



The Lee drawing room.



The sitting room, primary suite.



The library.

The dining room. ■



Senior Seminar

What a difference the years make!

Could this be what Ike had in mind?

BY PAT MCNEES

The author is a free-lance writer who also did an article on the Seminar for Government Executive magazine.

MEMBERS OF THE LATEST Senior Seminar (they were graduated on June 10) had a year that Dwight D. Eisenhower and John Foster Dulles probably didn't envision when they instructed Ambassador Loy Henderson to launch the first seminar 30 years ago. These 14 men and women from State, with an equal number from other Government agencies, had an unusual curriculum—which they helped shape. It included, in addition to the usual Senior Seminar subjects, courses in physical fitness and a taste of inner-city community service. And at a three-day "wilderness lab" on the Chesapeake Bay, near Annapolis, as the seminar began, they got to know each other by working through a series of physical challenges designed to get people talking to each other, to develop the group as a learning team and to promote an open learning environment. For the State Department people at least, said James Bullington, dean of the seminar (he's a former ambassador to Burundi), this was "pretty touchy-feelie stuff."

For most of its three decades, the Senior Seminar—considered by many to be the *creme de la creme* of executive develop-

ment programs for senior federal career officials—was more akin to an advanced graduate seminar. "This year we made a lot of changes," said Mr. Bullington, "and I think it's more exciting. Now it's more experientially oriented, designed to engage members physically and psychologically as well as intellectually. Thanksgiving week, for example, the Seminar members went out and took minimum-wage or volunteer jobs—working in soup kitchens and homeless shelters and old folks' homes—and came back and talked and wrote about their experiences." He added: "The seminar was also much more self-directed. The members were very much responsible for determining the content. And "another thing that was new was the emphasis on leadership and executive development. In prior years there was very little of that."

The dean said he sees the health and fitness course as an integral part of executive development. "You need stamina and good health simply to feel good, to carry things through, to be out in front," he explained. "And physical fitness is important to self-confidence. If you feel good about yourself, you're much more likely to project an aura of competence and an attitude of 'follow me, guys!' The fitness training was optional, but enough members were already into it that, combined with some subtle and not-so-subtle peer pressure, par-

ticipation was nearly 100%."

Who attended

Although run by the Foreign Service Institute, the nine-month seminar, starting on Labor Day, is very much an interdepartmental affair. It included participants from the Departments of Agriculture and Commerce, as well as USIA, AID, the National Security Agency, the Army, Navy, Air Force, Marines, Coast Guard, Secret Service, Federal Bureau of Investigation and Central Intelligence Agency.

The seminar is very selective: participants are chosen from the top ranks of the Senior Foreign and Civil Services. "I can't tell you how the other agencies decide," said Mr. Bullington, "but I can speak for State. The lists of people who are being promoted into the Senior Foreign Service are rank-ordered, and the members of the Seminar are selected from the top of that rank-ordered list. Participants tend to be in their 40s—generally, people with 20 years in Service. We get women (this year there were four), but at these levels men do tend to predominate."

Essentially, the Seminar is for personnel who are ready to move from senior management to leadership positions—from positions that require enforcing, explaining and defending policy to positions that may also require shaping or changing it. The



Senior Seminar members from State, at a military briefing at Fort Bragg, N.C.: James

Bullington, dean, second from left; Felix S. Bloch, third from left; Stephen P. Dawkins,

center, wearing sunglasses; Richard Combs, on Mr. Dawkins' left.

Onward assignments from Senior Seminar

The following onward assignments have been announced for some of the State members of the Senior Seminar:

—Baquet III, Charles R. consul general, Cape Town.

—Bloch, Felix S., director, Office of Regional Political Economic Affairs, Bureau of European and Canadian Affairs.

—Combs, Richard, senior adviser for Soviet Union and eastern Europe, Conference on Security and Cooperation in Europe commission staff, U.S. Congress.

—Dawkins, Stephen P., international affairs adviser, NATO, Naples, Italy.

—Dunford, David, deputy chief of mission, Saudi Arabia.

—Eisner, Adolph H., deputy chief of mission, Quito.

—Harbin, William B., temporarily in the Office of the Special Assistant to the Secretary and Coordinator International Labor Affairs.

—Langford, Patricia A., deputy chief of mission, Santo Domingo.

—Small, David H., assistant legal adviser for oceans, international environmental and scientific affairs.

—Watson, Douglas K., deputy chief of mission, Port-au-Prince. □

Seminar provides officers who've crossed the senior threshold an opportunity to step away from the cycles of crisis and reaction, to reflect on the issues that face this nation and the skills they'll need to resolve them, Mr. Bullington said.

The curriculum

As part of the leadership training, in late September the new members went on a two-day retreat to Harper's Ferry, W. Va., for a planning session at which they designed their curriculum for the rest of the year, based on what they had decided together they needed most to learn. Members had been told that the curriculum should be designed to cover three broad areas:

—Leadership and executive development (to help improve skills they would need in demanding, top-level positions).

—Domestic affairs (to give an understanding of the domestic issues, institutions and conditions that influence foreign relations).

—National security and foreign policy (to help them understand major issues and

how policies are developed).

The members decided on specific subjects in these areas, focusing on domestic issues in the first half of the course, national security and foreign policy in the second half and leadership and executive development throughout. They apportioned time to these subjects, in one- to five-day study units, and assigned individuals or small groups to be responsible for the detailed programming of each unit (e.g., selecting and arranging for speakers). They also chose committees to program the group's seven field trips—which included visits to New York, Detroit, Miami, Atlanta, San Antonio, El Paso, Winona (Minn.), Mexico City and a number of armed forces bases.

Need for management training

Executive development and management training were given high priority, but Mr. Bullington's first efforts here were met with skepticism. He explained: "It wasn't so much a resistance to new training approaches but skepticism that 'management training' would work. What we're calling 'executive development' had been tried in the Senior Seminar once some years ago, and elsewhere at State, and it hadn't worked then."

Yet it was clear senior officers needed something in this area. Dee Hahn-Rollins, a professional trainer who helped the Foreign Service Institute revise its management training curriculum, explained: "Up to the managerial and leadership level, State rewards individual achievement. Then all of a sudden officers are cast into a position of responsibility that requires management and leadership skills. In the past, the Department has thought: 'Well, you learn it on the job'—but that just hasn't happened."

On the 12th floor of the Foreign Service Institute's main building, in Rosslyn, the Seminar members heard from a wide range of experts—academics, public officials, journalists, economists, business and labor leaders, and representatives of interest groups—often on both sides of contentious issues. For example, they heard both Sarah Melendez and Linda Chavez on bilingual education, and both union workers and trade representatives on the textile industry. Other speakers included Haynes Johnson and Leon Dash of the Washington Post and David Shipler of the New York Times; two speakers from Greenpeace, the environmental organization; Richard Scammon on political polling; Herbert Stein on the budget deficit; Mayor Andrew Young of Atlanta; and General Brent Scowcroft, the former

presidential national security adviser. Between major presentations, the members gave "brown-bag lunch" talks in the areas of their own expertise.

Professional trainers conducted sessions on leadership skills such as public speaking, negotiating and dealing with the press. Four weeks were set aside in February for individual projects: a research paper, a tour as diplomat-in-residence at a small college remote from Washington, or a work experience on Capitol Hill, in state or local government, or in business or industry. For example, Patricia Langford, who had been consul general in Bangkok, spent her four weeks teaching at Southern University, an all-black school in Baton Rouge, La.

Physical activity

Throughout the year, health and fitness experts talked to seminar members about nutrition, stress management and how to maintain the good health and stamina an executive needs. And at the start of the year a fitness expert gave everybody a mini-physical exam to determine levels of cholesterol and body fat, and encouraged them all to set fitness goals. The members set aside Tuesday and Thursday afternoons for the gym, and to do physical training at Arlington Hall, a military facility a couple of miles from Rosslyn (where the new Foreign Service Institute facilities will eventually be built). Some jogged, some swam, some used weights or rode stationary bicycles. The fitness expert helped them with individual problems.



State's Patricia Langford, at Wright-Patterson Air Force Base in Ohio.

At the "wilderness lab" early in September, the idea was to see one's regular behavior patterns in a new setting. In one exercise, all of the members of a small group were blindfolded and handed part of one 250-foot rope. Participants had no idea whether they were holding the end of the rope or the middle; they knew only that, together, they were to shape that rope into a four-cornered square, within a certain time limit. Clear communication was crucial in this exercise.

In another exercise, individuals had to climb up four steps on a ladder, then fall off backward into the support net formed by their team-mates, standing in two lines with their arms interlocked. This was an exercise in trust-building, in getting comfortable with other people supporting you, in stretching yourself psychologically so you could begin to trust people you don't know.

The field trips

As to the field trips, for officers who have been posted abroad for much of their career, these trips are vivid re-entry experiences. For Bill Brew, who came to the Seminar from a four-year stint as economic counselor in Israel, the trip to Detroit—where he visited the Ford Motor Co. and the United Auto Workers by day, then rode in police patrol cars until midnight—was "impressionistic, sure, and it's only a day or two, but you do get a pretty good sense of what people are thinking about."

The impact of the Thanksgiving week experiences was profound. Some members got their families involved, and several decided to continue community service work. Dick Combs, who had been deputy chief of mission in Moscow, worked in a shelter for the homeless in northern Virginia. He wrote in his report: "The main surprise about the residents was their youth. I had expected to find mostly old folks. In fact, the average age was between 25 and 35. The next surprise was their diversity; some were hooked on drugs and spent what little money they could accumulate on their habit; some were alcoholics; some were mentally incompetent; some were just down on their luck (one unfortunate man, for example, knew no English, had been disowned by his American-citizen relative, had broken his leg and was awaiting money from his relatives in Latin America for the trip home); still others were married couples living in their automobiles or vans and needing a bed and bath. The homeless at this shelter were not suffering from unemployment. Most could find work. But they could



This is "wilderness training," as being experienced by State's William H. Twaddell.

qualify only for low-paying employment that was insufficient to enable them to acquire permanent housing in Fairfax County . . . Overall, I was depressed by the evident intractability of the homeless problem I saw, yet encouraged by the skill and determination of the shelter staff to chip away at reducing it."

Like many Seminar members, Douglas Watson, who had been administrative counselor in Islamabad, found the units on domestic issues to be both important and frustrating. "I ended up very frustrated with our continuing failure to provide the kind of education in our primary and secondary systems that will enable the nation to remain strong," he said. He found the three most intractable domestic problems to be education, the nation's increasing drug problem

(particularly as it affects inner-city kids) and "this permanent underclass which we've allowed to develop in our society. Whether it's in Appalachia or in the urban ghetto, it's remote from those of us who are participating more fully in the economic and social system, so we're more complacent about it than we have any logical right to be."

Different flavors

Summing up, Ms. Langford said: "It's been a wonderful experience. I feel as if I've been dangled from a string and dipped in 99 different wonderful coatings, everything from chocolate to raspberry. I came into it knowing I would learn a lot. I'm leaving it amazed at how much more I learned than I thought I would." ■

Education and Training

Schedule of courses at the Foreign Service Institute

Program	Aug.	Sept.	Oct.	Length
Area studies				
Africa, sub-Sahara	8	—	17	2 weeks
East Asia	8	—	—	2 weeks
Latin America	8	—	17	2 weeks
Near East and North Africa	8	—	17	2 weeks
People's Republic of China	—	—	24	2 weeks
South Asia	8	—	17	2 weeks
Southeast Asia	8	—	17	2 weeks
USSR/eastern Europe	8	—	17	2 weeks
Western Europe	8	—	17	2 weeks
Language and advanced area courses				
Afrikaans	22	—	—	24 weeks
Amharic	22	—	—	24/44 weeks
Arabic (Egyptian and modern standard)	22	—	—	24/44 weeks
Arabic (formal spoken and modern standard)	22	—	—	24/44 weeks
Arabic (North African and modern standard)	22	—	—	24/44 weeks
Bengali	22	—	—	24/44 weeks
Bulgarian	22	—	—	24/44 weeks
Burmese	22	—	—	24/44 weeks
Chinese (Cantonese)	22	—	—	24/44 weeks
Chinese (Standard)	22	—	—	24/44 weeks
Czech	22	—	—	24/44 weeks
Danish	22	—	—	24 weeks
Dari (Afghan Persian)	22	—	—	24/44 weeks
Dutch	22	—	—	24 weeks
Farsi (Iranian Persian)	22	—	—	24/44 weeks
Finnish	22	—	—	24/44 weeks
French	22	19	31	20 weeks
German	22	—	31	24 weeks
Greek	22	—	—	24/44 weeks
Hebrew	22	—	—	24/44 weeks
Hindi	22	—	—	24/44 weeks
Hungarian	22	—	—	24/44 weeks
Icelandic	22	—	—	24/44 weeks
Indonesian	22	—	—	24/32 weeks
Italian	22	—	31	24 weeks
Japanese	22	—	—	24/44 weeks
Korean	22	—	—	24/44 weeks
Lao	22	—	—	24/44 weeks
Malay	22	—	—	24/32 weeks
Nepali	22	—	—	24/44 weeks
Norwegian	22	—	—	24 weeks
Pilipino (Tagalog)	22	—	—	24/44 weeks
Polish	22	—	—	24/44 weeks
Portuguese	22	—	31	24 weeks
Romanian	22	—	—	24 weeks
Russian	22	—	—	24/44 weeks
Serbo-Croatian	22	—	—	24/44 weeks
Sinhala	22	—	—	24/44 weeks
Spanish	22	19	31	20 weeks
Swahili	22	—	—	24 weeks
Swedish	22	—	—	24 weeks
Thai	22	—	—	24/44 weeks
Turkish	22	—	—	24/44 weeks
Ukrainian	22	—	—	24/44 weeks
Urdu	22	—	—	24/44 weeks
Vietnamese	22	—	—	24/44 weeks
Familiarization and short-term (FAST) courses				
Arabic (Egyptian)	22	—	31	6 weeks

—(Continued on next page)

Point of view

Participant praises new leadership seminar

BY ALEX DE LA GARZA

The author is director of the Office of Position and Pay Management in the Bureau of Personnel.

THE WALL.
The Spider Web.
The Lava Field.

These don't sound like State Department terms but



Mr. De La Garza

Department.

It's been said in some circles that State can't manage its way out of a paper bag. This in my opinion is a very hard criticism to take, given the extremely high caliber of the employees of this Department. On the other hand, it's true that many of our people don't have the opportunity to learn the basics of management on a large scale. The relatively small size of our components and the emphasis on program skills, such as reporting and analysis, works to the disadvantage of our leaders when they're ready to take over senior management positions in the Department.

State has been made painfully aware of this shortcoming and has decided to do something about it. Prudence Bushnell, a Foreign Service officer assigned to the institute, was given the task of developing a course to develop leadership. She spent months surveying the Department to determine what we needed. Her conclusion: go back to the basics. Not the typical "Management 101" course offered in college but something akin to private industry's focus on identifying the strengths and weaknesses of its executives.

Officially called the Foreign Policy Leadership Seminar, this course lasts two weeks and is held offsite at Woods Inn in Hedgesville, W. Va. The seminar is designed for some of our best and brightest—the FO-1s and GS-15s, the FE-OCs and Senior Executive Service members who

ment terms but words can be deceiving. They represent some of the activities in a new two-week leadership course sponsored by the Foreign Service Institute that uses these and many other innovative techniques to develop leaders for the

EDUCATION AND TRAINING

are positioned to lead our programs and, hopefully, to provide crisp and decisive leadership for the next 10 to 15 years. The institute has said: "We want the people you can't spare to attend this course." When I was nominated for it, my first reaction was: "I can't leave, I have too much to do." Well, I can tell you that after 18 years of federal service and a sea of these courses, this is the best one I have ever seen in the Government, bar none.

It's designed for a maximum of 21 participants, including our colleagues in the other foreign affairs agencies. In our class we had representatives from AID, Commerce and USIA. During Week I the activities were geared around team-building, involving seven-person teams with a professional facilitator. You learn how to work with different personality types, assess group strengths and how to lead challenging exercises. Many of the exercises are conducted outdoors and involve some physical and many mental challenges.

If you like puzzles and abstract situations, this course is right up your alley. After you get over your initial skepticism, it's surprising how soon you develop a competitive spirit and team-bonding. My team consisted of Don Ness from the Bureau of Diplomatic Security, Michael Marine from Consular Affairs, Marshall Adair from Economic and Business Affairs, Scott Buteher and JoAnn Jenkins from East Asian and Pacific Affairs, and Sam Troy from the Foreign Commercial Service. The two other seven-person teams were equally diverse. By combining classroom training and practical exercises we became a well-oiled team and eventually learned to respect, trust and like each other, professionally and personally.

Our mentor/facilitator was Bettye Harrison-Burns, a senior associate with a contract firm. She helped us over the rough spots and provided the guidance and insight a bunch of hardened bureaucrats needed to break down our natural defenses. Don't get me wrong—this wasn't one of those uncomfortable touchy-feely courses but rather a real skills-building course designed to build on the success we each had achieved to this point in our careers. Those of us who are very task-oriented learned to understand and appreciate the views of others who are more open to feelings and consensus-building. For others, it provided an opportunity to understand the driving nature of the Foreign Service.

—(Continued from preceding page)

Program	Aug.	Sept.	Oct.	Length
Arabic (formal)	22	—	31	6 weeks
Bengali	22	—	—	6 weeks
Chinese	—	—	31	6 weeks
French (metropolitan)	22	19	31	10 weeks
French (sub-Saharan)	22	19	31	10 weeks
German	22	—	31	8 weeks
Hebrew	—	—	31	6 weeks
Hindi	22	—	—	6 weeks
Icelandic	22	—	—	6 weeks
Indonesian	—	—	31	6 weeks
Italian	22	—	31	10 weeks
Japanese	—	—	31	6 weeks
Polish	—	—	31	6 weeks
Portuguese (Latin America)	22	—	31	10 weeks
Portuguese (Europe)	22	—	31	10 weeks
Russian	—	—	31	6 weeks
Serbo-Croatian	—	—	31	6 weeks
Spanish	22	19	31	10 weeks
Thai	22	—	—	6 weeks
Turkish	—	—	31	6 weeks

Administrative training

Budget and financial management	1	6	3	27 days
*General services operations	1	12	11	7 weeks
	8	19	17	
	22	26	31	
	29	—	—	
Personnel management training	22	—	3	6 weeks
U.S. disbursing officer	15	12	—	3 weeks

*Weekly enrollment. Registration required.

Overseas Briefing Center

American studies, cross-cultural adaptation:				
Logistics of Foreign Service life	—	26	—	10 days
Regulations, allowances and finances	—	7	—	3 days
Employment planning for spouses	—	—	18	4 days
Transition to Washington (families, singles, couples)	—	24	—	1 day
Transition to Washington (teens)	—	17	—	1 day
AWAL retreat (teens)	—	—	—	—
Transition to Washington (foreign-born spouses)	—	—	26	1 day
English-teaching program	—	—	11	5 days
*Coping with violence abroad	1	12	11	2 days
	8	26	24	2 days
	15	—	—	2 days
	22, 29	—	—	2 days

*No longer available on a walk-in basis. Registration required. Elementary and teen segments available August 2, 9, 16, 23.

Consular training

ConGenRoslyn basic consular course	Continuous enrollment:	26 days
Consular functional intensive	—	3 weeks
Consular orientation program	Continuous enrollment:	6 days
Immigration law and visa operations	*Correspondence course	
Nationality law and consular procedure	*Correspondence course	
Overseas citizens services	*Correspondence course	
Passport examiners	*Correspondence course	

*See Airgram A-660 (dated 7/17/84).

Economic and commercial training

Foreign Service economic/commercial studies	—	6	—	37 weeks
Science and technology in foreign affairs	—	12	—	2 weeks

—(Continued on next page)

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—(Continued from preceding page)

Program	Aug.	Sept.	Oct.	Length
Executive development				
Inspectors' management training	—	12	—	3 days
Inspectors' consulting skills	—	6,8	—	2 days
Program directors' management seminar	—	—	19	3 days
Supervisory studies seminar	—	28	—	3 days
Political training				
Foreign affairs interdepartmental seminar	—	12	—	2 weeks
Political tradecraft	22	—	—	3 weeks
Orientation				
Foreign Service officers	22	—	—	8 weeks
Foreign Service specialists	1,22	19	11	1 week
Department officers	16	—	25	2 days
Soviet and East European posts	8,29	—	—	2 weeks
Secretarial briefings				
First-time ambassador's secretary briefing	Individual or group by appt.			4-8 hours
Washington assignment	Individual or group by appt.			4-8 hours
Refresher onward assignments (FS)	Individual or group by appt.			4-8 hours
Clerical orientation				
Department clerical orientation	—	—	To be announced	
Information resource management				
Information systems management program	—	6	—	22 weeks
Systems specialist training	—	—	3	11 weeks □

—(Continued from preceding page)

In Week II, our team-building expanded to the fourteen other participants and became a much larger shared experience. This week consisted of an intensive course in such issues as integrity, advocacy, conflict resolution and coaching/mentoring. We often worked in small three-person teams, helping each other practice and refine what we had learned. Again, our instructors and the institute staff were present to keep us on track and reinforce the training objective. Many of the subjects we discussed were real-life situations which would shortly confront us. It isn't often you can have a dry run without consequence at some vexing problems.

This was the second pilot of the leadership seminar, and there are still some bugs to be worked out. When there was something we didn't like, it was generally perceived that way by all of us across the board. We made sure that our course critiques pointed out these minor shortfalls, so as to make the course even better for those to follow.

Overall, the institute has taken the lead in developing a state-of-the-art approach to this training. We used videotape extensively to record, observe and critique our performances in the exercises and skills-building



This is the "trust fall," with instructor Bill LeClere leaning into the activity.

sessions. The instructors and facilitators were first-rate and, to my mind, were absolutely instrumental in making this an enjoyable and fruitful two weeks.

As a member of the Civil Service, I especially enjoyed learning more about my colleagues in the Foreign Service and sharing some of my overseas experiences with

them. Our gala luncheon and graduation was an experience I will treasure for years. The warmth and good feelings we all shared were genuine and heartfelt.

You may be asking yourself: "Why should I attend a leadership seminar if I'm already an O1 or a 15 or a senior officer?" My answer, and I think the institute's answer, would be that if you haven't been lucky enough to have strong role models or mentors, this is as close as you'll get to the real thing. You'll hone your skills and see yourself as others see you. You'll get some honest and frank feedback from your peers in an atmosphere of trust and concern for your personal development. So my advice to you is: Don't wait to be asked to attend this course—try and get the first available slot.

My second piece of advice is: "Don't let go of the rope." You'll see what I mean when you get there. □

Terrorism seminar has segment for youngsters

The two-day coping-with-violence-abroad seminar now includes a session for children and teenagers. It will run concurrently with the second afternoon session for employees in the regular course.

In addition, during the morning, teenagers may attend the regular course with their parents. Children may attend a morning session offered by the Overseas Briefing Center, on moving to a new post.

Enrollment in the course is limited to the capacity of the fourth-floor auditorium in State Annex 15. Parents should enroll children at least three weeks before the class begins. For information, call the center on 875-5353. The course schedule follows:

June 6-7, 13-14, 27-28; July 5-6, 11-12, 18-19, 25-26; August 1-2, 8-9, 15-16, 22-23, 29-30; September 12-13, 26-27; October 11-12, 24-25; November 14-15; December 12-13. □

Economics course to be given, July 11-August 12

A five-week course on economic theory and quantitative analysis will be given at the Foreign Service Institute, July 11-August 12, 9:30 a.m.-3:30 p.m.

Designed for officers who have no formal education in economics or quantitative methods, the course is open to employees in grades FO-1 through 4, GS-5 through 11 and FP-1 through 4. For information, call the institute, 875-5134, or your bureau training officer. ■

Equal Employment Opportunity



BY CLARENCE E. HODGES

The author is director of the Department's Office of Equal Employment Opportunity and Civil Rights.

RECENTLY, my office conducted the first of a series of seminars on equal employment opportunity for the principal officials of the Department and a small number of junior and mid-level employees. Attendance and participation were great. The busiest individuals with the greatest responsibility were there. The numbers in the latter group will expand to include others as our ability to pay for it allows.

Many areas of improvement surfaced, and creative solutions to personnel management issues were proposed for consideration. This was just a first step of perhaps a thousand-mile journey, but all were pleased at the direction and initial progress. The Association for Integrated Management conducted the sessions for both groups, and was praised by both for the successful sessions.

There's widespread agreement that there's room for improvement in all areas of human relations. Future sessions will include specific guidance regarding the removal of equal opportunity barriers and the development of steppingstones to high achievement.

A major concern that continues to surface is the Department's equal opportunity image. There are some who would welcome

a good image with poor substance; yet the two must be linked for a quality program and quality results. If a manager puts forth a good effort and never gets credit, he may transfer his energies to other areas. The image must equal the quality of effort. If, on the other hand, one gets credit for doing an outstanding equal opportunity job when it was only mediocre, he or she may see little room for improving the image and therefore little or no need to increase the efforts. The image should equal actions and results. A limited recent survey revealed that our image may be worse than our efforts deserve.

There has been some equal opportunity progress at State, but too few persons seem to know. Management commitment and involvement in equal opportunity has been a secret at State. Negative images and perceptions limit results. My office has initiated several new initiatives to increase the Department's knowledge of equal opportunity commitment and activities. These include but aren't limited to:

- An equal opportunity newsletter.
- An annual briefing and awards program.
- This STATE magazine column.
- Annual bureau briefings.
- Department notices.
- Quarterly reports.

The office also does periodic seminars, annual programs for minority groups, women and secretaries, and has initiated

special recruitment efforts, networking, mentoring and other success-enhancement initiatives.

The Secretary and deputy secretary frequently participate personally in equal opportunity efforts, and their continued support for the special 32 equal opportunity initiatives approved by the Secretary in fiscal year 1982 combined with the support and cooperation of the under secretary for management, the director general and others, have led to:

- An increase in the number of women and minorities being placed in key positions.
- An increase in the number of women and minorities getting assignments early and getting career-enhancing assignments.
- Actions taken against individuals who have practiced illegal discrimination.
- A series of special studies or assessments undertaken to identify problems and solutions in areas of recruitment, tenure, assignments, promotions and secretarial concerns.

Like the rest of America, public and corporate, we haven't arrived at our goal of equality. And we're not moving as fast as we should, but we're not standing still. The challenge is to be informed and give credit where credit is due.

Thanks for pulling your share of the equal opportunity load and stroking the image of the Department at the same time. ■

Barney Lester's quiz

Department organizations

Here's your chance to test your bureaucratic IQ. In which bureaus are these entities?

1. Office of Career Transition.
2. Office of the Geographer.
3. Family Liaison Office.
4. Office of Ethics in Government.
5. The main library.

(Answers on Page 49) □

Post Puzzle

Motor pool blues

BY PETER JENSEN

You are the new administrative officer at a small post. When you met your predecessor back in Washington, he told you he had a "laid-back" management style. One look around on arrival tells you he must have laid back and slept for three years.

The ambassador is flying in from her vacation. She must be met at the airport. When you tell this to the dispatcher, he

yawns, stretches and says: "Can't do it. Got no car."

"What's wrong with the Chrysler?" you ask.

"Transmission's busted. Outta gas."

"Then take the Buick."

"Consul has it. Gone all day."

"All right—take the white Escort."

"Outta gas. Battery's dead."

"How about the blue Escort?"

"Axle's busted. Outta gas."

"Okay, take the red Escort!"

"Engine block's cracked. Battery's dead."

"Well, take the black Escort!"

"Joey got drunk. Totaled it."

"Don't we have ANYTHING that runs?!"

"Gray van. Jack has it."

"FINE! Where's Jack?!"

"I dunno ... off with his girlfriend somewhere ..."

No one else at work has a car because, to encourage public transportation, the host government has banned all private motor

vehicles. There are no taxis or rental cars, either. A horse-and-buggy rents for \$5 an hour. A donkey cart goes for \$10 a day. The airport is three miles away.

Any ideas?

(Solution on Page 49) □



Grievance Actions

Technical errors: held to be of no consequence

(G-003(7))—The grievant charged that certain procedural and substantial errors had occurred in connection with the preparation and completion of his performance evaluation, namely, that the work requirements had been agreed upon late, that the report was prepared after the deadline for its submission, that he had not been counseled by his supervisor, and had not been given a copy of the report draft. Finally, he said the reviewing officer did not have firsthand knowledge of his work.

The board determined that, while there were certain procedural errors committed, the grievant had not met his burden of showing that such errors had been harmful to him. The reviewing officer's comments indicated a detailed knowledge of the grievant's work, the late report reached the selection boards in ample time, and the grievant's own evidence revealed instances of both written and oral counseling. The grievance was denied. □

Checkmark ratings are upheld

(G-005(7))—An officer scheduled for mandatory retirement after expiration of his maximum time-in-class claimed that his opportunity for promotion had been prejudiced because the checkmark ratings on two successive evaluation reports, prepared by the same rating officer, had varied without narrative explanation, which amounted to a downgrading. Although he had received a rating of excellent both years, the position of that rating had moved from second to third-highest with a modification of the form. In addition, the selections offered for evaluation of potential had been changed and his checkmark had been moved from the highest on the earlier form to second-from-highest on the revised form. Finally, a favorable narrative statement was not repeated on the second form.

The articles in this section are summaries of Foreign Service Grievance Board decisions, in cases brought by employees of State, AID and USA. The board, in issuing the summaries, has taken care to protect the identity of grievants. For example, the employing agency and overseas posts are not identified except where sense demands it. Also, as a rule, only the masculine pronoun is used. The numbers are sequential, assigned to each case as it was received by the board.

The board noted that the grievant has the burden of proof in nondisciplinary matters, and that the allegation of a downgrading from a previous year's report was, in itself, meaningless as a means of showing that there had occurred a violation of any law, regulation or precept in the preparation of the report. The grievance was denied. □

Agency's reply was tardy; now it has to pay

(G-008(3))—The grievant was transferred within a country from one post to another. In his former post, he was on call 24 hours a day and was allowed premium pay. At his new post, a similar situation existed; therefore, he requested standby pay. The post was initially opposed to his receiving it; however, shortly thereafter, the post acceded to his request and sent a cable to Washington requesting authorization. When no answer was received, two follow-up cables were sent. Meanwhile, the grievant was in a 24-hour, on-call work status. Four weeks later, authorization was received, but no retroactive premium pay was to be permitted.

The officer then filed a grievance, requesting retroactive standby pay. The agency denied the grievance, stating that the delay in responding to the post was not intentional and that it found no misapplication of any law, regulation or published policy.

The board found nothing in the regulations supporting the otherwise improbable assumption that an employee performing assigned premium work should be denied pay while the employer reviews its own decision as to whether it is, in fact, premium work. On the basis of applicable regulations and its conclusions, the grievant's situation called for immediacy in answering the post cable. The board directed the agency to reimburse the grievant effective from the first day that he was assigned by the post to duties that fulfilled the requirement for premium pay. □

Promotion is retroactive: but for 1 year, not 2

(G-021(1))—An evaluation report was removed from the grievant's file by his agency because it was falsely prejudicial. The agency would not agree to a retroactive promotion. The grievant was promoted shortly after removal of the report, and asked that his promotion be made retroactive to two years earlier. The board supported the conclusion that he would have been promoted the preceding year were it

not for the falsely prejudicial report, but not two years earlier, and recommended to the agency head that the promotion be made retroactive to the preceding year. □

Agency is held to be wrong on all counts

(G-021(2))—After spending a number of years in his agency's domestic program, the grievant joined the Foreign Service component and, as a mid-career officer, successfully completed his first tour abroad. He was then transferred to his second post and, at the end of the first rating period, his supervisor evaluated his overall performance as substandard for the job. As a direct result of that evaluation, the promotion board for that year low-ranked him, and he filed a grievance with his agency. He contended that the evaluation report was inaccurate, erroneous and falsely prejudicial and, in a well-documented brief, contested each allegation contained therein. He asked that the report be removed from all files, that the agency set aside the low-ranking, and that that ranking on his record be replaced with "N/R" (nonrated).

The agency disagreed with the grievant as to the character of the evaluation report, but offered to expunge it from all files, on condition that the evaluation he was to receive for the following rating period indicated that he satisfactorily met the work requirements for his job. The agency further denied his request to remove or change the low-ranking, on the grounds that to do so would affect the ranking of other officers.

The grievant appealed to the board, which found the evaluation report to be seriously flawed and falsely prejudicial in character and directed it be expunged from all files. Further, the board disagreed with the agency's reason for not setting aside the low-ranking, and directed that it too be expunged from all files and that a nonrated notation be substituted. □

Aspirant for senior rank wins extension

(G-022(3))—The grievant's claim was essentially that, by substituting a revised performance evaluation report after he had submitted his written request for admission into the Senior Foreign Service on the basis of the original report, the agency damaged his career prospects. He claimed further that the revision not only downgraded his performance, but was also flawed procedurally and substantively. He asked the board to reinstate the original report.

The board found that the revised report had the effect of pulling the rug from under the grievant when the selection board acted on his application for promotion on the basis of the downgraded report. In the board's opinion, even had the revised report been free of error, the grievant suffered arbitrary and capricious treatment in the manner in which the substitution of evaluation was handled, as well as a failure of due process. In examining the report, however, the board found that the revised evaluation was substantively flawed by several inconsistencies in the narrative, and procedurally flawed by the fact that the reviewing officer's statement preceded the rating, which was then revised to fit the review. Thus, the board directed that the evaluation, which it determined was falsely prejudicial, be expunged from his file. However, the board found it had no basis to grant the grievant's request to have the original report reinstated. It said: "... had the revision been done in a timely fashion and in a manner that conformed to guidelines and regulations, there would be no question of reinstating the original..."

It directed the agency to extend the eligibility period for the grievant's promotion into the Senior Foreign Service. □

Recommendation for Civil Service post is fallback

(G-024(7))—The grievant resigned from his agency while he was facing involuntary separation because of his failure, for medical reasons, to complete a required training course. Subsequently, his condition improved and he requested reinstatement in the service and re-entry into the training program. His request was denied, and he grieved, asking as remedy that he be reinstated in the program, or alternatively, be given a Civil Service position through a waiver of Civil Service requirements.

Relying on medical evidence that the grievant's medical problem pre-dated his training injury, and that the strong possibility existed of re-injury, the board denied the grievance but recommended Civil Service employment because of the grievant's commendable service record prior to his resignation. □

Grievant loses in court; now board won't hear him

(G-026(4))—The grievant's complaint was denied by the board for lack of jurisdiction. In conveying this to the grievant, the board noted that the decision had been made by a single board member, and that the

grievant could appeal it to a three-member board panel if he wished to do so, within thirty days, as provided for in the board's regulations. The grievant replied that he did not wish further board reviews and that he would appeal to a court instead. He did, and he lost.

Two years later, he requested the board to reconsider its earlier decision. The board denied his request, ruling it time-barred. □

Board says employees must monitor leave

(G-032(7))—The grievant claimed that his accumulated annual-leave ceiling was erroneously reduced as a result of agency error in computing and recording his annual leave balance on his statement-of-earnings-and-leave form.

The forms the grievant had regularly received showed his leave ceiling remained at 360 hours; however, an agency audit of his leave status, the first in three years, showed that he had taken more leave in one year than he had earned that year, and his maximum leave accumulation was reduced accordingly.

The board ruled that time-and-attendance reports are the official documents for establishing leave balances. These reports are initialed by employees and validate the charging of leave. The statements carry a notice that employees are responsible for monitoring their use of annual leave, and this warning is repeated in annual notices to employees concerning annual leave. In view of this, the board concluded that it is not unreasonable to require employees to verify their annual leave accruals and expenditures. It found that the reduction in the amount of the grievant's accumulated annual leave was properly documented. The grievance was denied. □

His file was full, board finds; so he loses

(G-037(7))—The grievant claimed that a one-year period during which he did not receive a complete evaluation report should not be counted against his six-year senior-threshold window and his cumulative time-in-class. His file for the period at issue contained a training report covering five months, a performance memorandum covering three months, and a blank, unevaluated period of four months. He claimed that the absence of this year's evaluative material from his file in effect reduced his six-year window to five years.

The agency contended that the grievant's file contained all of the reports

required by regulation, i.e., all periods in excess of 120 days. The agency also pointed out that the selection board precepts give the boards authority to nonrate a member and grant an extension of time-in-class if it believes that the member's file is insufficiently documented. In this case, the selection boards did not do so.

The board found no violation of any law, regulation or published policy. It denied the grievance. □

Time to complain has passed, board says

(G-075(6))—The grievant maintained that his grievance about evaluation reports written more than five years before was not time-barred, since their specific harmful effects were not known until recent selection and performance standards boards cited them as the basis for low-ranking and counseling statements.

Grievance regulations provide for a five-year time limit on filing a grievance (instead of the normal three-year limit) when it concerns the presence of allegedly harmful material in an employee's official personnel file. The time for filing can be extended beyond five years when a grievant can show that he had been unaware of the grounds for the grievance, and could not have discovered them through reasonable diligence. In the present case, the board found, the grievant knew of the presence of the material in his file, and should have known of their potentially harmful effect. It found the event giving rise to the grievance to be time-barred. It declined to take jurisdiction.

A separate issue concerned the board's jurisdiction of that part of the grievance concerning alleged discrimination. As the same issue had been the subject of a complaint filed with the equal employment opportunity office, the board ruled that it has no jurisdiction to consider a grievance based upon an event that was the subject of a prior equal opportunity complaint. □

Officer wrote his own evaluation; it's mixed

(G-069(6))—The grievant claimed that he had been low-ranked by a selection board as the result of an evaluation report that he himself had written on his supervisor's instruction. The supervisor, a political appointee inexperienced in preparing ratings, made a few minor changes in his draft, checked the adjectival rating box and signed the report.

The grievant said he had agreed to

write his own rating because he feared he otherwise might receive the kind of inadequate report his predecessor had been given. He felt obliged to include a number of criticisms of his own performance. These were quoted by the selection board in its low-ranking statement.

The grievance board noted that many employees contribute to their own ratings, and that the instructions encourage raters to solicit the views of subordinates before preparing an evaluation. But it found that, between such circumstances and those in the case at hand, there is a difference that distorts the intent of the rating system, which is to present selection boards with supervisors' written appraisals of their subordinates.

The grievance board ordered the rating removed from the grievant's file and the low-ranking expunged. The grievant was given an extra year of time-in-class to make up for the absence of a proper evaluation. □

Officer is terminated twice; agency upheld

(G-076(6))—The grievant had served for four years and two months in a non-career, limited appointment when his agency terminated him. Three months later, the agency re-hired him under its career candidate program. While his pre-appointment papers clearly offered him a standard, not-to-exceed-five-year limited appointment, the final personnel action form provided for an appointment not to exceed 10 months. Upon the expiration of this 10-month period, his limited appointment was terminated.

The agency contended that the Foreign Service Act of 1980 requires it to combine a grievant's candidate and noncandidate years. It demonstrated to the board that its consistent practice was to do this. The board concluded that, while it did not necessarily agree with the agency's interpretation of the act, there was nothing in the act or the agency's regulations that would prevent the agency from combining for tenure purposes the years of two kinds of limited appointments. The grievance was denied. □

Grievance is filed too late; it's denied

(G-080(5))—The grievant charged that agency personnel officers had systematically misinformed him about the requirements for changing his cone, both before and after he entered the Foreign Service.

The agency argued that the grievance was time-barred under provisions of Section 1104 of the Foreign Service Act of 1980, which requires that a grievance be filed within three years of the occurrence giving rise to the grievance. This period can be extended only if the board determines that the grievant was unaware of the grounds for the grievance, or could not have discovered such grounds through reasonable diligence.

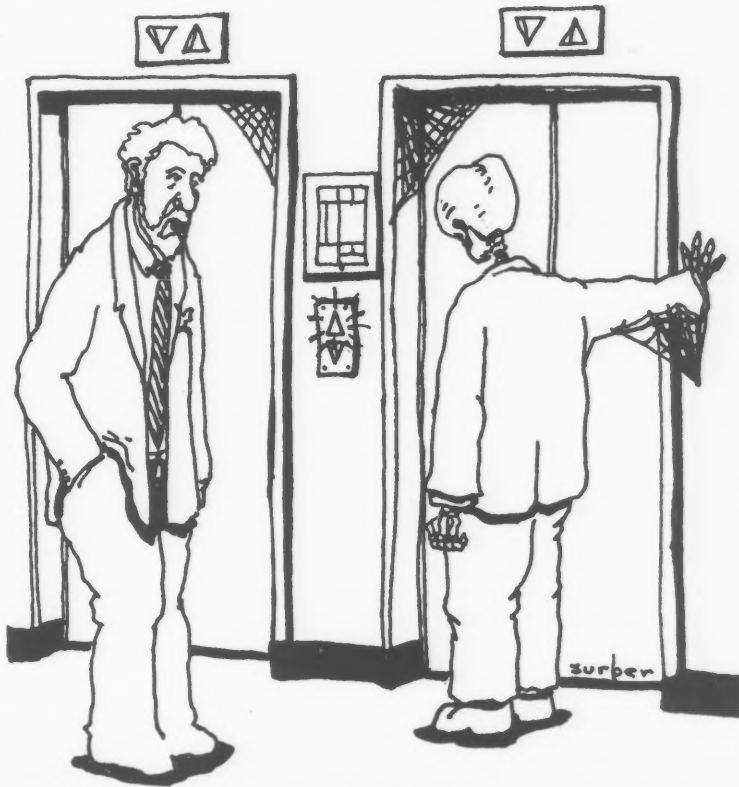
The grievant's submission indicated that he had false notions about cone changes, until a personnel officer finally gave him the facts on what procedures must be followed. The board agreed with the agency that the time began to run when the

grievant was put on notice by the personnel officer, but, because he did not file his grievance until five years later, it was time-barred. ■

Work for spouses in Peru

The Department has concluded an agreement with Peru that allows dependents of U.S. Government personnel to work there. The Department has similar agreements with 22 other countries. □

Buy U.S. savings bonds through the Payroll Savings Plan. Donate part of your paycheck to the most deserving cause in the world—your future. □



"You been waiting long?"

Post of the Month: Curacao

THIS CONSULATE GENERAL is on an island at the "top" of South America, just off the northwestern coast of Venezuela. Its jurisdiction includes other islands of the Netherlands Antilles and the island of Aruba. Foreign Service families there are featured as part of STATE'S continuing series.



Consul David Dreher with son Matthew, wife Barbara and daughter Sara, on the pontoon bridge.



The consulate family, from left, front row: Ferminio Faria, John Kirton, Yvette Casper, Carmen Simmons, James Williams, Sonnia

Pieter, Rick Morgan and Julio Philips. Second row: Barbara Deshotels, Marianela Gonzalez, Berta Mensing, David Dreher, Rouchell Her-

nandez, Debra Crutchfield and Marilyn Matke. Third row: Martin McLean and John McKay.



Divi divi trees.



Secretary *Debra Crutchfield*, Drug Enforcement Administration.



Vice consul *Richard Morgan*, at East Point.



Folkloric dancers perform the traditional Tumba dance.

POST OF THE MONTH: CURACAO

At Mt. Christoffelberg, from left, front row: *Martin, Judy and Thomas McLean*. Second row: *Richard Morgan, Nancy and Eugene Chapman, and Sara McLean*.



Secretary/communicator *Marilyn Natke*, on the island of Saba, with *Nancy Stewart*, a teacher at the international school.



Slave huts on the island of Bonaire.



Economic/commercial assistant *Julio Philips*, with consul general *Martin McLean*.



Secretary/communicator *Marilyn Matke*, in front of the Juliana Bridge.



The Antillean government offices and the Curacao Plaza Hotel—tallest building on the island.

From left: John Kirton, Thomas Sara and Judy McLean, Carmen Simmons and Rick Morgan, at a local beach.



Visa clerk *Carmen Simmons*.



One of the many cottages which dot the island.



Handyman *Ferminio Faria*.

POST OF THE MONTH: CURACAO



Aboard a cruise ship, from left: *Martin, Thomas, Sara and Judy McLean, Richard Morgan and Marilyn Matke*. Oil refinery is in the background.

Financial assistant *Sonnia Pieter*.



Security guard *Ronald Daflaar*. The other person is not identified.



A scene from a carnival.



General services officer *John Kirton*, with chauffeur *Rouchell Hernandez*. ■

How do you get German businessmen to come here and buy?

By escorting them here with a Foreign Service national, that's how!

BY JOHN BLIGH

The author, of the U.S. and Foreign Commercial Service, is minister-counselor for commercial affairs in Bonn.

HOW DO YOU MANAGE to bring hundreds of German executives over to the United States on business every year to sample and buy American products? Obviously, you must make the trip worth their while, and this means not only promising them a well-organized, well-attended trade show but, just as important, providing them with our own reliable escort service. On this combined approach, we have staked the reputation and built the success of the Foreign-Buyer Program, now used by all U.S. and Foreign Commercial Service posts around the world.

The program has been one of the most successful weapons in the trade promotion arsenal of the Service in Germany. Last January and February, for example, our post in Munich organized and escorted 83 groups of German travelers to trade fairs in the United States. Those groups included more than 2,800 business representatives who made over \$83 million worth of on-site purchases and signed some 600 representation agreements. Last year alone, we organized groups representing 800 German companies to attend 40 American fairs and exhibitions. With this program, we've taken buyers to trade shows from Las Vegas to Atlanta, New York to Anaheim, covering products from sporting goods to software, robots to auto parts.

Needless to say, these business travelers don't just walk in and sign up for a group trip while on an errand at the embassy. They're recruited through the efforts of our commercial personnel, cooperating travel agents and the local trade press. Anyone who today sees the full-page spreads in wide-circulation trade magazines and the slick travel brochures prepared by our experienced Foreign Service national employees would appreciate the contrast with the time, 10 to 12 years ago, when the Foreign-Buyer Program first got off the ground in Germany.

I was then stationed in Dusseldorf, and in those days we faced two major obstacles in promoting U.S. products in the Federal Republic: the well-known American inattention to overseas markets, and the fact that our nationals, the backbone of our promo-



"Willkommen, podner!" Munich Foreign Service national *Berndt Kietz* (sans hat) briefs clients at a Dallas trade show.

tion program, were unfamiliar with the industries they were asked to promote.

To broaden our contacts and increase our trade specialists' effectiveness, we identified a show (Chicago's Hardware Fair) and set about putting together a package aimed at German business representatives. Keeping costs low and tacking on an optional seven days in the Bahamas, we had a more-than-successful trip to launch us full-scale into the business. We also learned some lessons: low cost isn't that important to the Germans (many of our clients travel first-class as a matter of course), nor was the vacation alternative crucial (some participants are too busy and others have already been there). The key was the "comfort factor" represented by the Foreign Service national escort: always there, always ready and always—rightly or wrongly—responsible.

Lest you might incline to view such trips as junkets or boondoggles for the escort, remember this last point. In addition to guiding them through customs, fair registration and American tipping practices, the escort is the one to whom the travelers turn when something goes wrong. For instance, one escort spent an hour in the vast laundry facility of the San Francisco Hilton, helping a German businessman find his wife's lost nightgown. Another was summoned at midnight by a client traveler who felt he was having a heart attack. At the escort's request, the hotel sent a doctor to the man's room and, on confirmation of the German's self-diagnosis, our Foreign Service national,

having paid for the physician's house call with his credit card, accompanied the patient to the local hospital.

Overbookings and other vagaries of travel are our escorts' bane. On one trip, everything was proceeding as planned until room reservations for downtown Chicago were canceled. The contrite but solicitous travel agent assured us he would obtain first-class accommodations for the group. Indeed, we soon learned that a hotel, part of a well-known luxury chain, had been identified, and reservations made. And it was just outside Chicago—if, that is, you consider Milwaukee to be just outside Chicago! Our Foreign Service national escort knew such arrangements would be unacceptable to the German participants, and he called on the trade fair organizers' good offices to secure favorable accommodations near O'Hare airport. While not downtown, the travelers at least were in Chicago.

When tensions and tempers are high, and remedies beyond his or her control, the escort's shoes aren't a pleasant place in which to be. Yet our Foreign Service national colleagues agree that the Foreign-Buyer Program is essential to their role in the selling of America. The awareness of U.S. products and services gained from the trade fairs, the substantive knowledge acquired from talking to U.S. businesses as well as Commerce personnel at these events, the many concomitant trade promotion seminars, the opportunity to gauge and discuss the reaction of German business people to American wares, and the better overall understanding of American culture, together, more than make up for occasional "extracurricular" duties.

As a supervisor with a "before and after" perspective, I find that the program has greatly heightened our Foreign Service nationals' level of sophistication. In addition, the contacts established with local clients during these trips keep paying off over the years. For example, the heart-attack victim mentioned is now one of our key contacts in placing distributorships for new-to-market products. Another client, who first traveled with us in 1980, recently told us that, from last November to March alone, his relatively small firm had purchased \$1.5 million in American equipment.

This program not only works; it costs us virtually nothing beyond the employees' time. ■

Personnel: Civil Service

Promotions

GG-7

Amselem, Carmen M., International Organizations Affairs, New York office of Administrative Affairs

GG-12

Guiney, Maureen E., International Organization Affairs, Host Country Relations

GG-13

Amaral, Luiz L., International Organization Affairs, Communication Section

St. Denis, Hedy Arlette, Foreign Service Institute, Language Studies

GM-13

Cobert, Robert E., Diplomatic Security, Management System Division

EAST ASIAN AND PACIFIC AFFAIRS—Assistant Secretary **Gaston Sigur** presents **Louise McNutt** the John Jacob Rogers Award, on her retirement after 43 years of service.

Joseph, Donald E., Bureau of Personnel, Office of Foreign Service National Personnel

Kreisberg, Donna B., Public Affairs, Correspondence Management Division

Lumsden, Susan L., Bureau of Personnel, Office of Foreign Service National Personnel

Reynolds, Mary J., Office of the Legal Adviser, Management

Winton, Amy Susan, Economic and Business Affairs, Developed-Country Trade Division

GM-14

Bisdee, Sharon C., Bureau of Personnel, Presidential Appointments Staff

Corsun, Andrew F., Diplomatic Security, Threat Analysis Division

Vieira, Peter M., Office of Management Operations

GM-15

Sokolsky, Richard D., Political Military Affairs, Office of Security Analysis

GS-3

Chapdelaine, Pamela J., Boston Passport Agency

Frederick, Frances J., Office of Passport Operations, Public Issuance Division

Graves, Doris, Philadelphia Passport Agency

Harley, Mark A., Bureau of Personnel, Pre-Assignment Training

Ivey, Christine D., Consular Affairs

GS-4

Johnson, Lynette Lee, Refugee Programs, Office of Budget

McCullum, Daniel C., Stamford Passport Agency

Miron, Nelly, Los Angeles Passport Agency

Norfles, Angeliqye Y., Office of the Comptroller, Domestic Accounting and Control Division

Robertson, Claudette, New Orleans Passport Agency

Spencer, Sylvia L., Office of the Secretary

Stephens, Theresa Ann, Consular Affairs, Manual Records Branch

Thomas, Jennette, Consular Affairs, Communications and Records Division

GS-5

Brasacchio, Barbara A., Intelligence and Research, Office of Intelligence Liaison

Catlin, Timothy Michael, Office of Communications, Mail and Pouch Branch

Crismond, Robin Carol, Diplomatic Security, Counter-intelligence Staff

Dandridge, Sharlene, Philadelphia Passport Agency

Daniel, Claressa L., Consular Affairs, Systems Applications Staff

Ferrell, Ava Mariea, European and Canadian Affairs, Office of Northern European Affairs

Flynn, Keith F., Office of Supply, Transport and Procurement, Supply Service Center

Gillespie, Patricia C., Executive Secretariat

Klein, Michael A., Refugee Programs, Office of Emergency Operations

Lofty, Tamiko Eunice, Inter-American Affairs, Office of Mexican Affairs

Ruiz, Roberto R., Consular Affairs, Automated Records Branch

Sommers, Joseph G., Consular Affairs, Automated Records Branch

Thompson, Alesia R., Foreign Service Institute, Communications and Clerical Skills

Veney, Charlotte A., Consular Affairs, Automated Records Branch

Wade, Lisa, Office of the Under Secretary for Management

GS-6

Alston, Martha A., Bureau of Refugee Programs, Office of Policy and Program Coordination

Brown, Betty J., International Organization Affairs

Chambers, Patricia Jewell, Office of the Ambassador-at-Large for Counter-Terrorism

Dious Jr., Robert A., Consular Affairs, Personnel Branch

Houston, Judith Ann, European and Canadian Affairs, Post Management Branch

Jeter, James M., Bureau of Per-



sonnel Merit Promotion Division
Ritter, Lisa B., Bureau of Personnel, Recruitment Division
Vega, Miriam A., Diplomatic Security, Training Support Branch
Walker, Sandra, Bureau of Personnel
Weathers, Kamala Nalini, Central African Affairs

GS-7

Berger, Lisa Marie, Office of the Under Secretary for Management
Booth, Sherry L., Politico-Military Affairs, Office of Theater Military Policy
Bryan, Laurel L., European and Canadian Affairs, European Security and Political Affairs
Davis, Cynthia O., Office of the Comptroller
Doerge, Wallis A., New York Passport Agency
Evans, Julia A., Office of the Comptroller
Hobart, Elsa K., Bureau of Administration, User Support Services Staff
Hooks, Veronica D., Oceans and International Environmental and Scientific Affairs, Office of Environmental Protection
Jones, Anthony T., Inter-American Affairs, Office of Assistant Secretary
Marshall, Annie L., Intelligence and Research, Current Intelligence Staff
Martinez, Judith N., European and Canadian Affairs, European Integration Affairs
Middleton, Kimberly B., Office of Protocol, Ceremonials Division
Schindel, Shelly C., Bureau of Administration, Systems Design and Programming Division
Stevens, Mark Anthony, Consular Affairs, Citizens Emergency Center
Tolhert, Colette Nitchou, Office of Protocol, Accreditation Section

GS-8

Cooke, Robin C., Bureau of Personnel, Examination Division
Davis, Alicia Jenell, Public Affairs, Office of Press Relations
Dupree, Wendellene Denise, Office of the Comptroller
Finley, Virginia S., International Communications and Information Policy

Hawkins, Ardenia R., East Asian and Pacific Affairs
Johnson, Sandra L., Near Eastern and South Asian Affairs
Ragland, Danette S., Legislative and Intergovernmental Affairs
Rudo, Cheryl L., Economic and Business Affairs, Office of the Executive Director
Singletary, Charlene, Economic and Business Affairs, Planning and Economic Analysis Staff
Snow Jr., Franklin N., Office of Communications Domestic and Courier Operations
Watkins, Shirley L., Chicago Passport Agency
Wrenn, Margurite F., European and Canadian Affairs, Office of Southern European Affairs

GS-9

Allen, Sharon Lee, Office of Protocol, Accreditation Section
Beddow, Jeffrey W., Public Affairs, Office of Public Communications
Bundy, Pamela Lavelle, Office of Communications, Domestic and Courier Operations
Fridinger, Tracy Hitt, Foreign Service Institute, Personnel Office
Holton, Audree B., Foreign Affairs Information Management Center, Records Management Staff
Johnson, Michael T., Bureau of Administration, Systems Design and Programming Division
Peters, Deborah A., Bureau of Administration, Systems Design and Programming Division

GS-10

Brown, Alvin E., Office of Communications, Domestic and Courier Operations

GS-11

Andreasen, Steven P., Intelligence and Research
Ben Aida, Ali, Bureau of Administration, Office of Facilities Management and Support Services
Burton, Pamela A., Bureau of Personnel
Davidson, Davida A., Consular Affairs, Office of Field Support and Liaison
Drahos, Hazel E., Office of Investigations
Hermesman, Ricardo L., Bureau of Administration User Support Services Staff

Hughes, Pauline J., Bureau of Administration, Foreign Affairs Information Management Center, Information Acquisition and Processing Division
Jackson, Henry A., Bureau of Administration, Office of Communications, Communications Center
Murray, Christine, Bureau of Public Affairs, Regional Programs Division
Smith, Yvonne E., Office of the Under Secretary for Management, Financial Management Division
Taylor, Valine M., Office of Communications, Domestic and

Courier Operations
Trendic, Sandra J., Bureau of Consular Affairs, Personnel Branch

GS-12

Beard, Shirley J., Bureau of Administration, Office of Facilities Management and Support Services
Bork, Ellen E., Inter-American Affairs, Office of Assistant Secretary
Burnett, Patricia S., Diplomatic Security, Training Support Branch
Dunne, James T., Diplomatic Security, Threat Analysis Division
Fiedler, Kathleen Joanne, Interna-

Shuttle bus to Rosslyn

The shuttle bus to Rosslyn, Va., is on the following schedule:

Main State	1100 Wilson	SA14 1735	SA15 19th	SA18 Wilson	SA3 1400	SA8 1400	SA6 1700	SA6 1700	Main State
	Blvd.	Lynn	Kent	& Kent	Key	Wilson	Lynn		
7:15	7:23	7:24	7:25	7:26	7:28	7:29	7:30	7:40	
7:55	8:03	8:04	8:05	8:06	8:08	8:09	8:10	8:20	
8:30	8:38	8:39	8:40	8:41	8:43	8:44	8:45	8:55	
8:45	8:53	8:54	8:55	8:56	8:58	8:59	9:00	9:10	
9:00	9:08	9:09	9:10	9:11	9:13	9:14	9:15	9:25	
9:15	9:23	9:24	9:25	9:26	9:28	9:29	9:30	9:40	
9:30	9:38	9:39	9:40	9:41	9:43	9:44	9:45	9:55	
9:45	9:53	9:54	9:55	9:56	9:58	9:59	10:00	10:10	
10:00	10:08	10:09	10:10	10:11	10:13	10:14	10:15	10:25	
10:15	10:23	10:24	10:25	10:26	10:28	10:29	10:30	10:40	
10:30	10:38	10:39	10:40	10:41	10:43	10:44	10:45	10:55	
10:45	10:53	10:54	10:55	10:56	10:58	10:59	11:00	11:10	
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6:00	6:08	6:09	6:10	6:11	6:13	6:14	6:15	□	

PERSONNEL: CIVIL SERVICE

tional Organization Affairs,
Office of Technical Specialized
Agencies

Lewis, Vincent B., Office of Pro-
tocol, Administrative Division

Pool, Rosanne, Bureau of
Personnel

Whittington, Regina L., Bureau of
Administration, Office of
Facilities Management and
Support Services

GS-13

Anstead, Philip, Office of the
Comptroller, Regional/Over-
seas Affairs Division

Barry, Timothy M., International
Narcotics Matters, Commodity
Management Division

Gaines, Robert R., Office of Sup-
ply, Transport and
Procurement

Hopper, Paul T., Office of Lan-
guages Services, Translating
Division

Jackson, Carol J., Office of the
Comptroller, General Account-
ing and Reports Division

Walker, James E., Intelligence
and Research, Information
Handling Staff

GS-14

Lent, Brigitte, Office of Languages
Services, Translating Division

WG-6

Escobar, Angel M., International
Organization Affairs, General
Services Section

Appointments

Abo, Masao, Los Angeles Passport
Agency

Albert, Gertrude M., Office of the
Comptroller, Consolidated
American Payroll Division

Alvarez, Russell T., Northeast
Passport Processing Center

Barrett, Melinda Danette, Office
of the Comptroller

Baumgarten, Elizabeth M., Office
of the Comptroller

Beaird, Richard C., International
Communications and Informa-
tion Policy

Beck, Donald G., San Francisco
Passport Agency

Becker, Katherine B., Munich

Bell, Robert Colton, Office of
Organization and Management,
Policy and Program Analysis
Division

Blake, Regina, Office of Supply,
Transport and Procurement

Blum, Diane L., Los Angeles
Passport Agency



**NEAR EASTERN AND SOUTH
ASIAN AFFAIRS—Retiring,
Eleanor Endersbee, general ser-
vices officer, is presented the John
Jacob Rogers Award by acting
assistant secretary Edward P.
Djerejian.**

Bowers, Maureen K., Office of
Supply, Transport and Procure-
ment, Special Acquisitions
Branch

Boyle, Christopher R., Northeast
Passport Processing Center

Brophy, Theodore F., Internation-
al Communications and
Information Policy

Bryson, Cader A., Office of Facili-
ties Management and Support
Services, Building Manage-
ment Operations Division

Buckner, Vonda F., Northeast
Passport Processing Center

Butowsky, Mark M., Office of
Public Building Projects and
Real Property

Carroll, Bernice E., Office of the
Comptroller, Retirement
Accounts Division

Carroll, Paul, Boston Passport
Agency

Cella, Vincent L., Diplomatic
Security

Clukey, Brian M., Consular
Affairs, Office of Passport
Operations

Cole, Bernadette S., Office of
Overseas Schools

Condo, Antoinette J., Foreign
Affairs Information Manage-

ment Center, Information
Access and Services Division
Conner, Thomas R., Office of
Organization and Management,
Program Management Divi-
sion, Program Execution
Office

Cruz, Mildred, Miami Passport
Agency

Cushman, Dan M., Office of Sup-
ply, Transport and
Procurement, Contract Branch

Dodson, William E., General Ser-
vices Division, Exhibits and
Electronics Section

Dolan, John S., Office of Facilities
Management and Support Ser-
vices, Building Management
Operations Division

Easton, Monica S., Bureau of Per-
sonnel, Pre-Assignment
Training

Edwards, Thomas M., Paris

Fraleigh, Kathryn Denise, Office of
the Comptroller, Systems
Development and Maintenance
Division

Gavin, John Anthony, Inter-Amer-
ican Affairs, Office of
Assistant Secretary

Godwin, Kimberly Ann, Office of
Communications, Interagency
Affairs Staff

Goodine, Kritrina R., Office of
the Comptroller

Guerra, Mark D., Northeast Pass-
port Processing Center

Gueye, Dana F., Bureau of Per-
sonnel, Pre-Assignment

Training
Guilmond, Herman, International
Boundary Commission

Hall, Thomas E., Economic and
Business Affairs, Planning and
Economic Analysis Staff

Hartley, Ronald R., Office of
Supply, Transport and Procure-
ment, Supply Services Center

Hawkins, Erma C., Consular
Affairs, Manual Records
Branch

Hilley, Carol R., Brussels
Holleran, John William, Office of
Organization and Management,
Architectural Branch

Holt, Deanna K., Bureau of Per-
sonnel, Pre-Assignment
Training

Jackson, Jonell, Office of the
Comptroller, Pre-Assignment
Training

Jackson, Richard L., Bureau of
Personnel, Pre-Assignment
Training

Johnson, Lynette E., Bureau of
Personnel, Pre-Assignment
Training

Jones, Christina Y., Bureau of
Personnel, Pre-Assignment
Training

Jones, Gregory, Office of the
Comptroller, Pre-Assignment
Training

Jones, Jeffrey L., Foreign Affairs
Data Processing Center, Equip-
ment Operations Section

Kagle, Debra Ann, Office of the
Comptroller, Pre-Assignment
Training

Kepler, Jeanne Marie, Dhahran
King, Barrington, Office of the
Under Secretary for
Management

Kojelis, Linas J., Refugee
Programs

Kruey, Jonathan P., International
Boundary Commission

Lacy, Eric B., Office of the
Comptroller

Landfair, William E., Classifica-
tion/Declassification Center

Larson, Teresa F., Dhahran
Lawson, Anita R., Miami Passport
Agency

Leon, Camilo E., Inter-American
Affairs, Office of the Execu-
tive Director

Lockley, Raquel C., Office of the
Comptroller, Retirement
Accounts Division

Longworth, Edgar L., Public
Affairs, Office of Historian

Marruffo, Frank A., Los Angeles
Passport Agency

Marty, Joseph H., Politico-Mili-
tary Affairs, Office of Strategic

- Nuclear Policy
Mayes, Jacqueline E., Bureau of Personnel, Pre-Assignment Training
- McAllister, Eugene**, Economic and Business Affairs
- McGee, Telitha**, Consular Affairs, Office of Program Support, Automated Records Branch
- McNeil, Wanda Deshawn**, Office of the Comptroller, Pre-Assignment Training
- Melkonyan, Samuel**, Los Angeles Passport Agency
- Murray, Mary Frances**, Office of Organization and Management Facilities and Maintenance Division
- Muse, Pamela Nichelle**, Public Affairs, Correspondence Management Division
- Neiberger, Joseph**, Office of the Comptroller, Consolidated American Payroll Division
- Nesvig, Bridget K.**, Paris
- Osuna, Marta M.**, Foreign Service Institute, School of Language Studies
- Owens, James Lawrence**, Foreign Affairs Data Processing Center, Equipment Operations Section
- Palmer, James E.**, International Boundary Commission
- Pendleton, Lawson A.**, Diplomatic Security
- Perez, Lydia**, Northeast Passport Processing Center
- Perrin, Bill K.**, Nicosia
- Pike Jr., Julian L.**, Office of Facilities Management and Support Services, Building Management Operations Division
- Pletka, Radovan**, Foreign Service Institute, School of Language Studies
- Poole, Tracey L.**, Bureau of Personnel, Pre-Assignment Training
- Presley, Curtis E.**, Office of Facilities Management and Support Services, Building Management Operations Division
- Rollins, Robert Swails**, Office of Supply, Transport and Procurement, Transportation Division
- Scott, Jean W.**, Munich
- Semakis, Florence M.**, Library
- Short, Constance B.**, Bureau of Personnel, Pre-Assignment Training
- Shumann, David G.**, Economic and Business Affairs
- Simpson, Karl Anthony**, Foreign Affairs Information Management Center, Information
- Access Branch
- Smith, Juanita M.**, Bureau of Personnel, Pre-Assignment Training
- Smith, Patricia I.**, Cairo
- Smith, Robin Lynn**, Bureau of Personnel, Pre-Assignment Training
- Southwick, James D.**, Office of the Legal Adviser, Office of Executive Director
- Staples, David A.**, Bureau of Personnel, Pre-Assignment Training
- Stevenson, Deena Lynette**, Office of the Comptroller
- Tam, Linda**, Diplomatic Security, San Francisco Field Office
- Theotise, Bernard J.**, Foreign Service Institute, School of Language Studies
- Thomas, Jerry Leonard**, Office of Communications, Diplomatic Mail and Pouch Division
- Turner, Joyce A.**, Human Rights and Humanitarian Affairs
- Valentine, Janine D.**, European and Canadian Affairs, Office of Soviet Union Affairs
- Waqar, Abida S.**, Foreign Service Institute, School of Language Studies
- Washington, De Shawn L.**, Northeast Passport Processing Center
- Washington, Valarie J.**, Bureau of Personnel, Pre-Assignment Training
- Wells, Michelle D.**, Bureau of Personnel, Pre-Assignment Training
- West, Stuart C.**, International Organization Affairs, General Services Section
- Wiley, Taeko T.**, Office of Languages Services, Interpreting Division
- Williams, Denise**, Bureau of Personnel, Pre-Assignment Training
- Williams, Lurine**, San Francisco Passport Agency
- Williams, Nancy E.**, Consular Affairs, Office of Passport Operations
- Williams, Thomas Edward**, Classification/Declassification Center
- Wills, James Harvey**, Diplomatic Security, Development and Instruction Branch
- Wilson, Greta S.**, Library
- Winn, Philip D.**, European and Canadian Affairs, Office of Assistant Secretary
- Wood, Laurie Elizabeth**, Office of the Under Secretary for Management
- Wraalstad, Andrea G.**, Diplomatic Security, Industrial Security Branch
- Young, David P.**, Office of the Inspector General, Office of Audits
- Young, Lisa C.**, Northeast Passport Processing Center
- Young, Pamela R.**, Bureau of Personnel, Pre-Assignment Training

Reassignments

- Bishop, Rodwell R.**, Office of Communications, Beltsville Communication Center to Foreign Affairs Data Processing Center
- Boykin, Irish Y.**, Executive Secretariat to Public Affairs, Office of Public Communications
- Carter, Nancy O.**, Economic and Business Affairs, Marine and Polar Minerals Division to Economic and Business Affairs, Commercial, Legislative and Public Affairs
- Clyburn, Debra D.**, Foreign Service Institute, Administrative Training to Foreign Service Institute, Data Processing Service Center
- Coleman, Albert Bernard**, Consular Affairs, Office of the Executive Director to International Organization Affairs, Office of Administrative Services
- Eaglin, Doris M.**, Economic and Business Affairs, Office of Monetary Affairs to Office of the Ambassador-at-large for Counter-Terrorism
- Evans, Rachelle Y.**, Consular Affairs, Public Affairs Staff to Foreign Affairs Information Management Center, Information Access and Services Division
- Harley, Mark A.**, Bureau of Personnel, Pre-Assignment Training to Consular Affairs, Citizens Emergency Center
- Hughes, Dawn L.**, Consular Affairs, Coordination Division to Oceans and International Environmental and Scientific Affairs, Office of Ecology and Natural Resources
- Hughes, Harrietta**, Economic and Business Affairs, Planning and Economic Analysis Staff to Economic and Business Affairs, Office of Energy Consumer-Country Affairs
- Hulihan, Siobhan R.**, Office of Supply, Transport and Procurement, Contract Branch to Office of Supply, Transport and Procurement, General Acquisitions Branch
- Hunter, Mae Virginia**, Office of Communications, Diplomatic Mail and Pouch Division to Bureau of Administration, General Services Division
- Jackson, Sheila J.**, Bureau of Personnel, Office of Management to Foreign Affairs Information Management Center, Information Access and Services Division
- Kefauver, Barry J.**, Oceans and International Environmental and Scientific Affairs to Consular Affairs, Office of the Executive Director
- Koniuszkow, Elizabeth**, Office of the Comptroller to Foreign Service Institute, Budget and Management Office
- Lee, Mary P.**, Refugee Programs to Diplomatic Security, Investigations Division
- Lopez, Lourdes**, Office of the Legal Adviser, Oceans and International Environmental and Scientific Affairs to Near Eastern and South Asian Affairs
- McNutt, Leta**, Diplomatic Security, Threat Analysis Division to Oceans and International Environmental and Scientific Affairs, Office of Science and Technology Support
- Onufrak, Gary A.**, Consular Affairs, Telephone Inquiries Branch to Consular Affairs, Refugee and Parole Division
- Palmer, Articlees**, Office of Communications, Traffic Research Section to Allowances Staff, Measurement and Development Branch
- Ransom, Kathryn Ann**, Economic and Business Affairs, Industrial and Strategic Materials Division to Economic and Business Affairs, Office of Investment Affairs
- Scholl, Patrick Daniel**, Consular Affairs, Telephone Inquiries Branch to Foreign Affairs Information Management Center, Information Access and Services Division
- Sparkman, Tammy D.**, Bureau of Personnel, Pre-Assignment Training to Office of the Comptroller, Pre-Assignment Training

- Stanley, Dumar G.**, Office of Communications, Automated Reproduction and Collating Section to Office of Communications, Intelligence and Research Telecommunications Section
- Stauffer, Stefanie C.**, Diplomatic Security, Threat Analysis Division to Diplomatic Security, Coordination Center
- Vaughan, Anne T.**, Office of the Comptroller, Consolidated American Payroll Division to Office of the Comptroller, General Accounting and Reports Division
- Waters, Juanita A.**, Office of Supply, Transport and Procurement, Contract Branch to Office of Supply, Transport and Procurement, General Acquisitions Branch
- Woodruff, Anita L.**, European and Canadian Affairs, Office of Executive Director to Office of the Under Secretary for Management

Resignations

- Abbott III, Thaddeus A.**, Bureau of Personnel, Retirement Division
- Adams, John McKey**, International Communications and Information Policy
- Arnold, Bruce G.**, Economic and Business Affairs, Planning and Economic Analysis Staff
- Bess-Thomas, Rose E.**, Office of Communications, Mail and Pouch Branch
- Blackwood, Sharon P.**, New York Passport Agency
- Bond, Brina W.**, New Orleans Passport Agency
- Brown, Chandra Y.**, Northeast Passport Processing Center
- Bryant, Ronald J.**, Bureau of Personnel, Pre-Assignment Training
- Burgess, John F.**, Refugee Programs
- Burghardt, James Earl**, Dhahran
- Coleman, Cody M.**, Consular Affairs, Automated Records Branch
- Couch Jr., Thomas M.**, Pretoria
- Crump, Donna Newby**, Riyadh
- D'Meza, Marie-Ange**, Northeast Passport Processing Center
- Dawley, Kristi A.**, Office of Protocol, Ceremonials Division
- Day, Frank E.**, African Affairs, Office of the Executive Director
- Featherstone, Edward M.**, Classi-



- fication/Declassification Center
- Foster, Beverly E.**, European and Canadian Affairs, Office of European Security and Political Affairs
- Frederick, Pamela Marsha**, International Boundary Commission
- Giglio, Kathryn Eileen**, Legislative and Intergovernmental Affairs
- Gressman, William E.**, Office of the Legal Adviser, Management
- Hamilton, Sheila D.**, Consular Affairs, Automated Records Branch
- Hutson, Arija Bianka**, Office of the Comptroller, Central Claims Division
- Johnson, Alexa D.**, Philadelphia Passport Agency
- Kurtz, Susan Dudley**, Office of Supply, Transport and Procurement, Contract Branch
- Loangkote, Kelvin J.**, Los Angeles Passport Agency
- Magee, Karen P.**, Diplomatic Security, Professional Policies and Program Division
- Martin, Rosemary A.**, Boston Passport Agency
- McCallum, George W.**, Chicago Passport Agency
- Moore, Demetries**, Consular Affairs, Research and Liaison Branch
- Muldrow, William S.**, Inter-American Affairs, Office of the Executive Director
- Napier, Trever M.**, Boston Passport Agency
- O'Bery, Linda Louise**, Interna-

- tional Organization Affairs
- Parsons, E. Susan**, Family Liaison Office
- Pinkney, Catherine A.**, Philadelphia Passport Agency
- Rivers, Cynthia M.**, Consular Affairs, Automated Records Branch
- Robertson, Vincent E.**, New Orleans Passport Agency
- Sehart, Jamiss E.**, Miami Passport Agency
- Sims, Kathleen M.**, Seattle Passport Agency
- Stevens, Laurie A.**, Boston Passport Agency
- Taylor, George V.**, Los Angeles Passport Agency
- Thompson, Darla B.**, Office of the Comptroller, Pre-Assignment Training
- Turner, Shari L.**, Seattle Passport Agency
- Wickham, John A.**, Office of the Secretary, Arms Reduction Negotiations
- Williams, Denise Michelle**, Legislative and Intergovernmental Affairs
- Wolfe, Frank Jerome**, Economic and Business Affairs
- Yahrmatter, Patricia M.**, Economic and Business Affairs, Planning and Economic Analysis Staff
- Retirements**
- Brown, Helen H.**, Oceans and International Environmental and Scientific Affairs
- Glazer, Harry B.**, International

BUREAU OF PERSONNEL—*Bette Carroll*, personnel technician, Near Eastern and South Asian Assignments Division, is presented a plaque by director general *George S. Vest* on her retirement after more than 25 years service.

- Organization Affairs, Office of International Development Assistance
- Howard, Tranmise M.**, Office of Communications, Diplomatic Mail and Pouch Division
- Low, Edgar Arno**, Houston Passport Agency
- Mitchell, Arthurine B.**, New York Passport Agency
- Solak, Jane Marie P.**, Consular Affairs, Correspondence Branch
- Watkins, Floyd L.**, Near Eastern and South Asian Affairs
- Weare, Josephine W.**, Bureau of Personnel, Presidential Appointments Staff
- Wolk, Barbara S.**, International Joint Commission ■

Book by Grace Wilson

Grace C. Wilson, who retired from the Visa Office in 1973, has written a book of more than 400 poems. The book, "A-MAIZIN," may be obtained from her at A-9 Aeolian Apartments, Vicksburg, Miss. 39180. The price is \$13. □

Personnel: Foreign Service

Appointments

- Archer, David M., Stockholm
Arnold-Littrel, Elisabeth, Madrid
Baker, Tamara Lyn, Paramaribo
Balsitis, Cathy T., Alexandria
Bareng, Linda C., Bangkok
Barry, Samira, Lusaka
Bauman, Eva L., Hong Kong
Bavelock, Mark F., Near Eastern and South Asian Affairs
Beaudry, Stephanie E., Mogadishu
Broman, Betty Jane, Jakarta
Brown, B. Tuyet, Tokyo
Brown, Christine A., Brasilia
Bucalo, Geraldine, Manila
Cantrall, Jamie L., Jakarta
Carter, Ophelia, Tel Aviv
Cohen, Tamara Sue, East Asian and Pacific Affairs
Cook, Susan F., Dhaka
Coronado, Mary, Cairo
Cridler, Michelle H., Monrovia
Daly, Anne L., Manila
Davis-Jones, Mary Grace, Bogota
Debruyne, Arie T., East Asian and Pacific Affairs
Denny, Charles Ian, Manila
Desantillana, Eileen Chang, Madrid
Devlin, Scott J., Bonn
Douvelis, George, San Jose
Duane, Beverly A., Hong Kong
Duffy, Marie H., Brussels
Eng, Jonathan E., Nairobi
Feir, Joyce D., Vienna
Galvin, Elizabeth A., Brussels (NATO)
Garner, William Francis, Frankfurt
Gaviria, Luz Teresa, Barcelona
Gewecke, Margaret M., Brussels
Goodman, Michelle W., Mexico
Groll, Jo-Anslyn, New Delhi
Hancock, Corazon C., Libreville
Hawk, Patricia Aric, Jakarta
Hayashi, Zena T., Frankfurt
Hines, Arnold B., Asuncion
Hoffman, Douglas W., Office of Communications, Telephone Support Branch
Holbrook, Carol Natwick, African Affairs
Hols, Norma E., Ottawa
Jackson, Paula Lynn, Athens
Jameson, Narin S., Wellington
Jansen, Kathy Allen, Amman
Jeffries, Valerie, Monrovia
Johnson, Beverle May, Tegucigalpa
Jones, Evelyn W., Monrovia
Jones, Mark C., East Asian and Pacific Affairs
Keehu, Catherine M., Manila
Key, Dolores E., Mexico
Kist, Joyce Barbara, Nassau
Korff, Philomena F., Bern
Lapoint, Bridget, Dakar
Law, Patricia J., Beijing
Martens, Brenda, Kinshasa
Maxfield, Joan S., Tegucigalpa
McArto, Teresa M., Manila
McCumber, Robert P., Office of Communications, Radio Support Branch
McInturff, Sandra L., Paris
Nevels, Julie Ann, Manila
O'Neil, Dorothy M., Lome
Osborn, Robert E., Office of Communications, Radio Support Branch
Pahl, Jan L., Jakarta
Perea, Jaime O., Brasilia
Perrin, Bill K., Nicosia
Poast, Glenda Elaine, Brasilia
Qeneleho, Melvin, Libreville
Quinn Jr, Edward M., Bilbao
Rios, Rita Isabel, Barcelona
Romero, Gail Vivian H., Praia
Shellum, Diane I.R., Bonn
Sherman, Mary L., Colombo
Sherr, Marialyce C., Vienna
Siefken, Anna D., Ottawa
Siegel, Catherine W., Mazatlan
Sisco, Shawney E., Adana
Skillman, Deirdre M., Moscow
Spak, Michael R., Inter-American Affairs
Staeben, Margaret Swift, Marseille
Stites, Yu-Jen Alison, Beijing
Suddath, Barbara P., Port-au-Prince
Tackett, Dwight A., Ottawa
Taufen, Glenda S., Rio de Janeiro
Taylor, Hobart Burl, Brasilia
Tenorio, Anthony, Near Eastern and South Asian Affairs
Trainer, Monika B., Hamburg
Urrutia, Alma Silvia, San Salvador
Valis, Tamara Marie, Port-au-Prince
Voth, Pamela Sue, Kingston
Wiley, Wendy P., Moscow
Wilson, Cynthia H., Guatemala
Wright, Dorothy Louise, Ankara
- ## Transfers
- Allen, Tommy L., Somalia to Office of Communications
Ash, E. Charles, France to Executive Secretariat
Audi, Silvia A., Netherlands to European and Canadian Affairs
Barbour, Robert E., Foreign Service Institute to Office of the Inspector General
Barrett IV, Robert S., Bureau of Personnel to African Affairs
Benfield, Donald L., Zaire to Office of Communications
Bernstein, Steven J., Diplomatic Security, Technology Operations Division, to Diplomatic Security, Washington Field Office
Blanchard, David P., Liberia to Office of Communications
Bollmann, Elizabeth B., Economic and Business Affairs, Office of East-West Trade, to Foreign Service Institute, Language Training
Bosseler, Steven J., Diplomatic Security, Secretary's Detail to Diplomatic Security, Mobile Training Branch
Broadwater, Lloyd H., Diplomatic Security, Washington Field Office to Diplomatic Security, Mobile Training Branch
Brooks, William E., International Organization Affairs, International Institutions Policy Staff to Office of the Legal Adviser, International Claims and Investment Disputes
Brown, Donald L., Office of Communications, Communications Center to Office of Communications, Foreign Operations Division
Brown, Spencer W., Diplomatic Security, Los Angeles Field Office to Diplomatic Security, Washington Field Office
Brudvig, Lee A., Swaziland to Foreign Service Institute
Buck Jr., Ernest M., Diplomatic Security, Passport Fraud Section to Diplomatic Security, Washington Field Office
Burke, Marie D., Italy to London
Chrismon, Alan C., Office of Communications, Communications Center to Office of Communications, Installation Branch
Christiansen, Daniel F., Suriname to Antwerp
Cinal, Ronald M., Greece to European and Canadian Affairs
Clark, John Eignus, Diplomatic Security, Counterterrorism Assistance to Bridgetown
Connolly, Donald J., Greece to Niamey
Covington, Ann, Near Eastern and South Asian Affairs to Office of the Under Secretary for Management
Coyne, Patricia M., Bureau of Personnel, Office of Performance Evaluation to Foreign Service Institute
Craig, Craig S., India to Diplomatic Security
Crodgy Jr., Arnold J., Office of Under Secretary for Economic Affairs to Foreign Service Institute, Language Training
Curry, Mary Louise, Near Eastern and South Asian Affairs, Office of Executive Director to Foreign Service Institute, Language Training
Cutajar, Philip Charles, Port-au-Prince to Office of the Secretary, Nuclear Risk Reduction Center
Delly, Daniel Purnell, USIA to Inter-American Affairs, Office of Panamanian Affairs
Dobsa, Lillian G., Bureau of Personnel, Office of Performance Evaluation, to Brasilia
Donato Jr., John Francis, Diplomatic Security, Professional Development to Singapore
Dorsey, Carol Lynn, Inter-American Affairs to Khartoum
Dwyer, Patricia A., Intelligence and Research to Hong Kong
Dyhr, Betty J., France to Bangkok
Essler, Bruce Gordon, Office of Communications to Leningrad
Fieser, Vianna Genell, Haiti to Bangkok
Finnigan, Robert, Pakistan to Vienna
Fishbein, Jonathan Lyman, Jordan to Executive Secretariat
Fitzgerald Jr., Edward W., Botswana to London
Flynn, James E., Germany to Manila
Folta, Anne A., China to Khartoum
Gagliardi Jr., Edmund J., South Africa to London
Geisel, Harold W., Italy to Bonn
Glass, Deborah P., Bureau of Personnel, Pre-Assignment Specialist Training to Diplomatic Security
Goff, Edward H., Executive Secretariat to Economic and Business Affairs, Office of East-West Trade
Goslin, Charles E., Uganda to Office of Communications
Haniak, Peter R., Bureau of Personnel, Pre-Assignment Specialist Training to Diplomatic Security
Harski, Mark S., Romania to Office of Communications
Hicks, James F., Mexico to Inter-American Affairs
Holzhall, Elizabeth Mary, Ecuador to Singapore
Huff, Sarita R., Yemen to Tokyo
Hughes, Barbara F., Foreign Service Institute, Administrative Training to Foreign Service Institute, Language Training
Huot, Gregory M., Panama to Prague

Jarvis Sr., Karl J., Brazil to Bonn
Jordan, Earl D., Diplomatic Security, Washington Field Office to Diplomatic Security, Coordination Center
Kahele, Karl Jonathan, Diplomatic Security, Boston Field Office to Diplomatic Security, New York Field Office
Karvonen, David W., Diplomatic Security, Chicago Field Office to Diplomatic Security, Physical Security Division
Kim, Patricia A., Soviet Union to European and Canadian Affairs, Office of Soviet Union Affairs
King, Robert R., United Kingdom to Prague
Knight, Melvin C., Philippines to Office of Communications
Labastida-Jeffrey, Beatrice, European and Canadian Affairs to Foreign Service Institute, Language Training
Larsen, Dan Jonathan, Mexico to Peshawar
Lebourgeois, Julien, European and Canadian Affairs, Office of European Security and Political Affairs to Jakarta
Long, Gloria G.M., Sri Lanka to Paris
Marks, Carol Ellen, Bulgaria to Nassau
Marshall, Andrew Stephen, Diplomatic Security, San Francisco Field Office to Diplomatic Security, Office of Overseas Operations
McMullen, Christopher, Foreign Service Institute, Language Training to Managua
McCann, Murray J., Tunisia to Sanaa
McCarty, Dixie, Costa Rica to Inter-American Affairs
McCaslin, John Mathers, Pusan to Economic and Business Affairs, Office of International Trade, Textiles Division
Merriman, Brenda A., Sri Lanka to Office of Communications
Michal, Edward Joseph, Human Rights and Humanitarian Affairs to Kolonia
Moreau, James O., Bureau of Personnel, Pre-Assignment Specialist Training to Diplomatic Security
O'Connor, Daniel E., Diplomatic Security, Washington Field Office to Nicosia
Oakes, Robert W., Brazil to Office of Communications
Otto, Stanley A., Germany to Foreign Service Institute
Parsons, Donald K., Bureau of



Foreign Service officer **Julian L. Bartley**, left, the Department's Pearson fellow at the Council of Chief State School Officers, Washington, with Senegal's Ambassador **Falilou Kane**, who was keynote speaker at the council's international education workshop.

Personnel, Senior Officer Division to Foreign Service Institute, Language Training
Patterson, Margie A., Greece to European and Canadian Affairs
Polasky, Frederick, Czechoslovakia to Bureau of Personnel
Post, Cynthia L., Inter-American Affairs to Lisbon
Richard, Christopher J., Mexico to Singapore
Ridge, Eleanor M., Foreign Service Institute, Language Training to Bucharest
Rinke, Julie E., International Organization Affairs to Tokyo
Rohal, John A., Pakistan to Bangkok
Schilling, John W., Diplomatic Security, Overseas Operations to Frankfurt
Schoeb, Donald R., Colombia to Rome
Seeds, Kristin M., Bureau of Personnel, Pre-Assignment Specialist Training to Diplomatic Security
Senia, Russell J., Liberia to Office of Communications
Shipshock, Sandra Jean, Germany to Consular Affairs, Citizens Emergency Center
Singlaub, Mary Ann, Inter-American Affairs, Office of Assistant Secretary to Intelligence and Research
Somers, Harvey Alan, Thailand to East Asian and Pacific Affairs

Stegensek, Dorothy, Morocco to Brussels
Stevens, Lotty, Germany to Kigali
Teator, Jeffrey Allen, Diplomatic Security, New York Field Office to Diplomatic Security, Investigations Division
Thompson, Elizabeth D., Nigeria to Brazzaville
Trinka, Frank G., European and Canadian Affairs to Bureau of Personnel
Verble, Joseph L., Bureau of Personnel, Pre-Assignment Specialist Training to Diplomatic Security
Williams, Edward L., Canada to Federal Reserve Bank
Williams, John E., Sao Paulo to Office of Communications, Diplomatic Mail and Pouch Division
Wilson, Brian William, United Kingdom to European and Canadian Affairs
Woerner, Mark S., Greece to Bureau of Personnel, European Assignments Division
Wynne, Willard J., Near Eastern and South Asian Affairs to Foreign Service Institute, Administrative Training
Yarvin, Herbert, Office of the Inspector General to Foreign Service Institute, Language Training

Resignations

Baker, Jennifer A. Knox, Beijing
Beard, Yvonne A., Dhahran
Biggers, Ursula, Istanbul
Brooks, Robert A., Seoul
Brown, Cathlyn Joy, Jakarta
Busch, Karen Louise, Lahore
Bushelle, Noel Annette, Paris
Cho, Sungeun, Seoul
Cross, Robert D., The Hague
Crowell, Mei-Yueh Teresa, Shenyang
Cziesla, Manfred J., Oceans and International Environmental and Scientific Affairs
Dickey, Lilia Totengco, Wellington
Dollins, Kathleen E., Dublin
Doughty, Judith M., Kigali
Douglas, Alma R., Brussels
Flynn, Bonnie L., Colombo
Freeman, Barrie L., Rabat
Genco, Margaret L., Vienna
Goldstein, Marc N., Diplomatic Security, New York Field Office
Haley, Candace Leigh, Abidjan
Hartman, Sharon Delone, Singapore

Hopkins, Thomas M., Diplomatic Security, New York Field Office
Horner, John R., Dublin
Hotze, Patrick S., Foreign Service Institute, Language Training
Hughey, Diane Michele, New Delhi
Jarrell, Vera Lynn, Cairo
Joria, Victoria L., Warsaw
Kite, Carolyn D., Yaounde
Krzyewski, Kimberly Marie, Moscow
Landgraff, Rachel I., Vienna
Lannon, Cynthia Marie, Frankfurt
Luedtke, Constance M., Mexico
MacKenzie, Cynthia G., Ouagadougou
Maher, Martha Horne, Brasilia
Maher, Nancy L., Tegucigalpa
Manheim, Linda S., Quebec
Marlow, Jennifer Ann, Brazzaville
Melville, Joanna Catherine, Berlin
Mills, Joyce A., Panama
Morgan, Nancy Ann, Monrovia
Neifert, Patrice W., Abidjan
Parker, Stuart C., Intelligence and Research, Office of the Geographer
Price, Michele S., Mogadishu
Roberts, Kathy U., Guangzhou
Rose, Shelley White, Addis Ababa
Ryan, Vicki, Monrovia
Salmon, Elaine, Brussels
Shaw, Barbara S., Alexandria
Shu, Wen-Yi, Beijing
Snell, Susan Ann, Lahore
Springmeier, Kathi Ann, Athens
Stewart, Chris George, Abidjan
Strausbaugh, Joanne A., Accra
Thompson, Susan Mary, Yaounde
Tyznik, Troella A., Paris
Underriner, John Michael, Foreign Service Institute, Language Training
Vanhook, Cleofe C., Bogota
Viera, Mary Eva, Colombo
Vogel Jr., Vernon E., Office of Communications, Radio Support Branch
Wakamatsu, Candace J., Karachi
Ward, Emily G., Shanghai
Weissaupt, Suzanne, Monrovia
Williams, Tarrance, Office of Communications
Willis, Jeffrey M., Shanghai
Woodrum, Patricia A., Bangkok

Retirements

Abbott, Shirley Levoy, Maseru
Cheatham, James H., Sao Paulo
Harris, Mary N., Foreign Service Institute
Martin Jr., James E., Jakarta
Moody, Arthur E., Office of

Communications, Interagency Affairs Staff
Mull, Gerald C., Office of the Legal Adviser
Prince, Norman K., Bureau of Administration, Allowances Staff
Reinertson, John E., Bureau of Personnel
Roberts, Loretta A., Office of Communications, Diplomatic Mail and Pouch Division
Steeves, James W., Office of Communications, Engineering and Installation Division

Ubrich, Wayne F., Bonn □

5 from State are in new careers

Five former Department employees have recently started second careers, the Department's Office of Career Transition reported. They are:

—Bette J. Carroll, former technician in the Office of Foreign Service Career Development and Assignments, who has become assistant office manager at the Bio-

metric Research Institute, Rosslyn, Va.

—William F. Eaton, former analyst, Bureau of Intelligence and Research, now with Travel Magic, Inc., Washington.

—Shepard C. Lowman, former country director for Vietnam, Laos and Cambodia, now executive director of Refugees International, Washington.

—S. Virginia Schaefer, former ambassador to Papua New Guinea and the Solomon Islands, presently city director of international rela-

tions in Seattle.

—Susan Klingaman, former analyst, Office of Management Operations, who is teaching English as a second language at George Mason in Virginia, while working on her master's in that subject. □

In new job

Minister-counselor Carroll Brown, who retired from the Foreign Service on April 1, has been named president of the American Council on Germany, in New York. ■



The first and last-place "fanatics" combine for a publicity shot. Both teams are from Niamey.

'Fanatics' (their word) converge in West Africa

A West African tournament for self-styled "softball fanatics" has concluded in Ouagadougou with a victory for one of the teams from Niger—the Niamey Nomads. This is how fanatic the "fanatics" were: the undefeated Nomads and teams from Mali, Togo and Burkina Faso, as well as a second team from Niger, each played a total of four games over a two-day weekend in Ouagadougou. The teams were drawn from the American communities and embassies in

those countries.

The 3-1 Bamako Sun Devils came in second, while defending champion Ouagadougou's Sahel's Angels, who split their games, took third. Team Togo, which consists of Peace Corps volunteers from northern Togo, captured fourth with a 1-3 record.

The second team from Niamey brought up the rear with four losses.

Ambassador and Mrs. Robert Pringle from Baniako and Ambassador and Mrs. Richard Bogosian from Niamey joined Ambassador (also first baseman) and Mrs.

David Shinn of Burkina Faso to cheer their teams towards victory. The tournament was capped by an awards ceremony on Sunday evening, where most-valuable-player awards were given to Bamako shortstop Bruce Wilkinson and Nomads' shortstop Ken Koehn and pitcher Flynn Fuller. The following were inducted into the "fanatics" hall of fame: Mic O'Neill, Harlan Lyso, and Steve Daws of Niamey; John Keyes of Team Togo and Buff MacKenzie of Ouagadougou. The Hustle Award was shared by Barry Wheeler and John Keyes of Team Togo. □

Honors and Awards



MUSCAT, Oman—Economic/commercial assistant *Mohammed Siddiq* is presented the post's "Foreign Service National of the Year"

award by Ambassador *G. Cranwell Montgomery*.



QUITO, Ecuador—Ambassador *Fernando E. Rondon*, right, presents plaque to *Patricio Salinas*, maintenance supervisor, the post's "Foreign Service National of the Year."



SANTIAGO, Chile—At awards ceremony, in this nation on the western coast of South America, from left: *Bernardo Catalan*,

Rubén Villegas, Marilyn McAfee, Adriana Hernández, Cecilia Gilbert, Ambassador Harry G. Barnes Jr., John Child, Patricia

Lueje, Luis Fuenzalida, René Ibañez, Adriano Onetto, Mario Varas, Francisco Morales. ■

Bureau Notes

The Seventh Floor

Office of the Secretary

SECRETARY SHULTZ traveled to Geneva for meetings with the Soviet foreign minister, and to Brussels, to brief NATO allies, May 10-13 ... Accompanying him and serving as members of the advance planning team were M. CHARLES HILL, executive assistant to the Secretary; MAURA HARTY and DAVID CREGAN, special assistants to the Secretary; JOYCE NESMITH and JO McCLENNY, staff assistants to the Secretary; LYNN PASCOE, deputy executive secretary; PATRICK F. KENNEDY, executive director; JOHN BENTEL, computer specialist, Executive Secretariat; STEVE DEL ROSSO (advance team) and KATHLEEN MURPHY, staff officers, Secretariat Staff; DOROTHY SIMMONS (advance team) and SHARON OHTA, secretarial assistants, Secretariat Staff; CHARLES REDMAN, Department spokesman; MAX KAMPELMAN, head negotiator for the U.S. delegation to Geneva on arms reductions; the assistant secretary for European affairs, ROZANNE RIDGWAY, and members of her staff; deputy assistant secretaries THOMAS SIMONS and CHARLES THOMAS; and MARK PARRIS, director, Office of Soviet Union Affairs; JAMES TIMBIE, adviser to the deputy secretary on strategic policy; ALLEN HOLMES, assistant secretary for politico-military affairs; PAUL NITZE, ED ROWNY and MAYNARD GLITMAN; and COLIN POWELL, director, National Security Council staff, and members of his staff, ROBERT LINHARD, FLORENCE GANIT and MARYBEL BATJER.

The Secretary traveled to Helsinki, Moscow, Brussels and London, in connection with the President's Moscow summit; to Cairo, Amman, Damascus, Tel Aviv and Luxor, for bilateral meetings; and to Madrid, for the NATO summit, May 25-June 10. Accompanying him and serving as members of the advance team were Mr. Hill and his personal assistant, BONNIE BENDER; special assistants MAURA HARTY and MARCIA WONG; staff assistants Nesmith and McCleddy; and secretary BETTY GASTON; deputy executive secretaries RICHARD MUELLER and LYNN PASCOE and personal assistant BETTE WARFIELD; Mr. Kennedy and Mr. Bentele. Secretariat Staff officers serving as the advance planning team were NICHOLAS BURNS (Helsinki); JOHN BEYRLE (Moscow); ED SMITH (London); ROBYN HINSON-JONES (Cairo/Luxor); BLAIR HALL (Madrid); TIMOTHY COLLINS (Jerusalem) and secretarial assistants MILDRED ENGRAM (Helsinki); JACKIE CARTER (Moscow); Ms. Ohta (London); VIRGINIA SMITH (Cairo/Luxor) and WANDA KENNICOTT (Madrid). Secretariat Staff officers accompanying the Secretary were MARY HAINES and STEVE DEL ROSSO and secretarial assistants DEBORAH GODFREY and JOY SALPINI. Others traveling with the Secretary included Mr. Redman; Ms. Ridgway and members of her staff; Mr. Simons and Mr. Thomas; Mr. Holmes; Mr. Nitze and WARREN

ZIMMERMAN; Members of the U.S. delegation to the negotiations on nuclear arms and space reduction: HENRY COOPER, PAUL ROBINSON and STEVE HANMER; the assistant secretary for Near Eastern and South Pacific affairs, RICHARD MURPHY, and members of his staff; deputies WILLIAM KIRBY and WAT CLUVERIUS; ALAN KRECZKO, assistant legal adviser for Near Eastern and Pacific affairs; AARON MILLER and DAN KURTZER, members, Policy Planning Staff; and National Security Council staff member DENNIS ROSS. □

Office of the Deputy Secretary

Deputy Secretary JOHN WHITEHEAD traveled to New York, Belgrade, Budapest, Bonn, Potsdam, West Berlin, East Berlin, Vienna and The Hague, June 3-16. In New York, he spoke at the Masters School graduation; attended the U.S.-Yugoslav Economic Council meeting; attended the conference on "New Approaches to East-West Security," in Postdam; and attended bilateral meetings in Belgrade, Bonn, Budapest, East Berlin, West Berlin, Vienna and The Hague. Accompanying him were MARC GROSSMAN, executive assistant; STEPHEN KELLY, special assistant; CRISTINA VALENTINE, staff assistant; and KENNETH MESSNER, assistant general services officer, Executive Secretariat. □

Office of the Under Secretary for Political Affairs

Under Secretary MICHAEL H. ARMACOST conducted a number of media briefings prior to the Moscow summit. These included a May 16 special media briefing, a press briefing for State Department diplomatic correspondents, May 19, a May 20 on-the-record session with foreign correspondents; and a White House press corps briefing, May 23 ... On May 18 he was interviewed concerning the summit, for USIA's "America Today" and "Worldnet," and for four foreign television networks on May 20, and he discussed the Panama situation on the McNeil-Lehrer television broadcast, May 26 ... Other public appearances included a May 6 address to the Nieman fellows at Harvard and a May 16 speech at Carleton College, Minneapolis, on "East Asia in the Year 2000." ... On May 6, Foreign Service Day in the Department, Mr. Armacost gave a foreign policy overview for participants, and addressed the inter-American affairs chiefs-of-mission conference, May 20 ... On June 6 he traveled to New York, to address the Japan Society/Asian Society, and for bilateral meetings. Accompanying him was special assistant STEVEN COFFEY ... On June 9 Mr. Armacost met in New York with the president of Mexico and the prime minister of India. Accompanying him was special assistant ALAN EASTHAM. □

Office of the Under Secretary for Economic Affairs

Under Secretary ALLAN WALLIS, accompanied by international economist CHARLES REIS, attended a ministerial in Paris, May 18-

19, followed by the third meeting of personal representatives ("sherpas") to prepare for the Toronto economic summit, June 19-21 ... While in Paris, Mr. Wallis discussed with RODERICK Q. BRAITHWAITE, deputy under secretary of state of Great Britain's foreign and commonwealth office, airport charges at Heathrow ... Representatives of the Bureau of Economic and Business Affairs and the Department of Transportation, assisted by MARTIN J. BAILEY, senior economic adviser to Mr. Wallis, held talks on this issue with United Kingdom representatives, and reported to Mr. Wallis for his talks with Mr. Braithwaite ... Mr. Wallis attended the fourth "Sherpa" preparatory meeting on the Toronto economic summit, June 30, in Alton, Ontario, accompanied by Mr. Reis ... Mr. Bailey served as U.S. delegate to the technical preparatory group meeting of the International Coffee Organization, May 31-June 3, in London, to discuss possible renegotiation of the international coffee agreement. □

Policy Planning Staff

Director RICHARD H. SOLOMON accompanied Secretary Shultz on his trip to Moscow, to assist during the summit. On June 9-10 Mr. Sol-

Solution: Diplo-Crostic No. 47

(See June issue)

W[alter] Laqueur. *A World of Secrets*

"Unless a country has a more or less effective foreign policy, the quality of intelligence at its disposal is of little or no importance. There is a definite temptation to overrate the importance of intelligence in the world of power politics."

A. Whittington	M. Laocoon
B. Little Mary	N. Deaf Smith
C. Attrition	O. Ocelot
D. Quasimodo	P. Flipflop
E. Unshaven	Q. Soothe
F. Ethicality	R. Espionage
G. Unforeseen	S. Copper Spot
H. Referee	T. Riffle File
I. Arriviste	U. Estop
J. Willingly	V. Tatterdemalion
K. Occision	W. Street □
L. Reticence	

Solution to Post Puzzle

(See Page 30)

You didn't call for the horse and buggy, did you? You can quickly put the white Escort into action. Take the battery from the blue car, and siphon gas from the red car. Restrain the urge to ask your congressman to close the post. □

Barney Lester's answers

(See Page 30)

1. Bureau of Personnel.
2. Bureau of Intelligence and Research.
3. Office of the Under Secretary for Management.
4. Office of the Legal Adviser.
5. Bureau of Administration. □

BUREAU NOTES

omon hosted planning talks with officials of the foreign ministry of Egypt. □

Administration

Foreign Buildings Office

Deputy assistant secretary RICHARD N. DERTADIAN met with Ambassador SOL POLANSKY, Sofia, concerning a new office building site, construction of a pre-engineered warehouse, expansion of the Marine guard quarters and a chancery roof project; and Ambassador-designate CHARLES GARGANO, Port-of-Spain, to provide an overview of foreign buildings operations for the post, to include a recently-completed renovation of the chancery/consular annex, recent renovation and redecoration off the ambassador's residence and completion of a terrace addition to the recently-purchased deputy chief of mission's residence ... He also met with consul general DONALD M. ANDERSON, Hong Kong, regarding lease/purchase of a 24-unit apartment building and renovation of the communications center ... Mr. Dertadian visited Embassy Berlin, Bonn, Frankfurt and London. At each of these posts he reviewed real property and construction programs ... While in London, he attended the annual overseas property organizations conference hosted by his United Kingdom counterpart. Directors of foreign buildings operations for New Zealand, Australia and Canada participated ... The director for program planning and post support, HERBERT W. SCHULZ, held discussions in Bonn, Heidelberg and Frankfurt, concerning a possible site for housing the European-based facilities maintenance assistance center ... He provided a briefing for Ambassador-designate and Mrs. PAUL TAYLOR, Santo Domingo, in which residential space standards, refurbishment of the ambassador's residence, status of the public-access controls for the chancery and consular annex, and future use of the AID annex were discussed ... He also met with consul general JAMES MEDAS, Bermuda, to review and provide guidance on the post's search for new office facilities. □

Office of Operations

Office of Support Planning Staff: LAURA CROMLEY has joined the staff as a management analyst.

Office of Supply, Transportation and Procurement: JAMES MURPHY and CHARLES LYONS, Property Management Branch, traveled to Lagos, Accra, Abidjan and Dakar, for a review of property management and compliance with property regulations ... Representatives from Property Management and Commissary Affairs addressed the Bureau of African Affairs administrative officers conference, May 9-13.

Office of Overseas Schools: The annual meeting of the Overseas Schools Advisory Council was held June 1. With its assistance, American-sponsored overseas schools reported they had received a record amount of local contributions ... The number of schools participating in the Overseas Schools Advisory Council program has

increased.

Facilities Management and Support Services: STEPHEN URMAN, safety director, is traveling to Rio de Janeiro, Brasilia, Montevideo and Buenos Aires, to complete a safety review at these posts ... The staff of Domestic Telecommunications met with the vice president for services of AT&T, to discuss a proposal by AT&T relating to installation of a technical operations center which would enhance quality and responsiveness, and provide network management capabilities not presently available ... Many replies to the needs assessment survey have been received for the child care center, with several volunteering to participate in the center's preparation.

Allowances Staff: JULEE BRAND, director, and JON GUYTON, chief of standards and differentials, attended a meeting of the Washington Liaison Group, to discuss authorized departure status for Panama.

Office of Language Services: Language support for the Moscow summit was provided by a 14-member team of staff and contractors traveling from Washington, Geneva and Vienna. Coordination in Moscow was handled by Interpreting Division chief STEPHANIE VAN REIGERSBERG and Geneva language operations manager

ASUNCION, Paraguay—Ambassador *Clyde D. Taylor* and administrative counselor *Franzine L. Bowman* inaugurate renovated maintenance section and commissary on embassy compound.



CHARLES MAGEE ... On May 28 C-Span telecast a 20-minute interview with director HARRY OBST on language support for summit meetings ... Earlier in the month, DIMITRY ZARECHNAK, PETER AFANASENKO and JOSEPH MOZUR interpreted for the Shultz-Shevardnadze ministerial meeting in Geneva, and Mr. Afanasenko assisted Assistant Secretary CHESTER CROCKER in Lisbon ... ALEC TOUMAYAN accompanied Deputy Secretary JOHN WHITEHEAD on his trip to France and North Africa ... CASEY IIDA interpreted for the President and Vice President, in their meetings with the Japanese prime minister ... VIVIAN CHANG traveled with the Chinese vice premier during his U.S. visit ... LILLIAN NIGAGLIONI interpreted in Washington and Madrid for Spanish base negotiations ... On May 2 Japanese interpreter TAEKO TOGASAKI-WILEY joined the staff ... GLOSSIE LEVERETTE has transferred to the Office of Foreign Buildings Operations, and former staff member LOUISE KELLY has returned to assist the Interpreting Division on a temporary basis. □

African Affairs

Office of the Assistant Secretary: Assistant Secretary CHESTER A. CROCKER spoke at Ohio State University, May 24 ... He traveled to the Moscow summit, May 28-June 2, to participate in Africa-related meetings ... Deputy assist-



PRETORIA, South Africa—Motor pool dispatcher *Xyvier Zitumane*, retiring after 36

years, is congratulated by officer-in-charge *Stephen Rogers* and fellow employees.



BUJUMBURA, Burundi—At awards ceremony, front row, from left: *Christine Humuza*, *Kathy Hays*, Ambassador *James D. Phillips*, *Cornelia Miller*, *Vincent Mikaza*. Back row: *Mohamed Sameja*, *Kirk Ingvaldstad*, *Connie Wagner*, *Dennis Hays*, *Lucy Hall*, *Edwin Howard Jr.*, *Larry Walker*, *Salvator Mpema*.

ant secretary *CHAS. W. FREEMAN JR.* participated in the Foreign Service Day Africa workshop, May 6, in the Department ... On June 2 he delivered testimony to the House Banking Committee, on the South Africa sanctions legislation ... He traveled to Mozambique, South Africa, Zambia, Zimbabwe, Malawi and Portugal, May 7-17 ... Deputy assistant secretary *KENNETH BROWN* traveled to the Organization of African Unity meeting, in Addis Ababa, May 23-30, and carried with him a videotaped message from SECRETARY SHULTZ ... Deputy assistant secretary *WILLIAM ROBERTSON* traveled to Kenya, Uganda, Somalia and South Africa, May 8-23 ... While in Johannesburg, he participated in the "Matchmaker Fair." ... From May 30-June 2 he attended the Nevada Economic Development Co./Department of Commerce conference, "Fifth Annual National Minority Business Enterprises Procurement Conference," in Las Vegas ... He participated in the New Jersey governor's commission on interna-

tional trade, South Africa and the effects of sanctions on South Africa and the United States.

Office of Public Affairs: South Africa desk officers *TOM FUREY* and *ERIC BENJAMINSON* participated in the Public Affairs-sponsored American Council for Young Political Leaders Conference's South Africa workshops, in the Department, June 3. Moderators for the two sessions were *NANCY SERPA*, director, and *MARY SWANN*, of the office.

Office of East African Affairs: East African affairs director *ROBERT GRIBBIN* left this month for Kampala, where he is to be deputy chief of mission ... Tanzania, Mauritius and Madagascar desk officer *EUNICE REDDICK* transferred to the Operations Center ... Somalia desk officer *DALE DEAN* transferred to Israeli Affairs, and *GINNY PHILLIPS* to Kathmandu ... The office welcomed *DAVID KAEUPER*, *WALT MANGER*, *FRANK LIGHT* and *STEFANIE SHAMUS*. □

Consular Affairs

Overseas Citizens Services: *WILLIAM EDMONDS*, Citizens Consular Services, traveled to Rome and Paris, to participate in workshops covering the requirements of the new overseas voting act that became effective January 1. The

workshops are in preparation for the November elections.

Visa Services: Deputy assistant secretary *JEROME OGDEN* and *STEPHEN FISCHEL*, chief, Legislation and Regulations Division, participated in the annual conference of the American Immigration Lawyers Association, in San Diego, June 14-22 ... On May 17 *ANTHONY PERKINS*, chief, Post Liaison Division, spoke at a training program of overseas educational advisers at George Washington University ... *FRED SMITH*, Coordination Division, was in West Germany, May 20-June 5, for consultation on Nazi war criminal cases, at the Berlin Document Center ... *RUTH BRIGHT*, Coordination Division, visited several Near Eastern and Asian posts, in May, for consultations on advisory opinion procedures ... Visa Services welcomed *HELEN LYNCH*, *LOUIS SCOTT* and *TIM WIESNET* ... The week of May 30-June 3, the National Organization for Foreign Student Affairs held its annual conference in Washington. Participating from the Visa Office were *SHARON WILKINSON*, director, Public and Diplomatic Liaison Division; *CORNELIUS SCULLY*, director, legislation, regulations and advisory assistance; *ELEANOR HARRIS*, Coordination Division; and *RONALD ROBINSON*, Post Liaison Division. Other participants from the bureau included *TONI MARWITZ*, Office of Fraud Prevention Programs; *DONA SHERMAN*, public affairs staff; and *DEE ROBINSON*, Executive Director's Office. In addition to providing information on visas for foreign students to come to the United States, Overseas Citizens Services staffed a booth with materials for American students going overseas. Staffing this booth were *RICHELE KELLER*, chief, European and Canadian Division, and *MARTHA SARDINAS*, chief, Latin America and Caribbean Division, Citizens Emergency Center ... From May 8-21

CONSULAR AFFAIRS—*Heather Hodges*, center, receives Superior Honor Award from Assistant Secretary *Joan M. Clark* for her accomplishments during her Pearson assignment to the Senate Judiciary Subcommittee on Immigration and Refugee Affairs. With them is subcommittee staff director *Jerry Tinker*.



BUREAU NOTES

RONALD ROBINSON conducted a junior officers' oral assessments session for the Foreign Service Board of Examiners, in Boston.

Passport Services: The Los Angeles agency welcomed new passport examiners DIANE BLUM, FRANK MARRUFFO, and SAMUEL MELKONYAN, in addition to DANIEL BRENAN and MASAO ABO, former examiners who were reinstated ... SUSAN SHORT, acceptance agents coordinator, conducted a tour of the Seattle agency, May 5, for members from the staff of Senator DANIEL EVANS (R.-Wash.). She provided them information on passport processing procedures, and a discussion of how the agency could assist constituents with passport problems ... On May 17-18 Seattle agency adjudication supervisors S. TERESA BOBOTEK, MARK JOHNSON and JOAN McGEACHY, with passport examiner IRENE WISDOM, at-

ROME, Italy—At consular conference for Italian posts, from left, first row: Ann Campbell, Assistant Secretary Joan M. Clark, Dudley Sipprelle, Royce Fichte; second row: James Blanford, Virginia Morris, Joseph Torres, Steve Wangness; third row: Peter Guadagno, Barbara Wilson, Marilyn Jackson, Edward Milburn, Rachel Campbell.



tended a training course given by the Office of Personnel Management, on supply and service contracts ... On May 11 EDWARD HART, regional director, and SUSAN SHORT gave three members of the Philippine foreign ministry a tour of the Seattle agency. The three then visited the San Francisco agency, May 13, where they were given a tour and briefing by MICHAEL SILVA, assistant regional director. The Philippine officials are visiting cities in the

WARSAW, Poland—At presentation of Superior Honor Award to the members of the consular section, left to right: Thomas Krajeski, Janet Weber, Ambassador John R. Davis Jr., Marilyn Wyatt, Cameron Munter.

United States, to explore technology needed to develop machine-readable passports in the Philippines ... On May 19 a U.S. Customs official provided an orientation session on Customs services for passport examiners at the San Francisco agency.

Fraud Prevention Programs: TONI MARWITZ participated in a consular workshop, April 25-May 6, in Caracas, Venezuela ... MARIA I. PHILIP provided a lecture to journeymen inspectors and examiners of the Immigration and Naturalization Service, at the Federal Law Enforcement Training Center, Marana, Ariz., May 24-25. She spoke about the functions of the Department of State and Foreign Service posts abroad, and on fraud problems ... From May 25-28 she provided antifraud training to staff at the Houston agency. □

East Asian and Pacific Affairs

Assistant Secretary GASTON SIGUR addressed participants at a George Washington conference, at the Mayflower Hotel, May 19, on U.S. policy in Asia ... On May 26 he appeared before the Senate Appropriations Defense Subcommittee, on the U.S. defense posture in Pacific rim nations ... On June 2-3 he traveled to London, for the President's meeting with the Japanese prime minister, and had consultations with Japanese government officials. He was accompanied by special assistant MATTHEW P. DALEY ... Mr. Sigur, accompanied by special projects director ROBERT L. DOWNEN, addressed the Philadelphia World Affairs Council, on "East Asia and the Pacific: The Road Behind and the Road Ahead." ... On June 8 he met with the New Zealand, South Korean and Vietnamese foreign ministers, in New York, again accompanied by Mr. Daley ... Principal deputy assistant secretary WILLIAM CLARK JR. participated in the annual U.S.-Japan security

subcommittee conference, in Honolulu, May 3-5 ... He traveled to Seoul, June 6, for the annual U.S.-Republic of Korea security consultative meeting, followed by consultations at Embassies Seoul and Tokyo.

Deputy assistant secretary DAVID F. LAMBERTSON traveled to Bangkok and Beijing, to consult with host government officials, May 31-June 7 ... He was in New York, June 8-9, to participate in meetings with Vietnamese officials ... Deputy assistant secretary WILLIAM PIEZ traveled to Hong Kong and Manila, May 15-21, as a member of the U.S. agricultural trade and development missions program ... JOSEPH C. SNYDER, former special assistant in the bureau, departed in May to become political counselor, Vienna, Austria. He was replaced by Mr. Daley, who was deputy director, Office for Thailand and Burma Affairs ... The Office of Economic Policy deputy director, GEORGE GOWEN, was presented the Department's Superior Honor Award by Mr. Sigur, May 27. Mr. Gowen was cited for his performance in preparing for and managing the eighth Association of Southeast Asian Nations-U.S. economic dialogue, in Washington, February 10-11, 1988 ... EDWARD J. MICHAL arrived in Kolonia, May 6, to take up duties as deputy representative to the Federated States of Micronesia ... The Office of Freely Associated States director, JAMES D. BERG, with deputy director JOHN P. CRAWFORD and interagency counsel HOWARD L. HILLS, were advisers for the 55th session of the UN Trusteeship Council, in New York, May 10-20 ... The Close-Up Foundation's Washington keynote speaker, May 9, was Mr. Hills ... He met with the Pacific students in the Close-Up group, in New York, May 19.

PAUL D. WOLFOWITZ, ambassador to Indonesia, was in the Department for consultations, May 2-11 ... THOMAS C. FERGUSON, ambassador to Brunei, was in the Department for consultations, June 8-16 ... COLIN S.

BANGKOK, Thailand—Ambassador William A. Brown presents Meritorious Honor Award to drug enforcement agent Rolland Hughes, left.



HELMER, former desk officer, Office of Indonesia, Malaysia, Brunei and Singapore Affairs, departed, June 10, for Colombo, Sri Lanka, as economic/commercial attaché, and was replaced by SHARI VILLAROSA, who arrived June 20 ... CHARLES B. SALMON JR., director, Office for Philippine Affairs, traveled to New York, May 19, to attend the Carnegie Council on Ethics and International Affairs' third seminar on U.S.-Philippine cooperation, "International Trade and Investment in the Philippines: Risks and Rewards." ... The ambassador to Burma, BURTON LEVIN, was in the Department, June 6-9, for consultations ... Burma desk officer ROBERT LOFTIS departed, June 10, for Embassy Wellington ... New Burma desk officer TOM REICH was to arrive July 5. □

Economic and Business Affairs

JOHN FERRITER, deputy assistant secretary for international energy and resources policy, traveled to Caracas, to consult with Venezuelan energy officials, May 16-20 ... L. STUART ALLAN, deputy director, Office of Energy Consumer Country Affairs, headed the U.S. delegation to a meeting of the senior advisers on energy of the Economic Commission for Europe, in Geneva, May 24-27 ... KAREN JO McISAAC, same office, participated in meetings on energy emergency preparedness, at the International Energy Agency, in Paris, May 17-20.

WESLEY SCHOLZ, chief, Marine and Polar Minerals Division, participated on the U.S. delegation to the final session of the negotiations on a convention for the regulation of Antarctic minerals resource activities, May 3-June 2. The session concluded eight years of negotiations among the parties to the Antarctic treaty by adopting a convention on June 2 ... Mr. Scholz spoke on deep-seabed mining before the annual meeting of the American Society of International Law, in Washington, April 21.

JEFFREY N. SHANE, deputy assistant secretary for transportation affairs, chaired aviation negotiations with India, in New Delhi, May 3-6. BILL CRANE, Office of Aviation Negotiations, participated ... Mr. Shane traveled to Geneva, May 16-17, to deliver a speech at the International Symposium on Airline Computer Reservation Systems, and to Bern, May 18, for aviation consultations with Switzerland ... JANICE BAY, director, Office of Aviation Negotiations, chaired aviation talks with Austria, May 9-11, in Vienna ... JOEL SPIRO, director, Office of Aviation Programs and Policy, led the United States in negotiations with Korea, on computer reservations systems, May 31-June 3, in Washington. JOHN HOOVER, Officer of Aviation Negotiations, participated ... STANLEY MYLES, deputy director, Office of Aviation Programs and Policy, participated with Under Secretary W. ALLAN WALLIS in discussions with the British, in Paris, May 18-19, on user charges at London Heathrow Airport ... He chaired the U.S. working group on computer reservation sys-

tems, in talks with the British in Washington, May 24-26 ... On May 2-3 he chaired technical talks on pricing, with Brazil, in Washington.

BILL SKOK, Office of Business Practices, was a member of a copyright experts group which held bilateral consultations in Mexico City, May 10 ... He was the adviser at a World Intellectual Property Organization review meeting, in Geneva, May 30-June 1. At the meeting, it was decided to hold a diplomatic conference in the United States, next May, to conclude a treaty to protect integrated circuits ... ROBERT DOWNES, Office of Development Finance, represented the Department on the U.S. delegation, led by the Secretary of Treasury, to the African Development Bank's annual meeting, in Abidjan, Cote d'Ivoire, June 1-3.

People: Recent arrivals in the bureau include THOMAS HALL, LENA HENDERSON and CHARLENE SINGLETARY, Planning and Economic Analysis Staff; DANIEL K. MOORE and JOHN McCASLIN, Textiles Division; MARC CARLISLE, Office of Investment Affairs; MARLENE SAKAUE, LEE A. BRUDVIG and LYDIA TINGLE, Office of Monetary Affairs; MINA GOLDBERG, Office of Business Practices; SYLVIA PETERS, Office of East-West Trade; LARRY ROEDER, Security Enforcement Licensing Division; and JONATHAN TURAK, Office of Energy Consumer-Country Affairs. □

European and Canadian Affairs

Front Office: Assistant Secretary ROZANNE L. RIDGWAY, with deputy assistant secretaries CHARLES H. THOMAS and THOMAS W. SIMONS JR. and special assistant WALTER ANDRUSYSZYN accompanied the Secretary, May 10-13, to Geneva, for meetings with the Soviet foreign minister ... They also accompanied the Secretary, May 25-June 2, to Helsinki and Moscow, for the Reagan-Gorbachev summit ... Mr. Thomas accompanied the deputy secretary of defense, May 2-6, to Brussels, The Hague, Bonn and Rome, for consultations on defense burden-sharing ... He attended the Aspen journalist conference, May 17-18, at Wye Plantation, Md., and he returned to Brussels, May 27, to brief the North Atlantic Council on the Moscow summit ... Deputy assistant secretary WILLIAM BODDE JR. traveled to Bonn, Frankfurt, West Berlin and Potsdam, May 5-18, for consultations ... On May 31 he delivered a speech, in St. Louis, to the annual meeting of the American Jewish Committee.

Office of Canadian Affairs: Deputy director VICTOR GRAY participated in defense negotiations with Canadian defense and external affairs officials, in Ottawa, May 31-June 2 ... Environmental affairs officer EDWARD D. KEETON was the U.S. representative at the U.S.-Canada International Joint Commission meeting, in Washington, April 19-21, and the State representative at the first semiannual U.S.-Canada Great Lakes water quality consultations, in



ROME, Italy—Embassy phone operators, presented award for their service, from left: *James F. Prosser, Antonio Carletti, Gianna Patuzzo, Gerald Murphy, Ambassador Maxwell Rabb, Antonio Gialluca, Aldo Castellani, Lucy Dana, Ambretta Angeli, Gabriella Lo Monaco.*

Toronto, May 17 ... Bilateral affairs officer JOHN COOK participated in meetings of the U.S.-Canada consultative group on civil emergency planning, in Ottawa, June 2-3.

Office of Central European Affairs: The officer-in-charge of West German affairs, TIMOTHY M. SAVAGE, traveled to West Germany, May 16-25, for consultations at Embassy Bonn and Consulates General Frankfurt, Hamburg, Munich and Stuttgart ... East German desk officer CHARLES SKINNER traveled to Berlin, April 12-15, for the ninth round of property claims negotiations, and again, May 10-11, for the annual political consultations.

Office of the Executive Director: Supervisory personnel officer MORRIS HUGHES attended, April 25-29, a conference in Frankfurt for Marine detachment commanders.

Office of Northern European Affairs: Ambassador CHARLES H. PRICE visited Washington, May 11-13, for consultations, after receiving an honorary doctorate-of-law degree from the University of Missouri ... RONALD D. FLACK, deputy chief of mission in Copenhagen, visited Washington, May 16-20, for consultations ... KENNETH KOLB, country officer for Denmark, visited the U.S. and Air Force Space Commands and the Air Force Academy in Colorado Springs, May 3-4, for consultations on U.S. bases in Greenland ... GEORGE BOUTIN, country officer for Finland, traveled to Philadelphia, May 6, to participate in the opening of the Sea Finland exhibit ... JOHN ROUSE, deputy chief of mission in the Hague, visited Washington, May 16, for consultations, and to participate in an interagency roundtable discussion of Dutch issues ... Ambassador ROCK-



MADRID, Spain—Deputy chief of mission *Adrian Basora* presents superior performance award to secretary *Jan Bramlett.*

WELL SCHNABEL visited Washington, May 2-6, for the Finnish prime minister's meetings with the President and the Secretary, May 2 ... AVA FERRELL is a secretary on the Scandinavian desk.

Office of European Security and Political Affairs: ERIC REHFELD participated in the conference of national armaments directors, in Brussels, April 26; he was a member of the U.S. delegation headed by the under secretary of defense, ROBERT COSTELLO ... He again traveled to Brussels the week of May 16, with a U.S. delegation headed by the principal deputy secretary of defense, TOM QUINN, and Vice Admiral JERRY TUTTLE, for meetings of the NATO Communications and Information Systems Committee ... WILLIAM A. MOFFITT, deputy director for defense planning and military security affairs, served as State's representative on the U.S. delegation to the semiannual meeting of the NATO Defense Planning Committee, at the ministerial level, May 26-27, in Brussels. The U.S. delegation was headed by Secretary of Defense FRANK C. CARLUCCI.

Office of Soviet Union Affairs: Director MARK PARRIS, deputy directors BRUCE BURTON and THOMAS ROBERTSON, and multilateral affairs officer NANCY McELDOWNNEY

accompanied PRESIDENT REAGAN and Secretary Shultz, May 25-June 2, to Helsinki, Moscow and Brussels, for the summit ... Deputy director JOHN EVANS briefed the U.S. delegation to the conference on U.S.-Soviet relations at the Department of Labor, May 5 ... CAREY CAVANAUGH traveled to Vienna, May 15-23, to participate in the final round of technical talks with the Soviets on missile treaty implementation ... Human rights officer DAN GROSSMAN spoke to the Leadership Development Division of the New York United Jewish Appeal, May 18 ... Exchanges officer ROBERT PATTERSON married GINA KOVARSKY on May 21 ... Economic officer JAMES BEAN departed for language training, in preparation for his onward assignment to Bonn ... PRISCILLA GALASSI, multilateral affairs officer, returned from Geneva, where she had been State adviser to the arms control delegation. □

Human Rights and Humanitarian Affairs

Assistant Secretary RICHARD SCHIFTER delivered testimony, May 17, on the human rights situation in Chile, before a joint session of the House of Representatives Subcommittee on Human Rights and International Organizations and the Subcommittee on Western Hemisphere Affairs ... The next day he testified before the Subcommittee on Human Rights and International Organizations, on human rights in the Soviet Union ... From May 25 to June 2 he traveled to Moscow with SECRETARY SHULTZ, to participate in pre-summit and summit activities ... Following the visit to Moscow, he traveled with the Secretary to Israel, for discussions with Israeli officials on Soviet Jewish emigration ... "Glasnost and the Jews" was the subject of a speech he delivered to the sisterhood of Park Avenue Synagogue, New York, May 10 ... He then spoke on Soviet emigration policy, to the

Jewish Community Center in Rockville, Md., May 12 ... On May 16 he participated in a Department briefing on the summit, for the media at the Department ... He was interviewed by representatives from USIA, Voice of America, the British Broadcasting Corp., the New York Times, and Chile's La Segunda, during May.

On May 19 deputy assistant secretary ROBERT W. FARRAND spoke on "Glasnost and Religious Freedom," at Marymount University, Arlington, Va. ... "Human Rights in Foreign Policy" was the subject of his speech at an interdepartmental seminar at the Foreign Service Institute, May 18 ... Deputy assistant secretary PAULA DOBRIANSKY briefed the American Council of Young Political Leaders conference, on human rights and U.S. foreign policy, at the Department, June 3 ... She traveled to Geneva, Switzerland, June 4-8, for meetings with the International Committee of the Red Cross and officials of the UN Human Rights Commission and members of the Human Rights Center ... She was interviewed by the Voice of America, for its pre-summit press conference show, May 17 ... The director of human rights programs, DAVID BURGESS, traveled to St. Louis, May 13-14, to participate in the American Forum on Education and International Competence. He delivered a speech, "Human Rights and American Foreign Policy—Today and in the Future," to a coalition of some 50 organizations, including the National Governors Association, the Atlantic Council of the United States, the National Education Association, the American Association of

State Colleges and Universities, the Council on Foundations, the Foreign Policy Association, the Constitutional Rights Foundation, the American Federation of Teachers, the National Education Association and Freedom House ... The director of the Office of Asylum, EDWARD WILKINSON; the asylum officer for Central America, DOUGLAS ZISCHKE; human rights officer for Central America, KATHLEEN BARMON; and human rights officer for the Middle East and South Asia, JOYCE BARR, participated as speakers in the May 17 annual conference of immigration judges, in Scottsdale, Ariz. ... Their topics ranged from human rights and asylum to the human rights situations in Central America, Iran and Afghanistan ... JANE FLOYD, Office of Multilateral Affairs, attended the International Red Cross convention in Cincinnati, May 22-23. She participated as Secretary Shultz's representative at the American Red Cross board of governors meeting, and met with International Red Cross officials and representatives from the American Red Cross international services section.

People: KATHERINE CHUMACHENKO has departed as the assistant secretary's special assistant to take a position as associate director, Office of Public Liaison, at the White House ... KATHLEEN BARMON, human rights officer for Central America, departed to become labor attaché at the embassy in Tegucigalpa ... The bureau welcomed GARY V. PRICE, from Embassy Mogadishu, as human rights officer for East Asia, and intern VICKIE ALAIMO, who

recently earned her B.A. in political science (magna cum laude) from the University of California at Berkeley. □

Intelligence and Research

Office of Analysis for the Soviet Union and Eastern Europe: PAUL GOBLE, analyst, spoke on "Glasnost and Soviet Nationalities," and FRANK FOLDVARY, analyst, on "Glasnost and Hungary," at the religion in communist-dominated areas conference at Marymount University, Arlington, Va., May 19-20 ... Mr. FOLDVARY spoke on nationalities tensions in eastern Europe, at a conference at George Washington University, May 12. □

BANGKOK, Thailand—Participants in the Foreign Service national seminar, from left: Louisa Basa, Manila; Devonne Wright, Intelligence and Research, State; Voravan Abhinorasaeth, Bangkok; Marjorie Halpern, Intelligence and Research, State; Siddhi Amartya, Nepal; Radha Krishnan, Malaysia; Sherajul Islam, Bangladesh; Judy Monte, Intelligence and Research, State; Nizir Rajput, Islamabad; Zulkarnain, Indonesia; Syed Hameeduddin, Karachi; S. Jarral, New Delhi; Godfrey Graro, Sri Lanka; Mary Bullock, Intelligence and Research, State; Stella Heng, Singapore; Margeret Foster, Wellington; Ken Sawka, Intelligence and Research, State; Fred Reeves, Canberra.



International Communications and Information Policy

On May 26, RUSH TAYLOR, former senior deputy coordinator for the bureau, was sworn in as ambassador to Togo by EDWARD J. DERWINSKI, under secretary for security assistance, science, and technology ... On May 27 an awards ceremony was held in the office of the acting director, PARKER BORG. Length-of-service awards were received by NICHOLAS M. MURPHY, former director, Office of Diplomatic and Public Initiatives, 30 years; RICHARD E. SHRUM, 30; JOHN T. GILSENAN, 25; D. CLARK NORTON, 25; CHRISTINE PLUNKETT, 20; DAVID KEMP, 20; TIM FINTON, 10; ELAINE GARLAND, 10; CAROL S. LANDIS, 10 ... Cash awards were received by BETTY DAYMONT, ESTELA FITZGERALD, LOUISE GOLD, CAROL LANDIS, CHRISTINE PLUNKETT and SANDRA PECTOL (now retired) ... Combined Federal Campaign awards were received by MAUREEN BACON, CHRISTINE PLUNKETT and CAROLYN SMITH ... CLARK NORTON was the recipient of a Meritorious Honor Award, for his work at the International Telecommunications Union conference, in Nairobi, in 1983.

Departing were ELAINE GARLAND and also MARY UMBERGER, a part-time employee who left for private industry ... The bureau welcomed RICHARD C. BEAIRD, former associate administrator, Office of International Affairs, National Telecommunications Information Administration, Department of Commerce. Mr. Beard is the new deputy U.S. coordinator and deputy director for the bureau ... Also welcomed DEVON BURR, an intern from the U.S. Naval Academy, who is working temporarily in the bureau.

Visitors to the bureau included RICHARD BUTLER, secretary of the International Telecommunications Union; the West German minister for post and telecommunications; and A. L. BADALOV, Russian deputy minister of communications ... Travelers included LUCY RICHARDS, director, Office of Industrialized Country Policy, to Japan, on a lecture engagement under the auspices of USIA, June 5-8; EARL BARBELY, director, Office of Telecommunications and Information Standards, to Geneva, for a study group sponsored by the Office of International Conferences, May 30-June 7; GARY FERENO, same office, also to Geneva, for a study group for the Office of International Conferences, June 6-17; WARREN RICHARDS, Office of Radio Spectrum Policy and regional executive director and vice chairman of the International Telecommunications Union radio conference on space service, who conducted bilateral consultations in London, Stockholm, Belgrade, Frankfurt, New Delhi, Jakarta, Tokyo and Beijing, May 23-June 8. He accompanied WILLIAM JAHN, also of the Office of Radio Spectrum Policy, to Rio de Janeiro, to participate in the regional radio conference on new AM frequencies for the western hemisphere ...

PATRICIA D. DENNIS, commissioner, Federal Communications Commission, and JAMES TODD, senior policy adviser, participated in the Rio conference, May 23-June 9. □

International Narcotics Matters

Assistant Secretary ANN B. WROBLESKI traveled to New York, to meet with UN Fund for Drug Abuse Control and UN officials, and to deliver a speech to the Economic and Social Council of the United Nations, May 3-4 ... She hosted the inter-American regional narcotics coordinators conference, in Kingston, Jamaica, May 9-11. The conference was attended by deputy assistant secretary MARK DION and other bureau officers ... She addressed the Washington Journalism Center, June 7, and the District of Columbia Bar Association, June 8 ... The U.S./Pakistan joint working group on narcotics met in the Department, May 23-24. Ms. Wrobleski chaired the meeting. Additional Secretary S.K. MAHMOUD (ministry of interior) headed the Pakistan delegation. Senior representatives from the Drug Enforcement Administration, U.S. Customs, AID and USIA participated, as did acting country director MARK LINTON and Pakistan desk officer ROBERT BOEHME ... At the invitation of the Bureau of Inter-American Affairs, deputy assistant secretary JAMES F. HOOBLEER participated recently in the South American chiefs of mission conference, in Buenos Aires, Argentina. □

COTONOU, Benin—Staff members receive certificates for their contributions to drug enforcement. From left: John Pope and Ron Provencher, Drug Enforcement Administration; Modeste Lima, consular assistant; Ambassador Walter E. Stadler; John G. Fox, economic officer.



International Organization Affairs

People: BARBARA FLYNN transferred from the Bureau of Near East and South Asian Affairs, Office of North African Affairs, to the Office of UN Political Affairs ... KAREN McGRATH transferred from Mexico City to the Office of International Conference Programs ... STANLEY OTTO transferred from Bonn to the Office of the Assistant Secretary ... LEROY MILLS transferred from the Office of Administrative Services, Reference and Information Staff, to the Bureau of Politico-Military Affairs ... OLGA FREEMAN has retired from the Office of Technical Specialized Agencies ... NEREIDA VAZQUEZ transferred from Office of International Conference Administration to the Bureau of Consular Affairs.

RAYMOND E. WANNER, deputy director, Office of UN Social and Refugee Affairs, was a member of the U.S. observer delegation at the May/June meeting of the UN Educational, Scientific and Cultural Organization executive board, in Paris ... YOUNGEUN H. ANDERSON, same office, participated in the UN Economic and Social Council spring session on social issues, in New York, May 11-16 ... JENNIFER AMSTUTZ, a junior at Duke, joined the Office of UN Social and Refugee Affairs, May 23, as a summer intern.

Assistant Secretary RICHARD S. WILLIAMSON traveled to Chile, Mexico and Venezuela, to consult officials in those countries on UN issues and to review UN projects ... In his capacity as U.S. coordinator for Afghanistan, he traveled to Geneva, to consult on Afghanistan with the UN coordinator for humanitarian and economic assistance, SADRUDDIN AGA KHAN ... In New York Mr. Williamson addressed the UN Economic and Social Council,

on assisting victims of famine in Ethiopia ... While in New York, he consulted the secretary general of the United Nations, JAVIER PEREZ DE CUELLAR, on Ethiopia and on UN reform, as well as on Afghanistan ... In Washington, he addressed the American Israeli Public Affairs Committee, on UN-related issues ... He testified with SECRETARY SHULTZ before the Senate Appropriations Committee, and appeared before the House Foreign Affairs Committee's Subcommittees on Human Rights and International Organizations.

The deputy assistant secretary for international social and humanitarian affairs, PENNY EASTMAN, observed at the 129th session of the UN Educational, Scientific and Cultural Organization executive board meeting, in Paris, May 31-June 5 ... While there, she met with FEDERICO MAYOR, director general of the agency ... She also held consultations in Geneva, June 5-8, with representatives of international organizations concerned with human rights and refugee affairs ... NEIL A. BOYER, director for health and transportation programs, Office of Technical and Specialized Agencies, served as an alternate U.S. delegate to the 41st World Health Assembly, in Geneva, May 2-13 ... F. GRAY HANDLEY, same directorate, served on the U.S. delegation to the Economic and Social Council, May 2-6 ... Mr. Handley received a Superior Honor Award for management of the U.S. secretariat for the International Conference on Drug Abuse and Illicit Trafficking ... BERNICE POWELL, Office of Technical and Specialized Agencies, was a member of the U.S. delegation, headed by the U.S. Postal Service, to the executive council meeting of the Universal Postal Union, in Bern, Switzerland, April 18-May 4 ... PETER BECKER, deputy director for industrial and communications programs, served on the U.S. delegations to the International Labor Organization governing body session and the international labor conference, in Geneva, May 23-June 23. □

Legal Adviser's Office

ABRAHAM D. SOFAER, the legal adviser, traveled to Chicago, to address the American Law Institute, on treaty interpretation and separation of powers. Accompanying him was JEROME M. MARCUS, law clerk in the Office of the Assistant Legal Adviser for Special Functional Problems ... MARY V. MOCHARY, principal deputy legal adviser, met with the Mexican legal adviser, ALBERTO SZEKELY ... EDWARD G. MISEY, attorney-adviser with the Board of Appellate Review, traveled to San Diego, to attend the annual conference of the American Immigration Lawyers Association ... RONALD J. BETTAUER, assistant legal adviser for international claims and investment disputes, traveled to The Hague, regarding claims before the Iran/U.S. Claims Tribunal ... JOHN R. CROOK, assistant legal adviser for treaty affairs, accompanied the Secretary and the President to Moscow, May 26-June 2, for the exchange of

instruments of ratification of the new nuclear treaty, and the conclusion of 10 other bilateral agreements ... MARGARET S. PICKERING, attorney-adviser, Office of Diplomatic Law and Litigation Coordination, traveled to Magna, Ut., to address U.S. personnel implementing the nuclear treaty, regarding the privileges and immunities annex of that treaty ... PAUL B. VANSON, attorney-adviser, Office of the Assistant Legal Adviser for Law Enforcement and Intelligence, went to Ottawa, to attend a special session of the "Summit Seven" terrorism experts meeting ... BRUCE C. RASHKOW, assistant legal adviser for UN affairs, addressed a space symposium at the U.S. Naval Academy.

People: JAMES SOUTHWICK, a second-year law student from the University of Minnesota, joined the office as a legal intern working with the assistant legal adviser for African affairs ... Leaving the office: RITA J. STERN, BERNICE C. HOLMES, PAT A. MACKALL and LULA J. ELLIS. □

Near Eastern and South Asian Affairs

Assistant Secretary RICHARD MURPHY, accompanied by senior adviser WAT T. CLUVERIUS, deputy assistant secretary WILLIAM KIRBY, staff assistant DEBORAH JONES and his secretary, SALLY SMITH, traveled to Cairo, Amman, Damascus and Jerusalem, with SECRETARY SHULTZ, June 3-7 ... Mr. Cluverius, Mr. Kirby, Ms. Jones and Ms. Smith continued on to Madrid, to attend the North Atlantic Treaty Organization Council briefings, June 8-9 ... Senior deputy assistant secretary EDWARD P. DJEREJIAN addressed the ambassadorial seminar, May 4 ... On May 17 deputy assistant secretary PETER BURLEIGH delivered a speech to the Central Command's security assistance con-

ference at MacDill Air Force Base, Tampa ... Ms. Jones spoke to a junior officer orientation class, May 10 ... Staff assistant GORDON GRAY discussed Middle East issues at the Brookings Institution conference for corporate executives, May 19 ... EDWARD S. WALKER JR. joined the bureau on April 25, replacing PHILIP C. WILCOX, JR. as deputy assistant secretary. Mr. Walker will oversee U.S. relations with Israel, Egypt, the Levant and the Multinational Force and Observers ... HOWARD B. SCHAFFER has replaced ROBERT A. PECK as the deputy assistant secretary for South Asia ... KAROLINA WALKIN, secretary, transferred to the consular affairs bureau, May 6.

Public affairs adviser ARTHUR BERGER addressed students from Connecticut College, in Hartford, May 9, on Middle East policy ... On May 10 JOHN HIRSCH, director, Office of Israel and Arab-Israeli Affairs, spoke to the American Organization for Rehabilitation through Training Federation, on U.S.-Israeli relations ... JOHN HOLZMAN, deputy director, same office, traveled to Indianapolis, May 25, to speak to the World Affairs Council on U.S.-Israeli relations.

GRANT SMITH, director, Office of India, Nepal and Sri Lankan Affairs, spoke on Indo-U.S. relations, at the annual meeting of the Indian-American Forum for Political Education, in Philadelphia, May 28 ... RICHARD BALTIMORE, deputy director, Office of Regional Affairs, traveled to Branson, Mo., to speak to students from the School of the Ozarks, on the Persian Gulf, May 11 ... On May 16 he spoke to students from Valdosta State College, in Georgia, on the Persian Gulf ... MARK SCHELAND,

CASABLANCA, Morocco—Ambassador *Thomas A. Nassif*, right, presents awards to (from left): *Donna Loken*, *Khadija Bakkali*, *Brian H. McIntosh*, consul general *Richard L. Jackson*, *Marie-Claude Simon*, *Abderrahman Moussaid*, *Tony Adams*.



same office, addressed students from Radnor High School, May 18, on Middle East policy.

LARRY POPE, director for northern Gulf affairs, spoke to students from Friends Select School, on the Persian Gulf ... Iranian desk officer LISA PIASCIK addressed students from Grand Valley State, Mich., May 12, regarding the Iran-Iraq war ... On May 16 Iraqi desk officer PHILIP REMLER traveled to Utica, to address the Torch Club on the Iran-Iraq war ... BARBARA BODINE, deputy director, Office of Arabian Peninsula Affairs, spoke to alumni from the Naval Academy in Annapolis, May 18, on the Persian Gulf ... KATHLEEN ALLEGRONE, desk officer for the United Arab Emirates, addressed the Women's Club of Lancaster, Pa., May 17, on policy in the Middle East. □

Oceans and International Environmental and Scientific Affairs

On May 24 FREDERICK M. BERNTHAL was sworn in as assistant secretary, succeeding JOHN D. NEGROPONTE. Mr. Bernthal was a commissioner at the Nuclear Regulatory Commission ... Principal deputy assistant secretary RICHARD J. SMITH, who served as acting assistant secretary through May 23, presented a paper on international space cooperation and American leadership, as a panelist at the annual meeting of the American Institute of Aeronautics and Astronautics, in Crystal City, May 3 ... From May 4-12 Mr. Smith headed the U.S. delegation negotiating a basic sciences agreement with the Soviet Union, in Washington ... On May 12 he addressed the Marine Technology Society, in Crystal City, on cooperation with Canada in the environmental and maritime arenas ... Mr. Smith welcomed participants to a NATO conference on military oceanography, May 16, in the Loy Henderson Conference Room.

WILLIAM A. NITZE, deputy assistant secretary for environment, health and natural resources, was in India, May 2-6, to discuss global and local environmental issues, and to press for continued progress on the formation of a Taj Mahal Historical National Park. He was accompanied by SHARON J. CLEARY, Office of Ecology and Natural Resources ... EDMUND M. PARSONS, director, Office of Ecology and Natural Resources, was in Kingston, Jamaica, May 9-11, attending the Latin American regional narcotics coordinators conference ... STEPHANIE J. CASWELL, international conservation officer, Office of Ecology and Natural Resources, was in Rome, May 3-13, attending the ninth session of the Committee on Forestry of the Food and Agriculture Organization of the United Nations, and the sixth meeting of the tropical forestry action plan advisers group ... ANDREW D. SENS, director, Office of Environmental Protection, headed an interagency delegation to negotiations on a convention on transboundary shipments of hazardous wastes, in Paris, May 2-5 ... RICHARD BENEDICK, on

detail as senior fellow at the Conservation Foundation, addressed a May 3 seminar on "Science, Public Policy and Global Change," sponsored by Columbia and the National Aeronautics and Space Administration ... On May 17 he made a presentation before the World Wildlife Fund/Conservation Foundation board of directors on the global environment and atmospheric change ... On May 18 he spoke on population and environment linkages at the Population Conference Bureau.

EDWARD E. WOLFE, deputy assistant secretary for oceans and fisheries affairs, accompanied by LARRY L. SNEAD, director, Office of Fisheries Affairs, and DAVID SMALL, assistant legal adviser for oceans, international environmental and scientific affairs, finalized negotiations in Moscow, May 12-17, and initiated a new five-year fisheries agreement with the Soviets. This agreement, signed by SECRETARY SHULTZ and the Soviet foreign minister, May 31, will provide opportunities for fishermen from both countries to engage in commercial fishing ventures in the 200-mile zones of the other country, and to otherwise coordinate their fisheries interests. It is the first agreement of its kind entered into by the United States ... On May 11 Mr. Snead provided a report on the status of mutual fisheries interests, before the sixth session of the U.S./China Commission on Commerce and Trade, which was hosted by the Department of Commerce in Washington.

R. TUCKER SCULLY, director, Office of Oceans and Polar Affairs, led an interagency delegation of eight persons to Wellington, New Zealand, May 2-June 3, to negotiate the conclusion of a convention to regulate the mining of Antarctic mineral resources ... CLAUDIA KENDREW, same office, attended the annual International Whaling Commission meeting, in Auckland, New Zealand, May 30-June 3 ... HARLAN COHEN, same office, led a delegation of 16 persons to the annual review of U.S. proposals for research in Greenland, in Copenhagen, April 5-7.

MICHAEL A.G. MICHAUD, acting deputy assistant secretary for science and technology, addressed a conference at the Fletcher School of Law and Diplomacy, Tufts, May 6, and the annual news conference of the Aviation/Space Writers Association, May 9 ... He spoke at a luncheon meeting of the American Astronautical Society, on international space cooperation, May 20 ... GARY WAXMONSKY, science attaché at the embassy in Warsaw, with FRANK KINNELLY, science counselor at the American embassy, Ottawa, and SALLY GRINNELL, science and technology officer assigned to Montevideo, participated in consultations in the Department and with other federal agencies, May 9-11, May 24-26 and May 31-June 3.

People: KENNETH COHEN has joined the Office of the Assistant Secretary, as the executive assistant ... SHARON W. STANLEY has joined the bureau, as the executive director ... ROBERT M. DANIN has joined the Office of Ecology and Natural Resources, as a presidential management intern. □

Politico-Military Affairs

DARLINE TAYLOR, Executive Office, attended the non-expendable property-application training class, at the Foreign Service Institute, May 11-13 ... JAMES FINKEL, Office of Theater Military Policy, flew to Brussels, for the May meetings of the NATO high-level task force and the experts' meeting on confidence-building measures ... FRED VOGEL, Office of Theater Military Policy, spent April in Geneva, attending the Committee on Disarmament's spring-session negotiations for chemical weapons ... Lieutenant Colonel DAVID LAMBERT, Office of Theater Military Policy, led the U.S. delegation to the international talks on chemical weapons proliferation.

POLITICO-MILITARY AFFAIRS—Foreign Service officer Robert F. Dorr on his way to an orientation flight in a jet fighter of the District of Columbia Air National Guard.



tion, in Paris, April 19-21 ... JOSEPH P. SMALDONE, chief, Licensing Division, Office of Munitions Control, briefed Defense Intelligence College students, on the munitions licensing process, May 12 ... On May 17 he addressed the Society for International Affairs, on recent amendments to the international-traffic-in-arms regulations.

People: Arrivals: West Point cadet CHARLES CORRELL has joined the Office of Theater Military Policy for a summer internship ... TODD ARCHILLES has joined the Office of Security Assistance and Sales for a summer internship ... **Departures:** MARK MOHR has left the Office of Theater Military Policy to attend Chinese language training, in preparation for his transfer to Beijing, where he will serve as deputy political counselor ... Intern KATHRYN JONES has left to return to school ... COLETTE TOLBERT, Office of Theater Military Policy, has transferred to the Office of Protocol ... Navy Commander DONALD TENNANT, Office of Security Assistance and Sales, has transferred to the Arms Control and Disarmament Agency ... **Promotions:** Lieutenant Colonel DAVID LAMBERT, Office of Theater Military Policy, and Lieutenant Colonel JOHN FAIRLAMB, Office of the Assistant Secretary, have been selected for promotion to colonel in the Army. □

Public Affairs

Office of the Historian: CAROL BECKER returned, May 23, from a year at Harvard, where she completed studies for her master's in public administration ... EDWARD C. KEEFER and CHARLES SAMPSON visited the John F. Kennedy Presidential Library and other placement depositories in the Boston area, May 16-20, for research projects being conducted by the Historian's Office ... WILLIAM Z. SLANY joined other members of the National Historical Publication and Records Commission in a meeting at the Ellis Island Historical Presentation Society, in New York, May 20 ... SHERKY WELLS attended a conference on the origins and implications of the division of Europe, sponsored by the Woodrow Wilson International Center, in Dubrovnik, Yugoslavia, May 20-23.

Office of Public Opinion and Plans: BERNARD ROSHCO, director, chaired a panel on survey research for Congress ("GAO's Role in Legislative Change") at the American Association for Public Opinion Research conference, in Toronto, May 20 ... Senior opinion analyst ALVIN RICHMAN chaired a panel on polling in socialist societies, at the same conference, May 21.

Office of Public Programs: Two hundred representatives of American and George Washington Universities' Project Links (linking international knowledge with schools) attended a foreign policy briefing in the Department, May 4. U.S.-Soviet relations, China, South Africa and Central America were issues addressed. The bureau's senior policy analyst, STEPHEN KANE, served as moderator for the morning por-

tion of the program, and Washington Programs Division conference officer MARIE BLAND performed that function in the afternoon ... The Public Members Association of the Foreign Service met with the ambassador-at-large for counterterrorism, L. PAUL BREMER, and RAY CALDWELL, Bureau of European and Canadian Affairs, during their annual meeting in the Department, May 5. Following the morning session, Deputy Secretary JOHN WHITEHEAD addressed the group at an eighth-floor luncheon for which he was host. Ms. Bland served as briefings and luncheon coordinator ... On May 16 senior deputy assistant secretary GEORGE HIGH welcomed 25 representatives of the Los Angeles World Affairs Council as they returned from a tour of the Department's eighth floor to attend foreign policy briefings. Mr. Bremer; RICHARD KAUZLARICH, deputy director, Policy Planning Staff; and ROGER HARRISON, Bureau of Politico-Military Affairs, discussed their areas of responsibility and answered questions. At the conclusion of the briefings, Mr. Bremer and Mr. High hosted an eighth-floor luncheon for the Los Angeles group. Ms. Bland coordinated both events ... Media liaison officer MARY KENNEDY coordinated arrangements for a May 16 special briefing on the Moscow summit, for representatives of the Washington-based media and East European ethnic press. The under secretary for political affairs, MICHAEL ARMACOST, PAUL NITZE and Assistant Secretaries ROZANNE RIDGWAY and RICHARD SCHIFTER addressed the morning session ... Program assistant JUDY WENK was selected to serve as part of the White House advance team for the Moscow summit, May 6-June 6 ... In connection with the White House/State/USIA pre-Moscow summit media plan, media officer KATHLEEN KENNEDY facilitated several television productions for Department officials with foreign media, including USIA's "Worldnet" program for SECRETARY SHULTZ, and taped interviews for Mr. Armacost, counselor MAX KAMPELMAN, Mr. Nitze, and General EDWARD ROWNY ... Ms. Kennedy arranged Mr. Armacost's May 26 appearance on PBS' "MacNeil-Lehrer Newshour," on the issue of Panama ... Secretary Shultz addressed approximately 300 members of the National Conference on Soviet Jewry, May 3, as part of their "Summit Action Day for Soviet Jews." Following the Secretary, the audience heard from IOSIF BEGUN, former prisoner of conscience in the Soviet Union; Mr. Schifter and the deputy assistant secretary for European and Canadian affairs, THOMAS SIMONS. The public affairs and human rights bureaus co-hosted the event in the Loy Henderson Conference Room. Organization liaison officer ELIZABETH GIBNEY served as the public affairs bureau representative ... The monthly briefing for Washington representatives of nongovernmental organizations was held May 24; it addressed the dual issue of the Olympic games in Korea and the Philippine bases ... The deputy assistant secretary for East Asian and Pacific affairs, WILLIAM CLARK, and the director of Philippine affairs, CHARLES

SALMON, provided background and led the discussion. Ms. Gibney coordinated this meeting. □

Refugee Programs

Director JONATHAN MOORE led the U.S. delegation to the special council session of the Intergovernmental Committee for Migration, in Geneva, where JAMES N. PURCELL JR., former director of the bureau, was elected the new director general ... Mr. Moore met with JEAN PIERRE HOCHE, UN high commissioner for refugees, to discuss refugee developments around the world, focusing on repatriation in Afghanistan ... He met with ARTHUR E. DEWEY, Mr. Hocke's deputy, and JOSEPH C. PETRONE, ambassador at the U.S. mission to the European office of the United Nations and other international organizations in Geneva; Prince SADRUDIN AGA KHAN, newly-appointed coordinator of UN aid to Afghanistan; JAMES L. CARLIN and other high level officials ... G. NORMAN ANDERSON (ambassador, Khartoum) called on Mr. Moore to discuss refugee issues ... ROBERT L. FUNSETH, senior deputy assistant secretary, led the U.S. delegation to UN refugee consultations in Geneva, on the Vietnamese Orderly Departure Program ... Mr. Funseth was accompanied by DOUGLAS R. HUNTER, director, Office of Policy and Program Coordination, and SUSAN P. LIVELY, refugee affairs officer, Office of Refugee Admissions and Processing for Southeast Asia. PHO BA LONG served as interpreter.

KENNETH W. BLEAKLEY, deputy assistant secretary for international refugee assistance, represented the Department and addressed the 1988 Inter-Action annual forum, in Philadelphia. He was accompanied by LISA A. CARTY, program officer, Office of Asian Refugee Assistance ... Mr. Bleakley and MARGARET J. MCKELVEY, director, Office of African Refugee Assistance, met with Phelps-Stokes Fund representatives, to discuss the African scholarship program ... He also met with IAN RANKIN and EVAN ARTHUR, embassy of Canada, and PAOLO JANNI, chargé, embassy of Italy ... LINA J. KOJELIS was appointed deputy assistant secretary for refugee admissions, replacing JACK BURGESS ... JAMES P. KELLEY, director, Office of International Organizations, Emergencies and Solutions, attended the Intergovernmental Committee on Migration's special council session, as well as the budget and finance subcommittee meetings in Geneva ... DONALD M. KRUMM, acting director, Office of Refugee Admissions and Processing, with ANITA L. BOTTI and BETSY A. FITZGERALD, program officers, Office Reception and Placement, monitored voluntary agency contract performance in Baltimore, while KAREN L. McCARTHY, program officer, monitored it in San Diego ... CARL B. HARRIS, consultant to the UN anti-piracy office in Bangkok, visited the bureau and briefed its staff on operations in Thailand and Malaysia ... Refugee officer SOS KEM, from Bangkok, visited the bureau. ■

Letters to the Editor



Video producers Kirk-Patrick Kotula and Leslie Rowe, seated. Standing, from left: Sergio Mendez, Edwin Loaza, J. J. Rivera, Alvaro Bagnarello, Antonia Perez, Marco Valverde.

—(Continued from Page 1)

who donated his time as narrator. USIA donated the videotape used for filming, and loaned us a television and video recorder on which to show the finished product.

The final result is a seven-minute video titled "How to Apply for a Visa—A Walk through the Process." It's shown every half-hour during the morning to applicants awaiting visa interviews. We broke the seven minutes into sections and interspersed it with selections in Spanish from the USIA film library, on such topics as women in space, champions of American sports and music festivals in America. We also have a segment on AID development projects in Costa Rica that was contributed by acting AID director Richard Archi.

The show, a great success in inter-agency cooperation, often plays to standing-room-only audiences. The only problem is that later this year the embassy will move to a new location, rendering our scenes of sunny downtown San Jose obsolete. Director and cinematographer Rivera has no problem with doing "How to Apply for a Visa II." Just the other day he said to me: "Hey Les, how about if we use a Drug Enforcement Administration helicopter to get some aerial shots of the new embassy? It will be a great lead-in to the new tape ... then we cut to the visa line ..."

Sincerely,
LESLIE ROWE □

Feeling secure

WASHINGTON

DEAR EDITOR:

I realize this letter is very late, but the subject is still timely. In the October issue (Page 7) we were asked to imagine that we had just received a new secure phone system but were unsure of its use. We were then instructed to dial one of a series of numbers to obtain help. May I suggest that if I can't use a secure phone overseas, I certainly will not be able to use any of the numbers provided? Perhaps the Office of Communications has a nonsecure number they could share with those needing assistance.

Sincerely,
PATRICIA A. GREGORY
Executive Secretariat, Operations Center

The road to Samarkand

NEW YORK, N.Y.

DEAR EDITOR:

I was bemused by "Anapestic Assignments" in the May issue. Does ebp know what an anapest is? I offer a fragment of verse composed on the spur of the moment. Yes, I know we have no post in Samarkand. I might have found another rhyme if I had a current list, but at least

Anapestic Assignments by ebp

There was a lady assigned to Bern
Who stated: "At last it is my turn
To thank people in Personnel
Who did their job so well
To get for me such a nice sojourn." □

my verse both rhymes and scans:
*Personnel has a problem in hand.
There's a lady who's much in demand.
She's been asked for in Naha,
Requested in Praha,
So they sent her to far Samarkand.*

It ain't poetry. It's verse (or worse).

Sincerely,
HUGH O'NEILL □

Whistle while you work

MUNICH, WEST GERMANY

DEAR EDITOR:

Here is a little ditty which our passport section found amusing, especially Ernst-Rainer (rhymes with "finer") Holtschmit, a long-time Foreign Service national responsible for reports of birth:

*Song of the Munich passport section
(Tune of "Carolina in the Morning")
Nothing could be finer than to spend a day
with Rainer in the con-su-late.*

*Lobbies filled with babies
of the Army's and the Navy's
Starting screaming at eight.
When the soldiers come and lounge around
the gate,
Cursing 'cause they got here much too
late, then,
Nothing could be finer than to spend a day
with Rainer in the con-su-late.*

Sincerely,
CAMILLE PISK □

Longhare

STOCKHOLM, SWEDEN

DEAR EDITOR:

One of our Marines, Michael E. Luehrs, donned an Easter bunny costume for our embassy community Easter party.



He made the only 6'5" Easter bunny I've ever seen, so enclosed is a picture you may want to share. He is pictured with Rebecca Parson, daughter of Ronald S. Parson.

Sincerely,
CINDY K. BILLMAN
Secretary □

Old Nixon, new Nixon

WASHINGTON

DEAR EDITOR:

Peter Jensen's Post Puzzle "Birthday Party" (May issue) contains one small error. I wish to add my small contribution to that of the many others who have probably pointed it out to you already.

Simply, the ambassador is lying. He states that he has voted in every presidential election since 1944, but that he has only voted for Nixon twice. Richard Nixon ran for president three times—in 1960, 1968 and 1972.

Sincerely,
C. DAVID NOZIGLIA
Television and Film Service, USIA □

Beirut school reunion

WASHINGTON, D.C.

DEAR EDITOR:

Last month, employees and retirees whose children attended the American Community School in Beirut were asked to let them know that a reunion will be held at the Sheraton Boston Hotel in Boston, August 5-7. Those wishing more information may write the alumni association at POB 33138, Washington, D.C. 20033, or call me at (202) 244-6588.

Sincerely,
CHRISTOPHER ROSS ■

Instant embassies: a view of the future overseas

BY STEVENSON MCILVAINE
*Political officer,
Dar es Salaam*

Those of you who find it comforting to sit on the same Drexel sofa in Bissau or Belize may not be disturbed, but there is bad news for those of you who joined the Foreign Service because variety is the spice of your life. The State Department wants American engineers to design an all-purpose, expandable, pre-fabricated American embassy that can be plunked down anywhere.

Imagine! You could walk into any embassy in the world and know that the GSO's office is the third door to the right. You could find the toilets without stumbling

into communications, even if you had never seen that embassy before. No more picturesque but obsolete castles, and no more architect's dreams that are admin nightmares.

Those of us who have worked in some of the—uh—least attractive embassies—(administrative officer) Bob Kile and the author have endured the Bissau embassy, which was cited by George Shultz as a less than ideal building—will quickly see the advantages of the program. As the Secretary said: "The chancery building leaks, lists, and sinks into the ground." He missed the summer the sewer kept overflowing in the reception area outside the ambassador's office.

The press reports on this program do not go into another important aspect of embassy layout: office mobility. The new, all-purpose embassy should be designed so that every office can be moved every two years or so. On second thought, maybe it would not be such good sport to shift all the offices around, if the offices all looked the same and there were not any walls to knock down or intoxicating whiffs of plaster dust in the air.

Then there is the question of security. By the time State's prefab is bomb-proof and fanatic-proof, will it also be people-proof?

—(From the Tanzania embassy newsletter, the D&R Star.) □

Obituaries

Christine C. Judkins, 41, a fiscal officer in the Comptroller's Office, Central Claims Division, died on May 19 at Greater Southeast Community Hospital.



Ms. Judkins

Ms. Judkins joined the Department in 1975 as a clerk/typist in the Passport Office. She worked in the Office of Budget and Finance, Fiscal Division, as a payroll clerk and supervisor. In 1982 she became a fiscal specialist in the comptroller's Compensation Division. Assigned to the Consolidated American Payroll Division in 1986, she was a supervisory fiscal assistant.

She was born in Newark, N.J. She was employed as a clerk/typist by the C & P Telephone Co., 1968-69; the Department of Human Resources, 1971-73; and AID, 1975. Survivors include her husband, William Judkins Jr., a son and daughter. □

Anna Maria Mitchell, 62, a passport examiner in the Passport Office's Special Assistance Branch, died of cancer on May 18 at Sibley Memorial Hospital.



Ms. Mitchell

Assigned to the Passport Office since joining State in 1970, Ms. Mitchell worked in the Domestic Operations Division, the Foreign Operations and Special Issuance Division and the Official Travel Branch. Ms. Mitchell was born in Udine, Italy. She was employed by Garfinckel's as a salesperson, 1947-49, and as an assistant buyer, 1952-55. Survivors include her husband, Thomas Mitchell, a son and a brother. □

Joseph Christiano, who was chief of the commercial section in Rome, 1985-87, died after a brief illness on April 13, at his home in Fairfax Station, Va.

A native of Geneva, N.Y., Mr. Christiano was graduated from Yale, Georgetown and Yale Law School. His first assignment was to Rotterdam as a consular officer, in 1948. After serving at several other European and African posts, he returned to Rot-

terdam, 1974-78. Other assignments were as commercial counselor in Tokyo and director of the Chicago district office of the International Trade Administration. Survivors include his wife, two sons and a daughter. □

Louis G. Fields Jr., 58, an attorney-adviser who served with the Arms Control and Disarmament Agency with the personal rank of ambassador, 1981-84, died of cancer on May 17 at George Washington University Hospital.

Mr. Fields was an economic analyst with AID before joining State's Office of the Legal Adviser for Management in 1969. He was a U.S. representative and ambassador at the Geneva disarmament conference and the UN General Assembly. In 1984 he returned to the State legal office as director of Canadian maritime and boundary adjudication. After retiring in 1985, he practiced law with the firm of Vance, Joyce, Carbaugh, Huang, Fields & Crommelin.

Born in Miami, Mr. Fields earned a bachelor's at the University of Florida and a law degree at the University of Virginia. In 1965 he worked for the reelection campaign of Senator A. Willis Robertson (D.-Va.). Survivors include his wife, Katherine G. Fields, a daughter, his mother and a brother. □

Pierre R. Graham, 65, who was ambassador to Upper Volta from 1974 until he retired in 1978, died of a stroke in his native France on April 24.



Mr. Graham

Joining State as a research assistant in 1949, Mr. Graham became an economic officer in Tangier, a political officer in Beirut and Paris, deputy principal officer in Dakar and deputy chief of mission in Conakry and Amman. In 1966 he was detailed to the National War College. From 1969-73 he was a U.S. representative to UNESCO in Paris.

Mr. Graham was a graduate of the College Aristide Briand and the U.S. Merchant Marine Academy. He earned a master's at the University of Chicago. From 1943-46 he served in the Navy. Just before his death, he helped to establish a memorial to American soldiers who had landed in St. Nazaire, France, during World War II. Sur-

vivors include his wife, Helgard Planken Graham, three daughters, four grandchildren, his mother, a sister and two nephews. □

Arlynn E. Beard, 62, a Foreign Service radio communications technician who retired in 1982, died on April 26.

Joining the Service in 1965, Mr. Beard served in Aeera, New Delhi and Beirut. From 1976-82 he was assigned to the Office of Communications as a communications specialist. Survivors include his wife, Dorothy R. Beard, two sons and two daughters. □

Roy O. Young, 59, a budget and fiscal officer who served in Bangkok before retiring in 1979, died on March 7.

Mr. Young was born in San Jose, Calif. Beginning his career in 1954, he was a clerk in Saigon and Kabul; a communications supervisor in Bonn; a communications and records supervisor in Berlin; an administrative assistant in Meshed; a disbursement officer in Dakar; and a budget and fiscal officer in Ottawa, Saigon and Abidjan. Survivors include two children, Mark and Cathy Young of San Jose, and a sister. □

Robert W. Nichols, 64, who served in Rome as a communications and records officer from 1974 until he retired in 1978, died on May 31.

Joining the Department in 1966, Mr. Nichols was a communications manager in the Office of Communications. He was assigned to Bonn as a supervisory communications records officer in 1967. In 1972 he returned to the Office of Communications, where he was a special assistant and a communications and records officer. Survivors include his wife, Marie E. Nichols, and a daughter. □

William T. Carpenter Jr., 74, whose last assignment was to Dublin as economic officer in 1967, died of a heart attack on May 2. He also had cancer.

Joining the Foreign Service in 1948, Mr. Carpenter was an economic/commercial officer in Calcutta; a politico-military officer in Seoul and Taipei; and a political/economic officer in Palermo. Department assignments were as officer-in-charge of politico-military affairs, Bureau of Near Eastern and South Asian Affairs, 1959-63; as a rating examiner, 1963-65; and as a supervisory personnel staffing specialist, 1965-66.

Mr. Carpenter was born in New York.

He was graduated from the Georgetown School of Foreign Service and worked for Bethlehem Steel for nine years. During World War II he served in the Army. Survivors include his wife, Dorothy Carpenter, a daughter, a son and two sisters. □

Eugene L. Rzeczkowski, 75, who was a general services officer in the Office of Communications from 1966 until he resigned in 1972, died on March 21 in Daytona Beach, Fla.

Mr. Rzeczkowski was assigned to the diplomatic pouch section as a mail supervisor, 1949-51; as a pouch expeditor, 1951-58; as a communications manager, 1962-64; and as a staff assistant, 1964-66. From 1958-62 he was a diplomatic pouch expeditor in New York. Survivors include his wife, Bernice Rzeczkowski, and a son. □

E. Ralph Perkins, 94, a diplomatic historian and editor of the Department's historical documentary series, "Foreign Relations of the United States," 1937-63, died on May 27.

Joining the Department in 1930, Mr. Perkins became chief of the team of historians preparing the official documentary record of American foreign policy. More than 100 volumes of the Foreign Relations series were published while he was editor, including 13 volumes on the Paris peace conference of 1919. He was detailed to the Army during World War II, to help identify and preserve the captured records of the German foreign ministry.

Mr. Perkins was born in North Haverhill, N.H. A graduate of Wesleyan, he earned a Ph.D. from Clark. He worked as a reporter in 1919, an instructor at Denison University in 1920, and an associate professor of history at Norwich University, 1922-30. Survivors include two nephews and four nieces. □

John C. Pool, 83, who was counselor in Tegucigalpa, 1956-60, died of pneumonia on May 9 at Virginia Baptist Hospital in Lynchburg.

Joining the Foreign Service in 1930, Mr. Pool was vice consul in Montreal, Montevideo, Buenos Aires, Hong Kong and La Paz. In 1945 he became assistant chief of the Division of British Commonwealth Affairs. Assigned to Dublin as second secretary in 1926, he was detailed to the National War College in 1947. He returned to Dublin as first secretary in 1948. Other assignments included first secretary and

consular officer in Budapest and Buenos Aires, and consular officer in Hamilton and Southampton. After a detail to USIA, he retired in 1962 and taught international relations and diplomatic history at George Washington University and the National War College.

A native of Delaware, Mr. Pool was graduated from the University of Delaware. Survivors include his wife, Jane Hughes Pool, a daughter and a granddaughter. Contributions are suggested to the Dacor-Bacon House Foundation. □

Louis L. Widmer, 88, who was chief of the Process-Review Staff in the Office of Finance from 1958 until he retired in 1961, died on April 9.

Assigned to London, 1945-50, Mr. Widmer served as vice consul and budget and fiscal officer. He was a Foreign Service inspector, then chief of the Assurances Branch in the Refugee Relief Program. In 1958 he was appointed special assistant to the director of the Brussels Universal and International Exhibition. Earlier, he was chief of the audit sections in the Division of Accounts and the Division of Budget and Finance.

Mr. Widmer was born in Washington. He was a graduate of Southeastern. From 1919-22 he served abroad with the War Department. Survivors include his wife, Mary F. Widmer, and a daughter. □

Edwin M.J. Kretzmann, 83, who was deputy assistant for public affairs, 1958-61, died on April 6.

Beginning his career in 1928, Mr. Kretzmann was a consular officer in Shanghai, first secretary and consular officer in Belgrade and counselor in Bern. Before retiring in 1964, he was deputy director of the Office of International Scientific Affairs.

Mr. Kretzmann was born in Connecticut. A graduate of Concordia Theological Seminary, he earned a master's at Ohio State and a Ph.D. at Brown. From 1942-48 he served in the Army. Survivors include his wife, Dorothy S. Kretzmann. □

Anne Schmidt Gatch, 61, the wife of retired Foreign Service officer John N. Gatch, died on April 28 at Sibley Memorial Hospital. She had emphysema.

Ms. Gatch served in the Foreign Service in Warsaw for one year before marrying Mr. Gatch in 1950. She accompanied him on assignments to Hong Kong, Libya, Lebanon, Iraq and Kuwait. In Kuwait she

was active in founding and operating the American school, where she was an assistant principal, librarian and college counselor.

Ms. Gatch was born in Chicago. A graduate of Smith, she earned a master's at George Washington and worked as a tax consultant in Washington. In addition to her husband, she leaves four daughters, a son, two sisters, an aunt and a granddaughter. Contributions are suggested to the American Foreign Service Association, 2101 E Street N.W., Washington, D.C. 20037, or to Smith College in Northampton, Mass. □

Andrea Brenner McMullen, 29, the daughter of retired Foreign Service officer Marvin E. Brenner, died on May 7 in Dallas. She had accompanied her parents on assignments to Karachi, Calcutta, Jidda, Dhaka, Helsinki and Lagos. Besides her father, of Wimberley, Tex., she leaves her mother, Alta M. Woodward of Alexandria, Va. Contributions are suggested to the American Cancer Society. ■

Fire drill at Main State prompts evacuation

Nearly 7,000 employees evacuated Main State during a fire drill on June 10 at 2 p.m. "According to the District of Columbia Fire Department, the building was evacuated in seven-and-a-half to eight minutes," said Kenneth Strawberry, coordinator for State. "Employees responded quickly and quietly by leaving and moving away from the building. Ron Spiers, the under secretary for management, was among those who participated.

"Aside from those employees who are designated to remain in the building to operate essential functions, employees should participate in fire drills, and supervisors should encourage them to do so." □

How to pay for college with U.S. bonds

Under the Internal Revenue Code, up to \$1,000 in unearned income may be accumulated without a tax liability. Assuming that they have no other unearned income, each of your children could own bonds earning up to \$1,000 interest per year without taxation.

Or when cashing bonds for college expenses, no tax is due if the child's income and interest on bonds cashed each year are less than the exemption. No matter how you figure it, U.S. savings bonds make saving for college more than just an educated guess. □

Library Booklist

Management

A selective list

- AILES, ROGER AND JOHN KRAUSHAR. *You Are the Message: Secrets of the Master Communicators*. New York, Dow Jones-Irwin, 1987. 240p. (on order)
- ALBERT, KENNETH J. *The Strategic Management Handbook*. New York, McGraw-Hill, 1983. (on order)
- BANKI, IVAN S. *Dictionary of Administration and Management: Authoritative, comprehensive*. Los Angeles, Systems Research, 1986. 1,369 p. HD30.15.B36 Ref.
- BENNIS, WARREN AND BERT NANUS. *Leaders*. New York, Harper & Row, 1985. (on order)
- BLANCHARD, KENNETH AND SPENCER JOHNSON. *The One-Minute Manager*. New York, W. Morrow, 1982. (on order)
- BRADFORD, DAVIS L. AND ALLEN R. COHEN. *Managing for Excellence*. New York, J. Wiley, 1984. (on order)
- COHEN, STEPHEN S. AND JOHN ZYSMAN. *Manufacturing Matters: the Myth of the Post-Industrial Economy*. New York, Basic Books, 1987. 297p. HD9725.C58
- CONDON, THOMAS J. *Fire Me and I'll Sue: a Manager's Survival Guide to Employee Rights*. New York, Modern Business Reports, 1985. 252p. HF5549.C69
- DEAL, TERRY AND ALLAN KENNEDY. *Corporate Cultures*. Reading, MA, Addison-Wesley, 1982. (on order)
- DIRECTORY of Executive Recruiters. Fitzwilliam, NH, Consultants News, n.d. HF5549.5.R44D58
- DONALDSON, GORDON AND JAY W. LORSCH. *Decision Making at the Top*. New York, Basic Books, 1983. 208p. HD30.23.D655
- DRUCKER, PETER. *Innovation and Entrepreneurship: Practice and Principles*. New York, Harper & Row, 1985. 277p. HD2346.U5D78
- DRUCKER, PETER. *Managing in Turbulent Times*. New York, Harper & Row, 1980. 239p. HD31.D7734
- FLAMM, KENNETH. *Creating the Computer: Government, Industry, and High Technology*. Washington, Brookings Institution, 1988. 282p. HD9696.C62F55
- FOULKES, FRED K., ed. *Strategic Human Resources Management: a Guide for Effective Practice*. Englewood Cliffs, NJ, Prentice-Hall, 1986. 512p. (on order)
- GABARRO, JOHN J. *The Dynamics of Taking Charge*. Cambridge, MA, Harvard Business School Press, 1987. 188p. (on order)
- GREEN, MARK AND JOHN F. BERRY. *The Challenge of Hidden Profits: Reducing Corporate Bureaucracy and Waste*. New York, W. Morrow, 1985. 453p. HD56.G73
- GROVE, ANDREW S. *High Output Management*. New York, Random House, 1983. 235p. HD31.G764
- HICKMAN, CRAIG R. AND MICHAEL A. SILVA. *Creating Excellence: Managing Corporate Culture, Strategy, and Change in the New Age*. New York, New American Library, 1984. 305p. HD31.H475
- HICKSON, DAVID JOHN et al. *Top Decisions; Strategic Decision-Making in Organizations*. San Francisco, CA, Jossey-Bass, 1986. (on order)
- Human Resources Yearbook*. Englewood Cliffs, NJ, Prentice-Hall, 1986. HF5549.2.U5H85 Ref.
- HYMSON, PATRICIA K. *Management Concepts and Practices*. Washington, National Defense University, 1983. 188p. HD31.H95
- INTERNATIONAL CITY MANAGEMENT ASSOCIATION. *Effective Supervisory Practices*. Washington, ICMA Institute, 1984. JS155.E47 1984
- KANTER, ROSABETH MOSS. *The Change Masters: Corporate Entrepreneurs At Work*. London, Counterpoint, 1985. 432p. HD45.K335 1985
- KEPNER, CHARLES H. AND BENJAMIN B. TREGOE. *The New Rational Manager*. Princeton, NJ, Princeton Research Press, 1981. (on order)
- KILMANN, RALPH H. et al. *Gaining Control of the Corporate Culture*. San Francisco, Jossey-Bass, 1985. (on order)
- KUBR, MILAN, ed. *Management Consulting: a Guide to the Profession*. 2nd Rev. Ed. Geneva, International Labour Office, 1986. 611p. HD69.C6M36 1986
- LAX, DAVID A. AND SEBENIUS, JAMES K. *The Manager as Negotiator: Bargaining for Cooperation and Competitive Gain*. New York, Free Press, 1986. 304p. (on order)
- MACCOBY, MICHAEL. *The Gamesman*. New York, Simon & Schuster, 1976. 285p. HF5500.3.U5M25
- MACCOBY, MICHAEL. *The Leader*. New York, Simon & Schuster, 1981. (on order)
- MEYER, HERBERT E. *Real-World Intelligence: Organized Information for Executives*. New York, Weidenfeld & Nicolson, 1987. 102p. HD38.7.M47
- NAISBITT, JOHN. *Megatrends: The New Directions Transforming Our Lives*. New York, Warner Books, 1982. (on order)
- ODIORNE, GEORGE. *The Human Side of Management*. Lexington, MA, Lexington Books, 1987. 220p. (on order)
- OHMAE, KENICHI. *Beyond National Borders: Reflections on Japan and the World*. Homewood, IL, Dow Jones-Irwin, 1987. 128p. (on order)
- OHMAE, KENICHI. *The Mind of the Strategist*. New York, McGraw-Hill, 1982. (on order)
- ONCKEN, WILLIAM, JR. *Managing Management Time: Who's Got the Monkey?* Englewood Cliffs, NJ, Prentice-Hall, 1984. (on order)
- OUCHI, WILLIAM G. *Theory Z: How American Business Can Meet the Japanese Challenge*. Reading, MA, Addison-Wesley, 1981. 283p. HD70.J3O88
- PASCALE, RICHARD TANNER AND ANTHONY G. ATHOS. *The Art of Japanese Management: Applications for American Executives*. New York, Simon & Schuster, 1981. 221p. HD70.U5P3
- PETERS, THOMAS J. AND ROBERT H. WATERMAN, JR. *In Search of Excellence: Lessons from America's Best-Run Companies*. New York, Harper & Row, 1982. 360p. HD70.U5P424
- PETERS, TOM AND NANCY AUSTIN. *A Passion for Excellence: The Leadership Difference*. New York, Random House, 1985. 437p. HD70.U5P425
- PETERS, TOM. *Thriving on Chaos: A Revolutionary Agenda for Today's Manager*. New York, Knopf, 1987. 561p. (on order)
- RAELIN, JOSEPH A. *The Clash of Cultures; Managers and Professionals*. Cambridge, MA, Harvard Business, 1986. 299p. (on order)
- RAMSEY, DOUGLAS K. *The Corporate Warriors*. Boston, Houghton-Mifflin, 1987. 256p. (on order)
- SQUIRES, ARTHUR M. *The Tender Ship: Governmental Management of Technological Change*. Birkhauser, 1986. 267p. (on order)
- STEINER, GEORGE A. *The New CEO*. New York, Macmillan, 1983. (on order)
- STODDART, LINDA, ed. *Conditions of Work and Quality of Working Life: A Directory of International Labour Office*, 1986. 306p. HD7260.C64 1986
- SUGIYAMA, SHIGEKI. *Protecting the Integrity of the Merit System: a Legislative History of Merit System Principles, Prohibited Personnel Practices and the Office of the Special Counsel*. Washington, DC, U.S. Merit Systems Protection Board, 1985. 136p. JK692.S93
- SYNNOTT, WILLIAM R. *The Information Weapon: Winning Customers and Markets With Technology*. New York, Wiley, 1987. 334p. HD30.335.S96
- SYNNOTT, WILLIAM R. AND WILLIAM H. GRUBER. *Information Resource Management: Opportunities and Strategies for the 1980s*. New York, J. Wiley, 1981. 356p. T58.6.S846
- TAYLOR, SERGE. *Making Bureaucracies Think: The Environmental Impact Statement Strategy of Administrative Reform*. Stanford, CA, Stanford University Press, 1984. 424p. (on order)
- TOWNSEND, ROBERT. *Further Up the Organization*. New York, Knopf, 1984. 254p. HD31.T67
- U.S. OFFICE OF TECHNOLOGY ASSESSMENT. *The Electronic Supervisor: New Technology, New Tensions*. Washington, U.S. Govt. Print. Off., 1987. HF5549.E44
- WALTON, MARY. *The Deming Management Method*. New York, Dodd, Mead, 1986. 262p. (on order)
- WHITE, MICHAEL R.M. *Working Hours: Assessing the Potential for Reduction*. Geneva, International Labour Office, 1987. 104p. HD5106.W57 ■

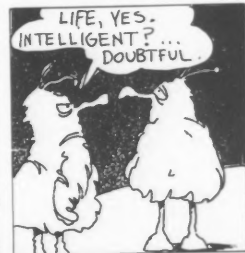
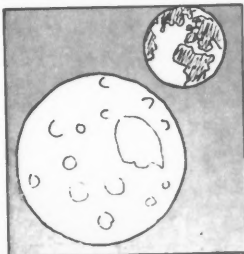
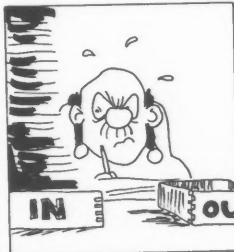
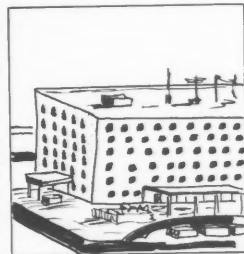
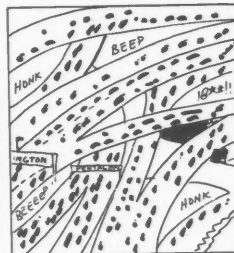
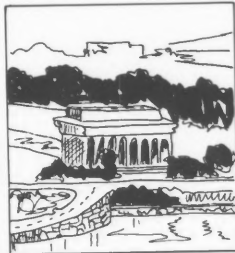
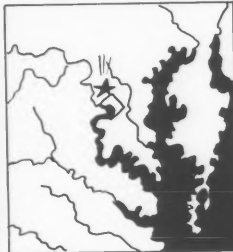
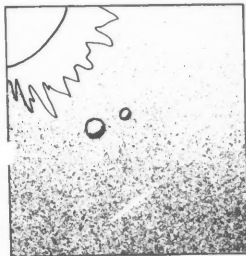
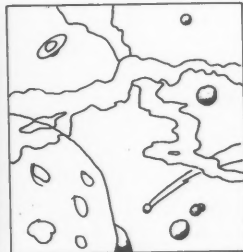
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