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# State

UNITED STATES DEPARTMENT OF STATE

MARCH 1995



A Foreign Service wife in  
**Turkmenistan**



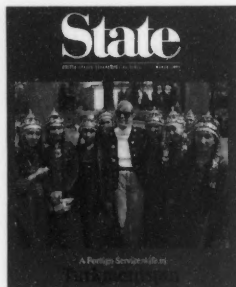
# LETTERS

STATE (ISSN 0278-1859) (formerly the Department of State Newsletter) is published by the U.S. Department of State to acquaint its employees, at home and abroad, with developments that may affect operations or personnel. There are 11 monthly issues (no issue in September).

Deadline for submitting material is in the first week of each month. Contributions (consisting of general information, feature articles, poems, photographs, drawings) are welcome. *Double-space*, spelling out job titles, names of offices and programs—*acronyms are not acceptable*. Send contributions (anonymous submissions will not be published) to STATE magazine, PER/ER/SMG, SA-6, Room 433, Washington, D.C. 20522-0602. Telephone: (703) 516-1667. Fax: (703) 812-2475. Contributions may also be dropped off in Room 3811 Main State.

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Editor Sanford (Whitey) Watzman  
Deputy editor Barbara Quirk  
Staff assistant Kim Banks □



Rebecca Christy, whose husband is the economic and political officer, with Turkmen women in native dress. For more photos, see "Post of the Month," starting on Page 28.

## Coping with crime

ARLINGTON HALL, VA.

DEAR EDITOR:

I read the January article, "As crime mounts overseas, State sponsors 'Security Awareness Month,'" with interest and wholehearted approval. The security overseas seminar's annual crime statistics, gathered from over 1,000 foreign affairs participants last year and tabulated last December, show that 34% of those surveyed had experienced residential or vehicular burglary, up 11% from a similar study conducted in 1990. Being a target of surveillance and evacuations is also on the rise. My only addition to the article would be to promote the Department's mandated security overseas seminar, the new advanced security overseas seminar and what personnel and their family members can do *before* going overseas to protect themselves.

The two-day regular seminar covers basic security information—airport and travel security, crisis management, contingency planning and much more—while the one-day advanced seminar is designed for personnel who have previously taken the two-day course, and focuses on security issues which have changed over the past five years.

Security professionals, some from Diplomatic Security, some from other agencies and the private sector, speak to foreign affairs personnel and their family members at a series of programs tailored to current needs. There are even one-day children's security classes held throughout the summer which have become so popular that we offered a February 11 course for those children who were to move off-cycle this year.

Regional security officers who take

the seminars in preparation for their onward assignments applaud the curriculum and say it makes their jobs easier. Newcomers arrive at post with a familiarity of security concerns unique to living overseas, and a better understanding of the partnership between security professionals and themselves.

Sincerely,  
DANA DEE CARRAGHER  
Seminar coordinator  
National Foreign Affairs  
Training Center □

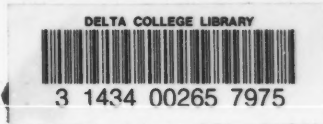
## A spouse speaks

BOMBAY, INDIA

DEAR EDITOR:

Thank you for Patricia Linderman's excellent article (January) on adapting to the role of a spouse in the Foreign Service. I remember all the same feelings when arriving in Baghdad, our first posting seven years ago. Early in that tour, an experienced wife told me that she was always hit much harder and much faster with culture-shock than her husband. I have found the same to be true, and it is understandable. When we spouses arrive in a new post, we *arrive*,

—(Continued on Page 52)



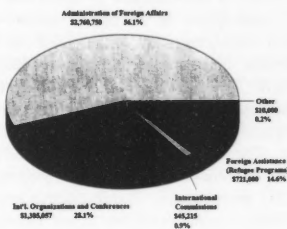
# State

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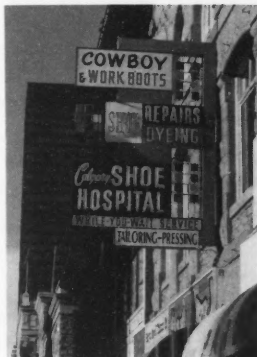
UNITED STATES DEPARTMENT OF STATE

MARCH 1995

FY 1996 State Department Request  
Distribution by Title  
(Dollar in thousands)



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# NEWS H I G H L I G H T S

## New budget slashes job numbers, seeks more money for computerization

A Department budget that proposes more money for information systems—while at the same time anticipating an overall reduction of 339 job positions—has been sent to Congress. On the foreign buildings front, there is no provision to fund new capital projects. The appropriation request is for fiscal year 1996, which starts October 1.

Secretary Christopher said in a statement: "Since fiscal year 1993, the Department has operated with essentially frozen funding levels while facing substantially increasing costs and program requirements. Three years of steep cost-cutting have reduced staffing by 1,100, and have weakened the Department's infrastructure, leaving overseas missions with inefficient and inadequate information systems, obsolete equipment and aging physical plants ... The Department has closed 17 posts ... and has improved passport and consular services to the American public while reducing staff by 27%."

State's "Budget in Brief" adds: "The Department is streamlining, delayering and consolidating management services including: diplomatic security through risk management; consular functions through consolidation; personnel management through systems re-engineering and process reform; overseas support through interagency cost sharing reform; financial management through systems re-engineering; and information processing through hardware migration and telecommunications upgrades.

"A smaller, better trained, more diverse and more flexible work force will be required to carry out our more focused mission. The workforce must be supported by an effective personnel system, upgraded information management services to handle growing workload with fewer people, and the infrastructure and technology required for needed, systemic improvements."

The trimming of positions, saving \$17.3 million, would come in the following categories:

- Policy formulation and executive

direction: 29.

- Diplomatic relations (reporting activities and trade promotion): 55.

- Consular relations: 42.

- Multilateral diplomacy: 5.

- Diplomatic security/law enforcement cooperation: 29.

- Information resource management: 44.

- Training services: 4.

- Medical services: 1.

- Overseas program support (covering administrative activities at posts): 84.

- Domestic infrastructure and program support: 43.

- Office of the Inspector General: 3.

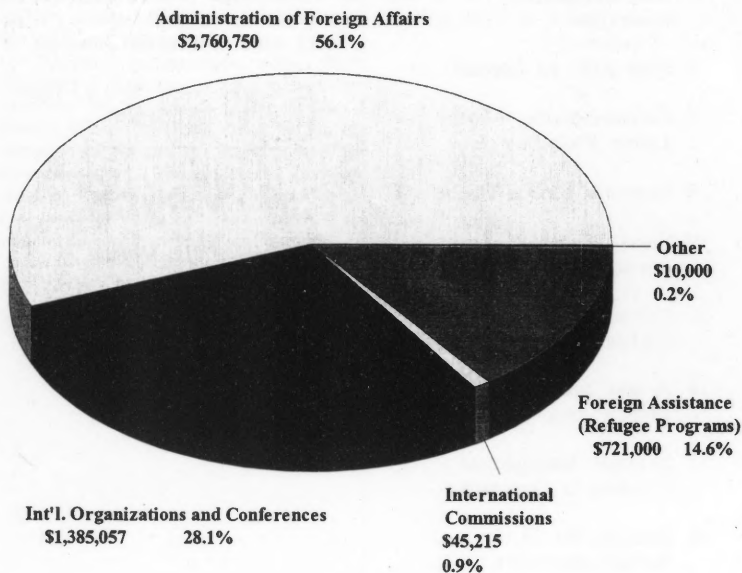
## Computerization

The money for improved information systems would come from a new capital

investment fund already authorized by Congress. In this connection, Secretary Christopher said: "The Department seeks \$32.8 million for this fund to support critical investments that are essential in effectively implementing the Department's plans for overseas restructuring and domestic delayering and streamlining. The Department's information systems are critically inadequate to meet the most vital mission requirements; about 80% of our equipment is obsolete by any reasonable standard; 75% of our telephone systems are outdated; and half of our posts have inadequate numbers of personal computers. The Department must take advantage of advanced information systems to provide more rapid, value-added reporting; reduce administrative costs and staff time; improve coordination with other agencies and governments; and respond to

## FY 1996 State Department Request Distribution by Title

(dollars in thousands)





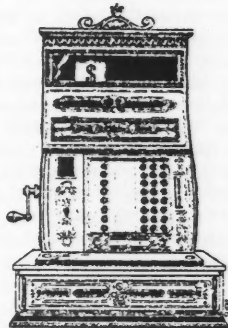
and manage crises more rapidly."

The "Budget in Brief" adds: "The Department has been forced to reprogram from vital support functions to finance the initial stages of the modernization program. However, the Department cannot effectively carry out this modernization program relying on these modest base reprogrammings. The Department requires ... programs that will provide for worldwide access to electronic mail capabilities; replacement of obsolete minicomputer hardware; modernization of corporate applications; replacement of post telephone systems; and adequate mainframe contingency capability.

"Worldwide electronic mail connectivity, \$5 million. The Department requires comprehensive intra- and interagency E-mail and file transfer capability (classified and unclassified, worldwide and domestic). E-mail is an indispensable tool to enable State's role in coordinating and implementing foreign policy. E-mail is also a key element in our productivity improvement streamlining strategies and will allow the Department to take advantage of the upgraded communications capacity being provided foreign affairs agencies by the Diplomatic Telecommunications Service project office. In addition, many corporate applications we are redesigning will use E-mail for data transmission.

"Post information systems replacement, \$13 million. In order to meet effectively E-mail objectives, the Department must implement a post hardware replacement program replacing proprietary minicomputer systems at posts with PC-based local area networks (LANs). The Department plans to provide an industry-standard PC-LAN environment providing transparent, controlled access to both classified and unclassified processing (multi-level security). Because of security considerations and a separate development history, we are modernizing the two systems on parallel tracks with a plan to create a secure bridge between the classified and unclassified systems. The Department will replace unclassified systems with a PC-LAN configuration that not only provides basic PC functionality (word processing, spread sheets, graphics, data base management) but can use existing minicomputer based corporate applications until these applications are redeveloped for the new platform. For classified hardware, the Department plans

## Why you're wearing a sweater (and some other ways State is saving money)



Department economizing is making it "a little cooler" for employees at Main State this winter, and the building will be "a little warmer" in the summer. So says Richard M. Moose, under secretary for management, in a cable to the field. "These colder temperatures may cause some employees to put on their sweaters, but we estimate that we will save approximately \$500,000," he wrote.

The cable listed these other cost-saving measures:

—Staffers in some annexes are being reassigned to the Government-owned facility on Navy Hill, directly across 23rd Street from the Department (\$1.2 million).

—The armored fleet is being reduced, and some fully-armored will be replaced

by lightly-armored vehicles (\$150,000 in the first year).

—At some facilities under construction, the requirements for cleared American guards and construction surveillance technicians are being reassessed against the security risks ("savings in the millions").

—The reach of E-mail is being extended. One post "experienced a drop of 40% a month in overseas phone bills in the first two months after the installation of E-mail," the cable says.

—Savings are anticipated from the handling of the Secretary's travel, as part of the Strategic Management Initiative (State, February). Already, the cable says, \$1 million a year is being saved through a reduction in the number of security agents assigned to the Secretary.

—At the Department motor pool, five driver positions have been abolished and motor pool drivers are operating shuttle buses "leased cheaply" from the General Services Administration, resulting in elimination of the shuttle contract.

"Now virtually the only customers the motor pool can serve," the cable says, "are the Department principals, and frequently we cannot meet all their needs. We no longer provide dedicated cars and drivers for under secretaries. We cut 11 of the 22 executive sedans in our fleet to comply with the President's order to reduce executive motor pool. We have also instituted a self-drive policy so that employees can check out Government cars for official use when no drivers are available."

The cable concludes: "Rest assured Washington is not being exempted from taking its share [of cuts] nor is any group of employees. We must all face this together both in Washington and overseas." □

to use standards being developed through the Defense Messaging System, which will include a secure bridge to unclassified systems. Until (its) standards are in place, the Department will replace aging minicomputer classified systems with a classified PC-LAN (C-LAN) and make minimal investments in new C-LANs for the most urgent classified processing requirements. As an interim solution, the Department is testing the Post Integrated Network System to

provide connections between C-LAN and existing minicomputer systems and a manually-controlled bridge between classified and unclassified environments.

"Corporate applications modernization, \$7 million. The Department must modernize and upgrade its applications software to allow these systems to run in an open, distributed environment and to share data with each other. This request includes \$3 million for corporate information systems and \$4 million for admin-

istrative systems. Corporate information archiving and retrieval is central to the Department's ability to implement foreign policy and to its dealings with the public. The Department's central electronic system for storage and retrieval of cable traffic and other written materials needs to be upgraded to give it the functionality and convenience required by its customers. Workload generated by the Department's response to ever-expanding Freedom of Information Act requests and document production demands has snowballed, and despite use of part-time annuitants and unassigned officers, response time is inadequate. Automated tracking of cases, computer-based access to archived materials and a document overlay system should help us meet legislatively mandated requirements with fewer people. In addition to these information systems, the Department must upgrade a number of key centralized administrative systems including the procurement system, the nonexpendable property management system and the retirement system. These systems are essential to effective resource management and internal controls.

*"Post telephone replacement, \$5 million.* The Department must replace 30,000 lines of outdated obsolete telephone equipment serving over 39,000 subscribers at our overseas posts. Some of the equipment now in use is over 20 years old. While modern telephone switching equipment serves our long-term networking strategies, most posts face more mundane issues such as oversubscribed telephone switches which routinely cut off active calls or which provide unacceptably low-quality service. Regardless of the efficiencies from eliminating staff that was needed to operate old plug-type telephone systems, the Department can no longer afford the productivity losses caused by the absence of basic telephone service at posts. The Department will award the 10-year telephone replacement contract in 1995 which will enable us to proceed with the replacement program.

*"Domestic mainframe contingency program, \$2.8 million.* The Department's mainframe modernization objectives are to provide adequate processing and contingency capabilities to support consular name-check, financial management and personnel functions. In fiscal 1994, the Department awarded a multiyear mainframe procurement and maintenance con-

tract and procured adequate contingency processing power for unclassified mainframe systems. We require an additional \$2.8 million to procure one additional classified mainframe, which would complete the establishment of full mainframe processing capacity."

## Foreign buildings

The request of \$421.8 million for foreign buildings operations, the Department said, reflects a shift in emphasis from capital construction to enhanced management of existing facilities. State is seeking to proceed with about one-third of its already-identified rehabilitation projects. The Department currently leases close to 14,000 residential, office and functional properties, and holds real property worth in excess of \$10 billion.

The "Budget in Brief" continues: "The available capital program resources, and those requested, will enable the Department to complete the construction of new embassy facilities in Bangkok, Kuwait, Ottawa and Singapore, and major renovation projects in Istanbul and Tel Aviv. The Department plans to proceed as soon as feasible with the construction of new facilities in Berlin to support the relocation of embassy operations from Bonn if sufficient funds can be generated through sale of existing U.S. Government-owned property. In the outyears, the Department also plans to seek funding for the cost-effective acquisition of replacement properties for the existing embassy facilities at Abidjan, Kampala and Luanda, which are grossly inadequate and cannot be significantly improved through

## Mileage: 5¢ more



The mileage allowance for use of a privately-owned auto has been increased to 30¢ a mile, from 25¢. □

upgrade and rehabilitation.

"The Department continues to identify and acquire adequate facilities to support its recently-established posts in the former Soviet Union and eastern Europe. The construction and renovation projects to establish permanent embassy and support facilities in Almaty, Ashgabat, Baku, Bratislava, Chisinau, Kiev, Ljubljana, Minsk, Riga, Tallinn, Tirana, Tbilisi, Vilnius, Vladivostok and Yerevan have been completed or are underway. We also continue to seek to acquire properties adequate to support diplomatic operations in Bishkek, Dushanbe, Tashkent, Yekaterinburg and Zagreb. In addition, due to poor local construction standards, it may be necessary to construct embassy staff housing at Baku, Bishkek, Chisinau and Dushanbe ...

*"Physical security upgrade program, \$7,995,000.* These funds will be used for site survey and design at Antananarivo, Jakarta, Nairobi and Prague, and for construction at Athens, Copenhagen, Madrid, Paris, Rome and Wellington. The request also includes funds for minor improvements and maintenance and repair services for physical security equipment assets at post, such as walls, fences, security lighting, vehicle and pedestrian gates, bollards, grilles and planters.

*"Fire/life safety retrofit program, \$6,890,000.* This program provides fire safety education and training, safety inspection activities, fire alarm and suppression systems installation, and acquisition of fire extinguishers and smoke detection alarms for use in overseas office and residential properties worldwide. The plans call for installation of fire alarm equipment ... at Belgrade, Bilbao, Canberra, Conakry, Florence, Freetown, Guadalajara, Kingston, Krakow, Luxembourg, Milan, Niamey, Stuttgart, Suva, Toronto, Ulaanbaatar and Valletta.

*"Energy conservation and investment program, \$1,849,000 ...* Energy survey and design projects are targeted for Bangkok, Bonn, Frankfurt, Manila and Vienna ...

*"Post communication center renovations program, \$2,828,000.* These funds are used for renovating space dedicated to secure communications within embassy facilities. The plans include survey and design of projects at Accra and Vienna, implementation of construction projects at Antananarivo and Rangoon and the completion of construction at Shenyang ...

"Facility rehabilitation and support systems replacement program, \$46,847,000. These funds will be used to restore the aging inventory of Government-owned and long-term lease facilities systematically, and to extend their useful life and enhance their functionality. The funding will be used to implement projects at Beijing, Brasilia, Budapest, Dakar, Dublin, Frankfurt, Paris, Rangoon, Rome, Shanghai and Tunis ...

"Furniture, furnishings and equipment replacement program, \$5,000,000. This program provides for the replacement and repair of equipment, furniture, and furnishings at the 386 official residences of ambassadors, deputy chiefs of mission and principal officers maintained by the Department. The budget request will provide funds to continue restoration and refurbishment essential to maintain the current inventory in serviceable condition. At this funding level, the Department will be able to refurbish its representational residences approximately every 12 years, 5 years longer than the expected useful life of the inventory.

"Project supervision, \$14,433,000. The request will support capital construction projects at Bangkok, Istanbul, Kuwait, Ottawa, Singapore and Tel Aviv.

"Construction security, \$24,054,000. (Congress has) mandated the Department to establish and maintain a program to insure the security of each construction project ... The funds requested will be used for protecting sites, materials and equipment through the use of cleared American guards who secure the building sites, for construction surveillance technicians who monitor foreign laborers, for technical equipment and for U.S. Government oversight of these activities. Capital projects supported include Bangkok, Istanbul, Kuwait, Ottawa, Singapore and Tel Aviv. Support will also be provided for office renovations, and for maintenance, repair, and upgrade projects at 45 locations ..."

In all, for the category known as administration of foreign affairs, the Department is asking for more than \$2.7 billion, which amounts to some \$32.6 more than it expects to spend in the current fiscal year. □

## Entree to Internet

Personal computers in the Department's library now have access to Gov-

ernment Printing Office publications on Internet, including the Congressional Record and its index, the Federal Register, the Unified Regulatory Agenda and the text and history of public bills. For information, contact Lucinda Conger, 647-0451. □

## State documents get on Internet

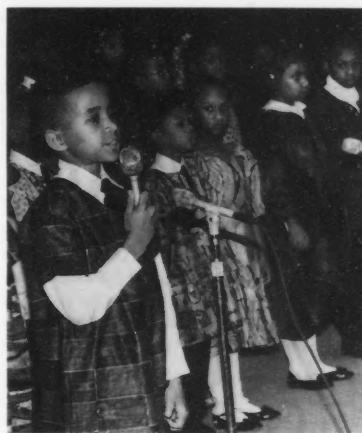
Foreign policy information provided by the Bureau of Public Affairs in collaboration with the University of Chicago is now available on Internet.

On line are speeches and testimony by the Secretary; transcripts of daily press briefings; Dispatch, the Department's weekly foreign policy publication; Background Notes, prepared on countries and international organizations; country reports on human rights practices, international narcotics control strategy reports; material on international terrorist activities; travel information; phone contacts for U.S. firms who wish to do business abroad, including State's Key Officers Guide.

To access the Department of State Foreign Affairs Network (Dosfan), point your gopher client to: [dosfan.lib.uic.edu](http://dosfan.lib.uic.edu) port 70. The universal resource locator for this service is: [gopher/dosfan.lib.uic.edu/](http://gopher/dosfan.lib.uic.edu/). For information, contact Jon Shuler at the University of Chicago on Internet: [john.a.shuler@uic.edu](mailto:john.a.shuler@uic.edu). Or telephone (312) 996-2738. □

## M. L. King Day, Black History Month observed

The Department commemorated African-American History Month and Martin Luther King Day with four events last month. A program for the slain civil rights leader was held in the Dean Acheson Auditorium, January 19, and another, on the history of black Americans, in the Loy Henderson Conference Room, February 6. Earlier, the foreign affairs chapter of Blacks in Government hosted a program in the auditorium on January 13, and the Secretary honored Coretta Scott King at an evening reception on the seventh floor, January 9.



Children of Bethel Christian School. (A.I.D. photo by Clyde McNair)

Fifty children from the Bethel Christian School sang and read poetry in honor of Mr. King at the event on January 19. Vashti McKenzie, pastor of Baltimore's Payne Memorial A.M.E. Church, was the featured speaker. Others included Deidre Davis, State's deputy assistant secretary for equal employment opportunity and civil rights; John Holum, director of the Arms Control and Disarmament Agency; Carol Lancaster, deputy administrator, A.I.D.; and Deputy Secretary Strobe Talbott.

Television reporter Suzanne Malveaux keynoted the commemoration on January 13, which included a call-and-response litany by employees and songs by the McKinley High School choir.

A panel discussed "Reflections on 1895: Douglass, DuBois, Washington" at the event on February 6. Members were Nettie Washington Douglass, great-granddaughter of Booker T. Washington and great-great granddaughter of Frederick Douglass; M. Sammie Miller, Bowie State University; and Theodore (T.M.) Pryor, a director of the Ebony Businessmen's League. Barbara Pollard, a secretary in the Bureau of East Asian and Pacific Affairs, sang and led the audience in "Lift Every Voice and Sing."

In a memorandum he sent to all U.S. foreign affairs agency employees, Secretary Christopher encouraged "individuals and groups around the world to move beyond an annual day of remembrance and celebration to a year-round commitment to community service." ■



# Oh, it's FUN (FUN?) TO BE AN F.S.N.!

BY SUSAN SMITH

*The author lends some backbone to the operation in Calgary, north of Montana.*

**I**T WAS WITH great interest that I read the cover article in the November issue, which heralded Foreign Service national employees as the "mainstay of the Service." In this career we have all chosen, sometimes (sadly) the delineations between "them" and "us,"

*(Photos by Susan Smith)*

Foreign Service officers and Foreign Service nationals, are felt only too keenly. Granted that because of our citizenship we nationals can never make "captain," still it was gratifying to be recognized as an integral part of the Foreign Service team. It was also gratifying because it finally verified what my F.S.N. colleagues and I had suspected to be true all along! That being said, I thought that

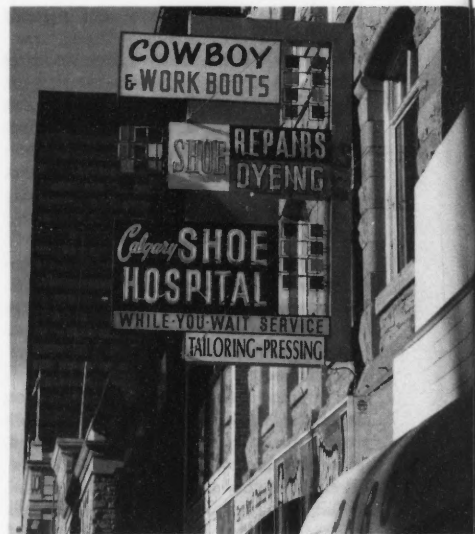
I'd share some insight into the relationship between nationals and others in the Foreign Service, from the perspective of one of the Service's more irreverent "mainstays."

As an F.S.N. receptionist with over 12 years of Service service, I'm a comparatively new kid on the block, at a Canadian post of 10 full-time F.S.N.s, where the average length of State Department employment is over 14 years. I'll confess, before it becomes evident, that even with my "limited" years of experience, I've tended to adopt a somewhat cocky "Honey, I've seen them come, I've seen them go!" attitude at the consulate general here. Even as I write, my colleagues (at least the more career-minded ones) are rushing to attach a disclaimer to this article. They're right: "Opinions expressed herein are not necessarily those held by all F.S.N.s at post."

In truth, worldwide, F.S.N.s readily accord F.S.O.s the respect they deserve. I recall an incident from my salad days, when Luciano Mangiafico, a former consular officer who had survived two tours in Calgary, wisely counseled me to treat a certain officer with a little respect. My response was that I was already showing this particular officer as little respect as I



The author: she, too, is a mainstay.



Cow town.

dared. (I've since learned to read my audience.) But I digress.

The first rumblings that the Department, through the Foreign Service Institute, was promoting a "Be good to your F.S.N. and your F.S.N. will be good to you!" school of thought came to my ears in October 1989, when I had the good fortune to attend a consular employees' professional seminar sponsored by the institute.

During the welcoming address by John Sprott, then acting director of the school, he emphasized the importance of the Foreign Service national to the Foreign Service. If memory serves, I believe he used the metaphor "backbone of the Service." Betty Swope, who at that time was director of consular training and who was running the seminar, would probably say that I was more like the humorous. (I'm trying to pun.)

But I remember the surprise with which my colleagues and I received Mr. Sprott's remark. Not that we



doubted the veracity of his comment, but we were amazed that it had been made at all. It did our collective hearts glad that day! A belated "thank you," Mr. Sprott.

As if to prove the point, during that same seminar we had the opportunity to meet a brand-new class of Foreign Service officers. Judging by the deer-in-the-headlights look a few of them were still wearing, I think they were about three days into their program. Apparently, they'd been told they were going to be visited by a group of *crème de la crème* Foreign Service nationals, and that they'd do well to pay attention. *We'd* been told that *they'd* been told: "Beware! F.S.N.s eat junior officers for breakfast!" Of course this is patently untrue, except for a nip now and then when they display too much pomp for the circumstance.

The relationship between F.S.O.s and F.S.N.s is strange and wonderful. Basically, the duty of any *good* F.S.N. is to ably, courteously and professionally carry out the mandate of the U.S. mission. The duty of a *great* F.S.N. is to enable the *F.S.O.* to ably, courteously and professionally carry out the mandate of the mission.

Truth be told, each new officer at post is greeted with a mental roll of the eyes, which may be roughly translated as "Of all the F.S.O.s in all the world..." Largely, this attitude is based on the fact that no sooner do we get F.S.O.s nicely broken in than it's time for their transfer. And lately, in Calgary, to add insult to injury, they're not even being transferred abroad, where at least some other F.S.N.s can reap the benefit of our tutelage; they're being sent to Washington!

F.S.N.s tend to have a proprietary attitude towards their F.S.O.s—sometimes quite a "make or break" approach really. We're quite prepared to take full credit for the good ones. Eileen Malloy spent nearly four years in Calgary as consul and, for a while, was acting principal officer. Today



Eileen Malloy when she was consul in Calgary in the 1980s.

she's the ambassador to Kyrgyzstan. Coincidence? We think not!

Even with the not-so-good ones, we take a rather perverse pride. "Well, they may be diplomatic disasters, but they're *our* diplomatic disasters!" And only a very poor F.S.N. indeed would fail to cover up for this breed of boss. We believe in the F.S.N. credo: "There are no bad F.S.O.s, only misguided ones."

Therefore, good F.S.N.s owe it to themselves and those around them to be part clairvoyant and part Sherpa, the former to know where the officer



The U.S. consulate general is on the 10th floor of this building overlooking Olympic Plaza.

is headed, the latter to make sure that the appropriate destination is reached.

Therefore, as it is the F.S.N.'s duty to guide the F.S.O. through the pitfalls of the post, the responsibility for successful navigation falls squarely on the national's shoulders. Of course there are those F.S.O.s who refuse to be guided. Hence the break part of our "make or break" approach. However, it's only rarely that the situation warrants such Draconian action, for it's a source of pride, and considered a real test of a national's mettle, to keep one's section running "in spite of ..."

In Calgary, one of the touchstones we use to test the fettle of incoming officers is how they conduct themselves throughout our Stampede Week. For those unfamiliar with the Calgary Stampede, it covers 10 days in July when Calgary proudly reverts to its early-1900s "cow town" image. Ten days of fun and festivities are highlighted by the rodeo with the largest attendance in the world—and with the richest purse. All people here—including F.S.O.s—are encouraged (upon penalty of "imprisonment" if they don't comply) to "dress Western."

Well, it's always been a great source of (not so secret) amusement for us nationals to see the various interpretations of this denim dress code. (Don't worry! We're laughing *with* you!) In recent memory, no one was more laughed *with* than former vice consul Charles Stonecipher. He spent last Stampede week looking like "Wyatt Earp meets L.L. Bean." He managed to defy all attempts to re-make him into a less urbane cowboy.

As with any good relationship, the delicate balance between F.S.O. and F.S.N. must be tended carefully in order to keep the relationship viable. One of the major potential pitfalls could come under the heading: "Those of you who think you know everything are really annoying those

of us who do!" This is an attitude that has been subscribed to by officers and nationals alike at one time or another.

Granted, an F.S.N. will know more about the workings of the post and the host country than an incoming officer; that's the whole purpose of hiring nationals. But many times the F.S.N. has more knowledge, too, of immigration law and American citizen services matters. Understandably, it could be disconcerting for those heading up a section to have nationals "under" them know more about what's going on than they do. Probably the most successful approach an F.S.O. can take in this situation is to (1) remember not to take this as a personal deficiency (it's the nature of the system), and (2) to learn as much as you can, when you can. Refuse to be cast in the role of an extension of a pen—that is to say, to sign everything that's handed to you. (F.S.N.s can be a domineering lot.) On the other hand, the responsibility of the F.S.N. is to serve up the information in a way that is proper. Remember: we didn't know a passport from a visa, either, when we started.

Part of the value of good F.S.N.s is that we're the "institutional memory" of the post. Through us there is continuity. Mind you, some of us have been around so long that it's become "institutionalized memory." (F.S.N.'s can be a stubborn lot.) Over time, an incident becomes tradition and then legend, sometimes passed along only by word of mouth, like folklore round a campfire.

The quickest way for an officer to differentiate fact from fable is to use the divining rod of the Foreign Affairs Manual, the F.A.M. The F.A.M.! We had one officer who, we swore, knew how to have children only because the word "family" begins with "F-A-M"! (F.S.N.s can be a rude lot.)

One of the problems faced by Foreign Service nationals (particularly in Canada, where a lot of people think that the only difference between

our two countries is that they're a different color on the map) is that we become victims of mistaken identity. Customers either assume that we're Americans and we're not, or else they know that we're not and they want us to be.

This confusion of identity leads to the understandable feelings of mixed loyalties experienced in varying degrees by all F.S.N.s at one time or another. It's difficult to listen to one's own country being bad-mouthed by customers who have the mistaken idea that this will show what loyal U.S. citizens the applicants would be if we'd issue them a "green card."

Or how about when some Cana-



Having fun at Christmas time: the jolly ol' elf is Secretary Christopher. Others, from left: Eileen Morrissey, supervisor of American citizen services; consul Robert S. Hagen; passport assistant Caroline Coughlin.

dians with a tenuous grasp on reality, at best, see fit to hold us F.S.N.s personally accountable for "U.S. policy"! It's difficult not to respond defensively: "Well, I didn't vote for him, buddy. I'm not even entitled to vote."

On the other hand, this in itself affords the F.S.N. a certain smug feeling of irresponsibility for the whole affair, a metaphoric stepping-back and helpless-shrugging-of-the-shoulders type of response while at the customer we're leveling our best, neutral bureaucratic stare.

Other situations that promote feelings of mixed loyalty are certain visa cases. Your gut tells you that the applicant is a bad bet but, since there are no tangible ineligibilities, you've

got to recommend issuance of the visa. (Does the Foreign Service Institute teach about gut feelings? If not, it should: "Gut Instincts, Hunches and Common Sense 101." Actually common sense could stand to be a whole course on its own, but a well-developed gut instinct will take you far in this business. But I have digressed ... again.)

Anyway, you know that the customer is abusing the system, but you have no grounds for refusal. So you grit your teeth and prepare the issuance of the visa. Oh well, at least he's not *Canada's* problem anymore! (See how handy that metaphoric shoulder-shrugging is becoming?)

So when all is said and done, how do I like being a Foreign Service national? Like the dickens: it is the best of jobs, it is the worst of jobs. As the consular receptionist at a small post, I encounter people from the entire spectrum of humanity. And quite colourful characters some of them are, too! On a good day, nothing beats the satisfaction of knowing that I've done my job well, that in some small way I've made a positive impact on someone's life by being able, courteous and professional.

On a bad day, when half the staff is down with the flu, and it was a full moon the night before, and it seems like all the customers are holding me personally responsible for standing between them and "the American Dream," then I think: "It could be worse! I could be working the drive-through window at some burger joint."

And I shudder! Imagine working in a small space where you're channeling all your energy through a window, in an attempt to satisfy the insatiable appetite of a demanding public, by offering them a selection of information, then assisting them with their choices ...

Hey, wait a minute! ... (Oh, well, at least I don't have to wear a silly fast-food hat!) ■

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

## Washingtonian is nominated to be inspector general

Jacquelyn L. Williams-Bridgers, associate director for housing and community development issues at Congress' General Accounting Office, has been nominated by



President Clinton to become the State Department inspector general. She would succeed Sherman Funk, who retired. The nomination requires confirmation by the Senate.

Ms. Williams-Bridgers has held her present position since 1993. She began her career in 1978 as a management analyst at the General Accounting Office. In 1983 she began working in the Office of Inspector General's Fraud Control Division at the Department of Housing and Urban Development. The following year she returned to the General Accounting Office, where she was assigned to the Office of

the Comptroller General. She served as assistant director for transportation issues, 1986-92.

Ms. Williams-Bridgers was born in Washington on February 27, 1956. She earned a bachelor's and master's from Syracuse University. Her foreign language is French. She holds the Arthur S. Flemming Award, a Meritorious Service Award, three "top bonus" awards and four "outstanding achievement" awards. She is coauthor of "The Intermodal Approach to Transportation" in the General Accounting Office Journal. She is a member of the National Urban League and the Lake Arbor Civic Association. She is married to Daniel Bridgers and has a daughter and a son. □

## Wisner named to career envoy rank

President Clinton has nominated Frank G. Wisner II, ambassador to India, for the personal rank of career ambassador—the highest rank in the Foreign Service. The nomination, which results from findings of Senior Foreign Service Board I, requires confirmation by the Senate.



Mr. Wisner

Mr. Wisner has served as chief of mission in New Delhi since July. He joined the Foreign Service in 1962 and was assigned to Tangier. After serving as third secretary in Algiers, he became a rural development officer in Saigon in 1964. Next, he was officer-in-charge of Tunisian affairs, 1969-71, then first secretary in Tunis, 1971-73. In the latter year he became first secretary in Dhaka.

Mr. Wisner was named director of the Bureau of Public Affairs' Office of Plans and Management in 1974. He was deputy director of the President's Indochina task force, 1975, then a special assistant to an under secretary, 1975-76. In 1976 he became director of the Office of Southern Affairs. He was deputy executive secretary of the Department, 1977-79.

## People at State

Townsend B. Friedman has been appointed special Rwanda coordinator ... George J. Mitchell is special adviser to the President and Secretary on economic initiatives in Ireland; his deputy is Martha Pope ... Philip C. Wilcox Jr. has been nominated to the rank of ambassador during his tenure as coordinator for counterterrorism ... Robert Spencer is the new executive director of the Bureau of Diplomatic Security...

Daniel C. Kurtzer has been named principal deputy assistant secretary for intelligence and research...

Ray L. Caldwell has been nominated for the rank of ambassador during his tenure as deputy assistant secretary for burden-sharing ... Eric D. Newsom is the new principal deputy assistant secretary for political-military affairs. □

In 1979 he was appointed ambassador to Zambia. He served as deputy assistant secretary for African affairs, 1982-86. In the latter year Mr. Wisner was named chief of mission in Cairo. After serving as ambassador to the Philippines, he became under secretary for coordinating security assistance programs in 1992. He served as under secretary for policy at the Department of Defense from 1993 until last year.

Mr. Wisner is a native of New York who earned a bachelor's from Princeton. He speaks French, Arabic and Vietnamese. His honors include two Meritorious Service Awards, several senior performance pay awards, a Vietnam service award and a military medal of honor. ■

## Burns is spokesman for State Department

R. Nicholas Burns, director of Russia, Ukraine and Eurasia affairs at the National Security Council until recently, has been named spokesman for the Department. Mr. Burns is a career Foreign Service officer who entered the Service in 1982. The following year he became vice consul in Cairo. He served as political office in Jerusalem, where he coordinated U.S. assistance of Palestinians in the West Bank, 1985-87.

Mr. Burns was a staff officer in the Secretariat and Operations Center, 1987-88. After serving as a member of the Department's transition team, he became a special assistant to the counselor of the Department in 1989. He was director for Soviet and, later, Russian affairs at the National Security Council, 1990-93. He holds three Superior Honor Awards. □

## State-ing the facts

BY BARBARA QUIRK

—Is participation in lotteries banned in all State Department buildings?

—The 1995 salary increase that went into effect last month brings the salary of entry-level GS-5 employees in Washington to \$19,116, and GS-13s to \$49,947. What was the starting salary for 5s and 13s two decades back?

(Answers on Page 53) □



# HONORS & AWARDS

## Carlson, Keller are winners of consular award



Mr. Carlson



Ms. Keller

William Carlson, consular officer in Port-au-Prince, is the winner of the first annual \$5,000 Barbara M. Watson Award for Consular Excellence. Richele Keller, regional consular officer in Johannesburg, was selected as runner-up. She will receive \$2,000.

The honor, formerly the "Consular Officer of the Year" award, has been renamed for the late Ms. Watson, who was the first assistant secretary for consular affairs.

There were 14 other nominees: Leigh Carter, Moscow; John Caulfield, Ciudad Juarez; Ray Clore, Amman; Walter Davenport Jr., Santo Domingo; William Duncan, Matamoros; Ted Gong, Manila; Steven Hardesty, Melbourne; June Kunsman, Islamabad; Laura Livingston, Madras; Andrew Passen, Abidjan; Daniel Piccuta, Beijing; Ken Sackett, San Jose; Joan Smith, Montreal; and Frank Turley, Singapore.

An award panel was chaired by Assistant Secretary Mary Ryan. Members were Peter Burleigh, Bureau of Personnel; Brunson McKinley, Bureau of Population, Refugees and Migration; Joan Colbert, Bureau of Public Affairs; and Barry Kefauver, Michele Truitt, Diane Dillard and Max Robinson of Consular Affairs.

### Carlson: 'unstinting'

Mr. Carlson was nominated by Chuck Stephan, consul in Port-au-Prince, who wrote: "As Haiti drifted toward collapse and the possible evacuation of U.S. citizens approached, Mr. Carlson worked

unstintingly to address the growing concerns of the American community. He utilized the missionary and Canadian radio networks to reach those citizens living in the hinterland who could not be contacted through normal channels. When the situation looked bleakest, Mr. Carlson arranged for the ambassador and other officers to meet frequently with the American community. These meetings continue to be indispensable in controlling the rumor mill, improving rapport and keeping wardens committed to their responsibilities."

On the database of Americans living in Haiti, Mr. Stephen wrote: "No one had ever taken a serious look at the information allowed to accumulate since the early '80s. Working with a team of 30 wardens and subwardens, gleaned information from sample surveys, urging Americans to register through newspapers, radio announcements and newsletters, Mr. Carlson was able to reduce the database from 12,000 to 8,000. The care he devoted to this task ensured there would be an appropriate level of U.S. military assistance, should an evacuation become necessary."

He continued: "With sanctions taking their toll, (there was) a feeling of impending disaster throughout the country. Frequent demands were levied on Mr. Carlson and his small unit. Passport issuance soared, and American citizens demanded more attention. Through it all, Mr. Carlson remained committed to providing the best service to his clients. His contacts proved especially important in days leading up to the cessation of commercial passenger service. Through his efforts, every American who desired to leave Haiti was able to do so.

"When the Department ordered the departure of dependents and nonessential personnel, the consular staff shrank from 13 to 4 officers. Despite limited resources, Mr. Carlson continued to provide essential services to the American and Haitian communities. American citizens had complained bitterly about lack of access to the building, but Mr. Carlson worked tirelessly to improve this situation. By providing the local guard force with samples of acceptable identification documents, and by his continued concern for improvement, these complaints have ended."

Praising Mr. Carlson for his fluency in French and for his guidance to junior officers, Mr. Stephen said: "I have been a

consular officer for 30 years, and I consider Mr. Carlson the most gifted and versatile officer I have supervised."

### Keller: 'imaginative'

Ms. Keller was nominated by Alan McKee, consul general in Johannesburg, who wrote: "South Africa's liberalization process stimulated soaring interest in travel to the United States. The number of nonimmigrant visas issued by Johannesburg is approaching 50,000 a year. The incidence of rejected and fraudulent applications has increased correspondingly. Under Ms. Keller's supervision, the consulate has handled this formidable workload with astonishing success.

"She introduced imaginative steps to streamline internal procedures and deter fraud. For example, she set up a four-post referral system to expedite visa processing for applicants known to other mission elements. She also put forward critical requests for additional staff. Johannesburg's output per staff member is running 29 percent above the worldwide average for posts of comparable size. Yet morale is high and our customers go away as happy as humanly possible in this high-pressure environment.

"She took the lead in directing a comprehensive restructuring of the nationwide warden system. She saw to it that frequent administrative advisories on security issues were communicated immediately through the warden network. On repeated occasions, she mobilized a telephone task force after hours and on weekends to make sure that the mission's assessment of rapidly evolving situations could be disseminated quickly, before the local rumor mill could aggravate tension in the community.

"Several hundred Americans came to South Africa to participate in the election process. Ms. Keller and Dan Stoll, her American citizen services officer, established contact with most American visitors, counseling them on avoiding security risks. In the isolated cases in which Americans did come to harm, our consular staff, under Ms. Keller's direction, displayed compassion, which prompted expressions of gratitude from the families involved, (including) the mayor of a large city, at least one senator and the head of a religious denomination.

—(Continued on Page 53)



# Return to Religion

BY GEORGE P. KENT

*The author is now in language training in preparation for an assignment in Warsaw.*

**D**URING MY TIME as Tashkent's first full-time consular officer (my first posting), I had some interesting cross-cultural experiences as I



observed the celebration of three spring holidays—one Muslim, the other Catholic and the third Orthodox. I was witnessing a revival of faith in this central Asian capital as Soviet influence faded.

**Mr. Kent** The first celebration, two weeks after my arrival in Tashkent two years ago, was Hayid, the three-day holiday at the end of the Muslim holy month of

Ramadan. Our new visa clerk, Bobur Alikulov, a practicing Muslim who had observed the fasting and abstinence of Ramadan during the previous four weeks, to the detriment of his attention span, invited me to go to his mosque for the sunrise prayers. I thought this sounded like quite an honor and a good idea, considering how hot a topic Islam and the potential threat of fundamentalism in central Asia had been in the United States—until Bobur casually mentioned that he was considering arriving at 4 a.m. or thereabouts to get a good place. Ouch.

We compromised on 5:00, which meant a 3:45 wakeup. Unfortunately, the morning was cold and rainy, and Bobur had been right: the main hall of the mosque, the basement, all side halls and rooms, and the covered gazebo-like structures in the courtyard were all full. I grabbed a spot against a tree trunk off to the side of the expansive courtyard, trying to look as inconspicuous as possible. Of course,



Midnight procession around the Orthodox cathedral.



At the end of Ramadan: overflow from the mosque.

since I was the only non-central Asian amidst the thousands, all of whom were wearing the small square *tyubiteki* hats which are the standard headwear, I stood out anyway.

Bobur encouraged me to take pictures with the reassuring phrase: "We Uzbeks are quite moderate in our religion, not like those Middle Eastern fanatics. Don't worry, no one will attack you; we're all quite friendly." I decided against testing that advice, however, and did not pull out the flash inside the mosque. But no one seemed to mind my presence.

The first call to prayer came at 5:10 and lasted 10 minutes—verses chanted from the Koran in a deeper and more resonant voice than I was used to from the Middle East. I was surprised at the age of the group: very few old men (Bobur said the weather probably kept them away), and the rest equally split between those over and under 30.

For every man in the traditional *chapan* (a padded cordoroy long robe) and combination of leather boots and low galoshes, there was one in a leather jacket and athletic trainers. There were quite a few boys under the age of 10, often shivering in the pre-dawn damp chill—except when a grandfather or dad would extend the cover of a *chapan*.

Everyone brought some sort of prayer rug, though few were actual rugs: the majority were colorfully-embroidered black cotton or colored silk tapestries that I'd seen on people's walls; some had mere striped squares of material. The fortunate ones brought plastic to avoid the courtyard/street's wetness, though by the end, everything was soaked. Scattered fluorescent lamps provided eerie lighting of the outline of the mosque and the seeming unending lines of *tyubiteki* running out into the darkness.

After the second call to prayer at 5:30, the crowd became a bit restless, chatting, shivering and rocking back on their haunches, as is the custom here. Then, suddenly, the prayers began. All the men (not a woman in sight) cupped their hands upwards, then ran their hands down over their faces. First came the single bow at the waist, then down on their knees and, at a certain moment, all went prostrate—an impressive and moving sight. Of course, given the recent return to Islam, many seemed unsure precisely when to come up—or go back down the second time. There were quite a few bobbers. The entire process repeated itself. Meanwhile, the details of the roof and building decorations became more distinct, as night gave way to a cloudy, rather inhospitable, dawn.

At that point, the mullah launched into an Uzbek equivalent of a Southern Baptist homily, or so it seemed from Bobur's comments. He returned to my refuge after about 15 minutes, sounding disgusted. As a stu-

dent of Arabic at the university and a devout Muslim, he had done quite a lot of studying of the Koran on his own. He thought that the imam really didn't have a very good grasp of Arabic or the Koran, and he complained that the imam was mixing truths and half-truths about the Koran and Muhammad in his message.

"We don't need to stick around for this," he said. "The important part—the prayers—are finished." Sounded to me more like a critical militant Presbyterian than a compliant Muslim!

So we joined the group of like-minded individuals who were snaking around pairs of shoes and edges of prayer rugs, trying to avoid slipping on the teacherously wet clay, attempting to make it into the street. Of course, that accomplished little—rows of prayer rugs and *tyubiteki* stretched as far as the eye could see. So we waited patiently for another 20 minutes and prayer session No. 2 of the day to commence. That finished, Ramadan was officially over; the cel-



Author's colleague, the recent bride, offers her hospitality.

ebrations of Hayid had begun.

After spending a couple of hours at the embassy, I returned to the Metro to go to the second special kind of celebrations, for Hayid. Custom dictates that families that have experienced a death or marriage during the previous year prepare tables groaning with food. Other relatives, friends and acquaintances then stop by and visit on a rolling basis—at some time in the three-day period.

Dilnosa Irgashevna Hakimova, my consular assistant who had recently become a bride and was soon to go on maternity leave, invited me, along with all of the American women in the embassy, to her celebration. (Both sexes go to the Hayid receptions for deaths, which are identifiable everywhere by the groups of men standing along the street by the entrance to the household—but normally only women attend the marriage reception. I suppose my treatment could be considered akin to that of official black Americans in South Africa under apartheid, who were occasionally accorded "honorary white" status; I was an honorary woman for the day!)

In any case, Dilnosa greeted six of us from the embassy in wonderful gold silk native garb, similar in form to the *shalwar kameez* of Pakistan, bowing low at the waist with her face fully covered (then uncovered for the pictures). The food was fantastic, crowned by *plov*, the Uzbek national rice dish which is a variation on the Caucasus' *pilaf* and the subcontinent's *pilau*. After slightly overstaying our welcome (though Dilnosa kept telling us insistently to sit back down and eat more; one of the Russians said that that was part of the game; she insists, you insist, and eventually you leave), we rolled out on full stomachs and pleasant memories of Uzbek hospitality.

Rounding off my experiences of spring in Uzbekistan, I attended both the Western and Eastern celebrations



At the cathedral, the outside Easter mass. Mary Jorgenson (white skirt), embassy secretary, is in the foreground.

of Easter. For the second time in my life, I went to a Catholic mass—this one in the ruins of a small Polish cathedral built by Austrian prisoners of war during World War I and destroyed after the revolution. It was the first service held there since World War II. Most of Tashkent's previously sizable Polish community had moved away or died of old age in the past couple of decades, but nearly 80 persons attended, including a dozen or so Westerners.

The open-air setting was perfect: the starkly jagged walls bathed in the warm spring sun, the small electronic keyboard augmented by the chirping of the birds. The Polish priest and an American Dominican monk conducted most of the mass in Russian—the common language for all present—but one of the readings was in English, one of the chants in Polish and several songs in Latin—in Tashkent, you can expect the unexpected!

In the afternoon, most of the embassy staff trooped over to the Babuses for an Easter dinner. Sylvia Babus is the political/economic officer. The day before, her husband, Bela, and I had killed, plucked and cleaned one of their geese (can't get sentimental about functional animals around the house), and it was surprisingly moist and tender. To top it

all off, we watched "Ben Hur." An appropriate movie for Easter—all I had known about it was the chariot race. I hadn't realized the driving theme related to the Christian story.

The next Sunday, I attended a midnight service in a magnificently-restored Russian Orthodox church. The embassy van couldn't get within half a kilometer of the church, such was the crowd, and we barely succeeded in sneaking through a back door, past acolytes and Orthodox priests, slipping on cassocks and slicking down unruly mops of hair. The church was packed; the old women lining the altar's railing had arrived nearly six hours before. As usual, the incense, processing singing and chanting were inspiring, running shivers down our spines and leaving our fingertips tingling.

At precisely midnight the chief priest appeared in dramatic fashion, in clouds of incense, followed by a multitude of richly-embroidered velvet banners. He instantly cut through the crowd to exit the church and lead the traditional procession around the cathedral. We left after an hour and a half—and six rounds of the basic pattern of prayers, songs and processions, with the priest continuously joyously proclaiming "*Christos Voskres*" (Christ is risen), and the congregation enthusiastically bellowing "*Vo Istiny voskres*" (He is risen indeed). But I could have stayed all night (the service lasted until 5 a.m.).

The most notable characteristic of the event, though, was the makeup of the congregation. In all my previous trips to churches in the U.S.S.R., 80% of churchgoers I saw were old women. This time, the ratios were reversed. In fact, it seemed that the entire Russian young adult population was milling about outside the church. The Easter service, it seemed, had become the hippest social event of the evening. Islam is not the only religious tradition to have reawakened in central Asia! ■



# AT POSTS O V E R S E A S

## New Delhi says it saves money by opting out of worldwide program for computer maintenance

BY ALAN ROECKS

*The author has also contributed articles to this magazine from other posts where he has been assigned.*

Did you know that Embassy New Delhi and its constituent posts have a computer maintenance program that saves the U.S. Government thousands of dollars



Mr. Roecks

each month? Visitors to our facilities in India are surprised at how well this local hardware program works. Last year's inspector general team, for example, closely examined the program and wondered why it wasn't in place at other overseas locations. Despite its successes, as a new fiscal year rolls around, each year, we have to educate a new group of decision-makers about the merits of local maintenance before funding is reluctantly released. Innovation is alive and working in New Delhi, but it takes tremendous effort to secure funding for it. This article has two purposes: to document how our system operates and to make other posts aware of a program that can save them, too, valuable dollars.

By way of background, let me say that the evacuation of Zaire in the fall of 1991 forced me to learn the ins and outs of computer hardware maintenance. Instead of continuing as Kinshasa's systems manager I became, like others evacuated, a person looking for a new job. The Near East bureau had some interesting assignments coming up, so I asked post management officer Rosemary Hansen if she needed any help. In a matter of hours, I was learning specifics of the Department's worldwide computer hardware



In the reserve equipment room, from left: information management officer Lyle Rosdahl, Pawan Jaidka, Arvind Batra.

maintenance program. The work was tedious, time-consuming, exacting and boring. When I left that bureau in June 1993 to become systems manager in New Delhi, I was confident my maintenance days were behind me.

I was wrong! After being at post only one month, administrative counselor Chris Orozco proposed to Warren Littrell, then Information Management's deputy assistant secretary, that the India posts become test sites to carry out *locally*-managed hardware maintenance. For fiscal year 1992, the cost of the Department's *worldwide* maintenance program for Embassy New Delhi and our consulates in Bombay, Calcutta and Madras was \$255,000 (Figure 1). An agreement was struck, and the program got off the ground in January 1993.

Now, two years later, we can evaluate the pilot effort. Although our equipment base has increased 30%, the quality of maintenance support has remained high. Our hardware maintenance costs have dropped from \$226,000 in fiscal year 1993 to \$172,000 in this fiscal year (Figure 1). To date, the program has saved State \$129,000, with an extra \$62,000 expected by October 1. There are hidden savings as well: the program allows us to replace older printers with new, more

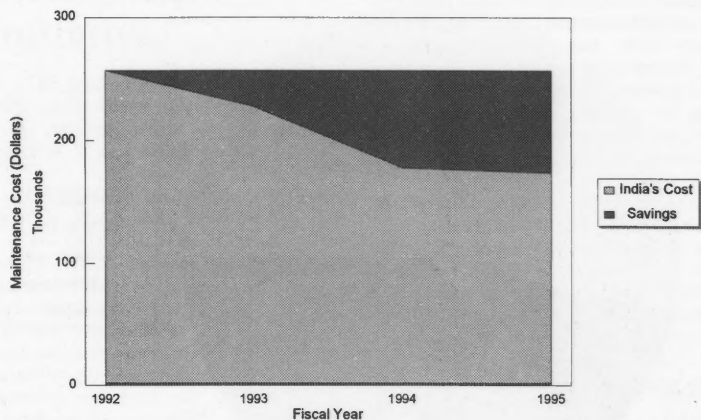
efficient lasers. For \$1,000, we can buy a new laser printer (with one year's free maintenance) to replace an antiquated printer, annual maintenance of which can be as high as \$900. We have spent \$15,000 on replacement laser printers last year.

How can our local approach realize such dramatic savings? To get an answer, you need to understand the basics of the Department's worldwide program. A hardware maintenance agreement is in place wherever in the world the Department has Wang VS computers. The arrangement at most posts, including ours until 1993, provides for on-site hardware maintenance. The vendor who generally provides contract maintenance is the in-country Wang representative. Wang's engineers, who are responsible for keeping computer hardware working, have office space near the computer hardware. When equipment malfunctions, those engineers analyze the problem and, if necessary, replace the defective item from their parts reserve. The maintenance contractor keeps a small parts inventory at post (brought in duty-free), and Wang maintains a larger inventory at a regional location. Each piece of equipment is repaired per a fixed charge that includes parts, labor and administration.

In contrast, our maintenance program manages each cost area separately (Figure 2). For each printer, for example, there's



**Figure 1: India's Maintenance Program Cost versus Savings (FY 92 - 95)**



Cannibalizing parts from a reconditioned personal computer, from left: Sanjeev Gupta, Pawan Jaidka, M. V. Nagaraj.

an annual labor charge. If something goes wrong with the printer, the maintenance contractor provides workers to fix it. Replacement parts and administration are charged separately. Savings accrue because we:

(1) Hire local professionals, benefiting from India's well-educated yet lower-priced workforce.

(2) Buy new hardware from one or two established vendors who offer worldwide, no-cost extended warranties.

(3) Operate a more effective, less-costly system for obtaining spare parts.

Wang VS computers populate State's overseas locations. These older systems are expensive to maintain, and Information Management plans to replace them in the next four to six years with local area networks. There are two VS computers in New Delhi and one in each of our three consulates. We save \$20,000-\$25,000 a year by purchasing VS replacement parts from the same U.S.-based vendors as Wang. The maintenance contract furnishes a clerk to handle communications between our four posts and U.S. based vendors, and to prepare outdated equipment for auction.

Each year we save \$30,000-\$35,000 by purchasing used and reconditioned hardware. Surplus VS hardware, some of which is in excellent condition, is available for the price of shipping. High-quality, two-to-three-year-old reconditioned personal computers and laser printers are available at 20% to 40% of original purchase price. We require our Wang engineers to cannibalize or salvage usable parts from existing, used and reconditioned equipment. If equipment requires repair, we then have three options: to replace the entire unit with a used/reconditioned unit, to remove the needed part from a used/reconditioned unit or to use replacement parts already in reserve.

To keep older VS computers operational, posts must have contract engineers who know Wang. In India, persons with Wang experience are hard to find. After four contract negotiations with several qualified vendors, we finally chose an in-country Wang representative, Digitron, as the maintenance contractor. Digitron handled India's hardware maintenance under State's worldwide program as well.

With local maintenance, Information Management staffers become intimately involved in long-range planning and pro-

curement issues. Promoting the program is an Information Management team goal, and information management officer Lyle Rosdahl solicited support from several sources, including the under secretary for management, Richard Moose. The systems manager must dedicate an additional 15% to 20% from his or her already busy workweek to keep the program functioning. Granted; for most systems managers, this represents an unwelcome task.

When a post, instead of Washington, has to fix what it buys, local repair capability is a must. Acquiring new hardware such as personal computers, laser printers and networking equipment becomes a carefully thought-out process. The equipment purchased must be consistent with Information Management and geographic bureau long-term goals. Hardware procurement is channeled through Information Management, and preference is given to Government-approved General Services Administration hardware vendors who have facilities to repair equipment in India. Equipment and parts inventories must be accurate; replacement parts and other "walk away" items like computer software are accounted for by the expendable supplies section.

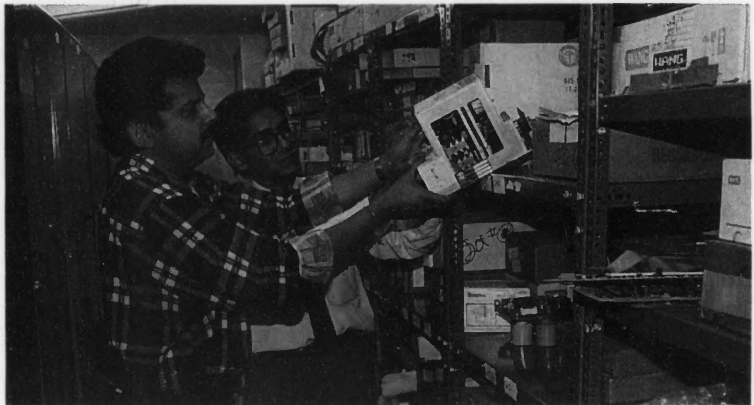
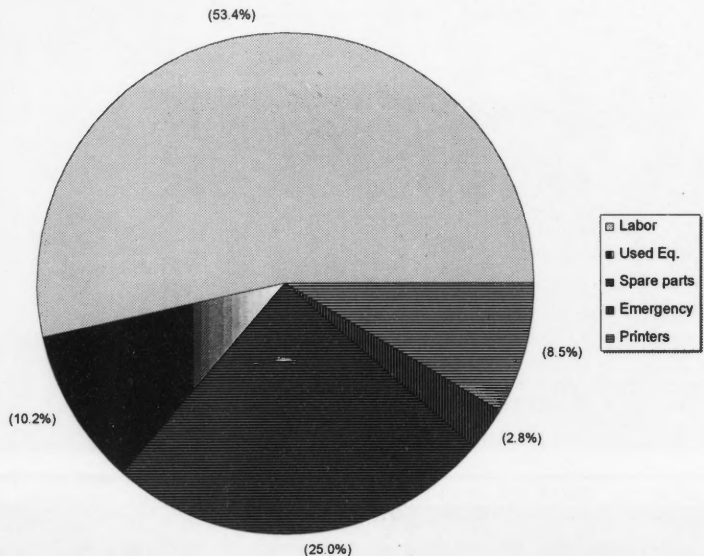
Because the program is new, local control of hardware maintenance creates bureaucratic havoc for those coordinating the fund transfers. From the vantage point of a manager in Washington, it's much easier to maintain the status quo and tell us there's no money. After all, State's worldwide maintenance program has been around since the early '80s. The money given to us could be used instead for other deserving posts.

Still, the three Department entities supporting our program—Information Management in the Bureau of Administration and the Bureaus of Consular and South Asian Affairs—transfer funds directly to New Delhi. And since 1993, we have been in contact with 12 separate Washington-based colleagues, each of whom wants to know how local maintenance will benefit their bureaus.

Yet since 1993, when the local maintenance program began, we have been several months into the fiscal year before funding for the program finally arrived. Keeping your creditors at bay until funding comes isn't a pleasant position to be in!

Nearly every overseas location will upgrade information management systems

**Figure 2: Cost Breakdown for India's Maintenance Program (FY 94)**



**Identifying replacement parts, from left: Pawan Jaidka, Sanjeev Gupta.**

in the next three to five years. These sophisticated systems require repair for which funds must be budgeted. But what's the best way to perform maintenance? Worldwide or locally? And if the less-costly local maintenance option is selected, under what circumstances would it work best? Our success suggests that local

maintenance will work in countries where there is a low cost of living and that has a well-educated technical workforce.

If this initiative were carried out in one-quarter of overseas posts—which it easily could be—it would save the Government \$3-to-\$5 million. In these times of tight money, the Department, then, should take a close look at local hardware maintenance. ■

# DEPARTMENT OPERATIONS

## A rundown on the Strategic Management Initiative

*The following was submitted by the Office of the Under Secretary for Management. Another article on the initiative appeared in last month's issue.*

Q—What is the purpose of State's Strategic Management Initiative?

A—To position the Department for foreign affairs leadership in the 21st century. The current structure of the Department developed in a world much different from today's. It must change to meet the demands of the next century. In an era of growing challenges but static or declining resources, we must streamline our operations and match our talents and budget to the highest U.S. priorities. The under and assistant secretaries are collectively leading the initiative, which will result in re-engineering the major work processes of the Department over the next two years.

Q—What is re-engineering, and how do the six S.M.I. working groups relate to its overall goals?

A—Re-engineering is a tool based on the principle of managing for "out-

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*'In the past, there have been plenty of good reform ideas, but on many there was no follow-through'*

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comes," and developing a strategy for success in achieving them. The under and assistant secretaries were to meet February 14 and 15 to decide the direction the Department must take, and to adopt a strategy to get us there. The six working groups established in November each added to our knowledge of what our core strengths are, how we can mobilize people for change and what our customers and those who wish us well want from us in the future.

Q—How does this differ from past

reform efforts, such as "Change at State" and "State 2000"?

A—The Secretary's reorganization plan of 1993 carried out many of the recommendations of "State 2000." The workload reduction group incorporated the conclusions and recommendations of "Change at State" and other studies, which had not yet been implemented, into its action plan. Our policy challenges and resource constraints continue to grow, however, and the Department's leadership concluded that State has to re-examine fundamentally what we do and how we do it. Implementation is an integral part of the initiative. In the past, there have been plenty of good reform ideas, but on many there was no follow-through.

Q—How does the Strategic Management Initiative relate to the National Performance Review (Vice President Gore's "re-inventing Government" program), personnel reform and other ongoing efforts?

A—The second phase of the National Performance Review requires Departments and agencies to undertake their own fundamental reviews of all functions, and S.M.I. is the central element of State's participation in N.P.R. II. S.M.I., however, is something State initiated on its own for our own purposes. We have been in touch with and are learning from quite a few other agencies who are making similar reforms, but the S.M.I. is not dependent on any other U.S. Government activity.

Many bureaus and functions underwent major changes and others are undertaking profound reviews. These are complementary to S.M.I., but they are not part of it. One objective of the initiative is to create a Department in which doing things better (consistent with the President's and the Secretary's broad overall goals) is not only permitted, but encouraged and rewarded. There should be not one but many "change processes."

Q—How is the Vice President's restructuring of foreign affairs agencies and functions connected to S.M.I.?

A—The Vice President described State's initiative as accelerating re-invention efforts. Many of the areas of internal overlap and duplication identified in his statement were already candidates for restructuring under S.M.I. The Vice President's mandate to strengthen the role of the Secretary in coordinating foreign policy requires recognition of the inde-

pendent role of the four foreign affairs agencies, and the core functions and personnel competencies of each. Decisions made at the February 14-15 offsite will further define the strengths and plans State brings to the table in N.P.R. discussions with the other agencies. S.M.I. will provide structure and vision for the Secretary's leadership role.

Q—Isn't S.M.I. budget-driven? Is this an elaborate exercise to mask a downsizing of the Department?

Q—Yes and no. The pain of smaller real budgets and National Performance

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*'The current system encourages bureaus to fight for every position and dollar, even to preserve outdated requirements, redundant steps'*

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Review-mandated personnel cuts have taught us that our traditional way of absorbing these reductions—across-the-board percentage decreases—is short-sighted and cannot be continued indefinitely. Not everything we do is of equal value.

The current system encourages offices, bureaus, posts and sections to fight for every position and dollar, even to preserve outdated requirements and redundant steps which add to their resource base. The S.M.I. will provide a basis on which the value of current activities and processes can be judged, and through which the Secretary and the under secretaries and supervisors at every level can match resources to policy priorities and desired outcomes.

Q—How will changes through S.M.I., which may take years to accomplish, relate to present and probably increasing demands to cut budgets and to downsize.

A—The calendar-driven demands of budget formulation, personnel targets, staffing decisions and program planning will go on, and can never be perfectly synchronized with the ongoing S.M.I. But the results of the first six groups are already being considered, in revising requirements for bureau program plans and in Department management and re-

—(Continued on Page 20)



# THE CIVIL SERVICE SCENE

## Management follows up with answers for Civil Service employees

A Department Notice has been issued to provide more information on questions raised by Civil Service employees at their first town meeting (STATE, February). The notice says:

### Performance management, incentive awards

"Two issues related to performance management and incentive awards were raised: (1) allowing bureaus to pay on-the-spot awards to individuals or groups of employees who had performed in an exemplary manner, and (2) allowing for the communication of performance-rating levels to individual employees prior to the final approval of that rating.

"*Spot awards:* On-the-spot awards are special-act or service awards and are authorized by Government-wide regulations. They are used typically to provide immediate recognition for a one-time or short-term effort made by an individual or group of employees. While the Department does not currently operate an agencywide spot awards program, a pilot program has been in place in the Bureau of Finance and Management Policy for the past 18 months, and it is the Department's intention to expand this type of opportunity to all bureaus in early February.

"The Office of Performance Evaluation is developing two new flexible award programs that (were to be introduced last month). One program will allow for on-the-spot cash bonuses for individual employees. Nominations for these awards will not have to be approved by an awards committee, and can be simply and quickly processed. The Bureau of Personnel is exploring the possibility of using gift certificates as the form of payment. The second program under development is an Award for Innovation that will recognize those who have contributed an idea that eliminated unnecessary work or reduced the burden involved in accomplishing specific tasks.

"*Performance appraisals:* Federal regulation in the area of performance

management and appraisal specifies that ratings of record cannot be communicated to employees prior to the final approval. This regulation, which applies to all Civil Service positions covered under the Performance Management System (most of the Department's Civil Service positions) results in a process that is substantially different than that under which our Foreign Service employees are assessed. This difference reinforces the perception that Civil Service employees are treated differently than their Foreign Service colleagues.

"Because the differences in the processes are based in regulation and reinforced by legal decisions, the Department is bound to operate its program in compliance with the Government-wide requirements. As a result of the National Performance Review, the U.S. Office of Personnel Management has begun a process of deregulating the performance management system with the intention of providing considerable flexibility to individual agencies to develop and implement performance management programs that are designed to meet agency needs. Once this deregulation has occurred, the Department will have the opportunity to develop

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*'... Priority is given to those who have a job-related need for training, regardless of (membership) in the Civil or Foreign Service'*

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one or more performance management programs that are designed around our needs and will work within our organizational culture. Currently, a working group on performance management and incentive award is in place to recommend changes. This group will have greater flexibility to design, with employee input, new programs and processes once the regulations have been amended.

"The restriction against communicating the specific rating to the employee before final approval that currently exists in the law does not bar ongoing discussion between a supervisor and an employee about employee performance and achievement throughout the rating period. In fact, the existing regulations require at least

one performance discussion during the rating period. This is the minimum that is required; in fact, performance discussions and feedback should occur routinely and be related to how the employee is meeting, exceeding or failing to meet expectations. If these discussions take place on a regular basis, there should be no surprises when performance ratings are prepared. In addition, supervisors can hold informal discussions with employees on the draft rating.

### Training and development

"The majority of the questions raised at the town hall meeting revolved around training and developmental opportunities for Civil Service employees. There is a general belief that there are fewer such opportunities available to Civil Service employees, and that many obstacles are thrown in the way of an employee who seeks such opportunities.

"*Training:* Training opportunities are provided to employees for a variety of reasons, but are essentially designed to meet Government needs, whether current or future. This is true for both Civil Service and Foreign Service staff. Training employees to perform their existing jobs, or to perform in different jobs for which the Department needs skilled individuals, is resource-intensive. Regardless of the source of the training (e.g., Foreign Service Institute, university, outside vendor) or the allocation from which the training is funded (e.g., bureau or Foreign Service Institute) the cost to the Department is high. It is essential, therefore, that the Department prioritize its needs and develop mechanisms to determine what training must be done, as opposed to training that is desirable.

"There are several ways to do this prioritization, and the Department uses a full range of options to address its training needs. The institute offers many training opportunities for Civil Service employees, both in-house and through its extension studies programs. It must, however, place some limits on the numbers of individuals who are trained, because of budgetary and other class-related restrictions. As a result, priority is given to those employees who have a direct job-related need for training, regardless of the individual employee's status as a member of the Civil Service or Foreign Service. In addition to providing training on job-related needs, the institute



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has worked to improve its offerings for 'prior to' training, and has expanded opportunities for individuals in new assignments or who are new to the Department.

"An effective tool to identify training and developmental needs, used both by the institute and other organizations, is the Individual Development Plan. This form assesses the employee's training needs,

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*'3 Civil Service employees submitted applications ... and 2 of the 3 have been assigned to university training'*

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ties them to the position to which the employee is assigned or projected to be assigned, and identifies and prioritizes specific formal and informal training. Use of the plans is an effective management tool that allows the most immediate needs to be addressed, while identifying other desired training that will serve to develop the employee for future assignments. In addition, the plan focuses both the employee and the supervisor on the benefits of training, and allows for it to be planned-for and worked into work schedules.

"*Developmental opportunities:* There is a great deal of concern that developmental opportunities (both long-term training and details to other positions) for Civil Service employees are extremely rare, and that information concerning those that are available is not widely distributed. Employees who wish to pursue such opportunities believe that they are stymied by the supervisor's unwillingness to release them because of the inability to fill their position during the absence.

"Developmental opportunities, including both long-term training and assignment opportunities into Foreign Service positions, are advertised on a Department-wide basis. Each advertisement of opportunity includes the criteria for application, and selections are based on competitive processes. For example, three Civil Service employees submitted applications in response to the most recent notice for long-term training, and two of the three have been assigned to university

training for the 1995-96 session. The Bureau of Personnel, in response to requests to provide interim relief for organizations that release employees for this and other types of developmental opportunities, is prepared to provide temporary F.T.E. (full-time equivalent: a measure of staffing) to bureaus to allow them to fill behind the departed employee. In addition, Under Secretary Richard Moose has recently made a small pool of F.T.E. available to encourage bureau management to be more proactive in responding to Civil Service training and developmental needs.

"In addition to formal training opportunities, Civil Service employees may compete for assignment to Foreign Service positions that lack viable bidders. Many Civil Service employees serve excursion tours in positions in their area of expertise (e.g., secretarial, budget, etc.). Such opportunities are beneficial both to the employee, whose skills are enhanced by the assignment, and to the Department, which is able to meet post needs.

"Other more formal developmental opportunities such as the Functional Specialization Program have been placed in abeyance temporarily so that they can be reassessed to assure they focus on priority areas of need. It is clear that the Bureau of Personnel can do a better job at publicizing training and development opportunities more widely, and the director general is committed to that task.

## Downsizing

"A number of questions were asked that relate directly to the criteria set by the administration and Congress for agency downsizing. These questions related to retirement options, reduction-in-force and specific recommendations by the National Performance Review to reduce the number of personnel performing administrative functions.

"*Retirement options:* The Department has offered four separate buyout programs to date, and has included employees at all grade levels for both regular and 'early out' retirements. These offerings have proven to be an effective tool in reducing on-board strength, by providing an incentive to individuals who were contemplating retirement. The Department chose not to offer buyouts for resignation, since such offers do not represent a significant incentive and would result in little

savings.

"*Reduction-in-force:* Both the Secretary and the under secretary for management have indicated that they wish to avoid R.I.F.s. On current information, it is unlikely that the Department will need to run a reduction-in-force to meet its target personnel cuts. This assurance is based on the currently identified cuts which the Department believes it can achieve through other means.

"*Reduced administrative personnel:* The National Performance Review has recommended specific reductions in the areas of budget, personnel and procurement. Both the Bureau of Personnel and the Bureau of Finance and Management Planning are engaged in strategic planning initiatives. These efforts are designed to identify ways to streamline the work of the organizations, making processes more efficient and less labor intensive. These

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*'As attrition occurs in administrative occupations, efforts to adjust and re-assign work are being made'*

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reinvention efforts look not only at the processes, but at the resources needed to perform these processes. Improved and streamlined processes will result in reduced resource needs to perform them.

"In addition, as attrition occurs in these administrative occupations, efforts to adjust and reassign work are being made. Consequently, these positions are not automatically refilled when they become vacant.

## Labor/employee relations

"Two questions were asked in this area. One is related to the potential for Civil Service employees to be represented by the American Foreign Service Association (Afsa), and the other addressed the differences in the grievance systems for the two services.

*Afsa representation:* Any employee may join any union regardless of his or her position; however, an employee may only be represented by a union in

negotiations or discussion on conditions of employment if the employee is a member of the bargaining unit. (For example, a G.S. employee may join Afsa, but could not be represented by Afsa in any process.) Civil Service employees are not in the Afsa bargaining unit which has been recognized in accordance with Section 1001, Labor-Management Policy, of the Foreign Service Act. The provisions of the act authorize the recognized bargain-

*'Creation of a separate day for Civil Service employees would serve as a barrier to unity'*

ing unit to represent all Foreign Service employees, except those engaged in personnel work, criminal or national security investigations or in audit functions. The Civil Service workforce of the Department may, however, organize in accordance with applicable federal regulations.

"Grievance systems: The differences in the way the Civil Service and Foreign Service grievance systems operate are a direct consequence of the laws and regulations under which each is established. The agency's administrative grievance procedure for Civil Service employees is established in accordance with 5 C.F.R., parts 771.201 through 771.304, and is consistent with procedures used throughout the federal Government for nonbargaining unit employees. The Foreign Service grievance system is established in the Foreign Service Act of 1980, as amended. The laws and regulations governing the two systems differ in many respects, including the subjects that may be grieved, filing-time limits, procedures, availability of interim relief and appeal rights.

Civil Service appreciation day

"One questioner asked Mr. Moose to consider establishing a Civil Service Appreciation Day similar to Foreign Service Day that is held every year.

"Foreign Service Day serves as a reunion for retired Foreign Service officers, providing them the opportunity to

return to the Department to hear about and discuss foreign policy issues. The issue of establishing a Civil Service Day has been one that is raised and studied frequently because of the perceived inequity of Foreign Service Day. It has been looked into by the Haynes Commission, the Task Force on Civil Service Improvements and the Civil Service Advisory Committee. Several renaming options have been presented, as well as plans for making the day more inclusive of the whole Department of State family. No support has been given, however, for the initiation of a separate Civil Service Day. Since 1993, the notices for Foreign Service Day have specifically invited all Department employees to participate. Creation of a separate day for Civil Service employees would serve as a barrier to the unity we wish to achieve." ■

Initiative

—(Continued from Page 17)

source decisions. They will also give us a stronger basis on which to argue within the administration and before Congress for budgets and authority commensurate with our more relevant, more focused, role.

Nonetheless, there is no likelihood that the S.M.I. or the process of re-engineering will exempt State from Government-wide personnel reductions or budget constraints.

Q—When can we expect to see results?

A—The under and assistant secretaries approved the recommendations of the workload reduction team on December 15, and implementation of all recommendations is nearly complete. The team identified 20 things we can stop doing immediately, and we have.

Another group, which examined the overseas transfer process, found 117 steps, 23 forms to be filled out and 20 offices responsible. It's re-engineering will reduce the forms to 9 and the offices to 4.

Re-engineering is not, however, a quick fix. Major re-engineering, which should begin next month, requires a time-consuming and sometimes disruptive effort to redesign completely complicated processes that are central to our operations. We cannot do all of them at once, and some functions will continue as others are re-engineered. The entire process is scheduled to take two years.

Q—What is the attitude of the Secretary and the seventh floor toward this initiative?

A—They started it and believe it is the best—maybe the only—way we can position State to lead the U.S. Government response to the foreign policy challenges ahead of us. The Secretary met with the working groups on February 2 and endorsed their suggestions.

The under secretaries, meeting as a "board of directors" of the Department, recognized that the bureau and mission-based structure of the Department and its talented worldwide workforce required involvement of the assistant secretaries and employees at all levels in the process of change and re-engineering. Seventh floor principals remain the "sponsors" of the process, and are committed to implementing its results.

Q—Are we doing this in response to the November elections, which brought Republican control of Congress?

A—The Strategic Management Initiative began well before the elections, but the voters' message adds immediacy to our task. Both the administration and Congress intend to reduce spending and make Government work better. There is no way that we can continue to do everything we do now and do it all well. Every office and post needs to focus on its highest priorities, streamline, de-layer and stop doing low-value and make-work activities. At the same time, the Department will refine its overall strategy for promoting the worldwide interests of the American people, and re-engineer our work processes to fill that role effectively.

Q—How can I find out more about S.M.I. and other reform efforts?

The Office of Management Policy and Planning serves as secretariat for the S.M.I. It is in Room 5214, Main State. It can be reached by E-mail addressed to CStreet, by phone (647-0183) and by fax (647-5837).

No one needs approval, however, to suggest changes in any office, bureau or post. As reform becomes the norm in the Department and around the world, the S.M.I. communications strategy group would like to publish and distribute "success stories." This group can be reached through the above office or in care of its chairman, Curt Struble of the Bureau of Personnel's Office of Performance Evaluation, Room 2803, phone 647-3414, fax 647-1010. ■

# ASK DR. RIGAMER



This column by Elmore Rigamer, 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. Rigamer directly. In either case, your privacy will be respected; your post will not be identified.

**Q.** WASHINGTON  
*I am dependent spouse presently being treated for a recurrent medical problem for which I was hospitalized at my last post. My present physician has requested a copy of my medical records to review. I received the medical records from post, but the record of my hospitalization was not included. It has been over two months, and I have been unable to get any further response on my requests. I don't know what else to do to get any action. Can you help?*

**A.**  
I regret the delay in your obtaining the hospital records requested by your physician. I have referred your problem to the Office of Medical Service's ombudsman, whose responsibilities include helping to solve problems that have not been solved through normal channels. In investigating where the breakdown occurred, it was found that the hospital failed to send you the report as promised. The health unit has obtained another copy of the report, which is being forwarded to you.

Once an issue is brought to the ombudsman, an impartial review of all information is made to determine what actions are needed for resolution. This

may be a simple referral to the appropriate office in Medical Services or an in-depth review of the events that surround the case. Since the ombudsman is part of the Quality Improvement Staff, each case is tracked to identify trends that require further review of the process by which the service is provided.

If you encounter any further problems that have not been resolved through the usual channels, please contact the ombudsman on (202) 647-6627.

**Q.** NEAR EAST  
*My family and I currently take our weekly chloroquine for malaria. I have been told of my assignment to a post in Africa that requires malaria medicine as well. Are there any adverse effects, such as eye problems, from taking this type of medicine for so many years? Are there any options besides drugs?*

**A.**  
Many people have concerns in regard to medications for malaria prophylaxis. Some medications, such as Fansidar, are of concern, and this particular drug is not recommended. Issues of drugs are important to raise, but one must remember that malaria is a very serious and life-threatening illness. Children are especially susceptible to malaria. No matter how long one lives in malaria risk areas, no one develops sufficient immune protection to be assured he or she won't acquire the infection.

You raise a frequently-asked question in regard to the relationship of chloroquine and eye problems. Chloroquine has been used for quite some time in preventing malaria. There is no documented evidence that the low dose of chloroquine that is prescribed causes retinal damage.

If you do travel to areas at risk for

malaria, please remember that prophylactic medication is only part of our recommendations for prevention of malaria. No medicine is 100% effective. We strongly recommend the use of proper mosquito nets, impregnated with permethium, and mosquito repellents. Proper screening of your home is especially important, as evening into early-morning hours are an especially active period for mosquitos.

**Q.** SOUTH AMERICA  
*I'm beginning to get occasional pain in my lower back. What steps can I take so it won't get any worse?*

**A.**  
There have been some practical suggestions made by the Agency for Health Care Policy and Research to avoid lower back problems. First, make sure you exercise regularly and, when lifting, keep objects close to your body. Wear comfortable, low-heeled shoes to help maintain good body posture. Incorporate good habits in your daily activities, so they become routine. At home, you can place a pillow under your knees when sleeping on your back, or in between your knees when sleeping on your side. For long drives, place a pillow or rolled-up towel behind the small of your back. At your desk, make sure your chair gives you good lower-back support and that your work surface is at a comfortable height. You may want to rest your feet on a low stool when sitting for long periods. All of these simple measures will take unnecessary strain off your back. Good luck! ■

**BANGKOK, Thailand**—At community service award ceremony, *Scott Bellard, right, is honored by Ambassador David F. Lambertson for his volunteer work at the School for the Blind.*





# EDUCATION & TRAINING

## Courses: National Foreign Affairs Training Center

Program	March	April	May	Length
<b>AREA STUDIES: INTENSIVE COURSES</b>				
Africa, sub-Sahara (AR 210)	6	—	15	2 weeks
East Asia (AR 220)	6	—	15	2 weeks
Inter-America studies (AR 239)	6	—	15	2 weeks
Near East/North Africa (AR 240)	6	—	15	2 weeks
China (AR 250)	—	3	—	2 weeks
South Asia (AR 260)	6	—	15	2 weeks
Southeast Asia (AR 270)	6	—	15	2 weeks
Successor states to the Soviet Union (AR 281)	6	—	15	2 weeks
Europe (AR 291)	6	—	15	2 weeks

### AREA STUDIES: ADVANCED COURSES

Andean (AR 533)
Alabania (AR 563)
Arabian Peninsula/Gulf (AR 541)
Baltic states (AR 588)
Benelux/Europe/Nato (AR 568)
Brazil (AR 535)
Bulgaria (AR 564)
The Caribbean (AR 538)
Central America (AR 539)
Central Asia (AR 586)
China (AR 521)
Eastern Africa (AR 511)
Fertile Crescent (AR 542)
Francophone Africa (AR 513)
French (AR 567)
German-speaking Europe (AR 593)
Greece/Cyprus (AR 589)
Haiti (AR 536)
Hungary, Czechoslovakia (AR 502)
Iberia (AR 591)
Insular Southeast Asia (AR 571)
Italy (AR 594)
Japan (AR 522)
Korea (AR 523)
Lusophone Africa (AR 514)
Mexico (AR 531)
Mongolia (AR 524)
Northern Africa (AR 515)
Poland (AR 587)
Russia and Belarus (AR 566)
Scandinavia (Nordic countries) (AR 596)
South Asia (AR 560)
South Caucasus (AR 585)
Southern Cone (AR 534)
Southern Africa (AR 512)
Mainland Southeast Asia (AR 572)
Turkey (AR 543)
Ukraine (AR 565)

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

### LANGUAGE AND ADVANCED AREA COURSES

French (LFR 100)	20	17	30	24 weeks
German (LGM 100)	—	17	30	24 weeks
Italian (LJT 100)	—	17	—	24 weeks
Portuguese (Brazilian) (LPY 100)	—	17	—	24 weeks
Spanish (LQB 100)	20	17	30	24 weeks

### FAMILIARIZATION AND SHORT-TERM (FAST) COURSES

French (LFR 200)	20	—	—	8 weeks
German (LGM 200)	20	—	—	8 weeks

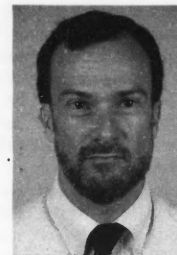
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## How to cut wait time on the visa line

By KEN GROSS

The author is deputy chief of the consular section at the embassy in Malaysia.

"Would you like to be able to do your work 40% faster, with no need for additional financial resources? Then I've got a solution for you!"



Mr. Gross

I haven't lifted this phrasing from some advertisement promising a magic formula for \$39.99. Instead, I heard the words from a "total quality management" trainer. But first let me explain how we in the consular section and the budget and fiscal

office at Embassy Kuala Lumpur came to attend training of this sort.

Budget cutbacks and resource constraints have hit our embassy hard, and the front office is concerned about how we can increase productivity without spending lots more money. In discussions with executives at the Malaysia office of Motorola, our management learned about the company's use of "total quality management." T.Q.M. was developed by an American academic in Japan in the late 1950s. It calls for employees in a particular process to analyze individual steps in the process and, using a consensus approach, eliminate unneeded steps. Motorola said it had used T.Q.M. with success at all levels since the early 1980s.

T.Q.M. struck management as being just the ticket for us. The front office agreed to fund T.Q.M. training for two sections, and consular and budget and fiscal volunteered to be the first to try the two-day training and to conduct subsequent brainstorming sessions.

When we consular types were first told about it, we had misgivings. First, we had to close the section completely for two days—unheard-of for consular employees. But to prepare for our mid-

week closing, we publicized it as much as possible and arranged for an officer from another section to handle any emergencies.

We wondered how relevant the training would be for a Government office. Since we weren't motivated by "profit" and because we were burdened with regulations, would techniques used by private business be applicable at all?

Still, we began the training. Our Motorola instructor explained T.Q.M. to us: choose a particular function of our work, map and chart its various elements, brainstorm for ideas, look at other sections to identify the best practices. The basic idea, then, is to pick one of the functions of your office, dissect it and determine whether each step of its cycle is wait time, move time, queue time, startup time or run time. Wait time has no value. The only time element with real "add-on" value (something that is both necessary and beneficial to the final outcome or product) is run time.

The budget and fiscal people and we consular staffers divided into two separate groups to analyze our job functions. Consular decided to scrutinize the nonimmigrant visa process for walk-in applicants. We of course accept visa applications every workday morning, and issue the visa while our customers wait. Our aim was to decrease the "cycle time" of this process. Applicants typically come to us, present their applications and supporting documents, then sit and wait for an interview. If the visa is approved, they wait some more to pick up their visa.

Their questions ("Why must we wait so long before we're called for an interview?" "Why do we have to sit around and wait just to be refused a visa?" "Why is there a delay in returning a passport after you've said a visa will be issued?") were now being raised by us as we worked through the T.Q.M. exercises.

We designed a flow chart of our nonimmigrant visa cycle and broke it down into time elements. In Kuala Lumpur we issue machine-readable visas, so our issuance process has many discrete steps. Our intent was to find areas where we could save time, such as steps identified as delay or storage time, and also to reduce the time necessary to perform the other functions. (Contrary to what some of our customers might believe, wait time was *not* a major portion

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Program	March	April	May	Length
Italian (LJT 200)	20	—	—	8 weeks
Portuguese (Brazilian) (LPY 200)	20	—	—	8 weeks
Romanian (LRQ 200)	20	—	—	8 weeks
Russian (LRU 200)	20	—	—	8 weeks
Spanish (LQB 200)	20	—	—	8 weeks
<b>EARLY-MORNING LANGUAGE CLASSES</b>				
Arabic (modern standard) (LAD 300)	6	—	—	17 weeks
Chinese (standard) (LCM 300)	6	—	—	17 weeks
French (LFR 300)	6	—	—	17 weeks
German (LGM 300)	6	—	—	17 weeks
Italian (LJT 300)	6	—	—	17 weeks
Portuguese (Brazilian) (LPY 300)	6	—	—	17 weeks
Russian (LRU 300)	6	—	—	17 weeks
Spanish (LQB 300)	6	—	—	17 weeks
<b>ADMINISTRATIVE TRAINING</b>				
Budget and financial management (PA 211)	—	3	15	6 weeks
C.F.M.S. miscellaneous obligations (PA 154) (PA 153; prerequisite)	—	—	15	2 days
C.F.M.S. requisition documents (PA 153) (PA 150; prerequisite)	—	—	11	2 days
C.F.M.S. system overview and orientation (PA 150)	—	—	9	1 day
	—	—	10	1 day
C.O.R. training for nonpersonal services contracts (PA 127)	27	—	—	3 days
Customer service (PA 143)	9	—	—	2 days
F.S.N. classification and compensation (PA 232)	—	—	15	2 weeks
General services operations (PA 221)	6	17	1	12 weeks
	—	24	8	12 weeks
	20	—	15	12 weeks
	—	—	30	12 weeks
	—	—	8	3 days
How to develop job aids (PA 166)	—	—	—	—
How F.A.A.S. works at overseas posts (PA 213)	22	—	3	3 days
How to be a certifying officer (PA 291)	—	—	—	—
How to be a contracting officer's representative (PA 130)	—	—	—	—
How to write a statement of work (PA 134)	—	—	—	—
Management controls workbook (PA 164)	—	—	—	—
Nepa training, domestic operations (PA 129)	—	24	—	1 week
Overseas cashier's training (PA 293)	—	—	—	—
Overseas cashier's supervisor's training (PA 294)	—	—	—	—
Property management training for custodial officers (PA 135)	—	13	—	2 days
Training for overseas voucher examiners (PA 200)	—	—	—	—
<b>CONSULAR TRAINING</b>				
ConGenRoslyn basic consular course (PC 530)	—	—	—	26 days
Consular orientation program (PC 105)	—	—	—	6 days
Crisis management (PC 113)	—	—	23	2 days
Immigration law and visa operations (PC 102)	—	—	—	—
Nationality law and consular procedure (PC 103)	—	—	—	—

EDUCATION AND TRAINING

Program	March	April	May	Length
Overseas citizens services (PC 104)				Correspondence course
Passport examiners (PC 110)				Correspondence course
<b>CURRICULUM AND STAFF DEVELOPMENT TRAINING</b>				
Basic facilitation and delivery workshop (PD 513)	—	19	—	3 days
Evaluation design workshop (PD 518)	20	—	—	2 days
Evaluation tools workshop (PD 519)	29	—	—	3 days
Training design workshop (PD 512)	1	—	24	3 days
<b>EXECUTIVE DEVELOPMENT</b>				
E.E.O./diversity awareness for managers and supervisors (PT 107)	16	—	18	2 days
Effective public speaking (PT 113)	—	5	23	1 day
Foreign affairs leadership seminar (PT 119)	—	23	—	2.2 weeks
Introduction to management skills (PT 207)	—	—	8	1 week
Managing people problems (PT 121)	—	7	—	3½ days
Performance management seminar (PT 205)	6	1	—	3 days
Washington tradecraft (PT 203)	—	—	1	2 weeks
<b>INFORMATION MANAGEMENT TRAINING</b>				
Advanced consular automation (PS 127)	—	—	16	4 days
Advanced Excel for Windows (PS 128)	—	17	—	2 days
Advanced Word for Windows (PS 125)	13	17	15	2 days
Banyan Vines Administration (PS 260)	—	—	15	1 week
Excel 5.0 for Windows (PS 170)	6	3	1	2 days
	—	10	8	2 days
	—	—	22	2 days
Foreign affairs information systems end-user training (PS 219)	—	24	—	4 mornings
Foreign affairs information systems accelerated end-user training (PS 220)	6	24	22	2 afternoons
	13	26	24	2 afternoons
	—	—	—	2 afternoons
Information systems management (PS 215)	13	—	—	9 weeks
Introduction to Access D.D.M.S. (PS 150)	—	12	—	2 days
Introduction to Excel for Windows (PS 126)	6	3	1	2 days
	27	10	8	2 days
	—	—	22	2 days
Introduction to Harvard Graphics for Windows (PS 142)	—	24	—	2 days
Introduction to Lotus for Windows (PS 143)	20	—	22	2 days
Introduction to Powerpoint for Windows (PS 140)	15	19	17	2 days
Introduction to Windows (PS 123)	3	4	2	1 day
	7	11	5	1 day
	10	18	9	1 day
	14	24	12	1 day
	17	—	16	1 day
	20	—	19	1 day
	24	—	23	1 day
	28	—	26	1 day
	31	—	—	1 day
Introduction to WordPerfect 5.1 for DOS (PS 115)	14	18	16	2 days
Introduction to WordPerfect for Windows (PS 130)	1	5	3	2 days
Managing information programs (PS 213)	13	—	—	4 weeks
PC survival skills (PS 112)	6	3	1	1 day
	13	10	8	1 day
	20	17	15	1 day

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of the visa cycle.)

We listed each step of the application process as follows: (1) Foreign Service national employees receive the application. (2) They review it for accuracy. (3) Applications are queued for officer review. (4) Officers approve the good applications and interview those presenting the doubtful ones. (If a visa application is refused, it drops out of the process at this stage). (5) The nationals enter applicants' data in the computer and perform name-checks. (6) Cases are queued in batches of from 3 to 12 cases, for officer adjudication in the computer. (7) Officers review the name-check "hits" and adjudicate the cases. (8) Adjudicated cases are passed to the printing workstations, where they're printed, placed in passports and tested for quality assurance. (9) Visaed passports are returned to the applicants.

We noticed immediately that the most significant delays in the process occurred when applications were in "wait" status, before an officer interviewed the applicants and before an officer adjudicated the approved cases in the computer. Time was "wasted" when the cases were queued and when they were waiting for officer action during both of these steps.

To reduce this excess wait time, we decided to eliminate some of the steps. Approximately half of our walk-in applicants make what we term "good" cases, asking for visas that we can readily issue. So we decided to have officer involvement at only one stage in the process for these easily-issuable cases, by eliminating steps (3) and (4).

The officer would consider the case only once—when it was ready to be adjudicated at the computer. Should we decide that an interview was necessary, this could be done quickly and the visa either issued or refused. We hoped this change would reduce issuance time for "good" cases by not having these applicants wait twice for officer action.

This worked out in practice when we instituted the changes. And the time saved by adjudicating our easily-processable cases so quickly allowed us more time for our interviews, thereby speeding up the entire process.

Have complaints about slow service disappeared with the use of T.Q.M? No, a few people still aren't happy about having



to wait an hour or so for their visas, but T.Q.M. has allowed us to reduce overall wait time.

Meanwhile, our budget and fiscal colleagues experienced similar successes. They used what they learned in the seminar to analyze the processing of travel vouchers, time-and-attendance records and equipment-procurement vouchers. Their sharing of ideas, so basic to T.Q.M., enabled them to reduce the time required to process these documents by excising duplicative steps. They're also using T.Q.M. ideas to streamline the procedures of a newly-adopted finance and accounting system.

In consular, we continue to use T.Q.M. for both our nonimmigrant and immigrant visa processes, and its techniques have improved our efficiency in both areas. This training has proven to be a wise investment of time and money.

Will T.Q.M. work for you? As a former skeptic, all I can say is try it—and get ready to be surprised by the results! □

## Word processing: 10 courses

The Foreign Service Institute is offering 10 word processing courses through June:

—Introduction to Windows for office support personnel, April 3, May 5, June 2; using the computer mouse, other basic functions.

—Introduction to Word for Windows, May 18-19, June 26-27. Creating, formatting, editing, printing documents. Prerequisite: Introduction to Windows.

—Introduction to WordPerfect for Windows, April 6-7, May 8-9, June 5-6. Basic features of this software, including creating, editing, printing. For persons with knowledge of the Windows environment.

—Designing and your word processor, May 25, June 29. Creating simple graphics. For support personnel. Prerequisite: Introduction to Windows.

—Introduction to Excel for office support personnel, April 24, May 12. Spreadsheets for office operations, including schedules. Prerequisite: Introduction to Windows.

—Introduction to WordPerfect 5.1 for DOS, April 26-27, June 15-16. Creating, formatting, editing documents; managing



Consular section maps the visa process. Gross, vice consul Bill Roberts (seated), From left: Sherene Chan, Ann Lim, Rani Selena Liew, Evelyn Chan, Irene Leong, Getty (standing), Thanam (seated), consul Ken Tan.

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Program	March	April	May	Length
Windows for workgroups user training (PS 162)	27	24	22	1 day
	8	3	1	1 day
	15	12	10	1 day
	22	19	17	1 day
	29	26	22	1 day
	—	—	31	1 day
Word 6.0 for Windows (PS 132)	1	5	3	2 days
	8	12	10	2 days
	15	19	17	2 days
	22	26	24	2 days
	29	—	31	2 days
Workgroups for Windows administration (PS 262)	—	4	2	3 days
	—	—	23	3 days
<b>OFFICE MANAGEMENT COURSES</b>				
Advanced Word for Windows (PK 513)	—	—	22	2 days
Advanced WordPerfect 5.1 for DOS (PK 511)	20	—	31	1 day
Advanced WordPerfect for Windows (PK 512)	16	20	—	2 days
Better office English (written) (PK 225)	—	3	1	40 hours
Better office English (oral) (PK 226)	20	17	15	30 hours
Designing and your word processor (PK 180)	—	—	25	1 day
Effective speaking and listening (PK 240)	—	3	—	18 hours
Employee relations (PK 246)	—	26	—	2 days
Introduction to Excel for office support personnel (PK 181)	27	24	12	1 day
Introduction to Windows for office support				

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files.

—Advanced WordPerfect 5.1 for DOS, May 31. Tables, mail merge, envelopes, labels, columns, macros, other advanced features. Prerequisite: Introduction to Word Perfect 5.1 for DOS.

—Advanced WordPerfect for Windows, April 20-21, June 19-20. Features of this software, including mail merge, labels, envelopes, columns, master document, sort and macros. Prerequisite: Intro-

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Program	March	April	May	Length
personnel (PK 169)	3	3	5	1 day
Introduction to Word for Windows (PK 170)	29	—	18	1 day
Introduction to WordPerfect 5.1 for DOS (PK 510)	13	26	—	2 days
Introduction to WordPerfect for Windows (PK 171)	22	6	8	2 days
Mid-level professional development seminar for F.S. secretaries (PK 302)	6	—	—	2 weeks
Proofreading (PK 143)	—	—	30	2 days
Senior-level professional development seminar for F.S. secretaries (PK 301)	—	—	1	3 weeks
Senior secretarial seminar (PK 111)	—	—	31	3 days
Supervisory studies seminar (PK 245)	27	—	22	5 days
T.A.T.E.L. (PK 140)	7	—	10	1 day
<b>ORIENTATION TRAINING</b>				
Department officers (PN 105)	7	4	31	3 days
Designated posts (PN 112)	14	—	30	4 days
Foreign Service officers (PG 101)	13	—	—	9 weeks
Foreign Service specialists (PN 106)	2	13	—	17 days
<b>OVERSEAS BRIEFING CENTER</b>				
American studies (MQ 115)	23	—	25	2 days
Documenting Foreign Service experiences (MQ 701)	—	4	18	1 day
Employment planning (MQ 700)	—	3	—	1 week
Encouraging resilience in the Foreign Service child (MQ 500)	—	29	—	1 day
English-teaching seminar (MQ 107)	—	11	30	3 days
Going overseas (families and couples with children) (MQ 210)	—	1	—	3 hours
Going overseas (singles and couples without children) (MQ 200)	—	1	—	3 hours
Introduction to effective training skills for Foreign Service spouses (MQ 111)	—	—	1	1 week
Introduction to Foreign Service life (MQ 100)	6	—	8	1 week
Life after the Foreign Service (MQ 600)	—	—	2	2 days
Logistics of going overseas (children) (MQ 230)	—	1	—	3 hours
Logistics of going overseas (adults) (MQ 220)	—	1	—	1 day
Marketing Foreign Service spouse talents (MQ 702)	—	5	19	1 day
O.B.C. special evening (MQ 850)	—	12	10	2 hours
Post options for employment and training overseas (MQ 703)	—	6	20	1 day
Protocol (MQ 116)	18	—	24	1 day
Security overseas seminar (advanced) (MQ 912)	28	11	9	1 day
Security overseas seminar (MQ 911)	13	24	22	2 days
Tax seminar (MQ 117)	14	—	—	2 hours
	22	—	—	2 hours
Understanding regulations, allowances and finances in the F.S. context (MQ 104)	15	19	—	3 days
<b>POLITICAL TRAINING</b>				
Executive-congressional relations (PP 204)	—	10*	—	3 days
Foreign affairs interdepartment seminar (PP 101)	—	—	8	2 weeks
Negotiating art and skills (PP 501)	13	—	8	1 week
Political tradecraft (PP 202)	20	—	—	3 weeks

\*Call Political Training Division before registering for this course. ■

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duction to Word Perfect for Windows. —Advanced Word for Windows, May 22-23. Advanced features of this software, including style, merge, section layouts, macros. Prerequisite: Word Perfect for Windows.

—Tatel, May 10. Tracking time and attendance records on personal computers.

For information, call Kathy Bleye, (703) 302-6926. □

## Financial aid for Yale students

The Dacor Bacon House Foundation has announced a scholarship for the children of Foreign Service officers studying at Yale. The scholarship is an endowment from the family of the late Louis Dreyfus, who served as ambassador to Afghanistan. Undergraduate scholarships will be based on financial need. Graduate students may apply for fellowships regardless of financial need, but preference will be given to those planning a career in foreign affairs.

Undergraduates who wish to apply for the Dreyfus scholarship should contact the Undergraduate Financial Aid Office, Yale University, P.O. Box 108288, New Haven, Conn., 06520-8288. Graduate students may write to the Yale Center for International and Area Studies, P.O. Box 208206, New Haven, Conn. 06520-8206.

For information, contact the foundation's education committee, (800) 344-9127. □

## Credit union scholarships

The annual scholarship competition of the State Department Federal Credit Union has opened, with applications being accepted through June 2 from those seeking to share in a \$10,000 reward.

To qualify, contestants must be credit union members who are in need of financial assistance. For information, call (703) 706-5000. ■

## Library tours

Tours of the Library are conducted on the third Tuesday of every month, at 10:30 a.m. Be at the front desk. □

# RETIREES' CORNER

## 300 flock to winter seminar

Some 300 employees and "eligible family members" (formally referred to as dependents or spouses) attended the winter session of the retirement planning seminar. The program was again keynoted by director general Genta Hawkins Holmes, who welcomed the participants to "one of the best and unique retirement presentations available either in the public or private sectors."

The program included its usual menu, addressing the basic and complicated issues of Social Security and Foreign and Civil Service annuities, and topics such as health and fitness in retirement, relocation and legal issues. The areas that elicited the most interest were planning ahead for financial security and changing careers, which address overall tax issues for retirees.

## Job search program

The winter segment of the job search program began on Monday, February 6. Fifty-one retirees are participating. The breakdown is fairly typical, with 50% of attendees coming from other than the State Department and with seniors making up 14%.

When compared to the average-size classes over the past several years, 51 attendees would normally be considered as fairly large. However, with the increasing numbers of time-in-class separations, especially in the senior ranks, the number for the program next July could approach 100. When the number of participants exceeds 65, the capability of the program staff to present the quality program which attendees have come to expect begins to diminish. We are therefore encouraging those of you who are thinking of taking the July program to consider selecting the May 1-August-3 program instead. We at the Career Transition Center are dedicated to providing the finest programming possible. Keeping the size of the class within reason—say, 65 or below—substantially enhances our counselors' ability to perform a personalized job. Anyone who wants to know more about this, or who has questions, may contact Earl Ambre at the center by cable or phone: (703) 235-4240.

*The material in this section is contributed by the Office of Retirement and Career Transition. Suggestions for what might be included should be addressed to the Career Transition Center, 3300 North Washington Boulevard, Suite 350, Arlington, VA 22201. Or telephone (703) 235-4240.*

## Foreign Service Day: May 5

All retired personnel are reminded that Foreign Service Day will be held on Friday, May 5. Preparation is already underway to line up the best speakers, and to select an array of national and international topics which will be of maximum interest to retired State employees, as well as those currently employed who are interested in foreign affairs issues. We are sure that this year's event will prove to be extremely interesting, challenging and informative. Mark your calendars now.

## New laws: life insurance, service in the National Guard

Public Law 103-336, enacted October 3, now allows federal employees and annuitants to assign, irrevocably, their federal life insurance benefits to an individual or an institution. The law provides potential benefits to (1) employees and annuitants who are terminally ill, who wish to assign their benefits

to a firm offering payment of the proceeds before death of the insured; (2) former spouses, who are concerned about payment of life insurance benefits; (3) single employees and annuitants who need to reduce the value of their estates below \$600,000 for tax reasons. Employees and annuitants need to be cautioned that, while this law provides a new alternative, it also reduces flexibility in maintaining control over life insurance benefits, and is not for everyone.

Also, Public Law 103-409, enacted October 25, allows a terminally-ill employee (but not terminally-ill annuitant) to obtain payment (before death) of his or her basic life insurance benefits. This law, which does not go into effect until July 25, allows payment only when the employee's life expectancy is nine months or less. The U.S. Office of Personnel Management will offer an open season on life insurance elections, May 22-July 21.

Until recently, service in the National Guard did not count in one's federal retirement benefits, unless the individual's unit was federalized for reasons of national security. Now a new law, Public Law 103-353, allows National Guard service to count in one's retirement benefits, when one is ordered into the Guard from a civilian position and is reemployed, *on or after August 1, 1990*, in a civilian position (after performing the National Guard service).

Anyone who needs details on any of these provisions should contact the Retirement Division, PER/RCT/RET, Room 1251, Main State. ■



ABU DHABI, United Arab Emirates— At homecoming for retirees who served at this embassy, from left: John Viera, former administrative officer; Freeda Zakhour, who was a secretary; W. Nathaniel Howell, former commercial/economic officer; Elizabeth Viera; Nabil Zakhour, former commercial assistant.



# POST OF THE MONTH

## ASHGABAT

This embassy is in the capital of Turkmenistan, in central Asia, bordering the Caspian Sea, Iran and Afghanistan. U.S. Foreign Service people there are featured as part of STATE's continuing series. (Photos by Gene Christy)



Statue of Magtunkuli, a Turkmen poet.



The only remaining statue of Lenin in Turkmenistan is being preserved because of the beauty of its pedestal.



Embassy staffers outside the ministry of foreign affairs, from left: *Harriet Hulings*, wife of the ambassador; Ambassador *Joseph Hulings*; *Ron Trigg*, political and economic officer; *Ben Weber*, consular and general services officer; *Doug Archard*, political and economic officer.



Camels in this nation that is four-fifths desert.



*Thomas Hulings*, son of the ambassador, and protocol assistant *Bahar Ataeva* outside a memorial to Turkmen soldiers.

POST OF THE MONTH



Political-military officer *Lex Phillips*, left, and political/economic officer *Ron Trigg*, right, with a Turkmen man and his son.



Embassy staffers.



These men are erecting a yurt, a traditional dwelling.



*Rebecca Christy*, wife of economic and political officer *Gene Christy*, and a neighbor, prepare to make chorek, a flatbread baked in clay ovens.





Women on giant swings celebrate Kurban Bayram, a Moslem holiday.



Political and economic officer *Gene Christy* with a vendor of shashlik, a grilled meat.



Communicator *Jane Williams* and consular and general services officer *Russ Powell*, right, shop for jewelry at an outdoor market.

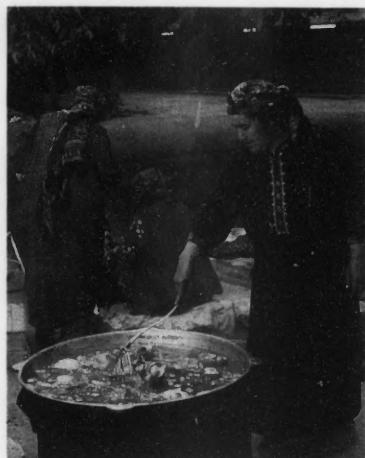


Nurse *Gaynor Johnson*, center, with communicator *Mike Jackson*, left, and a temporary-duty communicator under a tree where seven brothers were said to have been killed by a Persian monarch.

POST OF THE MONTH: ASHGABAT



A department store.



Women cook dogarama, a mutton dish.



Embassy staffers at the hippodrome. ■

# FOREIGN SERVICE PERSONNEL

## Appointments

- Alexander, Eric Matthew**, Pre-Assignment Training  
**Anderton, Keith Mims**, Pre-Assignment Training  
**Barkin, Michael Adam**, Pre-Assignment Training  
**Bjorkdahl, Orger J.**, Tokyo  
**Braddy, Sally I.**, Harare  
**Carouso, James**, Pre-Assignment Training  
**Carpenter, Jonathan James**, Pre-Assignment Training  
**Chang, Benjamin**, Pre-Assignment Training  
**Collins, Stefano J.**, Mexico City  
**Davies, Joyce**, Nairobi  
**Doe, Nancy, E.**, Seoul  
**Englehart, Phyllis J.**, Office of African Affairs, Executive Director  
**Evans, Mark Robert**, Pre-Assignment Training  
**Ferguson, Mitchell**, Pre-Assignment Training  
**Fitrell, Troy Damian**, Pre-Assignment Training  
**Flatt, Shawn Eric**, Pre-Assignment Training  
**Forino, Marc**, Pre-Assignment Training  
**Fox, Steven Bradley**, Pre-Assignment Training  
**Gallazzi, Joseph**, Pre-Assignment Training  
**Giles, Timothy L.**, Specialist Intake  
**Henderson, Violet V.**, Lagos  
**Holt, Nathan Vance**, Pre-Assignment Training  
**Hudson, Melissa Anne**, Pre-Assignment Training  
**Hutchinson, Vicki**, Specialist Intake  
**Inder, James O.**, Specialist Intake  
**Ingram, Sandra Jean**, Pre-Assignment Training  
**Jaeger, Norma L.**, Bonn  
**Johnson, Marc C.**, Pre-Assignment Training  
**Kengott, Raymond**, Pre-Assignment Training  
**Koletar, John P.**, Specialist Intake  
**Kwiatkowski, Michel**, Pre-Assignment Training  
**Lang, Stephan Allen**, Pre-Assignment Training  
**Madrid, Sarah O.**, Madrid  
**Marchiano, Natale J.**, Specialist Intake  
**Marks, Patricia L.**, Kinshasa  
**Moeling, Benjamin Ward**, Pre-Assignment Training  
**Moody, Christopher**, East Asian and Pacific Affairs  
**Moody, Mark David**, Pre-Assignment Training  
**Nantongo, Mirembe**, Pre-Assignment Training  
**Norman, Cheryl Leigh**, Pre-Assignment Training  
**Plotts, James Allen**, Pre-Assignment Training  
**Podratsky, Teresa S.**, Pre-Assignments Training  
**Reca, Helena L.**, Sanaa  
**Reilly, Sharon L.**, Paris  
**Robinson, Christopher**, Pre-Assignment Training  
**Rollins, Kathryn D.**, Moscow  
**Rowland, William Scofield**, Pre-Assignment Training  
**Scott, David Verlyn**, Pre-Assignment Training  
**Shukan, Brian Wesley**, Pre-Assignment Training  
**Subirias Jr., Simon**, Specialist Intake  
**Tindall, Margaret A.**, Mexico City  
**Vickers, John R.**, Specialist Intake  
**Wilkinson, Robert L.**, Specialist Intake  
**Wilson, Andrew Chester**, Pre-Assignment Training  
**Wise, N. Ridgeway**, Geneva  
**Yamamoto, Joy Ona**, Pre-Assignment Training  
**Zincke, Melissa J.**, Mexico City
- retariat to Eastern European Affairs  
**Busbee, Jack W.**, Montevideo to San Jose  
**Buttross, David Anthony**, East Asian and Pacific Affairs to Office of Chief Financial Officer, Overseas Financial Management  
**Byrnes, Albert**, Specialist Intake to Inter-American Affairs, Office of Executive Director  
**Christensen, Katherine**, European Affairs to Inter-American Affairs  
**Connerley, John Alan**, Inter-American Affairs to Belize City  
**Cronin Jr., James T.**, Language Training to Warsaw  
**Cumming, Robert J.**, Tunis to Guadalajara  
**Day, Marcelle Y.**, Brasilia to Manila  
**De Pierre-Hollowell, Daria**, Bordeaux to Ciudad Juarez  
**Elias, Patricia**, Bonn to Riyadh  
**Elliott, Catherine J.**, Beirut to Jerusalem  
**Epps, John Clayborne**, Bureau of Personnel to International Organization Affairs, Office of Economic and Social Affairs  
**Erlandsen, Allan W.**, Inter-American Affairs to Mexico City  
**Espejo, Dante U.**, Paramaribo to Athens  
**Eustis, Mitsuko**, Rome to Abidjan  
**Fierke, Lewis Frederick**, Maputo to Rio de Janeiro  
**Foster, Kenneth Lee**, Population, Refugees and Migration to Phnom Penh  
**Garred, Lawrence Keefe**, Manila to Zurich  
**Gee, Jeffrey P.**, Damascus to Bureau of Administration, Information Management  
**Gibbs, John H.**, Abidjan to Warsaw  
**Gibson, Richard M.**, Bureau of Personnel to Yokohama, Language School  
**Grasty, Kenneth Jefferson**, Consular Affairs to Special Domestic Assignment Program  
**Gray Jr., Thomas F.**, Sanaa to Tegucigalpa  
**Griego, Robert H.**, Munich to Mexico City  
**Hahn, Nick**, Office of Inspector General to Cairo  
**Haines, Robert D.**, Muscat to New Delhi
- Hall, Charles**, Moscow to Bureau of Administration, Information Management, Voice Systems  
**Hammer, Michael A.**, Eastern European Affairs to Language Training  
**Hanks, Russell J.**, Praia to Abuja  
**Harchik, Adrienne**, Pre-Assignment Training to Bogota  
**Haydt, Alan R.**, Canberra to Suva  
**Heffern, John Ashwood**, East Asian and Pacific Affairs to Congress  
**Heide, Karen Z.**, Vienna to Buenos Aires  
**Henderson, Jennifer**, Jakarta to Bureau of Personnel, Office of Performance Evaluation  
**Hensel, Guillaume L.**, European Affairs to Geneva  
**Hester, Joseph F.**, Pretoria to St. Petersburg  
**Hjellum, Judyann**, Bogota to Frankfurt  
**Holmes, Donna Mae A.**, Near Eastern Affairs to Tel Aviv  
**Hughes, Maryann**, Quito to Jakarta  
**Jones, Michael D.**, New Delhi to Bureau of Administration, Information Management  
**Joyce, John M.**, Secretariat, Board of Examiners to Bureau of Public Affairs, Office of Historian  
**Kimmel, Stephen C.**, Near Eastern Affairs to Language Training  
**Koutsis, Steven C.**, Marseille to Consular Affairs  
**Kraft, Steven Herbert**, Baku to Melbourne  
**Lacina, Patricia A.**, Nairobi to Moscow  
**Lankford, Shannon G.**, African Affairs to Nairobi  
**Lepire, Mark**, Accra to Bonn  
**Licht III, Louis F.**, Language Training to Chisinau  
**Lienhart, Theodore M.**, Banjul to Kingstons  
**Loar, Theresa A.**, Population, Refugees and Migration to International Organization Affairs, Office of Economic and Social Affairs  
**Logsdon, Kent D.**, European Affairs to Language Training  
**Lyne, James F.**, Vienna to Guangzhou  
**Manley, Victor E.**, Melbourne to Intelligence and Research, China Division

## Transfers

- Admire, Jonathan E.**, Diplomatic Security to Frankfurt  
**Agostini, Olive M.**, Hong Kong to Damascus  
**Allen, Mary F.**, Tokyo to Geneva  
**Allen, Ronald B.**, Inter-American Affairs to Guatemala  
**Alvarez, William J.**, European Affairs to Kiev  
**Anderson, Stephen**, Pre-Assignment Training to Guadalajara  
**Appel, Dolores V.**, Bogota to Jakarta  
**Aylward, Mary C.**, Medical Services to Paris  
**Bonilla, Jean Aldridge**, Seoul to San Salvador  
**Booth, Jackson B.**, Caracas to Rio de Janeiro  
**Bourne, Carol Ann**, Sofia to Damascus  
**Brazill, Elizabeth D.**, European Affairs to Nicosia  
**Brogden, Pamela D.**, Abidjan to Paris  
**Brooks, Christine M.**, St. Petersburg to Beltsville Communications Center  
**Burley, John D.**, Executive Sec-



- Martin, James G.**, Specialist Intake to Sofia
- Mason, Gerald L.**, Hong Kong to East Asian and Pacific Affairs
- McGee, Patrick James**, Diplomatic Security to Frankfurt
- McGifford, Douglas G.**, Bureau of Administration, Information Management to Cairo
- Mealey, Loren Gay**, Tokyo to Sanaa
- Mondini, Christopher**, Pre-Assignment Training to Bogota
- Morin, Erick G.**, Bureau of Administration, Information Management to Abidjan
- Morrissey, Ellen**, Niamey to African Affairs
- Moyer, Larry D.**, Dakar to Mexico City
- Mueller, David M.**, Beltsville Communications Center to Georgetown
- Murphy, Patricia Ann**, Sao Paulo to Inter-American Affairs
- Myers, Sue Ann**, Belgrade to San Jose
- Nault Jr., Raymond L.**, Bureau of Administration, Information Management to Nairobi
- Newman, Donald W.**, Athens to Bureau of Administration, Information Management
- Nichols, Mark H.**, Praia to Beltsville Communications Center
- Overalli, Nedra A.**, Mexico City to Office of Chief Financial Officer
- Pabst, Alma Rebeca**, Bonn to Buenos Aires
- Pannell, Shella**, Mexico City to Bureau of Administration, Information Management
- Peterson-Ortiz, Isis M.**, Specialist Intake to Santiago
- Phillips, Gregory Eugenio**, Hamburg to European Affairs
- Picardi, Judith E.**, Sanaa to Santo Domingo
- Poli, Connie T.**, Panama to Bonn
- Polson, Russel Dai**, Shanghai to Diplomatic Security, Houston Field Office
- Prendergast, Joseph J.**, Khartoum to Diplomatic Security, New York Field Office
- Price, Linda Kay**, Baku to Moscow
- Price, Russell P.**, Rabat to Ottawa
- Propst, Sharon Elyse**, Ottawa to Foreign Service Institute
- Pruett, Steven R.**, Economic and Business Affairs to Inter-American Affairs
- Puccetti, Michael Dean**, Bureau of Personnel to Monterey
- Rackmales, Robert**, Office of Inspector General to Bureau of Personnel
- Rafferty, Anne Louise**, Economic and Business Affairs to European Affairs
- Rakoff, Tracy A.**, Yaounde to Bureau of Administration, Information Management
- Rath, Martin J.**, Diplomatic Security, Los Angeles Field Office to Geneva
- Robinson, Max Newton**, Language Training to Consular Affairs
- Rodemacher, Ashley**, Pre-Assignment Training to Mexico City
- Rogers, Paul**, Bissau to African Affairs
- Rollins, Millard James**, Rangoon to Moscow
- Roman, Jacques**, Vienna to Bureau of Administration, Information Management
- Rooney, John F.**, Tel Aviv to Conakry
- Rudisille, Kimberlee A.**, Cape Town to African Affairs
- Ruedy, Shirley E.**, European Affairs to Language Training
- Russell, Daniel A.**, Office of Under Secretary for Political Affairs to Language Training
- Ryan, Thomas W.**, Beirut to Helsinki
- Sanders, Richard Milton**, Santiago to Madrid
- Sandrolli, Christopher J.**, Economic-Commercial Training to Bratislava
- Schandlbauer, Alfred**, Executive Secretariat to San Jose
- Schmitt, Leonard G.**, Paris to Pretoria
- Schnorbus, David J.**, Diplomatic Security, New York Field Office to Madrid
- Schultz, Paul F.**, Pre-Assignment Training to Political-Military Affairs
- Shatto, Rebecca A.**, Bureau of Personnel to African Affairs, Economic Policy Staff
- Shearburn, John Woodley**, Secretariat, Board of Examiners to Amsterdam
- Shearer, Edward M.**, The Hague to Ankara
- Sheppard, Margaret Dugan**, Ottawa to Helsinki
- Shipshock, Sandra Jean**, Vienna to International Organization Affairs, Office of U.N. Political Affairs
- Shockley, Lola Kathleen**, Near Eastern Affairs to Canberra
- Silberstein, Paul S.**, Near Eastern Affairs to Colombo
- Sittel, Jan N.**, Bombay to Rome
- Smith Jr., Charles B.**, Sao Paulo to European Affairs
- Smith, Glenn W.**, Managua to Inter-American Affairs
- Snow, Sally M.**, Istanbul to Stockholm
- Sorenson, Robert Austin**, European Affairs to Skopje
- Spencer IV., William Hall**, Executive Secretariat to European Affairs
- Stewart, Scott T.**, Diplomatic Security, Office of Investigations and Counterintelligence to Guatemala
- Stewart, Teresa Faye**, Inter-American Affairs to Yaounde
- Stillman, Christopher L.**, Language Training to Istanbul
- Stocky, Eric**, Diplomatic Security to Frankfurt
- Sutphen, Mona Kai**, Bangkok to Oceans bureau
- Thomas, Mary Jane**, Budapest to Moscow
- Thornton, Corinne S.**, Mexico City to Moscow
- Tinney, Melissa S.**, Ankara to Paris
- Toly, John Warren**, Diplomatic Security to Nairobi
- Trimble, Carol**, Krakow to Almaty
- Tucker, Barbara E.**, Lima to Frankfurt
- Tymorek, John L.**, Diplomatic Security to Bogota
- Waddell, Ruth Karen**, Bureau of Personnel to Shenyang
- Wallace, Irvina L.**, Bangkok to Port-au-Prince
- Wardman, Linda R.**, Beirut to Baku
- Warner, Delrdre Megan**, Tel Aviv to Calgary
- Watkins, Eric M.**, Warsaw to European Affairs
- Weaver, Alice M.**, European Affairs to Asuncion
- Weber, Janet M.**, Moscow to Poznan
- Welsler, Lawrence W.**, Bureau of Administration, Information Management to Tel Aviv
- Whalen, John Patrick**, Pre-Assignment Training to Guayaquil
- Whitaker, Kevin M.**, Tegucigalpa to European Affairs
- White, George McDonald**, Naples to European Affairs
- Williams, Patrick C.**, Specialist Intake to Islamabad
- Williams, Stephen Bryan**, Information Management Training to Language Training
- Winant, John H.**, European Affairs to Language Training
- Wray, Eugenia Leola**, Office of Special Haiti Coordinator to Language Training
- Zabetakis, Kathryn**, The Hague to European Affairs, Office of Executive Director

## Resignations

- Barron, Ramon H.**, Brussels
- Barwick, Dennis Ray**, Singapore
- Burnham, Robert A.**, Bangui
- Carpenter, Michael R.**, Warsaw
- Carroll, Alba Luz**, Mexico City
- Cashwell, Margaret E.**, Leave-without-pay status
- Cate, Ronald C.**, Bonn
- Chuk, Mark S.**, Foreign Building Operations
- Dickson, Sharon K.**, Bern
- Farrell, Thomas L.**, St. Petersburg
- Fournier, Lisa M.**, Adana
- Furiati, Maryann L.**, Rome
- Hanson, Kathleen D.**, Executive Secretariat
- Herpst, Christine C.**, Singapore
- Hoffman, Theodors G.**, Caracas
- Hovaneč, Vincent John**, Zagreb
- Jorgensen, Judy Hingst**, Nairobi
- Khan, Naveed**, Leave-without-pay status
- Lancaster, Ilana M.**, Accra
- Lechaton, Faith A.**, Mexico City
- Locey, Mary Elene**, Hamilton
- Lusitani Jr., Anthony L.**, Lima
- Martin, Judith S.**, Leave-without-pay status
- Mason, Kay B.**, Suva
- Moody, Christopher**, East Asian and Pacific Affairs
- Moore, Thomas F.**, Bureau of Administration, Information Management
- Nesberg, Adria K.**, Accra
- Nissen, Belgin**, Warsaw
- O'Brien, Ruth N.**, Beltsville Communications Center
- Patterson, Marjorie L.**, Nairobi
- Polson, Virginia K.**, Shanghai
- Randolph, Ki Suk**, Seoul
- Rattigan, Tricia E.**, St. Petersburg
- Rutherford, Richard Keith**, Lusaka
- Schmemann, Mary**, Moscow
- Shakes, Jonathan James**,

—(Continued on Page 37)

# CIVIL SERVICE PERSONNEL

## Promotions

### GG-12

**Watson, William E.**, International Organization Affairs, Office of Administrative Affairs, New York

### GS-13

**Knowles, Gall W.**, Family Liaison Office

### GS-4

**Berry, Getoria M.**, Office of Foreign Buildings, Administrative Management

### GS-5

**Lovett, Mary L.**, Passport Services

**McWilliams, Holly Kay**, Medical Services

**Romagnoli, Nicole M.**, Office of the Secretary

**Yonkers, Pamela M.**, Office of Chief Financial Officer, Accounts Receivable Division

### GS-6

**Ecker, Richard M.**, Office of Chief Financial Officer, Travel Voucher Section

**Grant, Samantha Michelle**, Passport Services

**Houston, Sherry M.**, Office of Chief Financial Officer, Working Capital Fund Section

**Quander, Reginald S.**, Medical Services

### GS-7

**Amores, Anna E.**, Office of Inspector General

**Avalos, Arcelia M.**, Inter-American Affairs, Ciudad Juarez Consular Affairs, El Paso, Tex.

**Crehan, Timothy P.**, Executive Secretariat

**Fox, Monique N.**, Office of Chief Financial Officer, Pre-Assignment Training

**Gabriel, Deborah J.**, Bureau of Personnel

**Giusti, Idamarie**, Overseas Citizens Services

**Grant, Oliver M.**, Economic and Business Affairs, Office of Development Finance

**Hawkins, Nannie Beatrice**, Bureau of Administration, Information Management, Archive and Microimage Branch

**Ingvaldstad, Karen M.**, Execu-

tive Secretariat

**Keroher, Sherry R.**, Office of Foreign Buildings, Building Design and Engineering

**Mack, Jennifer L.**, Executive Secretariat

**McCaffrey, James L.**, Office of Chief Financial Officer, Travel Voucher Section

**McCullen, Cynthia Leigh**, Bureau of Public Affairs

**McGaffey, Jennifer J.**, Executive Secretariat

**Rothstein, Danny**, Executive Secretariat

**Shealey, Alvin R.**, Passport Services

**Young Jr., John S.**, Consular Affairs, General Services Division

### GS-8

**Allen, S. Bernadette**, Passport Services

**Dent, Mary Catherine**, Office of Chief Financial Officer, Payroll Operations

**Ferrell, Dorothy M.**, Medical Services

**Glover, Tuwana W.**, Consular Affairs, Office of Citizens Services and Crisis Management

**Kokal, Pamela**, Consular Affairs, Office of Executive Director

**Redmond, Saynora D.**, Consular Affairs, Office of Children's Issues

**Wallace, Betty Jean**, Passport Services

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

**Chesteen, Eva L.**, Office of Under Secretary for Arms Control and International Security

**Cleveland, Lillian A.**, Philadelphia Passport Agency

**Dubose, Valerie L.**, Bureau of Administration, Information Management

**Fleming, Mitchell D.**, Passport Services

**Hokenson, Kathryn B.**, European Affairs, Office of Executive Director

**Maxwell, Lawanda D.**, Population, Refugees and Migration, Office of Comptroller

**Nubourn, Solomon**, Population, Refugees and Migration, Office of Comptroller

**Semakis, Florence M.**, Office of Foreign Missions, Travel

Division

**Stewart, Linda G.**, Economic and Business Affairs, Office of Executive Director

**Torchia, Rita**, Medical Services

**Vore, Eric Charles**, Bureau of Administration, Diplomatic Contingency Programs

**Wester, Susan A.**, Bureau of Personnel, Information Management Division

Division

**Stewart, Linda G.**, Economic and Business Affairs, Office of Executive Director

**Torchia, Rita**, Medical Services

**Vore, Eric Charles**, Bureau of Administration, Diplomatic Contingency Programs

**Wester, Susan A.**, Bureau of Personnel, Information Management Division

### GS-10

**Blake, Joyce E.**, Bureau of Administration, Telecommunications Operations

### GS-11

**Bobbitt, Deborah L.**, Bureau of Administration, Office of Executive Director

**Bryant, Lisa M.**, International Organization Affairs, Office of Executive Director

**Gross, Janice M.**, African Affairs, Office of Assistant Secretary

**Husain, Dilnaz**, Office of Chief Financial Officer, Pre-Assignment Training

**Kelly, James F.**, San Francisco Passport Agency

**Logan, Verlene P.**, Bureau of Personnel, Recruitment

**Macias, Richard G.**, San Francisco Passport Agency

**Styrsky, Kathryn E.**, San Francisco Passport Agency

**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

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**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

**Uhrich, Dorothy Walker**, Bureau of Administration, Diplomatic Contingency Programs

Chief Financial Officer, Computer Operations  
**Voshell, Gayle L.**, Office of Inspector General

### GS-14

**Barrett, Ann Mary**, National Passport Center, Portsmouth, N.H.

**King, Rachel S.**, Office of Legal Adviser, Near Eastern and South Asia Affairs

**Miller, James Thomas**, Office of Chief Financial Officer, Management Controls

**Povenmire, Susan L.**, Bureau of Public Affairs, Office of Assistant Secretary

### GS-15

**Bird, Mary M.**, Language Services, Translating Division

**Hesse, Rayburn F.**, Office of the Secretary

**Rogers, Georgia A.**, Consular Affairs, Office of American Citizens Services and Crisis Management

**Rogers, Georgia A.**, Consular Affairs, Office of American Citizens Services and Crisis Management

**Rogers, Georgia A.**, Consular Affairs, Office of American Citizens Services and Crisis Management

**Rogers, Georgia A.**, Consular Affairs, Office of American Citizens Services and Crisis Management

### XP-9

**Leslie, Willie L.**, Bureau of Administration, Printing Services

**Sanders, Harry L.**, Bureau of Administration, Printing Services

**Sanders, Harry L.**, Bureau of Administration, Printing Services

**Sanders, Harry L.**, Bureau of Administration, Printing Services

**Sanders, Harry L.**, Bureau of Administration, Printing Services

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**Sanders, Harry L.**, Bureau of Administration, Printing Services

**Sanders, Harry L.**, Bureau of Administration, Printing Services

tion, Refugees and Migration, Office of Refugee Assistance (Eur, NEA, SA)  
**Miguel, Orlando**, Bureau of Administration  
**Moore, Monika C.**, Office of Chief Financial Officer, Consolidated American Payroll  
**Muskovitz, Benjamin I.**, Panamanian Affairs  
**Norris, Genle M.**, Bureau of Administration  
**Pope, Martha S.**, Office of the Secretary  
**Read, Deborah Lynn**, Office of Foreign Buildings, Interior Design and Furnishings  
**Roque, Lisa A.**, Bureau of Administration  
**Ruth, David A.**, Office of Under Secretary for Economic, Business and Agricultural Affairs  
**Shore, Laurence**, Office of Legal Adviser  
**Solomon, Anne K.**, Oceans bureau, Office of Assistant Secretary  
**Zottnick, Rosalla M.**, Office of Chief Financial Officer, Consolidated American Payroll

## Reassignments

**Henderson, Tracy L.**, European Affairs to Consular Affairs, Office of Executive Director  
**Holman, Beverly S. Willis**, Democracy, Human Rights and Labor to Office of Legal Adviser, Educational, Cultural and Public Affairs  
**Pinzow, Frances Lynne**, Consular Affairs to Bureau of Personnel

## Resignations

**Acierto, Aida Ifurung**, Seattle Passport Agency  
**Anderson, Marquis A.**, Consular Affairs, Office of Executive Director  
**Barnoski, Katherine A.**, Clerical Intake (temporary)  
**Bell, Portia L.**, Bureau of Personnel, Examination Division  
**Burkette, Alex M.**, Office of Inspector General  
**Cager, Dalphine N.**, Medical Services  
**Casto, Sean M.**, Office of Foreign Buildings, Administrative Management  
**Clark, Elizabeth A.**, Clerical Intake (temporary)

**Coleman, Sereta**, Office of Foreign Buildings, Administrative Management  
**DeJesus, Lorraine**, Bureau of Administration  
**Drabiuk, Eric Henry**, Economic and Business Affairs, Office of Executive Director  
**Ellis, Clyde**, Office of Foreign Buildings, Administrative Management  
**Ellis, Jonathan A.**, Clerical Intake (temporary)  
**Fraser, Arvonne S.**, International Organization Affairs, Office of Democracy, Human Rights and Social Affairs  
**Gallagher, Ami K.**, Philadelphia Passport Agency  
**Gamble, Janelle F.**, Office of Legal Adviser, International Claims and Investment Disputes  
**Garrett, Tracle D.**, Office of Foreign Buildings, Administrative Management  
**Gergen, David R.**, Office of the Secretary  
**Gerrald, Bianchie V.**, Office of Legal Adviser, International Claims and Investment Disputes  
**Gibson, Kathryn Lezah**, Office of Foreign Buildings, Administrative Management  
**Gjoka, Sami**, Foreign Service Institute, North and East European Languages  
**Henson, Lenore M.**, Bureau of Administration, The Library  
**Jahn, Amy Michele**, Office of Foreign Buildings, Administrative Management  
**James, Gary L.**, Bureau of Administration, Information Management, Personnel Management  
**Keary, Barbara S.**, Office of Foreign Buildings, Administrative Management  
**King, Chanda Patrice**, Office of Foreign Buildings, Administrative Management  
**MacAdam, Andrew C.**, Office of Foreign Buildings, Administrative Management  
**Maher, Catherine C.**, International Organization Affairs, Administrative Services  
**Martin, Thomas B.**, Bureau of Public Affairs, Office of Assistant Secretary  
**Mayo, Gerrod Alan**, Office of Foreign Buildings, Administrative Management  
**Pittman, Marcia N.**, Clerical Intake (temporary)

**Roh, Audrey E.**, Clerical Intake (temporary)  
**Schwartz, Mitchell J.**, Bureau of Public Affairs, Office of Assistant Secretary  
**Sherwin, Elizabeth D.**, Office of Foreign Buildings, Administrative Management  
**Shire, Jacqueline W.**, Political-Military Affairs  
**Springer, Rebecca Lee**, Office of the Secretary  
**Urman, Cindy Diane**, Clerical Intake (temporary)  
**Velte, Danlel L.**, European Affairs, Office of Executive Director  
**White, Robert A.**, Bureau of Administration, Office of Procurement Executive  
**Williams, Denlse**, Diplomatic Security, Employee/Contractor Clearance  
**Williams, John A.**, Clerical Intake (temporary)  
**Wilson, William C.**, Passport Services  
**Withers, Samara K.**, Clerical Intake (temporary)  
**Wright, Jo Ann**, Office of Chief Financial Officer, Management Controls  
**Wright, Norma A.**, Passport Services  
**Zwenig, Frances A.**, Bureau of International Organization Affairs, Office of U.S. Permanent Representative to the U.N.

## Retirements

**Alexander, Laverne R.**, Visa Services  
**Anderson, Edward T.**, Bureau of Administration, Photographic Section  
**Apostoliti, Carmelina**, Chicago Passport Agency  
**Balach, Ann R.**, Inter-American Affairs, Office of Executive Director  
**Barnatny, Glafira K.**, Foreign Service Institute, North and East European Languages  
**Barricella, Irma Lols**, New York Passport Agency  
**Beer, Carol Jean**, International Organization Affairs, U.N. System Administration  
**Biderbost, Sara J.**, Seattle Passport Agency  
**Blake, Joyce E.**, Bureau of Administration, Telecommunications Operations  
**Booth, Lester O.**, Bureau of Administration, Printing Services  
**Botts, Dorothy P.**, Bureau of Administration, Telecommunications Operations  
**Briscoe, Melvin J.**, Executive Secretariat  
**Brown, David M.**, Passport Services  
**Brown, Gertrude V.**, Intelligence and Research, Office of Strategic and Proliferation Affairs  
**Bryant, Bilha**, Eastern European Affairs  
**Buckley, Rose**, New York Passport Agency  
**Burnett, Benjamin R.**, International Organization Affairs, Office of Executive Director  
**Burnett, Patricia S.**, Diplomatic Security, Office of Professional Development  
**Chaffins, Augustus E.**, Bureau of Administration  
**Chan, Anthony**, Los Angeles Passport Agency  
**Chiacu, Andromachi**, Passport Services  
**Chippendale, Nancy F.**, Medical Services  
**Clark, M. Vestena**, Bureau of Administration, Printing Services  
**Coates, Mable E.**, European Affairs, Office of European Union and Regional Affairs  
**Coffey, Walter C.**, Chicago Passport Agency  
**Cook, Gertrude**, Executive Secretariat  
**Cubbins, Phyllis E.**, Seattle Passport Agency  
**Dahlke, Klaus Otto**, Domestic Facilities Division  
**Diemer, Antoinette Petruso**, Political-Military Affairs  
**Ditmeyer Jr., Charles W.**, Bureau of Administration, Telecommunications Operations  
**Eichelberger, Tecora A.**, Office of Chief Financial Officer, Office of Fiscal Operations  
**Elsen, Ellen J.**, Bureau of Administration, Information Management, Software Engineering Branch  
**Evans, Dorothy B.**, Consular Affairs  
**Finnegan, Martha J.B.**, Seattle Passport Agency  
**Forbes, Ruth D.**, Stamford Passport Agency  
**Ford, George R.**, International Organization Affairs, General Services  
**Fotinos, Nicholas T.**, Bureau of Administration



- Fotinos, Vasilios**, Bureau of Administration
- Frank, Denise J.**, Foreign Service Institute, Romance Languages
- Gaskins, William A.**, Passport Services
- Gold, Louise M.**, International Communications and Information Policy
- Goode, Sue L.**, Intelligence and Research, Office of Intelligence Liaison
- Gorzowski, Rose W.**, Visa Services
- Green, Ruby S.**, Bureau of Administration, Small Purchasing Branch
- Gruer, Rose Mary**, Medical Services
- Hansborough, Margaret N.**, Foreign Service Institute, Asian and African Languages
- Healey, Joanne B.**, Diplomatic Security
- Hicks, James E.**, Bureau of Administration, Domestic Fleet Operations
- Hill, Rose L.**, Bureau of Administration, Printing Services
- Hirshy, Florence**, Philadelphia Passport Agency
- Hnatt, Irene**, Bureau of Personnel
- Howard, Elizabeth**, Chicago Passport Agency
- Huddleston, Lorraine M.**, Language Services
- Hunter, Jimmy D.**, International Joint Commission
- Jackson, Jean M.**, Passport Services
- Jenklns, Elaine R.**, Visa Services
- Judge, Martin F.**, Bureau of Public Affairs
- Kauffman, Herbert W.H.**, Houston Passport Agency
- Kemp, Weaver L.**, Bureau of Public Affairs, Office of Public Communications
- Koscinski, Joseph S.**, Bureau of Administration, Graphics and Editorial Services
- Kreutzer, Carlen L.**, Diplomatic Security, Office of Investigations and Counterintelligence
- Lehman, Barbara C.**, East Asian and Pacific Affairs
- Lopez, Lourdes**, Near Eastern Affairs
- Makle, Doris M.**, Diplomatic Security, Dignitary Protection
- Maples, Melford L.**, Bureau of Administration, Telecommunications Operations
- McBeth, Mamie L.**, Passport Services
- McCullough, Clayton F.**, Miami Passport Agency
- Moore, Annie D.**, Bureau of Administration, Building Management Operations
- Morgan Jr., Edward**, International Organization Affairs, Information and Communication Management
- Morgan, M. Ann**, Population, Refugees and Migration, Office of Executive Director
- Neary, Florence W.**, Seattle Passport Agency
- Neiberger, Joseph**, Office of Chief Financial Officer, Consolidated American Payroll
- Newton, Blanche C.**, Office of Legal Adviser
- Nguyen, Anh Tu**, Bureau of Administration, Office of Executive Director
- Nordmeyer, Carl L.**, Los Angeles Passport Agency
- O'Keefe, Thomas J.**, Stamford Passport Agency
- Pado, Joseph C.**, Bureau of Administration, Telecommunications Operations
- Parker, Adeline B.**, Office of Chief Financial Officer, Office of Reimbursements
- Perry Jr., Ben**, Bureau of Administration, Telecommunications Operations
- Person, Lois F.**, Passport Services
- Pickett, Mae F.**, Oceans bureau, Office of Global Change
- Porter, Letitia S.**, Philadelphia Passport Agency
- Randolph, Vera R.**, Bureau of Personnel, Information Management Division
- Richards, E. Roberta**, Visa Services
- Rosen, Florence**, Chicago Passport Agency
- Ross, Mary Keith**, Los Angeles Passport Agency
- Sarnowski, S.A.**, Consular Affairs, Office of Executive Director
- Sawyer, Doris**, Philadelphia Passport Agency
- Scalley, Shirley G.**, Bureau of Administration, Information Management, Corporate Systems Division
- Scott, Charles Hugo**, Bureau of Administration, Information Management
- Siegrist Jr., John F.**, Bureau of Administration, Information Management
- Slaughter, Lucille**, International Joint Commission
- Slaughter, Mary E.**, Bureau of Administration, Printing Services
- Smith, Andrew W.**, Bureau of Administration, Office of Information Services, Reader Services Branch
- Smith, Anna M.**, Bureau of Administration, Telecommunications Operations
- Snell, Louise K.**, Visa Services
- Soel, Eloise W.**, Executive Secretariat
- Soler, Berta Carmelina**, Foreign Service Institute, Romance Languages
- Sommers, Harriet B.**, Consular Affairs, Personnel Management Division
- Sommers, Mary Zetta**, New Orleans Passport Agency
- Stanard, Everett A.**, Passport Services
- Stern, Rita G.**, International Organization Affairs, Office of Executive Director
- Street, Clarence E.**, Bureau of Administration, Information Management
- Thomas, Dorothy D.**, Chicago Passport Agency
- Tisdale, Margaret J.**, African Affairs
- Webb, William O.**, Bureau of Administration, Building Management Operations
- Weist, Ronald A.**, Executive Secretariat
- Williams, Ella M.**, Political-Military Affairs
- Winters, Miriam A.**, New York Passport Agency
- Wright, Elizabeth L.**, Passport Services
- Young, Joan P.**, East Asian and Pacific Affairs
- Zavada, Julianna Hildegard**, Language Services ■

## Retirements

- Adams, John H.**, Bureau of Personnel
- Anderson, Glenn Alfred**, Frankfurt
- Bebick, Joan Ellen**, Ankara
- Berger, Rosella R.**, Defense Department
- Brown, Donald L.**, Bureau of Administration, Information Management, Personnel Management Division
- Bushelle, Grell T.**, Bureau of Administration, Information Management, Foreign Operations
- Carter, James W.**, Consular Affairs
- Carver, Margaret A.**, Dhaka
- Champagne, Rita V.**, Bureau of Personnel
- Chudzik, Joseph M.**, Bureau of Administration, Office of Acquisitions
- Clarke, Robert William**, National Aeronautics and Space Administration
- Conner, John G.**, Bangkok
- Cortez, Gilberto**, Inter-American Affairs, Regional Center, Miami
- Craig, Craig S.**, Bogota
- Dertadian, Richard N.**, Naples
- Dougherty, Dale A.**, Eastern European Affairs
- Farrell, James F.**, San Jose
- Fitzgerald, Patrick F.**, Diplomatic Security, Office of Security Technology
- Garner, Georgette J.**, Overseas Citizens Services
- Goff, Donald W.**, Johannesburg
- Healy, Theresa A.**, Bureau of Administration, Freedom of Information
- Hilker, Henry E.**, Political-Military Affairs
- Humphrey, Sandra Nelson**, Bureau of Personnel
- Hunke, Loren C.**, Bureau of Administration, Information Management, Voice Systems
- Jaramillo, Maria L.**, Lima
- Jarvinen, Einar F.**, Bureau of Administration, Information Management, Technical Operations Facilities
- Kates, Ronald L.**, Luxembourg
- Kelly, John H.**, Bureau of Personnel

## Foreign Service

—(Continued from Page 34)

- Kinshasa**
- Speidel, Elena R.**, Chengdu
- Staab, Gordon E.**, Bridgetown
- Stokes, Elma M.**, Beijing
- Strong, Christine M.**, Lome
- Stubblefield, Gillian D.**, Port Moresby
- Todorov, Donka**, Sofia
- Toner, Mary G.**, Dakar
- Troxel, Barbara U.**, Prague
- Ulrich, Jeffrey John**, Diplomatic Security, Defensive Equipment and Vehicles Branch

PERSONNEL: FOREIGN SERVICE

**Kent, Linda A.**, Kuala Lumpur  
**King, Mary Alice**, Inter-American Affairs, Regional Center, Miami  
**Maimone, Diane**, Addis Ababa  
**Malpass, Betsy June**, San Jose  
**Mason, Harold E.**, Suva  
**McLaughlin, Barbara J.**, Tel Aviv  
**Melani, Beverly Jean**, London  
**Milburn, Edward M.**, Ciudad Juarez  
**Miller, Marijayne**, Bureau of

Administration, Information Management, Personnel Management Division  
**Morgan, Francis E.**, Dublin  
**Motekew, Edward William**, Office of Foreign Buildings, Construction Security Management Division  
**Nichols, Charles E.**, Office of Foreign Buildings, Near East and South Asian Area  
**O'Donohue, Daniel A.**, Office of Inspector General

**Patterson, Margaret J.**, Amman  
**Payne, Wendell C.**, London  
**Retka, Robert Leroy**, Mexico City  
**Riggs, Ronald W.**, Foreign Buildings Operations  
**Saalfrank, Louise C.**, Tel Aviv  
**Seroor, Jeanette**, Political-Military Affairs  
**Shurtleff, Leonard G.**, African Affairs, Office of Regional Affairs  
**Sieloff Jr., Paul K.**, Ankara

**Sten, Charles R.**, Monterrey  
**Stickler, Barbara M.**, Paris  
**Strader-Ocana, Gwynne L.**, Bureau of Inter-American Affairs  
**Sweeney, Maria D.**, Bureau of Personnel  
**Wilford, Jean Crisler**, Ankara  
**Woolfork, James L.**, Bureau of Administration, Office of Foreign Buildings  
**Zabriskie, Peter J.**, Administrative Training ■



**FOREIGN SERVICE INSTITUTE**—Participants at the senior-level professional development seminar for Foreign Service secretaries at the Na-

tional Foreign Affairs Training Center, left to right: *Wilma Smith* (instructor), *Ginny Taylor* (director, office management training), *Lawrence Taylor* (di-

rector, Foreign Service Institute), *Nelia Fancher*, *Pat Elias*, *Teresa Chupp*, *Gloria Laguna*, *Claire Zavrid*, *Martha Fallin*, *Carol Scannell*, *Sheila*

*Urman* (education specialist), *Suzanne Davis*, *Lola Appel*, *Eileen White*, *Judith McGrath*, *Ruth Walker*, *Paula Boyd*, *Sandra Hartley*, *Grace Hughs*.

# MUSIC AT STATE

## Pianist evokes 'peaceful sounds of rolling waters'

BY SHARON RICKS

*The reviewer is an information analyst in A.I.D.'s Executive Secretariat.*

Romance simmered in the Dean Acheson Auditorium on January 25 when the "State of the Arts" lunchtime concert series (no tickets required) featured Sylvie



Ms. Ricks

Blouin, a 26-year-old Canadian concert pianist. She began the recital with the Opus 118 of Johannes Brahms, luring the grand piano into the soft and peaceful sounds of rolling waters, then the forceful tension of an angry storm, and finally

into a carefree, fun-loving dance.

This provided an excellent warm-up for the "Prelude, Opus 23, No. 4, by Sergei Rachmaninoff. Here, Ms. Blouin became emotionally entangled with the composition, and her face mirrored its depth and intense dramatic appeal.

The last piece, *Elegie*, Opus 3, No. 1, exploded with contrast. Ms. Blouin's timing was superb, and she maintained her sensitivity and soft touch. □

## A 'guitar' with a long neck

The finishing touch was added to the newly-renovated East Auditorium on Wednesday, January 11, when Ann Marie Morgan and the Peabody Ensemble painted the air with music from the film "Tous des Matins du Monde." In "Recercadas Segunda and Quarta" by Diego Ortiz, Ms. Morgan and Lauri Bennett sweetly caressed two seven-string violas da gamba, while William Simms carefully wrestled with the striking six-foot-tall theorbo. The theorbo, which resembles a guitar, but with 14 strings and a tall neck, accompanied the lighter more melodic voices of the violas well, but its heavy sounds weren't as colorful.



The Peabody Ensemble in the Dean Acheson Auditorium. (Photo by Clyde McNair)

"Adue Sweet Love," by Tobias Hume, was played solo by Ms. Morgan, a faculty member at Peabody Conservatory, along with "Fantasia Sobre 'Morena Mellaman'" by David Loeb. Although the music sounded heavy and sad, her warm personality elicited a rich sound from the viola.

The theorbo accompanied the two violas nicely in "Tombeau pour Mr. de St. Colombe" by Marin Marais. My favorite was "Tombeau Les Regrets." Here, a virtual dance began by the two violas. Both bows swayed synchronously,

then one ran off to another rhythm only to be chased and captured by the other. This composition, by St. Colombe, has no ending, and to this day, if you are very quiet, you can still hear the music paint the air in the East Auditorium. Give it a try.—S.R. □

## More music

Future lunchtime recitals will feature flutist Sharon Brodbelt Mello in the East Auditorium on March 22 and the American International Tour Orchestra in the Dean Acheson Auditorium on April 5. ■



# BUREAU NOTES

## THE SEVENTH FLOOR

### Office of the Secretary

SECRETARY CHRISTOPHER traveled to Boston, January 20, to give an address at the John F. Kennedy School of Government. □

### Office of the Deputy Secretary

Deputy Secretary STROBE TALBOTT traveled to Tokyo, Seoul, Phnom Penh, Wellington and Canberra, January 23-February 2, to discuss regional and bilateral security and economic issues, to consult with allies on support for the Korean energy development organization and, in Phnom Penh, to demonstrate America's continued strong commitment to Cambodia's fledgling democracy. He also wanted to encourage the increasing role that Japan, Australia, Korea and New Zealand are playing in addressing issues of global significance, including peacekeeping, trade liberalization, U.N. reform and counternarcotics ... Mr. Talbott traveled to Brussels, Belgium, January 9-11, to meet with the National Alliance Council permanent representatives on Nato expansion ... He conducted bilateral consultations on European security issues with his Russian counterpart, Defense Foreign Minister GEORGIY MAMEDOV, in preparation for Secretary Christopher's ministerial meeting with the Russian foreign minister. Attending these bilateral consultations was the coordinator for the new independent states, JAMES COLLINS. □

### Office of the Under Secretary for Political Affairs

Under Secretary PETER TARNOFF traveled to Williamsburg, Va., January 7, to address new members of the 104th Congress. □

### Policy Planning Staff

JAMES B. STEINBERG, director of policy planning, traveled to Geneva, January 16-19 ... He spoke at a German defense ministry conference on "United Europe and the Transatlantic Partnership," in Berlin, January 22-23 ... He discussed issues with Russian officials and political experts, and participated in a Rand Corp., workshop on "US-Russian Strategic Issues after the Cold War," in Moscow, January 24-30.

Senior adviser STEPHEN J. FLANAGAN attended a conference on Nato and European

security, and consulted with German foreign ministry and chancellery officials in Bonn, December 19-21 ... He spoke at a roundtable on security issues in the new independent states, sponsored by the Policy Planning Staff, Intelligence and Research and the National Intelligence Council, attended by some 50 scholars and officials, including Policy Planning Staff members ANDREW WEISS and ADAM WASSERMAN and staff assistant ALAN MEEROVICH, January 26.

In January, Policy Planning and the National Foreign Affairs National Training Center hosted a discussion, on European security architecture, with Harvard's STANLEY HOFFMAN and LINCOLN BLOOMFIELD, moderated by policy staff member GALE MATTOX and attended by members LISA WITT, ANDREW WEISS, LUIGI EINAUDI, IAN LESSER and YVONNE THAYER ... Senior adviser Einaudi lectured at the Inter-American Defense College, January 10, and at Nato's Defense College, in Rome, January 23-24 ... Senior adviser WILLIAM BREER represented the United States at a conference on "The Asia Factor in U.S.-Japan Relations," in Japan, January 16-17 ... He addressed the Washington International Business Council, on U.S.-Japanese relations, January 20.

Mr. Lesser participated in high-level defense talks led by a Department of Defense under secretary, in Rome, January 25 ... He then discussed Mediterranean security issue with government officials and nongovernmental organizations in Rome and Paris, through January ... Ms. Mattox spoke on nonproliferation issues at the U.S. Air Force Academy, December 10 ... She spoke on the transatlantic partnership, at a conference on "European-American Partnership in Transition," sponsored by the Rand Corp., the European Union and NATO, January 12-13 ... Member THOMAS PARKER attended a conference on the 1993 New York World Trade Center bombing, at Georgetown University's Center for Strategic International Studies, January 26 ... Ms. Thayer attended a U.S. Institute of Peace workshop on conflict prevention, December 13. She attended a Meridian House seminar on Cuba, December 21, and participated in a seminar on Mexico and Brazil, January 13.

*Secretary's Open Forum:* On January 10 chairwoman ROSEMARY O'NEILL presented ROBERT KAPLAN, associate editor of the Atlantic Monthly, who spoke to a full auditorium on "Anarchy: An Update." ... On January 27 she presented JULIA TAFT, who defended the A.I.D. program in her speech on "The Impact of Nongovernmental Organizations in Foreign Affairs." □

### Protocol Office

Director MOLLY RAISER and the Protocol staff escorted the diplomatic corps to

Capitol Hill for the annual State of the Union message, January 24 ... Another January event was the reception hosted by Secretary and Mrs. Christopher honoring the life and legacy of the late MARTIN LUTHER KING JR. These events, in addition to luncheons honoring Middle East peace process financial experts, members of the council on Foreign Relations, the French foreign minister, the president of Moldova and the prime minister of Bosnia and Herzegovina, were coordinated by Ceremonials staff members APRIL GUICE, DEE LILY, KIM TOWNSEND and RICK PAULUS.

The deputy chief for visits, EVE WILKINS, accompanied the presidential delegation to Poland for the commemoration of the liberation of Auschwitz and Birkenau ... Visits officer CARLOS ELIZONDO coordinated the official working visit of the prime minister of Japan ... Visits officer CHRISTINE HATHAWAY coordinated the working visit of the president of Moldova and the private visit of the Japanese foreign minister ... Visits officer PATRICK DALY escorted the following visitors to their bilateral meeting with the Secretary: the prime minister of Bosnia and Herzegovina, the foreign minister of France, the foreign minister of Kazakhstan and the deputy prime minister of New Zealand ... Ms. Wilkins and JESSIE JOHNSON coordinated the private visit of the prime minister of Haiti ... MARY MASSERINI handled press coverage of the visits. □

## AFRICAN AFFAIRS

*Office of the Assistant Secretary:* The bureau front office focused on congressional outreach and a visit by Eritrean President ISAIAS AFWERKI during January ... On



**SOUTHERN AFRICAN AFFAIRS—** Assistant Secretary George Moose presents April Glaspie a Distinguished Honor Award for her stewardship as director of the office.

January 9 Assistant Secretary GEORGE E. MOOSE gave a briefing at the Foreign Press Center, "Overview '94 and Preview '95." ... He called on the House International Relations Committee's Africa subcommittee chairman, Congresswoman ILEANA ROS-LEHTINEN, January 10 ... He was interviewed on Voice Of America/Worldnet, on democracy in Africa, January 12 ... He met President Isaias, January 24, and Admiral RICHARD MACKE, from Hawaii, January 30 ... He briefed the House

renewal of the bilateral facilities access agreement, and traveled to Mogadishu with a State-Defense Department team to inform the Somali factions of upcoming U.S. military support for the withdrawal of U.N. peacekeeping forces ... Other stops on Mr. Shinn's itinerary included Tanzania, Uganda, Ethiopia and the Seychelles ... Sudan desk officer JOE FISHBEIN briefed a Presbyterian church group on the humanitarian crisis in Sudan, prior to the group's departure to the region on a factfinding mission. □



**GABORONE, Botswana**—Peter Dettmer of the Voice of America relay station, right, receives a heroism award, for rescuing passengers on an overturned bus, from Ambassador Howard Jeter.

International Relations Committee's Africa subcommittee, January 31.

Principal deputy assistant secretary EDWARD BRYNN attended the Defense Secretary's meeting with the Eritrean president, January 30 ... Deputy assistant secretary PRUDENCE BUSHNELL briefed Congresswoman Ros-Lehtinen on Rwanda and Burundi, January 26 ... She met Senator NANCY KASSEBAUM, chairwoman of the Senate Foreign Relations Committee's Africa subcommittee, January 31 ... Deputy assistant secretary REGINA BROWN gave a speech, "Africa Matters," to the D.C. Chamber of Commerce, January 19 ... She met with Congresswoman Ros-Lehtinen, January 20 ... On January 30 she left for Malawi, to attend the Southern Africa Development Community consultative conference ... She travelled to Botswana for a planning conference on the African/African-American summit, to be held in Dakar in May.

**Office of East African Affairs:** The staff was busy with arrangements for the visit of the president of Eritrea; deputy director DAVID DUNN and Eritrea desk officer GEORGE COLVIN participated in several of the events. Ambassador ROBERT HOUDEK returned from Asmara for the visit ... In a visit to the region, office director DAVID SHINN participated in discussions with the Kenyan government on

## CONSULAR AFFAIRS

**Front Office:** Assistant Secretary MARY A. RYAN, accompanied by special assistant DIANNE ANDRUCH, traveled to Ottawa and Montreal, January 10-12, for consultations at those posts ... They traveled to Moscow, February 3, to participate in a consular conference, then stopped on their return in Frankfurt for a visit to that post ... On January 23 Ms. Ryan was in San Antonio, at St. Mary's College, to deliver a speech on immigration ... LOUISE WARREN has joined the office as personal assistant to Ms. Ryan.

**Visa Services:** MICHAEL L. HANCOCK, associate director of visa services, traveled to the Immigration and Naturalization Service's training center in Artesia, N.M., to present a segment in the advanced information officer training class ... ANTOINETTE MARWITZ, director of field support and liaison, participated in the third round of talks on the Cuban migration agreement, in New York, January 18-19 ... A. ROY MACKAY retired from the Visa Office, February 3, with 37 years of service with State.

**Fraud Prevention Programs:** From February 1-3 MARC GORELICK participated in a consular conference in Warsaw, followed by consultations with Polish and European consular officials on alien smuggling concerns ... He provided antifraud training to airline personnel and Polish border guards ... From February 6-8 he participated in the Moscow consular con-



**CONSULAR AFFAIRS**—Shirley Sarnowski, left, and Georgette Garner received awards on their retirement from the bureau.

ference, where he discussed consular fraud, alien smuggling and transnational crime issues ... JOHN S. ROHLF traveled to Honduras, Guatemala and Panama, January 16-27, to meet and consult with those posts and with local officials on alien smuggling ... BARBARA PREVITI, SHELLEY JOHNSON and ARTHUR H. MILLS attended the advanced consular course at the National Foreign Service Training Center, January 9-27.

**Public Affairs and Policy and Coordination Staff:** On February 3 and 10 the bureau conducted briefings for House of Representative and Senate staffers on constituent services provided by Consular Affairs. Participating from the bureau were DIANE DILLARD, deputy assistant secretary for visa services; SUZANNE LAWRENCE, press officer; MAURA HARTY, managing director for over-

**CONSULAR AFFAIRS**—At award ceremony, Assistant Secretary Mary A. Ryan (fourth from left) presents Superior Honor Awards to, left to right: C. Pam Holliday, director, Washington Passport Agency, on behalf of the agency, for customer service; William Camp, associate director for passport services, on behalf of Passport Services; Maura Harty, managing director for overseas citizens services, for her reorganization of Overseas Citizens Services; Holcombe Thomas, management analyst, Executive Director's Office, for his leadership in implementation of the machine-readable visa fee collection; John Hotchner, internal controls officer, Passport Services, for his handling of the passport expedite fee.



seas citizens services; GEORGIA ROGERS, director of American citizens services; LESLIE ROWE, director, Office of Children's Issues; MICHAEL HANCOCK, associate director for visa services; Ms. MARWITZ; MICHAEL BELLOWES, director, Office of Public and Diplomatic Liaison; MELANIE HOWELL, Field Coordination Staff, Passport Services; C. PAM HOLLIDAY, regional director, Washington Passport Agency; and PATIENCE TAIT, Office of Special Issuance, Passport Services. □

## DEMOCRACY, HUMAN RIGHTS AND LABOR

The Department has provided to Congress the annual "Country Reports on Human Rights Practices for 1994." This was the 19th year these reports were prepared. They now total 193. Under Secretary TIMOTHY WIRTH and Assistant Secretary JOHN SHATTUCK briefed the press on the reports, February 1.

In mid-January Mr. Shattuck traveled to Beijing, where he conducted his seventh bilateral dialogue with the Chinese government on human rights issues. Some of his meetings were at the foreign ministry, the ministry of justice, the All-China Women's Federation and the Chinese Academy of Sciences. His trip also included stops in Hong Kong and Tokyo.

Principal deputy assistant secretary NANCY ELY-RAPHEL traveled to Greece, January 9-14, to visit Athens and Thessaloniki. Her discussions included talks with government officials and human rights activists and organizations ... The director of the Office for Africa, Asia and the Americas, MARSHALL CARTER, participated in the U.S. Southern Command's Human Rights Assessment Day, January 27, which focused on the human rights policy established by the command and its work in caring for Cuban asylum seekers in Panama. Participants visited the camps in Panama and talked with the migrants.

MARYANNE MARTINEZ served as an adviser on the U.S. delegation on the inter-governmental experts meeting on protection of war victims, in Geneva, January 23-27 ... On January 19 special adviser YEHUDAH MIRSKY addressed the Foreign Service Institute's political tradecraft course, on "Democracy Promotion in U.S. Foreign Policy." ... On January 15 GEORGE LISTER, senior policy adviser, spoke to the El Salvador Committee of Holy Trinity Church, Washington, reviewing U.S. human rights policy as related to El Salvador ... On January 17 he met at Meridian House with a U.S.I.A.-sponsored Harvard fellows group, to discuss the human rights priority in U.S. foreign policy ... On January 19 he spoke at a human rights seminar at the Industrial College of the Armed Forces

... On January 26 he discussed U.S. human rights policy with a Ukrainian group visiting Washington under the auspices of the Kennedy School. □

## DIPLOMATIC SECURITY

**Diplomatic Security Service:** MARK E. MULVEY, director, traveled to Nairobi, Kigali, Bujumbura, Dakar and Conakry, January 23-February 8, to meet with post officials and review security operations ... Washington Field Office special agent DAVID BRACKINS returned from a 90-day temporary assignment to Bosnia ... Special agent WILLIAM MELLOTT transferred from the Secretary's detail to the Washington Field Office.

**Countermeasures and Information Security:** MAX SALAZAR, Physical Security Division desk officer, received a commendation for his performance as temporary regional security officer in N'Djamena, November 8-29 ... JOHN R. HANCOCK and KEN WALTERS of the Information Security Division's Applications Branch, visited Ashgabad, Moscow and Bonn, January 14-27, to review the flow of classified information and provide assistance to each mission ... KLAUS DAHLKE, Domestic Operations Office, retired from the bureau after 32 years of service.

**Executive Directorate:** ROBERT SPENCER became the new executive director of the bureau in January. He replaced KATHLEEN CHARLES, who moved to the Bureau of Finance and Management Policy ... THERESA PIGG also transferred to the finance bureau, to be Ms. Charles' personal assistant ... JOE DORSHEFSKI, KATHLEEN O'DAY and JAMES ROBERTS, Management Systems Division, installed computer equipment and



**DIPLOMATIC SECURITY—Joanne Healey, retiring on January 3 after 36 years at State, is presented the John Jacob Rogers Award by Diplomatic Security Service director Mark E. Mulvey.**

conducted training at the New York Field Office, January 23-27.

**Diplomatic Security Training Center:** instructors JOHN KONICKI, JIMMY COOMBS, DAVE BENNETT, RICHARD INGRAM, LINDA KINCER, AL KOBYLANSKI, HAL ORBITS and CHRIS PHILLIPS presented the V.I.P. protection course to 18 law enforcement officers from El Salvador, November 28-December 16 ... KAREN McGRATH joined the staff of the Diplomatic Security Training Center as the bureau's training officer in January ... DAVID HAAS, chief, Development and Training Division, was inducted into the Theta Alpha Kappa national honor society at Georgetown University. Theta Alpha Kappa is devoted to "encouraging excellence in research, teaching, publication, and exchange of learning and thought among scholars in the fields of religious studies and theology." ... CAROLINE SUCHECKI left the center to become the registrar at the National Foreign Affairs Training Center. □

## ECONOMIC AND BUSINESS AFFAIRS

The under secretary for economic, business and agricultural affairs, JOAN E. SPERO, has appointed DAVID RUTH as the Department's senior coordinator for business affairs. He replaces PAUL CLEVELAND, who retired last year.

Mr. Ruth joins the Department after a career with American Express in corporate, public and government affairs. He has served overseas in the company's Asia-Pacific and European divisions, most recently in London as senior vice president for public affairs and communications for Europe. He also served as director for international labor affairs at the U.S. Council for International Business. He will report directly to Ms. Spero, to facilitate and coordinate the U.S. business community's interaction with the Department. The business affairs staff will continue to work with bureaus and overseas posts to assist the U.S. business community ... JEFFREY DONALD, Office of the Coordinator for Business Affairs, traveled to Dallas, January 25-26, to participate in a panel discussion on business opportunities in the countries of the Arabian peninsula, and to promote participation by American firms in the "First American Exhibition in the Gulf," scheduled for Doha, Qatar, November 5-10.

JAMES R. TARRANT, deputy assistant secretary for transportation affairs, chaired U.S.-Canada negotiations on a new bilateral air transport services agreement, in Ottawa, January 16-17; in Washington, January 23-26; and again in Ottawa, January 30-February 2 ... THOMAS H. MARTIN, director, Office of





**ECONOMIC AND BUSINESS AFFAIRS**—*Vonya B. McCann*, coordinator for international communications and information policy, and *Oleh Prozhnyvalsky*, minister of posts and telecommunications of Ukraine, exchange copies of a memorandum of understanding on cooperation in telecommunications and development of a global information infrastructure between the United States and Ukraine.

Aviation Negotiations, chaired U.S.-Ukraine air transport negotiations in Washington, January 10-12 ... He led U.S.-Philippines civil aviation negotiations in Cebu, January 25-28.

**STUART SMITH**, Office of Maritime and Land Transport, participated in a meeting on shipbuilding, January 23-24, in Paris. On the agenda were shipbuilding capacity and other items relating to the shipbuilding subsidy agreement, which is scheduled to enter into force next year.

**MARTA YOUTH**, Textile Trade Policy and Agreements Division, participated in negotiations with India, in Washington December 28-30, which resulted in a breakthrough agreement on access to India's textile markets ... She attended December 9 talks with Bangladesh, in Geneva, where participants amended and extended the bilateral textile agreement ... **DAVID DIGIOVANNA**, same division, took part in negotiations with Romania, in Washington, December 15-20, resulting in an amended and extended textile agreement. He had just returned from textile consultations with China, in Beijing, December 6-8, regarding textile transshipment issues.

**ALAN P. LARSON**, deputy assistant secretary for international finance and development, traveled to Paris, January 23-27, to represent the United States at Paris Club debt negotiations ... He held bilateral consultations with French officials on a proposed Middle East Development Bank, and met with officials to discuss upcoming negotiations on a multi-lateral investment agreement ... **BRIAN L. GOLDBECK**, Office of Development Finance, attended the World Bank International Development Association's 11th replenishment negotiation meeting, in Paris, February 9-10, as a member of the Treasury-led U.S. delegation.

**SHAUN DONNELLY**, deputy assistant secretary for energy, sanctions and commodities, delivered a speech on "U.S. Energy

Policy" at the annual Middle East oil and gas conference in Muscat, Oman, January 15-17 ... He consulted with Omani government officials on energy and economic issues ... In Riyadh, Saudi Arabia, on January 14, he consulted with Saudi Arabian officials and with the secretariat of the Gulf Coordination Council ... He and **GLEN RASE**, director, Office of International Energy Policy, participated, January 31, in the Middle East Forum energy security group meeting, under the auspices of the Council on Foreign Relations ... In January, Mr. Donnelly and **LAIRD TREIBER**, International Energy Office, attended a seminar in Washington on Qatar, sponsored by the Corporate Cooperation Committee and the Mobil Oil Corp ... Mr. Donnelly, Mr. Rase and the Energy Office staff coordinated the visit to Washington, February 2-6, of **ROBERT PRIDDLE**, new executive director of the Paris-based International Energy Agency. Mr. Priddle met with Energy Secretary **HAZEL O'LEARY**, Assistant Secretary **DANIEL TARULLO** and other Department officials, plus congressional leaders.

**ROBERT DEUTSCH**, director, Office of Economic Sanctions Policy, briefed Senate Foreign Relations Committee staffers, January 19, on the administration's proposal for gradual easing of North Korea sanctions. He led a background briefing for the press, January 20, after the formal announcement ... **THOMAS MARTEN**, same office, traveled to Berlin, January 27-February 2 for light-water reactor negotiations with North Korea ... In early January he participated in talks in Washington on the subject with South Korea and Japan, and led the subgroup dealing with financial issues ... In December he traveled to Beijing for negotiations with North Korea, and to San Francisco for talks with South Korea and Japan.

**STEPHEN BRUNDAGE**, deputy director, Office of International Commodities, traveled to Chile, February 1-7, to participate in the sixth meeting of the working group on criteria and indicators for the conservation and sustainable management of temperate and boreal forests ... **WILLIAM KENDALL-JOHNSTON**, Commodities Office, participated in negotiations for a successor document to the international natural rubber agreement, in Geneva, February 6-17. □

## FOREIGN SERVICE INSTITUTE

**Orientation Division:** The 74th new-officer orientation class began on January 3. There were 33 officers in the class, including 8 women. Members speak a total of 19 languages and have visited or worked in a total of 45 countries ... The 30th Foreign Service specialist orientation program began January 12. There were 18 Foreign Service secretaries, 9 facilities maintenance specialists, 2 budget

specialists, 1 construction engineer and 1 U.S.I.A. administrative specialist in the class.

**Overseas Briefing Center:** Director **RAY LEKI** hosted a presentation by D.P.S. **BHAWUK** of the University of Illinois' Institute of Labor and Industrial Relations, on the role of culture theory in intercultural training ... The Information Center conducted briefings for spousal training classes of defense attachés and Marine security guard detachment commanders, representatives from the U.S. Geological Survey and community liaison office coordinators in the professional skills development course ... The center offered evening and Saturday courses for employees and family members on managing rental property from overseas, legal issues, post options for employment and training, protocol, tax considerations in the Foreign Service and the Security Overseas Seminar for persons of ages 6-18 ... The center has added six new country-culture guides to the growing list now on CD-ROM InfoExpress/InfoGuide: Bangladesh, Cameroon, Cyprus, India, Italy and Pakistan.

As to going overseas, for singles, couples and families, April 1, the center offers these Saturday programs for employees and family members who are leaving for an overseas assignment. Separate morning sessions for singles and couples without children, and for families, deal with developing realistic expectations, setting personal priorities, adjusting to a mobile lifestyle and confronting culture shock. Children (ages 6-18) join adults for the morning session. Afternoon sessions address logistics topics, such as when to call the packers, what to put in the air freight, how to ship a car. Afternoon sessions have separate student activities. Courses run from 9 a.m. to noon and 1-3:30 p.m. The Information Center will be open from 9 to 4 on this day. Sign up for sessions individually: MQ 200, going overseas for singles and couples without children (morning); MQ 210, going overseas for families and couples with children (morning); MQ 220, logistics of going overseas: adults (afternoon); and MQ 230, logistics of going overseas: children (afternoon). □

## INSPECTOR GENERAL'S OFFICE

Acting inspector general **HAROLD W. GEISEL** traveled to Cyprus and Macedonia in January. In Macedonia he discussed staffing and support issues with employees of the liaison office and, in Cyprus, operations and costs of the new embassy chancery and residence.

**ROBERT TERJESEN**, assistant inspector general for investigations, presented a check for \$750 to the Law Enforcement Officers



**INSPECTOR GENERAL'S OFFICE—** Robert Terjesen, right, presents facsimile of check to Craig Floyd, memorial fund chairman. (Photo by Donna Spiewak)

Memorial Fund. The money was raised during a benefit golf tournament sponsored by the Washington metropolitan chapter of the Federal Investigators Association. The memorial, on E Street between 4th and 5th Streets N.W. in Washington, is dedicated to and inscribed with the names of state, local and federal enforcement officers killed in the line of duty.

**KENNIS R. COMER** of the Office of Audits' Property Management and Procurement Division spoke in January at the Foreign Service Institute's general-services-officer acquisition course, on problems in contracting overseas.

**BEVERLY C. LOVELADY**, assistant inspector general for policy, planning and management, retired in February after 27½ years of federal service. She joined State in 1987 and became the first deputy assistant inspector general for the Office of Security Oversight. She served previously with the Department of Labor Office of Inspector General, the Department of Health and Human Services (then Health, Education and Welfare), and the General Accounting Office. She was a 1974-75 American Political Science Association congressional fellow, attended the Federal Executive Institute executive development program, did graduate work in political science at George Washington, and was a 1992 distinguished graduate of National Defense University's Industrial College of the Armed Forces. Her honors include the Comptroller General's Equal Employment Opportunity Award and many General Accounting Office, Labor and State meritorious and superior honor awards. □

## INTELLIGENCE AND RESEARCH

**Office of the Assistant Secretary:** Assistant Secretary **TOBY T. GATI** worked with Steering Group VI on the Strategic Management Initiative, on the "Lessons Learned: Reengineering for Success" presentation to Under Secretary **RICHARD MOOSE** ... She met with **NIELS EGELUND**, foreign policy adviser to the Danish prime minister, January 23 ... She and deputy assistant secretary **JENNIFER SIMS** paid courtesy calls on members of Congress ... She attended a luncheon for senior women in intelligence, where **ANNETTE KRYGIEL**, director of the Central Imagery Office, was the speaker ... Ms. Gati was visited by Sir **JOHN FOLEY**, chief of defense intelligence at the British embassy, who was making his initial visits to U.S. intelligence agencies.

**Office of Analysis on East Asia and the Pacific:** China analyst **CAROL HAMRIN** is co-editor, with **SUISHENG ZHAO**, of "Decision-Making in Deng's China: Perspectives From Insiders," published in January by M.E. Sharpe, Inc. The book is based on a two-year project on the Chinese political system coordinated by the bureau's Office of Research ... On January 9-10 operations specialist **WILLIAM STEWART** participated in a training session for the joint deployable intelligence support system ... China analyst **CHRIS CLARKE** lectured on China's foreign policy, at the China survey course at the Central Intelligence Agency, January 13 ... On January 18 Korea analyst **JOHN MERRILL** participated in a roundtable, "The 104th Congress and Prospects for U.S.-Korea Relations," sponsored by American University and the Sejong Institute of Seoul ... Foreign service officer **VICTOR MANLEY** arrived from Melbourne, January 18, to assume duties as a China foreign affairs analyst ... Korea analyst **KEN QUINONES**



**INTELLIGENCE AND RESEARCH—** Assistant Secretary **Toby T. Gati** presents **John Jacob Rogers** Award to **Sue L. Goode**, right, on her retirement after 37 years of service with State.

addressed the Korean-American community of Greater Los Angeles, January 6, on prospects for U.S.-North Korean relations ... He participated in the U.S. spent-fuel expert team visit to North Korea, January 12-30, and visited the Yongbyon nuclear facility to assess the condition of the spent fuel rods.

**Office of Analysis for Inter-American Affairs:** Director **ROBERT O. HOMME**, Middle America-Caribbean Division chief **DAVID G. SMITH** and analyst **JOHN BREWER** participated in a bureau-sponsored conference on Cuba, December 21, at Meridian House ... Analyst **ANGELO S. IOFFREDA** participated in discussions on Mexico, January 5, at the Brookings Institution, and on January 10 at the Center for Strategic and International Studies ... Mr. Brewer attended a January 10 meeting of the inter-American dialogue, on the Summit of the Americas ... Analyst **MONICA ADLER** organized, and South America Division chief **RICHARD HOWARD** participated in, a conference on Venezuela, January 13, to brief the deputy secretary ... Mr. Ioffreda attended a January 24 presentation on Mexico's Chiapas region, sponsored by the Washington office on Latin America ... Mr. Smith and analyst **STEPHEN VANN** participated in a January 25 meeting of Georgetown University's Cuba study group ... Mr. Howard and analyst **PETER J. SWAVELY** attended a January 26 luncheon address by Brazilian Ambassador **PAULO TARSO FLECHA DE LIMA**, at George Washington University's Brazil Institute ... Mr. Howard and Mr. Swavely attended a conference on the new governments of Mexico and Brazil, sponsored by the Inter-American Dialogue, January 27.

**Office of Analysis for the Near East and South Asia:** Director **GEORGE HARRIS** made a presentation on Turkey and Russia to the Turkish-American Council annual conference, January 19.

**External Research Staff:** During January, the office sponsored seminars on "Health and Environmental Issues," "Political and Economic Trends in Venezuela," "Seminar on Tajikistan: Regions, Power, and Elections" and "Roundtable on Security Issues." □

## INTER-AMERICAN AFFAIRS

**Office of the Assistant Secretary:** In December, Assistant Secretary **ALEXANDER WATSON** traveled to Miami to attend the Summit of the Americas, then to Fort Lauderdale for the chiefs of mission conference ... In early January he traveled to Brasilia as part of the presidential delegation to the inauguration of President **FERNANDO HENRIQUE CARDOSO**.

**Office of the Executive Director:** on January 9-13 executive director **JAMES A. WEINER** joined the assistant secretary of the

Bureau of Administration, PATRICK KENNEDY, in a review of property management and administrative issues in Brasilia and consulates general in Brazil. He then met with Consular Affairs' DAVID HOBBS in Bogota.

**Office of Central American and Panamanian Affairs:** Director JOHN HAMILTON represented the U.S. Government, with A.I.D. assistant administrator MARK SCHNEIDER, at the conference on peace and development in Central America, in Tegucigalpa, Honduras, October 24-25 ... He attended the Panama Canal Commission board of directors meeting in Panama City, Panama, January 24-25, and held consultations in Panama and Nicaragua the week of January 23-28 ... Deputy director HUGH V. SIMON JR. traveled for consultations to Panama, Guatemala, El Salvador and Belize, November 28-December 6 ... The desk officer for Costa Rica, ERIC FARNSWORTH, participated in the final negotiations for an agreement for the Central Americans ... GLENN GRIFFIN, desk officer for El Salvador with GEORGIA WRIGHT, desk officer for Panama, and Mr. Farnsworth, assisted at the Summit of the Americas, in Miami, December 9-11 ... Guatemala desk officer PEG WILLINGHAM participated in a training session in Great Neck, N.Y., December 20, for 120 Immigration and Naturalization Service asylum officers ... BRIAN NICHOLS became El Salvador desk officer in December, and KATHERINE CHRISTENSEN became Belize desk officer in January.

**Office of Policy Planning, Coordination and Press:** Director LINO GUTIERREZ attended the Airlie House consultations with 33 hemisphere governments, November 28-29, prior to the Summit of the Americas ... On December 13-14 he attended the Bureau of Inter-American Affairs' chiefs of mission conference in Fort Lauderdale ... Deputy director



SANTIAGO, Chile—At award ceremony, left to right: *Ivonne Rosenblatt*, Superior Performance Award; Ambassador *Gabriel Guerra-Mondragon*; *Jorge Castillo*, who retired after 20 years.

ROBERTA JACOBSON traveled to Cuba with KEVIN SULLIVAN and JOHN SCHLOSSER of the Office of Cuban Affairs, January 6-13. They met with human rights activists, church leaders, third-country diplomats, foreign investors and Cuban government officials on both the political and economic situation. They also had the opportunity to explore the new consular annex being built near the U.S. interests section, and to see conditions outside Havana, in Cienfuegos and Trinidad ... Assistant Secretary Watson met for annual consultations, on Latin America and the Caribbean, with his Japanese counterpart, KIYOHICO ARAFUNE, in Washington, January 18-19. Mr. Gutierrez, Ms. Jacobson, MARTHA HUSTED and JEFF BISCHOFF attended the talks.

**Office of Regional Economic Policy:** The office was engaged in preparations for the December 9-11 Summit of the Americas in Miami. WILLIAM MEMLER was temporarily detailed to the Summit Coordinating Office in September, to assist with the preparations of summit documents and to coordinate private-

sector participation. He was subsequently joined by STEPHEN THOMPSON in Miami to support summit activities ... Following the summit, office director JOHN HARRINGTON, as well as Mr. Memler, JANINA SLATTERY, STEPHEN THOMPSON and JACQUELYNN MAYES, participated in or supported the bureau's key role in the Caribbean-Latin American action group's Miami conference ... DENNIS FINNERTY represented the Department at the December 24 consultations on Chile's accession to the North American free trade agreement. The U.S. trade representative headed the U.S. delegation, which met Canadian and Mexican officials ... STEVE PRUETT participated in a panel discussion on developments in international copyright protection, at the annual meeting of the Caribbean Cable Television Association at Casa De Campo, Dominican Republic ... New employees joining the office were BENJAMIN MUSKOVITZ, who will work with assistance issues, and SHELLY DIAZ, a student intern from the University of California at Davis. □

**INTER-AMERICAN AFFAIRS—The Summit Coordinating Office, Support and Logistics Staff, gathers, first row, from left: Raymond Nowakowski, Bill O'Rourke, Susan Haynes, Edilia Velarde, Tai Li Hoffman, Ruby Green, Millicent Pugliese, Christa Dupuis, John Sinnicki, Chuck Nichols, David Roberts. Second row: Byron Armstrong, Christopher Swenson, Dolores Parker, William Parker, Scott Witmer, Althea Castellana, Phillip Walls, James Trum. Third row: Brad Lynn, Robert Baker, Judy Hucke, Arthur Freeman, Robert McGovern. Fourth row: Pat Schwartz, Lann Malesky, Caroline Stallworth, Dalton Bohnet, Philip King, Perry Linder, Joseph Machado, Robert Ribera, Francine Bowman, Donald Ness, Jerry Lujan.**





## INTERNATIONAL NARCOTICS MATTERS

**Front Office:** Assistant Secretary ROBERT S. GELBARD traveled to New York for consultations, January 4-5 ... Principal deputy assistant secretary CRESENCIO S. ARCOS, accompanied by transnational issues director VITTORIO BROD, traveled to Bolivia for a counternarcotics orientation visit, January 17-18. They met with Bolivian officials to discuss narcotics programs, and visited Santa Cruz ... On January 19 Mr. Arcos, accompanied by security adviser ROBERT MCGARITY, traveled to Peru to meet with government officials to discuss U.S. counternarcotics objectives ... Deputy assistant secretary JONATHAN WINER traveled to Panama, Costa Rica and Belize, January 22-27. He was accompanied by ROBERT PERITO, director, Office of International Criminal Justice; FRANK WAIKART, Federal Bureau of Investigation liaison; ERIC FARNSWORTH, Bureau of Inter-American Affairs; and KEITH LOKEN, Bureau of Legislative Affairs. The purpose of these trips was to negotiate stolar agreements with each of the countries. Additional talks were held with the Panamanians on the issues of alien smuggling, immigration fraud and money-laundering.

**Office of Program Management:** RALPH BUCK, chief, South American/Andean Division, traveled to Bolivia, January 23-27, to

INSTANBUL, Turkey—Consul general Jerrold Mark Dion, right, with Drug Enforcement Administration employees (from left) Bernard J. Lawrence, Thomas J. Senecal, Umüt Cakandemir, and Michael P. Spasaro, who won the International Award of Honor of the International Narcotic Enforcement Officers Association.



attend the agro-industrial development conference ... Caribbean program officer BEVERLY EIGHMY traveled to Trinidad, January 18-21. She addressed a workshop sponsored jointly by the University of the West Indies and U.S.I.A., on U.S. international drug policy, counternarcotics assistance programs, cooperation among nations and the impact of the international drug trade on the security of small states.

**Office of Transnational Issues:** Joint information coordinator LLOYD ARMSTEAD traveled to the El Paso Intelligence Center to meet with officials of the United Kingdom's National Criminal Intelligence Service, to discuss the International Narcotics Matters/Drug Enforcement Administration's joint information coordination center program, January 22-25 ... THOMAS COONY traveled to Vienna, January 28-February 4, as a member of the U.S. delegation to the meeting of the U.N. Drug Control Program, the European heads of narcotic law enforcement agencies meeting and also to coordinate with the U.N. Drug Control Program working group on maritime cooperation initiatives.

**Office of International Criminal Justice:**

**INTERNATIONAL NARCOTICS MATTERS—**At award ceremony, from left: Assistant Secretary Robert S. Gelbard, Robert Gifford, Ginette Stevens, Henry Wooster, Thomas Browne, Steven Peterson.

Mr. Perito and Mr. Waikart traveled to Panama, Costa Rica and Belize, January 22-27, to negotiate an agreement on recovery of stolen vehicles ... SALLY BRANDEL, deputy director, traveled to Budapest, Prague and Vienna, January 7-14, to discuss the opening in Budapest of the U.S. Law Enforcement Training Center. She briefed host-government officials on the anticrime training and technical assistance program in Prague and Vienna ... R. ROSS RODGERS, deputy director, traveled to Beijing and Hong Kong, January 13-24, for consultations with the Chinese and Hong Kong governments on legal assistance ... TIM BURCHFIELD traveled to the Baltic states, December 11-18, to meet with law enforcement officials.

**People: Arrivals:** RUTH PORTER, Office of the Controller; KRISTIN BRINKER, Office of Policy, Planning and Coordination; THERESE WEISE and CHARLES HARRISON, Office of International Criminal Justice. □

## INTERNATIONAL ORGANIZATION AFFAIRS

**Front Office:** On January 16 Assistant Secretary DOUGLAS J. BENNET addressed the 1995 International Development Conference at the J.W. Marriott. His topic was "The World Summit for Social Development." ... On January 20 he traveled to Tokyo for consultations on U.N. issues. He was joined by principal deputy assistant secretary GEORGE F. WARD JR., who was the U.S. representative to the International Peace Academy and the U.N. University Symposium on New Dimen-



U.N. MISSION, New York—At retirement ceremony, left to right: Edward W. Gnehm Jr., deputy permanent U.S. representative, and George Ford, for 34 years a chauffeur for 17 permanent representatives. (Photo by Jean Fiore)

sions of U.N. Peacekeeping Operations, in Tokyo, January 19-20 ... On January 23-24 Mr. Ward and Mr. Bennet consulted with Japanese foreign ministry officials and legislators on U.N. matters and peacekeeping ... On February 1 and 2 Mr. Ward conducted the semiannual "troika" consultations on the U.N. with the European Union, and met with officials of Nato and the Belgian government ... Deputy assistant secretary MELINDA KIMBLE attended the January 16-27 New York preparatory committee session for the world summit for social development, to be held in Copenhagen, March 6-12.

**Office of U.N. Political Affairs:** Director JOSEPH SNYDER traveled to Newark, Del., January 26, to speak at the University of Delaware and the Wilmington World Affairs Council on "New U.S. Perspectives on U.N. Peacekeeping" ... SANDRA SHIPSHOCK arrived in January from the American embassy in Vienna, and will be handling arms control and First Committee matters, as well as European issues ... MARIA REXACH left the office to work in the Executive Secretariat.

**Office of Peacekeeping and Humanitarian Operations:** On January 23 deputy director ROBERT LOFTIS briefed the incoming chairman of the American Foreign Legion's international relations committee, ALAN HALL, on U.S. peacekeeping policy ... On February 2 Mr. Loftis briefed European parliamentarians visiting Washington as part of the North Atlantic Assembly ... He was to leave the peacekeeping office February 10 to take up duties as counselor for political and social affairs at the U.S. mission in Geneva.

**Office of the Executive Director:** WARD BARMON transferred from the Bureau of Economic and Business Affairs to the Office of Economic and Social Affairs, THERESA LOAR from the Bureau of Population, Refugees and Migration to the Office of Economic and Social Affairs.

**Office of Policy, Public and Congressional Affairs:** LARRY ROEDER traveled to Geneva, January 30-31, for consultations.

**Office of Economic and Social Affairs:** ALICE C. MOORE accompanied deputy assistant secretary Kimble to the January 16-27 New York preparatory committee session for the world summit for social development.

**Office of Technical and Specialized Agencies:** NEIL A. BOYER, deputy director, served on the U.S. delegation to the annual business meeting of the World Health Organization's executive board, in Geneva, January 9-27 ... RAYMOND W. WANNER, deputy director, addressed a University of Pennsylvania graduate seminar, February 1, on international centers and resources for educational planning and research.

**Office of International Development Assistance:** Director RALPH BRESLER and CAROL FULLER, U.N. Children Funds desk officer, attended the first regular session of the Unicef executive board, in New York, February 1-6 ... DONALD PARKER, U.N. Development Program desk officer, and PETER HUMPHREY, world food program desk officer, attended a three-day course, "Workshop in Multilateral Diplomacy," February 6-8. □

fice of Private International Law, attended a meeting in New York of the U.N. Commission on International Trade Law's working group on electronic data interchange ... RAY MEYER, attorney-adviser, Office of Politico-Military Affairs, attended a meeting in Paris of the Organization for Economic Cooperation and Development's governmental experts on nuclear liability.

**People:** Joining the office were the following legal externs: ALEXANDER BAEHR, ERIC GREENWALD, JONATHAN LEVY, SUSANNA MOY, LUCA SALVI, STACY SHIBAO and CYNTHIA STEWART ... Leaving the office was CRYSTAL NIX, special assistant to the legal adviser, to serve as the chief counselor to the assistant secretary for democracy, human rights and labor and as a member of the Policy Planning Staff ... CLIFTON M. JOHNSON, attorney-adviser, was detailed to the Office of the Under Secretary for Arms Control and International Security Affairs ... CHERYL FRANCIS, secretary, Office of Economic Business and Communications Affairs, was selected to provide support to the U.N. human rights conference in Geneva. □

## LEGAL ADVISER'S OFFICE

T. MICHAEL PEAY, assistant legal adviser for inter-American affairs, traveled to New York to serve as the legal adviser to the U.S. team that hosted the second set of discussions with representatives of the Cuban government, concerning implementation of the September agreement with Cuba on migration issues ... JOSHUA DOROSIN and RICHARD SINKFIELD, attorney-advisers, Office of International Claims and Investment Disputes, reviewed archival records at the Grumman Corp., New York ... LAURA S. ADAMS, attorney-adviser, same office, reviewed Iranian foreign military sales records at the Hughes Aircraft Co., Dallas ... ROBERT K. HARRIS, assistant legal adviser for law enforcement and intelligence, met with government officials in Beijing to discuss mutual legal assistance issues ... ROBERT A. KUSHEN, attorney-adviser, Office of Oceans, International Environmental and Scientific Affairs, met with officials of the U.N. War Crimes Tribunal in The Hague.

DAVID S. ABRAMOWITZ, acting assistant legal adviser for Near Eastern and South Asian affairs, participated in an intersessional meeting of the Middle East multilateral steering group, covering guidelines for the process and the structure of the multilateral peace process ... He traveled to Antalya to attend the refugee working group's seventh plenary session ... HAROLD S. BURMAN, attorney-adviser, Of-

## OCEANS AND INTERNATIONAL ENVIRONMENTAL AND SCIENTIFIC AFFAIRS

Assistant Secretary ELINOR G. CONSTABLE traveled to Malaysia and Indonesia, January 14-25, and met with government officials, nongovernmental organizations and business-sector representatives in both countries, to discuss environmental issues. While in Kuala Lumpur, she addressed former Fulbright participants at their Asia regional conference, "Into the 21st Century: Environment and Development in Harmony," sponsored by the Hubert Humphrey Fulbright fellows alumni, Malaysia.

The deputy assistant secretary for oceans, DAVID A. COLSON, led the U.S. delegation in the third meeting of the U.S.-Japan consultative committee on fisheries, January 11-12, in Tokyo. The two sides exchanged views on issues in the U.S.-Japan fisheries relationship. Mr. Colson was assisted in the meetings by WILLIAM E. DILDAY, senior Pacific affairs officer, Office of Marine Conservation ... Mr. Colson gave a keynote address on protecting the marine environment and conserving world fisheries under the law-of-the-sea convention, at the international oceans symposium, January 13, at United Nations University, Tokyo ... Mr. Dilday represented the United States at an

intersessional meeting of the U.N. conference on straddling fish stocks and highly-migratory fish stocks, January 17-18, also in Tokyo ... Mr. Colson was one of the featured speakers at a Georgetown University international symposium on "Implementing the U.N. Convention on the Law of the Sea," January 27.

On February 3 Ms. Constable and Canadian Ambassador RAYMOND CHRETIEN signed the interim agreement on Yukon River salmon management, in the Treaty Room. The agreement establishes a program to stabilize and rebuild salmon stocks, covering research, management and restoration activities within the entire river basin. The agreement will remain in place throughout 1997 while negotiations continue on other long-term issues. LARRY SNEAD, Office of Marine Conservation, was the lead negotiator.

The bureau has a new deputy assistant secretary for science, technology and health, ANNE KEATLEY SOLOMON. In her professional career, Ms. Solomon has spent over two decades working on issues of international science, technology and public policy. She holds a master's in public administration from Harvard's Kennedy School of Government. Prior to joining the bureau, she served as a consultant to the Rand Corp. and international telecommunications firms. She was also director of government and public affairs at the Carnegie Institution in Washington, 1988-1992. WILLIAM MILAM, who had been acting deputy assistant secretary for science, returned to his job as the bureau's special negotiator.

Ms. Solomon attended the U.S.-Japan access-to-technology talks, and the U.S.-Japan joint high-level meeting chaired by JACK GIBBONS, director of the White House Office on Science and Technology Policy, January 10-14, in Tokyo ... COLIN HELMER, Office of Cooperative Programs attended ... Ms. Solomon was part of the team, led by Mr. Gibbons, to the sixth meeting of the U.S.-China joint commission on science and technology, in Beijing, January 14-17.

JONATHAN PERSHING, science officer, Office of Global Change, attended an International Energy Agency-sponsored meeting on the climate technology initiative, January 16-18, in Paris. □

## PERSONNEL

### Family Liaison Office

Washington offices and overseas posts are being asked for nominations of teen volunteers for the 1995 Foreign Service Youth Awards. The Family Liaison Office is assisting the Foreign Service Youth Foundation in the search for young people in grades 7 to 12 who have made notable contributions to their peers or to their communities over the past year.



**BUREAU OF PERSONNEL—Roger C. (Chris) Nottingham**, now at the Army War College, gets a Meritorious Honor Award for his work in Personnel's Office of Career Development and Assignments.

Winners, one abroad and one in the United States, will be announced in Washington in the spring.

The third issue of the "FLO Focus" was sent to community liaison office coordinators and administrative officers at posts that do not have a coordinator. This issue includes articles by coordinators VICTORIA HESS (Bombay) and CHRISTINE BEIGHLE (Santo Domingo), as well as former coordinators MARTI DOGGETT and JUDY IKELS ... The staff briefed coordinators DAWN BROWN (Gaborone), KATHLEEN LOKEN (Nairobi) and SHERRY NOZIGLIA (Wellington).

Director KENDALL MONTGOMERY facilitated a discussion for the "Introduction to Foreign Service Life" course, and addressed the A-100 class ... Employment coordinator DAVID BALL presented material on employment issues to Defense Intelligence Agency spouses, and at the portable careers seminar at the Overseas Briefing Center ... He and community liaison office support officer VIRGINIA CHANDLER spoke at the personnel course ... Ms. Chandler addressed the Foreign



**BUREAU OF PERSONNEL—Charlotte Read and Paul Kaufman**, both of the Office of Recruitment, Examination and Employment, have retired. They had more than six decades of federal service between them.

Service specialist class ... Support services officer LINDA OLESEN presented segments of the regulations, allowances and finances class, the security overseas seminar and the advanced security overseas seminar.

The first participants in the Professional Associates Program have been selected. The program is designed to use American family members, trained at the Foreign Service Institute, to help fill vacant junior officer positions abroad. It is seen as one way to enhance family-member employment opportunities, while meeting the human resource needs of the Department. □



**BUREAU OF PERSONNEL—Betty Atherton**, right, president of the Foreign Service Youth Foundation, presents first copy of "Notes from a Traveling Childhood" to director general *Genta Hawkins Holmes*. The book addresses the challenges of growing up in the Foreign Service.

### Medical Services

Personnel consulting in Medical Services included regional medical officer JOHN TRIPLETT, during his home leave from La Paz ... Regional medical officer GARY PENNER accompanied a patient from Warsaw ... Embassy nurse JOY DAVIS consulted with Medical Services when she accompanied a patient from Georgetown ... Embassy nurse AGNES MASNIERE visited after accompanying a patient from Paris ... Regional medical technologist MARILYN KENNEDY became director of laboratory services following completion of her assignment in Jakarta.

Medical director ELMORE RIGAMER presented a paper at the annual meeting of the Academy of Organizational and Occupational Psychiatry, in New Orleans ... Drs. JOHN BEAHLER, Quality Improvement, and LAWRENCE BIRO, health system administrator,



attended the Department of Justice's annual malpractice seminar in San Antonio ... The deputy director of nurses, PATRICIA BEITH, traveled to N'Djamena and Yaounde to consult with embassy medical staffs.

ROSE GRUER, R.N., Medical Clearance, and NANCY CHIPPENDALE, Mental Health Services, retired at the end of the year ... JULIA WORTHINGTON, R.N., completed her work in Medical Records at the end of the month. □

## POLITICAL- MILITARY AFFAIRS

Deputy assistant secretary FRANCES D. COOK, accompanied by the Middle East action officer, Commander RICK MAYNE, traveled to Bahrain and Kuwait for political-military bilateral discussions, and to Saudi Arabia for the chiefs of mission conference and consultations.

**Office of Defense Relations & Security Assistance:** Mr. Mayne then traveled to Oman for consultations with embassy staff ... Deputy office director ROBERT (TURK) MAGGI traveled to Las Vega to address a conference of arms dealers and discuss administration policy ... The office welcomed winter intern JENNIFER OLDAKOWSKI.

**Office of Defense Trade Controls:** WILLIAM J. LOWELL became director of the office, January 2. He had been a special assistant to LYNN E. DAVIS, under secretary for arms control and international security assistance. His previous responsibilities included international space policy, science and technology, defense trade policy, peaceful nuclear cooperation and export control policy, including Cocom ... WILLIAM ROBINSON, the former director, now serves as special adviser to the director of defense trade controls.

**Nuclear Risk Reduction Center:** Staff director HAROLD KOWALSKI and operations officer BENJAMIN JUSTESEN attended the opening of the Washington terminal of the official government-to-government communications link with Ukraine, January 4. The occasion commenced with an exchange of letters between the U.S. Secretary of Defense, WILLIAM J. PERRY, and the Ukrainian minister of defense, VALERIY SHMAROV ... The center received a delegation from the Kazakhstan government-to-government communications link's technical experts group, January 9, to discuss operational concerns regarding the link, which was opened with Almaty in October. The delegation was hosted by the Bureau of Administration's Information Management and Information Services.

**Office of Chemical and Biological and Missile Nonproliferation:** Director VANN



**POLITICAL-MILITARY AFFAIRS—**  
*Howard K. Walker receives the Secretary of the Army's decoration for Distinguished Civilian Service from National Defense University president John Fryer, for his contribution during his two years as the university's vice president. Mrs. Walker is with them. Mr. Walker has retired from the Foreign Service and has been appointed deputy commandant of the Nato Defense College in Rome.*

VAN DIEPEN led an interagency delegation to Kiev, Ukraine, January 25-26, to discuss implementation of the U.S.-Ukraine agreement on the transfer of missile equipment and technology ... Major TIMOTHY WILLIAMS represented the office in New York, January 5-6, at a special meeting with the U.N. special commission on Iraq ... KURT SANGER, a student at Hobart College, Geneva, N.Y., joined the office as the spring intern.

**Office of International Security Policy:** On January 27 the office released the second edition of "Hidden Killers," describing the landmine plague and measures to combat it. The public release included material on the Secretary's participation before an audience of 250 diplomats and nongovernment organizations, public and press people ... Colonel FITZ CARTY and VALERIE BELON attended a conference on demining research and development, at Fort Belvoir, January 18-19 ... Colonel LARRY MACHABEE consulted at the United Nations, January 20, on plans for the May international meeting on mine clearance, in Geneva ... ELLA WILLIAMS retired after 30 years of Government service ... Deputy director DEBORAH BOLTON attended a January 13 briefing at the U.S. Atlantic Command in Norfolk, on the planning to move Cuban migrants from Panama to Guantanamo Naval Base, Cuba ... The office welcomed two spring interns, COREY HANNA from the University of Minnesota and ERIC JAMES from the University of Illinois ... Commander ROBERT WELLS traveled to New York to discuss maritime intercept operations in the Persian Gulf, with current and incoming U.N. sanctions committee representatives, at the U.N. Iraq sanctions committee offices.

**Office of Export Control Policy:** JUDY WATERS headed an interagency delegation to

the Asian export control seminar in Tokyo. The United States provided briefings on the global proliferation threat, a framework for an effective export control system, responsibility for arms transfer policies, the missile technology control regime, catch-all controls and customs enforcement. Members of the U.S. delegation said there appeared to be a growing understanding among the attendees of the utility of export controls, and a willingness to request further information and training ... STEVE GEIS spoke on export control policy developments at a January 11 seminar for exporters, jointly sponsored by the National Conference on International Trade Development and the Commerce Department's Bureau of Export Administration ... GEORGE GOWEN, PAUL BROWN, LISA SAMPSON WENGER, LINDA LUM, JULIE KAVANAGH, CHRIS KAVANAGH, GILBERT SPERLING and JEFF OLESEN addressed representatives of Japanese industry on the Cocom successor regime, U.S. sales policy towards various countries and regions, dual-use licensing and the Defense Trade Advisory Group ... ANDREW CHURCH has been selected for the Office of Personnel Management's executive potential program for mid-level employees.

**Office of Strategic Policy and Negotiations:** LA TANIA BARNES traveled to Moscow, January 16-20, for meetings with the Russians on the summit-mandated safeguards, transparency and irreversibility initiative, and to begin negotiations on the agreement for cooperation on exchange of confidential information.

**Office of Nuclear Energy:** FRED MCGOLDRICK, principal deputy director, led the U.S. delegation for negotiations on a new peaceful nuclear cooperation agreement with the European Union, in Brussels, November 30-December 8. He was accompanied by RAY MEYER of the Legal Adviser's Office ... ALEX BURKART, deputy director, was a participant at the December board of governors meeting in Vienna, as an adviser to the U.S. representative to the International Atomic Energy Agency, December 8-9 ... He was the Department representative for separate bilateral discussions on International Atomic Energy Agency safeguards with Germany, France, the United Kingdom and the European Union, November 29-December 13 ... CHARLES NEWSTEAD, senior adviser, represented the Department at the Japan-Russia-U.S. conference on dumped nuclear waste in the Sea of Japan, the Sea of Okhotsk, and the North Pacific Ocean at the Center for International Security Affairs of Mississippi State University, January 12-13 ... During this meeting, Mr. Newstead also chaired the panel discussion on potential impacts of radioactive contamination on marine and terrestrial ecosystems, which included representatives from the ministry of foreign affairs, Tokyo, and the Russian navy and ministry of atomic energy, Moscow ... Mr. Newstead led the U.S. delegation for a meeting

to examine possible remedial actions related to radioactive wastes discharged from nuclear submarines into the Kara Sea and the fjords of Novaya Zemlya, at the International Atomic Energy Agency in Vienna, January 23-27 ... JACK EBETINO, international affairs officer, was the State representative on the U.S. delegation to the fourth preparatory committee meeting for the 1995 nonproliferation treaty review and extension conference, in New York, January 22-28 ... Senior coordinator ELIZABETH G. VERVILLE led the U.S. delegation to the G-7 nuclear safety working group meetings in Ottawa, January 17-18, to discuss Ukraine, Russia and nuclear safety matters. She was accompanied by MARY RUTH COLEMAN, the Nuclear Regulatory Commission's CARLTON STOIBER and the Department of Energy's KRISTEN SUOKKO ... CAROL KESSLER, coordinator for nuclear reactor safety, traveled to Brussels with the Department of Energy's COLLETTE BROWN, for the January 23-24 G-7/Ukraine task force subgroup meetings. □



**BELGRADE, Serbia-Montenegro—** Refrigerated truck is donated to deliver food and medicine to remote villages. From left: Charles Vincent, World Food Program; Rodolfo Keil, general services officer; Robert Marshall, administrative officer; Gilbert Despicht, food program; Annamarie Burnette, general services assistant.

## POPULATION, REFUGEES AND MIGRATION

Assistant Secretary PHYLLIS E. OAKLEY met with the Tunisian minister for women and family affairs, NEZIHA MEZHOU, with members of InterAction and with the Zairian minister of justice, GERARD KAMANDA ... She addressed students of Georgetown University on the global issues

agenda.

The coordinator for population, M. FAITH MITCHELL, departed in January to become director of the Division on Social and Economic Studies at the National Academy of Sciences. ELLEN M. MARSHALL is the

**LILONGWE, Malawi—**Deputy chief of mission Gregory W. Engle, foreground, with Somali refugees who rushed into the embassy compound when the gate was opened to admit a vehicle. Mr. Engle advises them to address their concerns to U.N. officials. (Photo by Anne W. Patchell)

acting director of the Population Office. MARGARET S. TOM has replaced HULYA KILGORE as the staff assistant there. Ms. Kilgore transferred to the American embassy in Turkey.

KATHY JOHNSON traveled to New York to plan for the world social summit to be held in Copenhagen this month ... NEIL EFIRD participated in a human rights assessment sponsored by U.S. Southern Command, at the safe-haven camps for Cuban migrants in Panama ... JUDY MAYOTTE was the speaker at a luncheon given by Girls, Inc., of Naples, Fla ... BETSY FITZGERALD, CARLA NADEAU, NANCY JACKSON and DON SHEMANSKI traveled to San Diego to conduct a monitoring review of refugee reception and placement agencies.

Visiting the bureau were Ambassador RAYMOND FLYNN (Holy See); APRIL GLASPIE; the U.N. Relief and Works Agency's coordinator of operations for the West Bank and Gaza; and the refugee coordinator for Abidjan, JOANI BAKER ... The bureau welcomed back JAMES KELLEY, who had been on detail to the Peace Crops for two and a half years, as country director in Swaziland, and said farewell to ANN MORGAN (Refugee Training), who retired, and to RICHARD CORNELIUS and STEVE HAWKINS, who returned to A.I.D. after a year and a half with the bureau's Population Office. □



## PUBLIC AFFAIRS

**Front Office:** MICHAEL D. McCURRY, principal deputy assistant secretary for public affairs and Department spokesman, and MARY ELLEN GLYNN, assistant spokesman, have departed for the White House. Mr. McCurry is now assistant to the President and White House press secretary. Ms. Glynn is a deputy press secretary for PRESIDENT CLINTON. SECRETARY CHRISTOPHER has announced the appointment of R. NICHOLAS BURNS as Department spokesman and principal deputy assistant secretary for public affairs. Mr. Burns comes to this assignment from the White House, where he served as special assistant to the President and senior director at the National Security Council for Russia, Ukraine and Eurasia affairs.

**Office of Intergovernmental Affairs:** JANICE SETTLE was program manager for a briefing by the U.S. ambassador to the United Kingdom, WILLIAM J. CROWE JR. in the Department, February 1. Over 60 representatives from business organizations, intergovernmental affairs foundations and business media were to attend ... DUSTY KREISBERG represented the Department at the U.S. Conference of Mayors Washington meeting, January 26 ... She arranged for PETER SCHOETTLE, Policy Planning Staff, to provide an overview of foreign policy priorities to the mayors' international affairs committee ... Ms. Kreisberg organized a briefing for state legislators traveling to Brazil, by desk officers JIM PRITCHETT and MATT MATTHEWS.

**Office of Public Liaison:** Regional program officer CATHY McDERMOTT arranged for the assistant secretary for East Asia and Pacific affairs, WINSTON LORD, to travel to three cities, January 11-13. He spoke to the Washington Council on International Trade, in Seattle; the Commonwealth Club and the World Affairs Council of Northern California, in San Francisco; and the Los Angeles World Affairs Council and the Pacific Council on International Policy, in Los Angeles ... On January 18 Ms. McDermott and program officer ANNETTE AULTON traveled to Riverside, Calif., and managed a town meeting cosponsored with the World Affairs Council of Inland Southern California. Department speakers were Ambassador CHARLES A. GILLESPIE, under Secretary TIMOTHY WIRTH and BARBRO OWEN-KIRKPATRICK from the embassy in Mexico City ... Ms. McDermott then arranged for Mr. Gillespie to travel to San Jose to address the World Forum of Silicon Valley, and the World Affairs Council of Northern California, in San Francisco ... Washington program officers EILLEN McCORMICK PLACE and JUDY CHRONISTER advanced SECRETARY CHRISTOPHER's speech to the John F. Kennedy School of Government at Harvard, January 20. □

## SOUTH ASIAN AFFAIRS

**Office of the Assistant Secretary:** Assistant Secretary ROBIN L. RAPHEL briefed Secretary of Defense WILLIAM J. PERRY, January 4, and Secretary of Commerce RONALD H. BROWN, January 6, ahead of their travels to South Asia ... She then traveled, January 7-21, accompanying Secretary Perry to Pakistan and India ... She stopped for consultations with government officials in Israel en route, and in Japan and at Pacific Fleet headquarters in Hawaii on her way back ... In Hawaii she held discussions with Admiral RICHARD C. MACKE ... On January 24 she briefed Senator HANK BROWN, chairman of the Senate Foreign Relations Committee's East Asian and Pacific subcommittee ... On January 27 she briefed Representative DOUG BEREUTER, chairman of the House International Relations Committee's Asia and Pacific subcommittee, on South Asian issues ... Ms. Raphel called on visiting Sri Lankan Foreign Minister LAKSHMAN KADIRGAMAR, January 31 ... She attended a dinner for all the commanders-in-chief hosted by the chairman of the Joint Chiefs, General JOHN M. SHALIKASHVILI, January 31.

Deputy assistant secretary TIMOTHY M. CARNEY traveled to Cleveland, January 21, to address the city's World Trade Organization, the Federation of Indian Communities and the World Affairs Council, at celebrations for Indian National Day ... He was on Capitol Hill, January 20 and 23, to accompany the U.S. ambassador to Pakistan, JOHN C. MONJO, in



MADRAS, India—Walter Myers, left, information programs officer, receives Award of Valor for ensuring the safety of American citizens during the evacuation from Rwanda last year. With him are Ambassador Frank Wisner, right, and administrative officer Lee Carter.

calls on Senator Brown and Rep. Bereuter ... Mr. Carney and Pakistan desk officer KRIS URS met with Representative THOMAS M. BARRETT, January 11, to discuss Pakistani issues ... On January 24 he attended Indonesian embassy ceremonies, to see his former colleague and defense attaché in Jakarta, retired Colonel JOHN J. MUSSELLS, decorated.

South Asia senior adviser STEPHEN RICKARD accompanied Secretary Brown on a Presidential business development mission to India, January 14-21 ... He participated in a January 23 briefing for the Senate Foreign Relations Committee, to describe the Brown mission and Secretary Perry's January trip to Pakistan and India ... He addressed an internal McDonnell-Douglass seminar on the Indian economy, January 9, and attended a National Association of Manufacturers roundtable discussion of the Brown mission, January 27.

**Office of India, Nepal, Sri Lanka, Bhutan and Maldives Affairs:** Director RONALD D. LORTON attended a Commerce Department-hosted roundtable for Secretary Brown and South Asian-American businessmen, January 6 ... He attended an Asia Society-hosted lunch at which Commerce Department Under Secretary JEFF GARTEN spoke on "India and the United States: Ending the Era of Missed Opportunities," January 12 ... He attended Arms Control and Disarmament Agency director JOHN HOLUM's speech on "The Most Important Year in the History of Arms Control: No Time for U.S. Retreat," on the Carnegie Endowment for International Peace's Face-to-Face Program, January 18 ... On January 26 Mr. Lorton and India desk officer JOHN BRADY KIESLING met with Henry L. Stimson Center fellows BHARAT KARNAD (India) and MAQSUD NURI (Pakistan), who were accompanied by AMIT SEVAK of the center ... Mr. Kiesling visited all four posts in India, as well as Islamabad, on orientation travel, December 2-17 ... Nepal desk officer ELAINE PAPAIZIAN-ETIENNE made an orientation visit to Nepal, India and Sri Lanka, January 19-February 6.

**Office of Pakistan, Afghanistan and Bangladesh Affairs:** Director LEE O. COL-DREN participated in a congressional briefing, January 23, on Secretary Perry's trip to Pakistan ... Deputy director CHRISTOPHER W. WEBSTER briefed the Stimson fellows, January 26 ... Afghanistan desk officer RON McMULLEN gave a presentation on Afghanistan, January 31, to students in the Foreign Service Institute's South Asia studies course ... Ambassador Monjo was in the Department for consultations, January 18-24.

**Office of Regional Affairs:** Director MICHAEL C. LEMMON participated in the briefing for Secretary Perry, and later briefed Senate staffers on the results of the trip ... He attended the Carnegie Endowment conference on nonproliferation and an Asia Society study group roundtable on "Preventing Nuclear Proliferation in South Asia," January 30-31. ■



—(Continued from inside front cover)

immediately and completely. Our working spouses (husbands, mostly) have the benefit of an envelope of American culture at work, and they escape to it daily.

I would add, however, that many adaptations we have to make as overseas spouses, uprooted from professional careers, are the same as new mothers make when they choose to stay home with their children. It is incomprehensible, until you have experienced it yourself, how much of one's self-confidence, human support and sense of accomplishment are tied up in one's work.

Yes, we have to take advantage of all that is offered us when we follow our spouses overseas, but that is not to say that it is easy. When it is possible to connect, a tour can be great. When you cannot connect with anything, you can end up spending two or three years just passing time, until you transfer again.

Sincerely,  
VICTORIA H. HESS □

### Ahead of the curve

COLUMBIA, S.C.

DEAR EDITOR:

It would be much appreciated and certainly helpful to everyone who teaches American foreign policy, as I do, if you would publish an updated organizational chart of the Department—if possible indicating who the assistant secretaries are in each bureau ...

In general, the Bureau of Public Affairs should be made aware that its public liaison functions and dispatching of material outside of Washington has been extremely poor in the past few years. Perhaps this can all be ascribed to budgetary problems, but sooner or later we cannot help the Department with the public if we are furnished no useful information on its organization and functioning. Your magazine, to my knowledge, is the only organ that fulfills at least part of that function, and I feel privileged still to be on the mailing list.

Sincerely,  
PAUL M. KATTENBURG  
Foreign Service officer (retired)  
Professor emeritus  
University of South Carolina

*The editor replies: Thanks. By now,*

*you've no doubt seen the chart in the centerfold of the January issue. □*

### Corcoran: an appreciation

ALBUQUERQUE, N.M.

DEAR EDITOR:

The January issue carries the sad news of the passing of Ambassador Thomas Corcoran. While technically cor-

rect, your obituary identifies him as "deputy chief of mission" in Vientiane from 1975 to 1978. In point of fact, he served as chargé d'affaires through this very difficult period, maintaining the only U.S. diplomatic post in Indochina in the wake of the collapse of pro-U.S. governments in Saigon and Phnom Penh.

Mr. Corcoran's accomplishments in this very difficult posting were remark-

### A booby at work

WASHINGTON

DEAR EDITOR:

I enjoy paging through your publication whenever one chances my way. I particularly liked the photo spread on Guayaquil ("Post of the Month," February). You could have fooled me, though. I would have sworn that the picture of a blue-footed booby (Page 27) is really that of a Galapagos tortoise.

While I am on the subject of pictures,

I am glad to see that personnel at the Department of State do not practice antiquated stereotypical courtesies. The six men in the photograph on Page 14 are all seated, while the nine women are all standing.

Sincerely,  
CHARLES F. MILLER  
U.S. Drug Enforcement Administration

*The editor replies: You know who the REAL booby is! The photo captions were switched in the editor's office.*



This is a blue-footed booby.



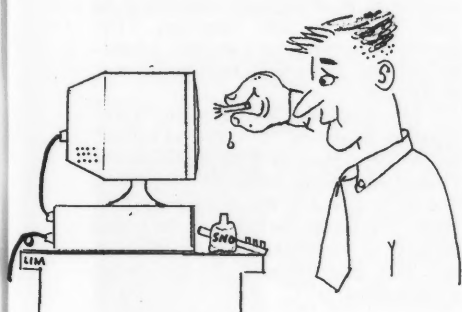
This indeed is a Galapagos tortoise. □

able. Despite suffering a 50% reduction in an already shrunken staff—mandated by the hostile Lao government—his steady stewardship gradually rebuilt a position of U.S. influence in Laos. Much of this came as a result of the dignity and confidence with which Mr. Corcoran comported himself, and the competence with which he led the tiny U.S. mission-enclave.

During the dangerous and difficult 30 months of his tenure, Mr. Corcoran won the respect of the former Pathet Lao leadership and the affection of many ordinary Lao for whom the U.S. embassy was a guarantor of security against retribution then being exacted with terrible suffering in the rest of Indochina. I believe strongly that had the U.S. mission not remained in place, the tragedy which befell the peoples of South Vietnam and Cambodia would have been repeated in Laos, leading to an even greater flow of Lao and Hmong refugees into Thailand.

Mr. Corcoran was truly one of the grand old hands of Indochina, with service in Hanoi, Hue and Phnom Penh, extending back to the early 1950s. His recollections of those early days were drawn upon in 1979 as the United States contemplated a return to Hanoi and needed details on the U.S. facility in the city.

Moreover, his tales of those early years made for fascinating history for the first-tour officers who comprised most of his Foreign Service officer staff in Vien-



“Harold still has not mastered the ‘Delete’ key.”

## Anapestic Assignments

BY EBP

*There was a person assigned to Phnom Penh*

*For whom the crucial question was just when,*

*For as he was in language training,*

*He had no way of ascertaining  
If he would pass or have to start  
again. □*

tiane. His humor, buried beneath a stern demeanor, was warm, generous and as dry as the martinis he favored.

I wish to take this opportunity to salute a boss, a mentor and a friend, whose passing surely has saddened his many colleagues and admirers.

Sincerely,  
EDMUND McWILLIAMS  
Diplomat-in-residence  
University of New Mexico □

## Recycler retires

WASHINGTON

DEAR EDITOR:

This year, the Department recycling program enters its fifth year. A federal drive that began in 1990 with the recycling of white office paper and newspaper has since expanded to include recycling of aluminum and steel cans, glass, polystyrene and corrugated waste (cardboard). Nicholas Fotinos, who oversaw this program the last several years, retired in January.

One does not have to look very far to see the results of Mr. Fotinos' hard work. Whether it's the paper collection boxes in your office, the can and bottle receptacles in the corridors or the polystyrene canisters and displays in the cafeteria, you have undoubtedly noticed something of the Fotinos touch.

Recycling is a very important matter of ever-growing concern, the real success

of which is directly dependent upon the voluntary aid of each and every individual here at State. Your continued participation in the recycling program will help to expand it and to assure its ongoing success.

Many thanks for the years of dedicated service, and best wishes for a happy retirement, to Mr. Fotinos, whose recycling legacy will last for years to come.

Sincerely,  
JOANNE NELLIGAN  
Bureau of Administration ■

## Honors and Awards

—(Continued from Page 10)

“With the reopening of South Africa’s borders to mass travel, the country has experienced a surge in narcotics shipments to the United States, which poses a threat to both countries. Ms. Keller’s staff seized the initiative to forge links between U.S. drug enforcement officials and South African law enforcement authorities. This effort has led to major drug seizures in the United States, including one recent confiscation of heroin with an estimated street value of \$15 million.”

Ms. Keller was commended for upgrading consular offices and overseeing operations at eight other posts. Mr. McKee said: “She did all this while serving as deputy principal officer and filling in during absences by the principal officer. Despite her relentless consular responsibilities, she turned in an exemplary performance on every occasion she was called upon to lead the U.S. presence.” □

## Here are the facts

(See Page 9)

—Yes, in accordance with the Federal Property Management Regulations, Title 41, Code of Federal Regulations, Subpart 101-20.3.

—A GS-13 earned \$22,906, a GS-5 \$8,925. And, by the way, also banned in all State Department buildings is consumption of alcoholic beverages without the written permission of the Secretary or his designee. □



Mr. Fotinos

# O B I T U A R I E S

**Norman Burns**, 89, a retired Foreign Service officer, died at a retirement home in Falls Church, Va., on December 25.

Mr. Burns began his career at State in 1944 as assistant chief of the Commodities Division. After working as an international economist and as deputy director of the Board of Foreign Service Examiners, he was named director of the Foreign Service Institute in 1952. The following year he joined the Foreign Service and became economic adviser to the U.N. Relief and Works Agency in Beirut. He was the International Cooperation Administration's deputy director for the Near East, South Asia and Africa, 1956-59. He retired in 1961 after serving as director of the U.S. operations mission in Jordan.

Mr. Burns was born in Versailles, O., on November 14, 1905. He earned a bachelor's and a law degree from Wittenberg and a master's from Yale. Before State, he worked for U.S. Tariff Commission and the War Production Board. He taught economics at American University in Beirut, 1929-32, and served as president of the university for five years after leaving the Service. He had also been a lecturer on Middle East economic issues at Johns Hopkins and a member of the board of governors of the Middle East Institute. His survivors include his wife, Constance, of Falls Church, and a brother. □

**Miriam Camps**, 78, a former member of the Policy Planning Staff, died of cancer in Cambridge, England, on December 30.

Ms. Camps began her foreign affairs career in 1943 as an analyst with the Board of Economic Warfare at the U.S. embassy in London. In 1947 she became a divisional assistant in the Office of the Assistant Secretary for Economic and Social Affairs. She held a similar position in the Division of International Organizations Affairs, 1948-49. Next, she was a special assistant in the Office of the Under Secretary of Coordination for Foreign Aid, 1949-51. After assignments on the Policy Planning Staff and in the Bureau of European Affairs, she left State in 1954 to marry William Anthony Camps, a former master of Cambridge University.

She returned to the Department in 1961 for two years as a consultant to the under secretary for economic affairs. In

1967 she became an international economist in the Office of the Secretary. She was named vice chairwoman of the Policy Planning Staff before leaving the Department in 1970.

Ms. Camps was a native of Lynn, Mass., who served on the editorial staff of the Economist and wrote eight books on economics, in addition to her work at State. She had also worked for the Council on Foreign Relations and the Royal Institute for Foreign Affairs in London. In addition to her husband, of Cambridge, she leaves a sister and a brother. □

**Elizabeth L. Engdahl**, 85, a retired Foreign Service officer, died in Mill Valley, Calif., on December 16.

Ms. Engdahl began her career at State as a divisional assistant in 1944. She joined the Foreign Service two years later and became an administrative assistant in Shanghai. Next, she served as vice consul in Tehran, 1949-51, then vice consul and consul in Paris, 1951-55. In the latter year she became visa officer in Vienna. She returned to Washington in 1960, where she became head of field operations for the Visa Office before her retirement in 1969.

Ms. Engdahl was born in Muncie, Ind., on June 2, 1909. She attended Wellesley College and Cornell. Before State, she had published a magazine in Shanghai, where her father served as an adviser to the Nationalist government. Her survivors include a sister, Joan Carey, of Mill Valley. □

**Mary Goiran**, 78, the former Mary Mulloy Carmichael, who was a retired Foreign Service economic officer, died in Clearwater, Fla., on January 1.



Ms. Goiran

Ms. Goiran began her career at State in 1945 as chief of the salary administration section. After becoming assistant chief of the leave and retirement branch, she joined the Foreign Service in 1956. She served as first secretary and consul in Brussels, 1959-64, then as first secretary and economic officer in Leopoldville, 1964-65. In the latter year,

she became an economic officer at the U.S. mission to the Organization for Economic Cooperation and Development in Paris. Next, she was assistant economic adviser for Nato in Brussels, 1965-66. She then served as a special assistant to the U.S. ambassador to Nato in Brussels and Paris, and as U.S. representative to the Coordinating Commission of Government Experts, 1966-68. After assignments as U.S. relocation coordinator in Paris and Brussels, she retired in 1968. She held the Superior Honor Award.

Ms. Goiran was born in Miles City, Mont., on August 6, 1916. She earned a doctorate from Marquette, where she served as the country's youngest dean of women before joining State. In addition to her husband, of Dunedin, Fla., she leaves a sister and a brother. □

**Richard F. Kitterman**, 78, a retired Foreign Service officer and Civil Service employee, has died of emphysema at his home in Frederick, Md., STATE learned recently.



Mr. Kitterman began his career in the Department in 1951 as a security officer in the Office of Domestic Security. In 1955 he joined the Foreign Service. The following year he became public safety officer Mr. Kitterman (1984) in Berlin. He was regional security officer in Karachi, 1960-62, and Cairo, 1963-66. After a final assignment in Washington, he retired in 1970. Later, he held temporary Civil Service assignments as a security specialist, 1982-84, including a three-month tour in Abidjan.

Mr. Kitterman was born in Washington on January 6, 1916. He had worked for the Department of Agriculture and the General Accounting Office. During World War II he served in the Army infantry in Japan. He leaves his wife of 58 years, Eleanor, of Frederick, three daughters, a son, nine grandchildren and five great-grandchildren. □

**Annette Mannoia**, 37, wife of Foreign Service officer Earl Mannoia, died of breast cancer in Bern on November 29.

Ms. Mannoia had accompanied her husband on tours to Djibouti and Vienna,



in addition to the post in Switzerland. She was a native of Hilden, Germany, who studied sociology, audiology and business in Dusseldorf. She had served as a contract administrator at the International Atomic Energy Agency in Vienna, and as an office manager at the International Finance Corp., Washington.

Besides her husband, who is the administrative officer in Bern, Ms. Mannoia leaves her mother, Elizabeth Wiese, of Hilden. Her family has established a fund in her name to support breast cancer treatment. Contributions may be sent to the Annette Mannoia Memorial Fund, c/o Roberts Financial Enterprises, Inc., P.O. Box 221333, Chantilly, Va. 22022-1333. □

**Ervin R. Marlin**, 85, a retired Foreign Service Reserve officer, died in Hemel Hempstead, England, on December 12.

Mr. Marlin began his career at State in 1965 as a special assistant in the Bureau of International Organization Affairs. Later that year, he became director of the bureau's Office of International Organization Recruitment. He served in that capacity until his retirement in 1971.

Mr. Marlin was born in New York on July 30, 1909. He earned a bachelor's and master's from Trinity College. He held numerous positions in Government before his tenure at State, including external relations officer at the International Civil Aviation Organization in Montreal and director of the Office of the U.N. High Commissioner for Refugees in Geneva. His survivors include his wife, Hilda, of Berkhamstead, England, and a son. □

**Rita Mae Sanderson**, 72, who was the mother of Foreign Service officer Melissa M. Sanderson, died of a heart attack in Madrid, Spain, on October 29.

Ms. Sanderson was born in Cincinnati on July 7, 1922. Beginning in 1985, she accompanied her daughter, who is the industries and transportation officer in Madrid, on postings to Ottawa and Guadalajara.



**Ms. Sanderson** was active in Read, a program which

helps illiterate adults learn to read and write. She had also worked as a volunteer at the Humane Society of Cincinnati, and as a seamstress for an organization which made clothing for impoverished persons overseas.

In her youth, she won several ice and roller-skating championships. In addition to her daughter, she leaves five nephews and a niece. Her family suggests contributions to the American Heart Association. □

**James P. Sullivan**, 67, a retired Foreign Service officer, died in Tampa on December 5.

Mr. Sullivan joined the Service as a courier in 1952. After postings to Paris and Manila, he became a supervisory diplomatic courier in Frankfurt in 1957. In 1959 he was appointed a Foreign Service officer. After serving as vice consul in Frankfurt, he returned to Washington as a political-military officer in 1960. Next, he was consular officer in Osaka-Kobe, 1962-65. In the latter year, he became political officer in Antananarivo. He was an international relations officer in the Africa bureau, 1968-70.

After an assignment as a personnel officer in Washington, Mr. Sullivan was named deputy chief of mission in Port Louis in 1972. He was principal officer and consul in Cebu, 1974-75. In 1974 he returned to the Department as an administrative officer in the Europe bureau. He was personnel officer in Rabat, 1977-79, then administrative officer in Cotonou, 1979-81. After a final assignment in the Africa bureau, he retired in 1982.

Mr. Sullivan was born in Braddock, Pa., on January 8, 1927. He received a bachelor's from the University of Pittsburgh. He served in the Army during World War II. His survivors include his wife, Alethea, of Coronado, Calif., two daughters and a son. □

**Barr V. Washburn**, 85, a retired Foreign Service officer, died in McLean, Va., on January 13.

Mr. Washburn joined the Foreign Service in 1947 and was assigned to Athens. He served as administrative officer in Tokyo, 1951-53, and Cairo, 1953-56. In 1956 he became principal officer and consul general in Alexandria. Next, he was a division chief in the Bureau of Personnel, then executive director of the Bureau of Near Eastern and South Asian Affairs, 1957-61. In the latter

year he was named principal officer and consul general in Rotterdam. He served as executive director of the Board of Foreign Service Examiners before retiring in 1969. He held the Superior Honor Award.

Mr. Washburn was born in Duchesne, Ut., on February 14, 1909. He received a bachelor's from Brigham Young. Before State, he served as deputy chief of mission for the U.N. Relief and Rehabilitation Administration in Athens. His survivors include his wife of 57 years, Bernice, of Washington, a daughter, a son and three grandchildren. □

**Charles G. (Chirp) Williams**, 77, a retired Foreign Service specialist, died at his home in Tucson on December 21. He was the husband of retired Foreign Service secretary Lilliana Williams.



**Mr. Williams**

Mr. Williams began his career at State as a guard in 1946. Later that year he was posted to Sofia. After assignments in Panama City and Ottawa, he went to Taipei as a general services clerk in 1952. Next, he was mail room supervisor in Stockholm, 1954-57. He was posted to Kabul, 1957-60, and Manila, 1960-65. In the latter year he became building maintenance engineer in Saigon. He served as general services attaché in Paris, 1967-72. After an assignment in Washington, he went to Phnom Penh in 1975. He retired in 1979 after serving as general services officer in Accra. Later, he accompanied his wife on her postings to Freetown and Colombo.

Mr. Williams was born in Woodbury, N.J., on August 5, 1918. He served in the Army during World War II. In addition to his wife, of Tucson, he leaves a daughter, two brothers, a sister and two grandchildren. ■

## Tips on taxes

A workshop on paying and saving on taxes while in the Foreign Service will be offered at the National Foreign Affairs Training Center, March 14, noon to 2 p.m., and March 22, 6 to 8 p.m. Registration is required. For information, call (703) 302-7268. □

# LIBRARY BOOKLIST

## Women in development: political, social, economic role

### General

- Afkhami, Mahnaz. *Women in Exile*. Charlottesville, Va, University of Virginia, 1994. 210 p. HQ1236.5.U6A25
- Gender and International Relations*. Edited by R. Grant & K. Newland. Bloomington, IN, Indiana University, 1991. 176 p. JX1391.G46
- Gunderson, Morley. *Comparable Worth and Gender Discrimination: an International Perspective*. Geneva, Switzerland, ILO, 1994. 1278 p. HD6061.G86
- Refugee Women and Their Mental Health: Shattered Societies, Shattered Lives*. Edited by E. Cole ... [et al.]. New York, Haworth Press, c1992. 308 p. RX451.4.R43R455
- Women, Development, and Change: the Third World Experience*. Edited by F. & S. Abraham. Bristol, IN, Wyndham Hall Press, c1988. 323 p. HQ1240.5.D44W655
- Women's Education in Developing Countries: Barriers, Benefits, and Policies*. Edited by E. King & M. Hill. Baltimore, MD, Johns Hopkins University, c1993. 337 p. [on order]
- Women and Politics Worldwide*. Edited by B. Nelson & N. Chowdhury. New Haven, CT, Yale University Press, 1994. 832 p. HQ1236.6363
- Women, the State, and Development*. Edited by S. Charlton ... [et al.]. Albany, State University of NY, c1989. 248 p. HQ1240.W663
- World Survey on the Role of Women in Development*. UN, Centre for Social Development and Humanitarian Affairs. New York, UN, 1989. 2 vols. HQ1240.W676
- Women in Trade Unions: Organizing the Unorganized*. Edited by M. Martens and S. Mitter. Geneva, Switzerland, ILO, 1994. 204 p. HD6079.2.D44W66
- Women and Work in Developing Countries: an Annotated Bibliography*. Westport, CT, Greenwood, c1994. 223 p. [on order]

### Asia and the Pacific

- Calman, Leslie J. *Toward Empowerment: Women and Movement Politics in India*. Boulder, CO, Westview Press, 1992. 230 p. HQ1743.C35
- The Changing Family in Asia: Bangladesh, India, Japan, Philippines, Thailand*. Bangkok, Thailand, UNESCO, 1992. 394

- p. HQ663.C47
- Iwao, Sumiko. *The Japanese Woman: Traditional Image and Changing Reality*. New York, Free Press c1994. 304 p. HQ1762.I925
- Ono, Kazuko. *Chinese Women in a Century of Revolution, 1850-1950*. Edited by J. Fogel, Stanford, CA, Stanford University, c1989. 255 p. HQ1767.O5613 [translated from Chinese]
- Tantiwiramanond, Darunee. *By Women, for Women: a Study of Women's Organizations in Thailand*. Pasir Panjang, Singapore, ISEAS, 1991. 186 P. HQ2002.55.D37

### Latin America and the Caribbean

- Alvarez, Sonia E. *Engendering Democracy in Brazil: Women's Movements in Transition Politics*. Princeton, NJ, Princeton University, c1990. 304 p. HQ1236.5.B6A44
- The Decade for Women in Latin America and the Caribbean: Background and Prospects*. Santiago, Chile, 1988. 215 p. HQ1240.5.L29R87
- Ehlers, Tracy B. *Silent Looms: Women and Production in a Guatemalan Town*. Boulder, CO, Westview Press, 1990. 177 p. HQ1240.5.G9E34
- Fisher, Jo (Josephine). *Out of the Shadows: Women, Resistance and Politics in South America*. New York, Monthly Review Press, 1993. 228 p. HQ1236.5.S63F57
- Hahner, June E. *Emancipating the Female Sex: the Struggle for Women's Rights in Brazil, 1850-1940*. Durham, NC, Duke University, 1990. 301 p. HQ1236.5.B.H34
- Randall, Margaret. *Sandino's Daughters Revisited: Feminism in Nicaragua*. New Brunswick, NJ, Rutgers University, 1994. 311 p. HX546.R35
- Rural Women and State Policy: Feminist Perspectives on Latin American Agricultural Development*. Edited by C. Deere and M. Leon. Boulder, CO, Westview Press, 1987. 282 p. HQ1240.5.L29R87

### Middle East

- Ahmed, Lelia. *Women and Gender in Islam: Historical Roots of a Modern Debate*. New Haven, CT, Yale University. 296 p. HQ1784.A67
- Al-Khayyat, Sana. *Honour and Shame: Women in Modern Iraq*. London, Saqi Books, 1990. 232 p. HQ1735.K48
- Baron, Beth. *The Women's Awakening in Egypt: Culture, Society, and the Press*. New Haven, CT, Yale University, 1994. 259 p. HQ1793.B37
- In the Eye of the Storm: Women in Post-Revolutionary Iran*. Edited by M. Afkhami & E. Friedl. Syracuse, NY, Syracuse

- University, c1994. 227 p. HQ1735.2.I49
- Rosander, Evers. *Women in a Borderland: Managing Muslim Identity where Morocco Meets Spain*. Stockholm, Sweden, Stockholm University, 1991. 314 p. HQ1695.C48R67
- Women in Middle Eastern History: Shifting Boundaries in Sex and Gender*. Edited by N. Keddie & B. Baron. New Haven, CT, Yale University Press, c1991. 343 p. HQ1726.5.w66

### North and sub-Saharan Africa

- Callaway, Barbara and Lucy Creevey. *The Heritage of Islam: Women, Religion, and Politics in West Africa*. Boulder, CO, Lynne Rienner, 1994. 366 p. HQ1800.5.M38
- Mathabane, Mark. *African Women: Three Generations*. New York, Harper Collins, c1994. 366 p. HQ1800.5.M38
- Palmer, Ingrid. *Gender and Population in the Adjustment of African Economies: Planning for Change*. Geneva, Switzerland, ILO, 1991. 186 p. HQ1240.5.A35P24
- Structural Adjustment and African Women Farmers*. Edited by C. Gladwin. Gainesville, University of Florida, c1991. 413 p. HD6073.F32A37537
- Urdang, Stephanie. *And Still They Dance: Women, War, and the Struggle for Change in Mozambique*. New York, Monthly Review Press, c1989. 256 p. HQ1799.U73

### Personal stories

- Barnes, Virginia L. *Aman: the Story of a Somali Girl*. New York, Pantheon Books, c1994. 349 p. CT2208.A43B37
- Caillet, Laurence. *The House of Yamazaki: the Life of a Daughter of Japan*. New York, Kodansha International, 1994. 355 p. TT955.Y35C3513 [translated from French]
- Farman-Farmaian, Sattareh and Dona Munker. *Daughter of Persia: a Woman's Journey from Her Father's Harem through the Islamic Revolution*. New York, Crown Publishers, c1992. 404 p. CT1888.F37A3
- Gilbey, Emma. *The Lady: the Life and Times of Winnie Mandela*. London, Jonathan Cape, 1993. 328 p. DT1949.M36G45
- Goodwin, Jan. *Price of Honor: Muslim Women Lift the Veil of Silence on the Islamic World*. Boston, Little, Brown, c1994. 363 p. HQ1170.G66
- Mosher, Steven W. *A Mother's Ordeal: One Woman's Fight Against China's One-Child Policy*. New York, Harcourt Brace Jovanich, c1993. 335 p. CT1828.Y314M67
- Najjar, Orayb A. *Portraits of Palestinian Women*. Salt Lake City, UT, University of Utah, c1992. 312 p. HQ1728.5.N35

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IN A TAXI CAB"

THIS IS AN IMPORTANT SURVIVAL NOTICE!

THE MOST PREVALENT HAZARD ABROAD STEMS FROM A CONSPIRACY LAUNCHED IN 1912 IN RATAN. AN IRATE CABBIE FOUNDED THE "WORLD HACKERS' INTERNATIONAL PARTY for LAVISH AUTOMOBILE STIPEND HIKES" (WHIPLASH).

TAXI DRIVERS WORLDWIDE TERRORIZE TOURISTS AND DIPLOMATS, HOPING THEY WILL PAY HUGE TIPS IN EXCHANGE FOR THEIR LIVES.

SINCE KILLING A TAXI DRIVER IS STILL ILLEGAL IN SOME COUNTRIES, SUPERC RAT HAS ORDERED PERSONNEL GOING OVERSEAS (AND TO ONE UNNAMED CITY SURROUNDING THE STATUE OF LIBERTY) TO USE WORDS, NOT DEADLY FORCE, WHEN DEALING WITH THESE WHEELER-DEALERS.



LEARN THESE  
KEY PHRASES  
IN YOUR  
LOCAL LANGUAGE!



1. IN MY COUNTRY, A FULL STOP IS ACCOMPLISHED GRADUALLY.
2. WHY YES, YOUR DESTINATION IS BETTER THAN THE ONE I HAD SELECTED.
3. YOUR ABILITY TO EXECUTE HAIRPIN TURNS AT HIGH SPEEDS IS GREATLY ADMIRER. PLEASE DO SOME MORE.
4. DO YOU KNOW WHO I AM, YOU FOOL?
5. I'M SURE YOUR FATHER WOULD HAVE BEEN PROUD OF YOUR RACING SKILLS, HAD HE LIVED.
6. PERHAPS IF YOU TELL THE POLICEMEN YOU DID NOT KILL THOSE PEDESTRIANS INTENTIONALLY, HE WILL LET YOU OFF WITH A SMALL FINE.
7. MONEY IS NO OBJECT. TAKE THE SCENIC ROUTE.
8. ARE ALL TAXIS IN YOUR COUNTRY EQUIPPED WITH VICIOUS DOGS IN THE FRONT SEAT?
9. WHY ARE YOU WEARING A HELMET AND FLAMEPROOF SUIT, MR. CABBIE?
10. YOUR CAB IS LIKE A MISSILE, SIR.
11. HOW LONG HAS YOUR WINDSHIELD BEEN MISSING?
12. SO, WAS BEN HUR YOUR GREAT-GRANDFATHER ON YOUR MATERNAL OR PATERNAL SIDE?
13. DOES THE CAB HAVE A GAS LEAK, OR DID YOU OVERDOSE ON GARLIC?
14. I'M SORRY, BUT THE BLACKMARKET IS ILLEGAL. I'D PREFER TO PAY YOU IN YOUR NATIONAL CURRENCY.
15. YES, I'M QUITE SURE THE POLICE CANNOT OVERTAKE US AT THIS SPEED.
16. I DON'T THINK I'VE EVER BEEN IN A CAR WHEN IT HAS ROLLED OVER SO MANY TIMES.
17. THE FARE SOUNDS REASONABLE. IT WILL HELP PAY OFF THE NATIONAL DEBT.
18. THIS IS A MOST MAGNIFICENT TRAFFIC JAM.
19. WHEN YOUR HAND GETS TIRED, I'LL BE GLAD TO HONK THE HORN FOR YOU.
20. I NEVER WOULD HAVE GUESSED THAT THAT HAND GESTURE SIGNALLED A RIGHT TURN FROM THE CENTER LANE.
21. NO HURRY. I'M NOT NEEDED AT THE OFFICE UNTIL THE VERNAL EQUINOX.
22. IF YOU'LL TELL ME WHY YOU WERE DENIED A VISA, I'LL LOOK INTO IT WHEN I REACH WASHINGTON.



PERSONALLY, I WOULD  
HAVE USED A TURN  
SIGNAL INSTEAD OF  
A LARGE-BORE PISTOL  
TO CLEAR THAT LANE  
CHANGE...



23. DOES INSANITY RUN IN YOUR FAMILY?
24. ARE YOU DELIVERING ANCHOVIES AS A SIDELINE?
25. I'M TRULY AMAZED THAT YOU ESTIMATED THE WIDTH OF YOUR TAXI TO BE ONE MILLIMETER SMALLER THAN THE GAP BETWEEN THOSE TWO CARS.
26. I WANT TO GO TO THE EMBASSY, NOT INTO ORBIT.
27. I AGREE. BLIND PEOPLE SHOULDN'T TRY TO CROSS STREETS.
28. I SWEAR TO YOU, OFFICER, I DID NOT ORDER HIM TO DO THAT.
29. WHAT DO YOU MEAN, YOUR METER IS BROKEN?
30. AT THESE PRICES, HOW COULD YOU NOT HAVE CHANGE FOR A HUNDRED-DOLLAR BILL?
31. A FEW MORE FARES LIKE MINE, AND YOU CAN AFFORD TO REINSTALL THE DOOR ON THE PASSENGER SIDE.
32. IF YOU HAD PLASTIC SEAT COVERS LIKE THE OTHER CABS DO, IT WOULDN'T HAVE MATTERED THAT I GOT SICK ALL OVER THE INTERIOR.

READ  
THIS!!



\*\*\* [Any mission or person able to translate the above English phrases into a local language will receive an original SUPERC RAT CARTOON. (Mail or fax input to *Supercrat's Taxi Lingo*, c/o *State* magazine.)]

BON VOYAGE!



Department of State, U.S.A.  
Bureau of Personnel  
Washington, D.C. 20520

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**Official Business**  
Penalty for Private Use

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If address is incorrect  
please indicate change.  
Do not cover or destroy  
this address label.  
Mail change of address to:  
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Washington, D.C. 20522-0602

