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October 1989

State Magazine



Panama City
The Bridge Between Two Worlds



Photo by Lelia Lamson

Coming in November: Niamey

State Magazine

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Articles should not exceed five typewritten, double-spaced pages. They should also be free of acronyms (with all office names, agencies and organizations spelled out). Photos should include typed captions identifying persons from left to right with job titles.

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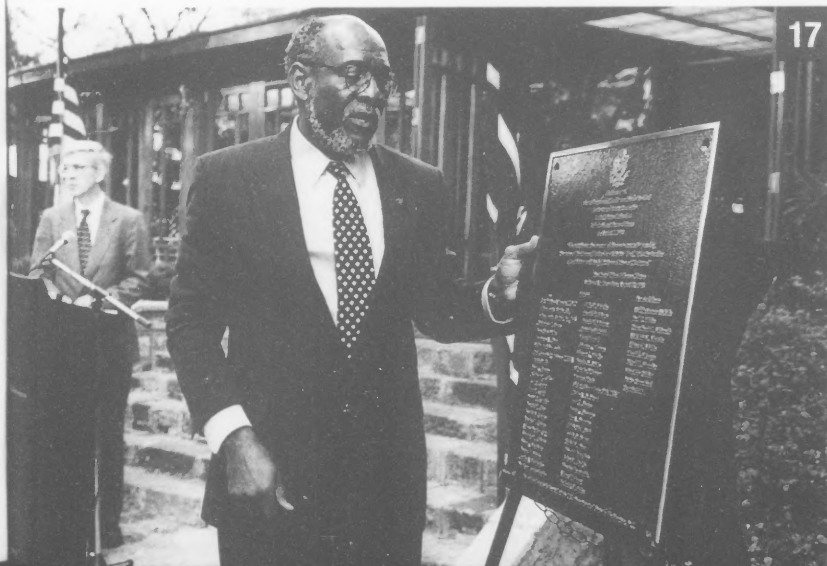
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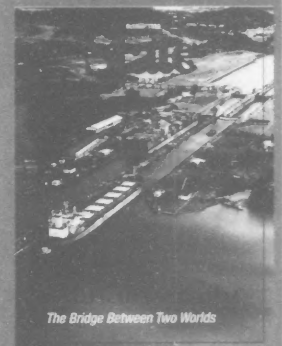


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FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

To lead, our resources must keep pace with our responsibilities.

In his August speech to the Veterans of Foreign Wars, President Clinton challenged our Congress to fund an "arsenal for peace"—to provide the resources required for American diplomatic leadership around the world.

In the coming months, the President and I will be working hard to make sure that the Congress—and the American people—understand the urgent need for such an arsenal.

To make our case, we will draw upon one of the most important lessons of this century, which is that no nation can ensure the security or prosperity of its people by going it alone or by relying solely on military might.

To safeguard our own interests, the United States must work with allies and friends to defuse crises, repel dangers, promote more open economic and political systems and strengthen the rule of law. On every continent there are trouble spots and key decision points, where conflicts threaten or historic opportunities present themselves. More and more, the United States is looked to for leadership that is in our interests to provide.

To lead, our resources must keep pace with our responsibilities. As President Clinton has warned, "We must pay attention not only to military readiness, but to diplomatic readiness as well."

Currently, only about one penny in every dollar of the United States' federal budget is devoted to international operations and programs. But this penny pays for everything from supporting peace and promoting American exports to fighting drug traffickers and controlling the spread of weapons of mass destruction. It also covers the State Department's consular workload, which has increased more than 20 percent during the past decade.

President Clinton and I are determined to give those who represent and protect U.S. interests abroad the resources required to do the job. Our goals include building, repairing and maintaining safe and adequate diplomatic facili-

ties, installing a modern and integrated communications network and making sure we have the right people with the right skills in

the right positions at the right time.

We also need to fund the assistance programs that are a vital part of our diplomatic efforts to secure peace in Northern Ireland, Southeast Europe and the Middle East and on the Korean Peninsula, and we need to make good on the President's promise to do our part in reducing the burdens of the world's most heavily indebted poor countries.

At the same time, it is essential that we pay our arrears to the United Nations and the other international organizations to which we belong. By so doing, we can leverage our resources and coordinate our efforts with other nations on behalf of shared goals and common interests.

The decisions that congressional appropriators must make are complex. But this summer, the House and Senate voted to slash President Clinton's fiscal year 2000 foreign affairs budget request by about 12 percent—or more than \$2.3 billion. The result, if enacted, would pose a clear and present danger to American interests. We can—and must—do better.

The U.S. debate over adequate funding for foreign policy is an old one, dating from the Continental Congress dispatching Ben Franklin to Paris, to the proposals for Lend Lease and the Marshall Plan that bracketed World War II, to the start of Central European democracy and the more recent Nunn-Lugar threat reduction programs. In each case, history's verdict has gone decisively to those who argued that America must meet its responsibilities.

Now we face our own test. As President Clinton has noted, "No nation in history has had the opportunity and the responsibility we now have to shape a world that is more peaceful, more secure, more free." I am confident that we can have the courage and vision required to fulfill that responsibility. I will do all I can to see that we have the resources as well. ■

LETTERS TO THE EDITOR

News on Metro Subsidy?

A July 13 Department Notice announced that monthly parking fees in the basement would increase from \$18 to \$22—a rate well below the area commercial rate of \$150. The notice was another reminder that the highest paid employees receive parking subsidies for pennies per day while lower paid employees who use public transportation pay \$50 to \$100 or more monthly to commute to work.

Whatever happened to the Department's commitment to implement a Metro subsidy program for employees who use public transportation? In his column last January, the Director General said that while "there are many questions still to be resolved, Under Secretary Cohen and I share a commitment to exploring every possible avenue to instituting a Metro subsidy for State employees in Washington, D.C."

Some 90 federal agencies, many facing budget pressures similar to State's, offer their employees a Metro subsidy. The Department's continued inability or unwillingness to do so sends a very clear message to its employees.

William J. Duffy
Office of Management and Policy

The Department remains open to establishing a Metro subsidy program. We fully understand the importance of this and other employee-friendly programs in recruiting and retaining the most talented employees. But it is not a simple or easy task.

Given our declining operating budgets, we have not felt it appropriate to further reduce already scarce resources to fund a Metro subsidy program. Inaugurating the program now would compound the adverse impact on our staffing and infrastructure the budget constraints have created.

Until our budget increases to accommodate for inflation and new policy requirements (especially overseas security), I regret that we cannot commit to a Metro subsidy program. I am supportive of the program, however, and I will work to obtain the necessary funding.

Bonnie R. Cohen
Under Secretary for Management

Owners, Not Customers



As a happy Department retiree in the quiet hills of Pennsylvania, I don't let much bother me. But there is one concept, customer service, that always catches my attention and annoys me to the point that I must stir my stumps and write. That concept appeared in your April issue in an article about "Improving Customer Service."

I'm sure the Department means well in training employees to better serve citizens. But the idea that we are "customers" of the government is egregiously wrong, and I'm amazed that nobody challenged that skewed idea. The fundamental concept of a democracy such as ours is that we, the people, are the government—therefore the owners, not the customers. Big difference.

The article says, "The concept of customer service within the U.S. government is relatively new." Well, let's hope it dies in infancy. Customers today, subjects tomorrow?

Elizabeth Andros Gaston
Ligonier, Pa.

It's 'Irresistible'

State Magazine was always interesting, but with its bright colors and changed format, it is now irresistible. Congratulations.

Mabel W. Clark
Arlington, Va.

From the Editor

In this issue we cover the first anniversary of the bombings of the embassies in Nairobi and Dar es Salaam, an occasion marked by moments of silence and observances in Washington, D.C., Kenya and Tanzania. In Washington, Secretary Madeleine Albright presided over a weekend ceremony highlighted by moving video vignettes of the 12 Americans killed and what is believed to be a first honoring the diplomatic family—a poetic tribute written and delivered by the nation's poet laureate.

In East Africa, meanwhile, Americans and Africans alike paid homage to their colleagues' memories—delivering eulogies, unveiling plaques and dedicating sculptures, gardens and parks.

Perhaps the most visible scar of all, the site of the former U.S. Embassy in downtown Nairobi, has been razed and is being converted into a memorial park entrusted to an association of local American businesses.

As the new century dawns, the healing continues and the memory of the sacrifice made by so many on Aug. 7, 1998, remains.

Making the Grade

By Donna Miles

After getting three consecutive "Fs" on its Y2K "report card," the Department is winning accolades for earning an "A-minus."

Fernando Burbano admits that he was a bit apprehensive when he accepted his job as head of State's new Information Resources Management Bureau.

He was still contemplating his offer at State last year when the Department received an "F" on its year 2000 "report card" from Rep. Steven Horn, chairman of the House Subcommittee on Government Management, Information and Technology. The subcommittee projected that the Department's systems wouldn't be Y2K-compliant until 2034. To make matters worse, a General Accounting Office report in the works was highly critical of State's Y2K program.

Under Secretary for Management Bonnie Cohen challenged Mr. Burbano, who was overseeing a successful Y2K program at the National Institutes of Health, to turn State's situation around. "What can I say? I like challenges," said Mr. Burbano, who joined State as its chief information officer last May.

With strong support from Under Secretary Cohen, who Mr. Burbano said made Y2K "her number one priority," he launched a comprehensive program to update the Department's 59 mission-critical computer systems to meet the Office of Management and Budget's March 31 deadline for Y2K compliance.

Mr. Burbano elevated the role of the Y2K Program Management Office and appointed Dave Ames as the new deputy chief information officer for Y2K. Mr. Ames' job was to ensure that the most critical applications in State's massive computer network were Y2K-compliant.

The challenge was formidable for a Department that relies on 262 computer systems with about 35 million lines of computer code in more than 17 programming languages to conduct its operations.

Systems failures could disrupt State's foreign affairs mission. If, for example, the Consular Lookout and Security System went haywire, overseas posts would be unable to screen visa applicants for criminal or terrorist backgrounds. State's internal messaging systems, critical to diplomatic missions, could be cut off. Embassy operations such as property management and visa and passport processing could come to a standstill or require staffs to revert to manual operations.

Ensuring that those scenarios don't happen involved identifying what systems needed to be fixed, making necessary repairs or replacements and running three different levels of tests to ensure that the fixes worked.

"It's mammoth—like steering an ocean liner," said Mr. Burbano. "It doesn't turn on a dime."

So even after State had launched its herculean Y2K effort, the Department again received an "F" from quarterly Horn Reports last November and February. It also continued

to get red flags in quarterly Office of Management and Budget readiness reports that placed State at high risk of systems failures.

But the latest Horn Report confirms that the ocean liner has, indeed, made its turnaround. The Department got an "A-minus" report card last June, reflecting that all its mission-critical systems are Y2K-compliant. "We went from an 'F' to an 'A,' and we did it 34 years early!" joked Mr. Burbano, referring to Rep. Horn's pessimistic projections.



Making the grade was a huge challenge for State because only 21 of the Department's 59 mission-critical systems were Y2K-compliant when the Y2K effort was launched. That left the Department with less than one year to repair or replace 38 systems—a logistical nightmare in light of the geographic spread of its posts and the classified nature of many of the systems.

And State got a black eye in several Y2K progress reports because its officials chose to replace outdated systems instead of simply repairing them to be Y2K-compliant. Repairing systems is, at least theoretically, faster and easier than replacing them, but Mr. Ames insists that it would have been a waste of time and money for the Department to simply fix systems it plans to replace later with newer, more reliable and Y2K-compliant systems.

While recognizing this, Department officials decided to stick with a Y2K implementation schedule for State that answered both short- and long-term requirements—even if it missed some of OMB's interim Y2K target dates. But as the latest Horn Report reveals, State met the ultimate OMB deadline for Y2K implementation.

Mr. Burbano said the Department's dramatic Y2K turnaround resulted from the hard work and commitment of every bureau and post.

The Y2K Office established "strike teams" to monitor, track and assess plans to fix mission-critical systems—but also to provide assistance. Mr. Burbano said the teams served as "a quick shot in the arm for bureaus falling behind" in Y2K implementation "to ensure that we would get across the finish line in time."

In addition, in June 1998 Secretary Madeleine Albright directed all chiefs of mission to establish a year 2000 committee at post to coordinate Y2K policy and to evaluate mission information systems and infrastructure. And every post completed a State-developed Post Contingency Plan Toolkit to identify and plan for potential Y2K-induced infrastructure failures.

John O'Keefe, the Department's special representative for the year 2000, said the toolkits helped posts assess their processes from the ground up, evaluating the host country's power, transportation, communications, water and wastewater systems. The kits also helped posts determine what steps to take to minimize the Y2K impact on mission operations—be that buying a backup generator to maintain power during an outage or stocking up on extra water and fuel in case they become unavailable.

Posts were also directed to evaluate their emergency action plans should systems shut down or become degraded. For planning purposes, posts were told to prepare for contingencies for 15 days.

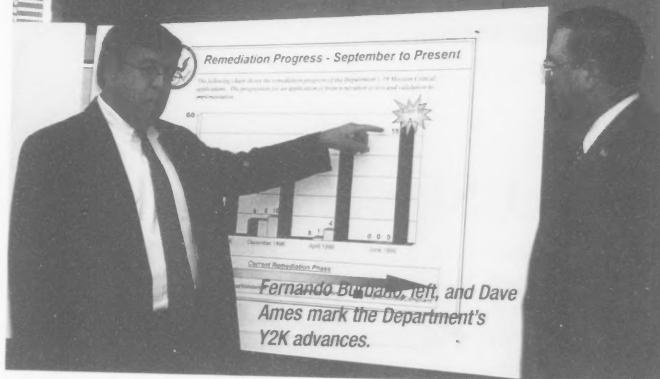


Photo by Donna Miles

The completed toolkits, which included itemized lists of posts' requirements, were submitted to the Department last April. One of the biggest needs identified was for generators. OMB recently approved slightly more than \$5 million for State to supply them.

Mr. O'Keefe acknowledged that the appropriation falls far short of the \$21 million State had initially requested. But he said posts are prioritizing their needs and are prepared to face Y2K with fewer resources. "My overall evaluation is that our posts are ready and will be in good shape," he said.

Very few, if any, posts are expected to require evacuations, Mr. O'Keefe said, and no specific evacuation plans have been made.

Although the Department's mission-critical systems are Y2K-compliant, the Y2K effort is far from finished. Systems testing is continuing, and the focus is shifting to non-mission-critical systems that could be affected.

In addition, State has established a working group to monitor and report on the Department's Y2K status between December and early January. Mr. O'Keefe said the group will begin around-the-clock operations on Dec. 31 to "respond to the 911 calls" during the rollover period and to receive reports from posts.

Posts will report on mission and host country Y2K issues, and the working group will analyze the information to identify any trends as the millennium rollover takes place around the world.

Ensuring that State's systems are Y2K-compliant, however, doesn't guarantee that they will continue to function unfettered when the clock strikes midnight on Dec. 31.

Mr. Burbano stressed that State does not operate in a vacuum, noting that the viability of its systems is dependent on those of other government agencies, private organizations and foreign governments the Department interacts with. State's high-impact passport applications and processing function, for example, depends on the viability of Mellon Bank, the U.S. Postal Service, Federal Express, the Government Printing Office and a variety of outside vendors.

Despite worldwide publicity about Y2K and dire predictions by some about what could happen when the calendar rolls over to Jan. 1, Mr. Burbano said he's confident that the U.S. foreign affairs mission will continue with few serious disruptions.

"I'm not promising that there won't be some temporary problems related to Y2K," he said. "But the preparations are being made and I feel confident that for the most part, operations will continue as usual." ■

State Welcomes USIA

The long-discussed plan to reorganize the United States' foreign affairs agencies advanced this month with the integration of the U.S. Information Agency into State.

The only USIA employees who did not "crosswalk" into State were those involved in international broadcasting activities such as Voice of America. Those 2,700 employees are now part of the new International Broadcasting Board of Governors within the executive branch.

The USIA merger is the largest part of State's reorganization. The Arms Control and Disarmament Agency joined the Department on April 1.

The integration of these agencies into State creates what Secretary Madeleine Albright calls "the new diplomacy," increasing the emphasis placed on the public diplomacy, sustainable development, and arms control and nonproliferation aspects of foreign policy.

Family Leave Act Expanded



Federal workers soon will be able to use up to 12 weeks of accrued sick leave annually to care for ill family members.

The change is an extension of the Federal Employees Family Friendly Leave Act. Under the act, federal workers were allowed up to 13 days of sick leave and up to 12 weeks of unpaid

leave to care for family members. The extension, announced by President Clinton last May, allows workers who need as many as 12 weeks in a 12-month period to use them without losing pay in the process.

The extension does not provide additional sick leave for employees, who accrue it at the rate of four hours per pay period, or 13 days a year.

The Office of Personnel Management is expected to publish the federal regulations for the program's extension during the next few months.

State Releases New PSA

State recently released a new video public service announcement promoting its Rewards for Justice Program, formerly known as the Heroes Program.

The public service announcement is part of the Department's continuing efforts to bring to justice those responsible for the terrorist bombings of the U.S. Embassies in East Africa and to prevent future acts of terrorism worldwide.

The Rewards for Justice Program plays a significant role in fighting international terrorism. Through information received under this program, major international terrorists have been captured and potential acts of terrorism prevented.



CFC Drive Begins

The Department's 1999 Combined Federal Campaign began this month and continues through December.

This year is the first time that former Arms Control and Disarmament Agency and U.S. Information Agency employees will participate in State's campaign.

The campaign's theme is again "It All Comes Back to You," showing support for some 2,500 national and international organizations with goals varying from feeding the hungry and protecting the environment to providing scholarships and technical assistance to the needy.

The annual CFC drive is the only time of the year that federal employees are canvassed officially for charity. During last year's campaigns, 32 percent of Department employees contributed \$1.4 million to CFC, with individual gifts averaging more than \$368. This represented a \$170,000 increase over 1997 contributions.

This year's CFC goal for the National Capital area is \$42 million.

Department officials encourage State employees worldwide to use payroll deduction to make their CFC contributions.

DIRECT FROM THE D.G.

EDWARD W. "SKIP" GNEHM JR.

By the time you read this, USIA will have merged with the State Department. We want to welcome our new colleagues and share with them some of the exciting things we are doing on the personnel front as we embark together on a new fiscal year and stand at the threshold of a new millennium.

In my introduction to the Bureau's FY 2000 Performance Plan, I said that we are committed to recruiting the best candidates possible for the Department and to providing our Foreign Service and Civil Service employees with a stimulating and secure work environment. To that end, I recently established a Talent Steering Group to begin mapping what we must do to remain competitive for talented workers in an ever-shrinking job market. The group will be guided in part by the recommendations of the McKinsey Report, which stressed how valuable all of our employees are going to be in the shrinking labor market of the next century.

One of the issues McKinsey flagged is how to better recognize high performers. We will be giving much thoughtful study to that question. We also need to look again at how we evaluate employee performance. I will form a working group to look at a variety of performance evaluation models used by both the private sector and other federal agencies. I also plan to institute a training program for those who prepare performance evaluations.

McKinsey and other groups have scrutinized how we prepare our employees to assume leadership roles. FSI is establishing a new management and leadership school, and we will be moving toward more emphasis on training in these critical areas for all employees. As a start, I plan to work with FSI to develop a one-day management training module to be added to all overseas regional officer conferences.

In the coming months, all managers and supervisors with bargaining unit employees will receive training in labor relations and a thorough briefing on the recently concluded agreement between the Department of State and AFGE Local 1534. This accord, the first comprehensive collective bargaining agreement ever negotiated with this AFGE unit, provides managers, supervisors and employees with a single, clear reference tool that defines the rights and responsibilities of all parties.

For our Foreign Service Nationals, our number one priority is a global offshore retirement system for those employees lacking a secure local pension system. We



New Century Presents New Challenges

have had some legal and tax hurdles to overcome, but we are making real progress. We are also exploring a possible global medical insurance program for these valued and loyal employees. Finally, we have obtained statements of interest from several vendors for a project, which awaits funding approval, to automate the FSN position classification system. We are scheduling an in-house focus group to review the concepts to be implemented.

In our continuing efforts to create a work environment sensitive to family concerns, we will focus intensely over the next year on eldercare. We have begun a dialogue with our employees to identify the most important issues. For instance, we have already held seminars on living options in the Washington, D.C., area and alternatives to legal guardianship. We will conduct an eldercare survey this fall and hold an eldercare fair on Nov. 18 to bring eldercare resource organizations directly to those who need to know.

The director of the Office of Medical Services, Dr. Cedric Dumont, and I are keenly aware of the rising out-of-pocket expenses incurred by Foreign Service employees at home and abroad from the tendency toward increased reliance on outpatient care in lieu of hospitalization. We are doing the following to alleviate some of these financial burdens:

- MED is seeking a change in the regulations to allow the Department to pay many of the medical expenses of patients medevaced for mental health reasons.
- MED is also encouraging and paying for many evacuees with significant medical problems to come to the United States for evaluation and treatment rather than going to non-U.S. sites such as London and Singapore. Their insurance carriers are more likely to fully cover their expenses in the United States than they would be at foreign sites.
- The Department is seeking legislative authority to allow patients faced with significant out-of-pocket costs to receive a pay advance.
- For obstetrical cases, MED will authorize transportation to any place in the United States, rather than the nearest point of entry, for the expectant mother.

The year 2000 is almost here, and there is still so much to be done. I am committed to continuing our efforts in the new millennium to make a career with the Department of State an exciting, rewarding, attractive and long-term prospect for all of you. ■

Post of the Month:

The Panama Canal.

Panama City

The Bridge Between Two Worlds

Photo by B. Williams

By Raphael Semmes III

Sandwiched between North and South America as "The Bridge between Two Worlds," Panama appears pushed, squeezed, twisted and stretched by the two continents dangling on either end. Its snakelike "S" shape can be disorienting because north and south become east and west. In Panama City, one imagines the sun rising in the west over the Pacific and setting in the east over the Atlantic. The Panama Canal lets some 40 ships daily sail west and east, but they must first go north and south. South America lies to the east and North America, to the west.

Fulfilling the old real estate saw that "location is everything," Panama has (almost) everything. The country largely avoids the Pacific Rim's earthquakes and its "ring of fire" and escapes the Caribbean's devastating tropical storms and hurricanes. Geography also gives Panama one of the world's most amazing collections of flora and

fauna. North American and South American animals and vegetation converge in a clash of color and life. Panama is a bird watcher's paradise, a fisherman's dream and a "tree-hugger's" Disneyland.

The economy centers on the U.S.-built canal, a project determined by geography. For 85 years, the ships of the world have used the canal to cross between the Atlantic and the Pacific. To build and run that canal, the United States signed a treaty with Panama that created the Panama Canal Zone, 50 miles long and 10 miles wide. A microcosm of American life and culture, the Zone fueled Panama's economy but also tension between the two countries for most of the century.

Under the 1977 Carter-Torrijos Treaties, the two countries will dissolve the Zone and transfer full control of the canal to Panama on Dec. 31, 1999. U.S. military installations in the Zone also will pass to Panama on or before that date, and several already have. The handover of the canal will culminate a very eventful year, one marked by Panama's second democratic election since the fall of the Noriega dictatorship and by the transition to a new government.

Panama City, with more than 1 million people, is an easy place to live. The American presence is strong, visible and, despite the military's continuing departure, growing. American visitors, airlines, hotels, banks, restaurants, retail chains, cars, computers, cell phones, consumer goods, TV shows and first-run movies are omnipresent. Panama uses the U.S. dollar (called the balboa), and its political and economic elite are overwhelmingly U.S.-educated. Panamanians are pro-American and proud of the many Panamanians playing U.S. major league baseball. Local baseball is superb, too, and there seem to be as many teams as there are banks.

The biggest difference between Panama and Miami is that more English is spoken in Panama. Panama City is cosmopolitan and full of hustle-and-bustle, traffic jams and shopping centers, but it still retains some of the leisurely pace of a rural area that conjures up an earlier time. During evenings, people go for a walk along the bay, and almost everything shuts down on Sundays.

Right in the city, there's a spectacular glimpse of what the canal diggers confronted early in the century. Metropolitan Park, a large expanse of preserved, dense rain forest, boasts safe walking trails and a huge variety of plant and animal life, including the tropical sloth. Nearby Summit Park Zoo has a great collection of local animals, including the kids' favorite, "Juancho," a 15-foot crocodile. Embassy staff take advantage of the many opportunities to transit the canal by boat, visit the canal museum or just take the kids out to watch the canal locks raise and lower ships. World-class fresh- and salt-water fishing is cheap and easy to arrange. Day trips are popular, too, and the benign climate favors travel to beaches, mountains and historical sites.

El Valle, an hour away, offers waterfalls, thermal mud baths and a Sunday Indian market with handicrafts, fresh fruits and vegetables. Contadora Island, once home to the exiled Shah of Iran, has fishing, snorkeling and hiking. The Colon Free Zone, the world's second largest, is about an hour away. Baru Volcano on the Costa Rican border is a six-hour drive. The more adventuresome can make longer trips to the pristine, bird-filled forests of Darien.

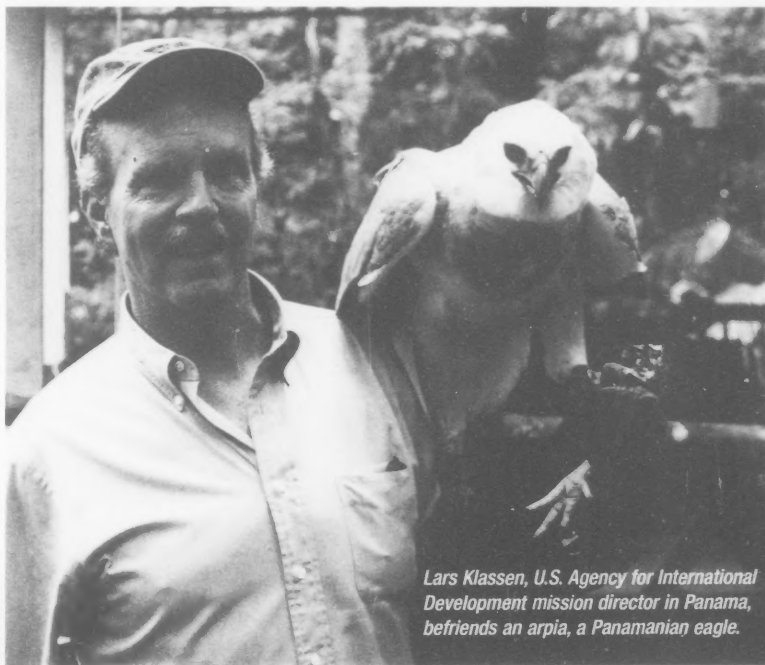


A woman in typical Panamanian garb.

Photo by J. Bauer

U.S. involvement in Panama has been long and intense. Nearly a century before its independence from Colombia in 1903, U.S. Consulates existed in Panama City and Colon. Panama served as a major route for the gold seekers of 1849 headed to California. Americans built the first railroad across the isthmus, and had major roles in helping Panama secure its independence. And, of course, Americans built the Panama Canal, one of the century's marvels of organizational and engineering know-how. Throughout the century, Panama has played host to an enormous U.S. military presence.

The U.S. government presence in Panama is strong as well. Currently, there are approximately 435 embassy employees. That number is expected to grow as the military departs and the embassy assumes functions, such as mail processing, formerly performed by the military. About two dozen agencies are represented, including the U.S. Department of Agriculture, which has a highly successful screwworm eradication project, and the Department of Commerce's Foreign Commercial Service,



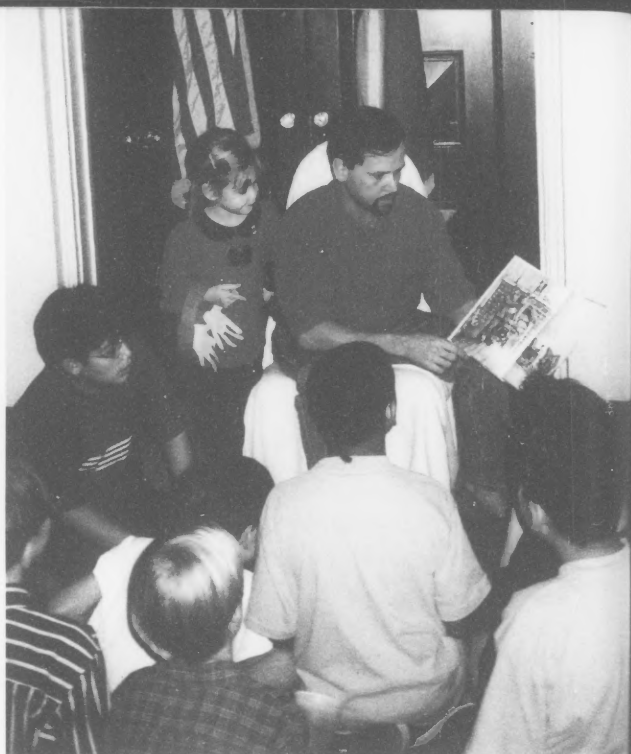
Lars Klassen, U.S. Agency for International Development mission director in Panama, befriends an arpia, a Panamanian eagle.

USAID photo

which promotes U.S. exports, the source of about half of Panama's imports. The U.S. Agency for International Development, meanwhile, is helping Panama reform its justice system and protect the critical canal watershed from deforestation. The Peace Corps has between 80 and 90 volunteers specializing in agro-forestry, small-scale enterprises and other much-needed development skills. Given its role as a transit point for illicit drugs, Panama has a strong U.S. law enforcement presence—from the Coast Guard and Customs Service to the Drug Enforcement Administration and Federal Bureau of Investigation.

The Smithsonian Tropical Research Institute maintains a Marine Exhibition Center and labs on both coasts—as well as two tower cranes for exploring the canopy of the tropical forest and a campus-like setting for offices, labs and an auditorium near the embassy.

The challenges of supporting an expanding mission fall upon the embassy's administrative section, which is negotiating a site for a new chancery and preparing for the end of the military's recreational and support facilities. The embassy has launched the Century XXI Initiative to establish new and attractive alternatives to its current military-



Above, Patrick Pritchett, a Defense communications officer, reads a Cajun story to mission children at the residence. Below, the moon illuminates Panama City's skyline.

Photo by G. Tom





Above, Carmen Ferro, wife of Ambassador Simon Ferro, digs in at a chili cook-off. Below, Peace Corps volunteers Tracey Willis and Eric Doyle celebrate Peace Corps Day. In the background are Peace Corps volunteer Rebecca Ballard and U.S. Agency for International Development employees Devin Reese and Hal Cardwell.



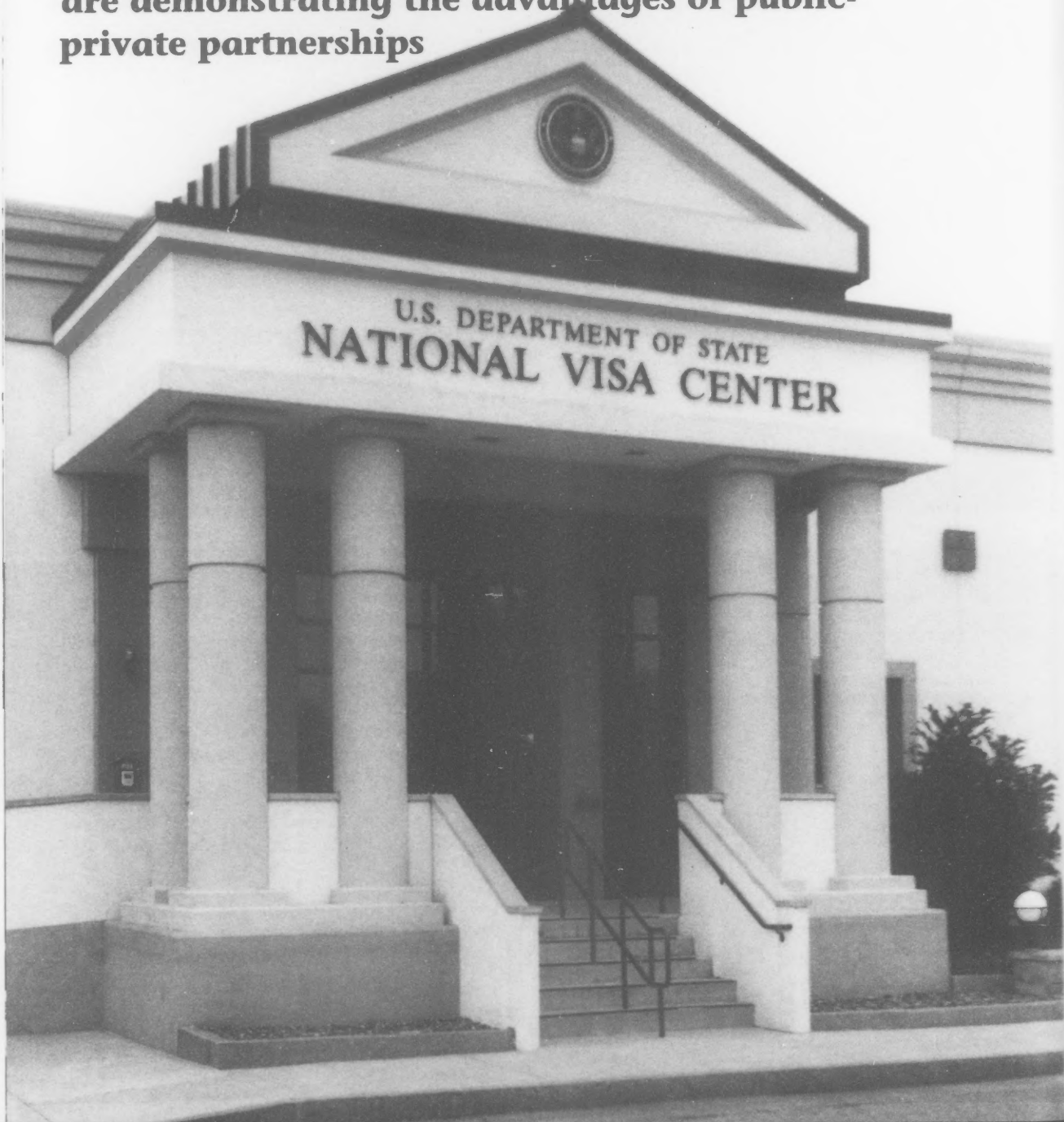
provided services. Already, a new school, Balboa Academy, is coming on line with a kindergarten through 12th grade U.S.-style curriculum and U.S.-trained teachers. Additionally, relations with the International School of Panama, which offers an international baccalaureate program and a full range of varsity and junior varsity sports, are being strengthened. Panama has excellent local medical care and two U.S. universities have campuses where employees and dependents can pursue post-secondary courses and degrees.

For Panama, geography is destiny. It has shaped Panama's history to an extent almost if not completely unmatched in the world. This geography holds out the promise of a great future for Panama's people and leaders. Panama must prove that it can run the canal, as Panama's national motto states, "for the benefit of the world," without a U.S. military presence.

As the new century dawns, the U.S. Embassy in Panama will be in the forefront as Panama and the United States forge a new relationship to promote and protect their mutual interests. ■

The author is the personnel officer at the U.S. Embassy in Panama. W. Lewis Amselem, Kathy Bentley and Morgan Liddick also contributed to the article.

**State's consular facilities in New Hampshire
are demonstrating the advantages of public-
private partnerships**



Building

Story and Photos by Carl Goodman

Editor Carl Goodman recently visited three consular facilities in New Hampshire: the National Passport Center and National Visa Center in Portsmouth and the National Passport Information Center in Dover. They are featured as part of State Magazine's Bureau and Office of the Month series.

National Passport Center

With 10 million passports out the door, you'd think the employees of the National Passport Center in Portsmouth, N.H., would be resting on their laurels.

They're not. In fact, the center's 280 federal and contract employees are busier than ever at the first of 15 facilities nationwide to issue photo-digitized passports and retire the venerable old glue stick once used to manually place photos in passport books.

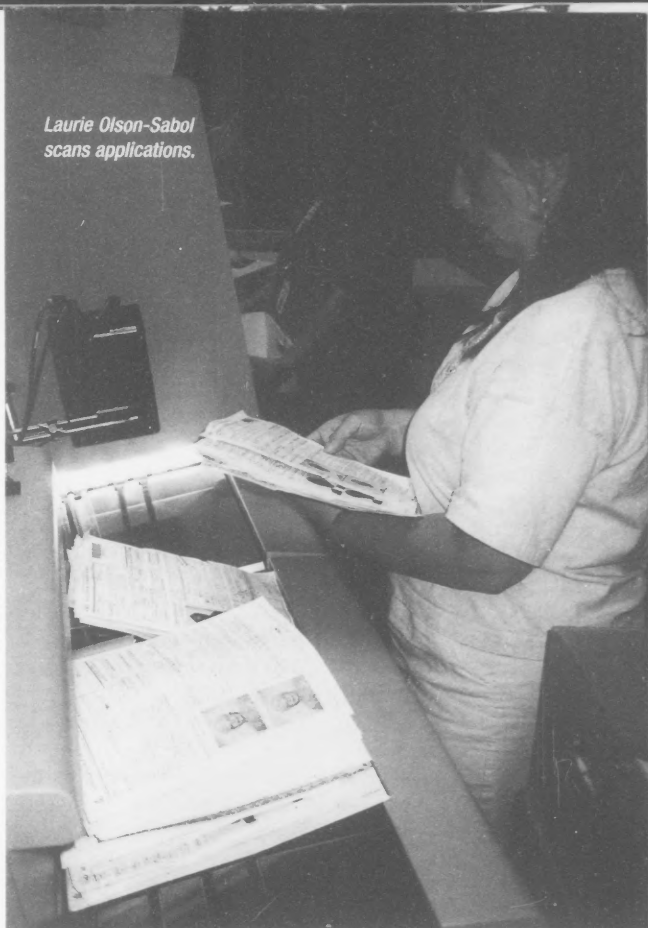
"It was certainly Y2K compliant," quipped Ann Barrett, the center's director, who does not regret the glue stick's demise in favor of the sophisticated scanning equipment now used to place a computer-generated photo on a much more secure passport.

Housed since 1992 in what was once the base exchange for the former Pease Air Force Base, the center is expected to issue about 2 million passports this year. During its first year of operation, it issued 600,000 passports.

"We have some of the most highly motivated employees in the passport system," said Ms. Barrett, a Civil Service employee and former assistant director of the Boston Passport Agency. Dubbed "the pink palace" when it first opened only to process passport renewals, the center "has become the safety valve for the rest of the system," Ms. Barrett said, as other passport centers move to photo digitization.

The New Orleans Passport Agency, for example, has converted to digitization and another national center is scheduled to open in Charleston, S.C., next April. The Charleston Passport Center's new director, Tim Wiesnet, recently visited Portsmouth to learn that center's operations firsthand. The Department already has a finance center in Charleston on what used to be a Navy base, where the passport center will also be located.

Laurie Olson-Sabol scans applications.



Of the Portsmouth center's staff, only 61 members are State employees, demonstrating a successful public-private partnership. Spread over two shifts—7 a.m. to 3:30 p.m. and 3:30 p.m. to midnight—the staff opens bags of applications forwarded from Mellon Bank in Pittsburgh, Pa., which acts as lock box, cashier and data entry point for passport applicants nationwide. The bank assigns each applicant a bar code, which becomes the passport number that can be tracked throughout the system.

On a Monday morning, as many as 50,000 applications may be waiting in the center's mailroom where contract employees scan, batch and send them to the main floor. Federal employees review the applications to verify citizenship and identity. Once approved, the passport information is printed into the familiar blue book from the Government Printing Office. Before going out the door, however, each passport receives a final quality control check.

Partnerships

Processing, from the time applications arrive until passports leave the facility through outgoing mail, takes about two weeks, Ms. Barrett said, unless the applicant has paid a \$35 expedited service fee. Expedited applications are processed within three days.

As the demand for passports has increased, so has the black market. A blank passport book has a street value of as much as \$10,000, Ms. Barrett said. To ensure that blank books don't leave the center, employees at its 19 work stations must account for all of the books they handle daily, she said.

To obtain a passport illegally is a felony, and the center has an active anti-fraud operation, which reviews up to 800 cases monthly. Some of these are referred to the Department's Bureau of Diplomatic Security for investigation or prosecution, the director said.

Richard McClevey, project manager for the photo-digitization project in the Bureau of Consular Affairs, said the new passport vastly reduces the potential for photo substitution, the major threat to documents of this type. The photo, he said, is printed in reverse on an extremely thin but durable film overlay securely bonded to the passport. The overlay is protected by a colorful and active cryptogram—a holographic-type image. The new passport, he said, represents the most significant change to the U.S. passport and how it's issued since 1981, when the United States produced the world's first machine-readable passport.

Sixty percent of the passports the Portsmouth center issues are renewals, but the center is providing more first-time passports as well. The cost

and complexity of photo-digitization may reduce the number of overseas posts to issue passports, Ms. Barrett said. That, in turn, will increase the workload for centers such as the one at Pease. But the transition from handmade to photo-digitized passports means that the United States will move toward a standardized passport for the first time, she said.

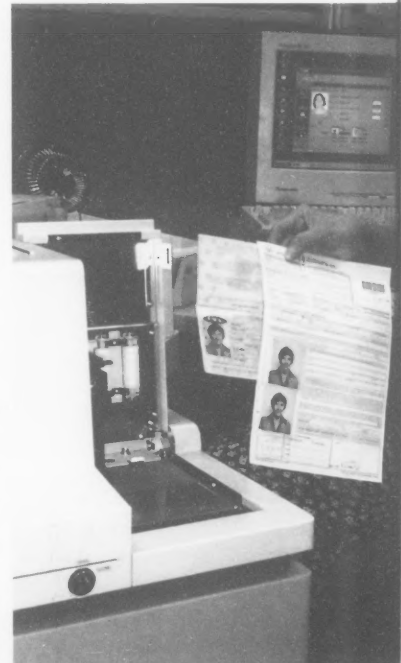
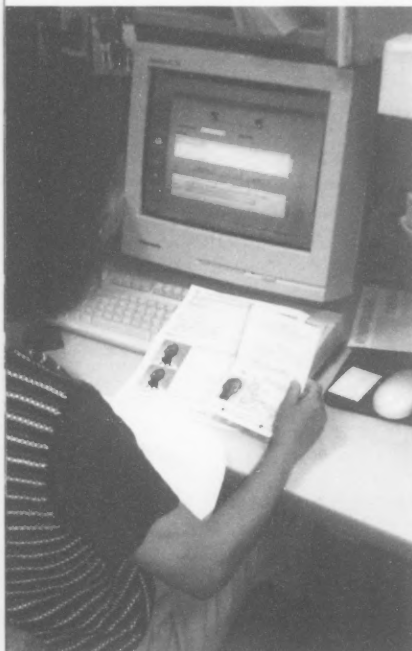
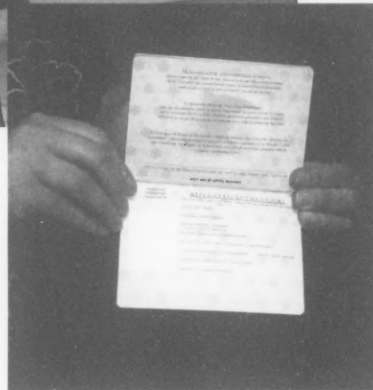
Patrick A. McHale, director of technology development in the Bureau of Consular Affairs, said that because digital images can be transferred across computer networks, a customer applying for a passport in one city can potentially have it issued in another. Citizens

who lose their passports overseas can be issued replacements more quickly because their identity can be verified electronically by transferring the photo image to the post that issued it, he explained.

Georgia Rogers, acting deputy assistant secretary for passport services, told Department officials recently that the government-contractor partnership at the National Passport Center has given the Bureau of Consular Affairs more flexibility in hiring, firing and using temporary personnel for peak seasons. She said the bureau is considering establishing regional passport processing centers abroad, which is more cost effective than for small posts to issue passports.



Director Ann Barrett outside the center, and displaying the familiar passport book.



Passport photos are digitized, right, and inspected for quality, left.

Below, manager Joe Tufo works in his office in a former textile mill, home of the National Passport Information Center.



National Passport Information Center

About 10 miles up the road in Dover, N.H., is the National Passport Information Center, which opened in 1996. Located in a former textile mill with a river running through it, the center's 60 employees handle thousands of passport inquiries in English and Spanish from across the country.

Joe Tufo, the customer service manager and the only federal employee onsite, said the center originally handled calls about how to apply for a passport. Today those calls are few. Three out of four callers now want to know the specific status of their passport application, which the center can track using the bar code assigned by Mellon Bank.

An operator answers inquiries to the National Passport Information Center.



The center is self-supporting, Mr. Tufo said, since callers pay a fee for passport information via an automated number and for operator-assisted calls.

"It's a good deal for the taxpayers and the government," observed the official, formerly customer service manager for the Boston Passport Agency.

National Visa Center

Across the parking lot from the National Passport Center in what used to be the commissary for Pease Air Force Base is the National Visa Center, another successful public-private partnership. There are only two State employees, both Foreign Service officers, among the center's approximately 200 employees. (The actual number varies from 160 to 220, depending on the workload.)

The center's director, Richard Sherman, said he is grateful for the 70,000-square-foot facility that serves as a repository for nearly 3 million immigrant visa files. The center receives 25,000 to 30,000 new petitions monthly from the Immigration and Naturalization Service for processing.

"The immigrant visa process begins and ends with INS," Mr. Sherman said. A petitioner may be a U.S. citizen, a permanent resident (someone with a "green card") or an employer. After INS approves the petition, it is stored at the NVC and sent to the appropriate overseas post when the applicant is to be interviewed. If everything is in order at the interview, State issues the visa,

then the INS issues the green card after the applicant arrives in the United States as an immigrant.

The forerunner of the National Visa Center, which opened in 1994, was the Transitional Immigrant Visa Processing Center in Arlington, Va. It grew out of the Washington Processing Center, used primarily to process refugees from the former Soviet Union because of restrictions imposed on the processing of refugee applications at the U.S. Embassy in Moscow.

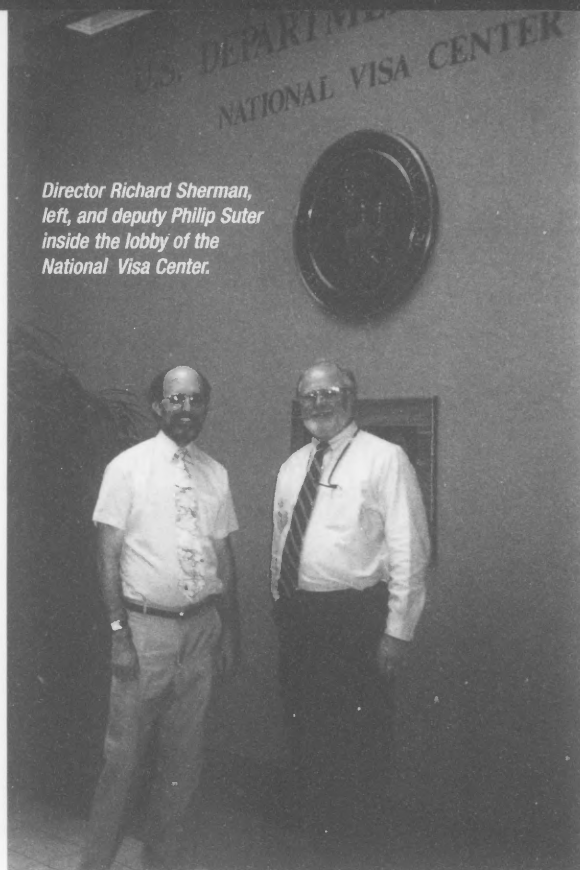
"There were significant advantages to consolidating into one location the activities common to visa processing," Mr. Sherman said, "and to achieving economies of scale." Thus, the NVC was born.

The NVC services 126 posts authorized to issue immigrant visas, including transmitting the basic application packet of documents to the beneficiary and the affidavit of support forms to the petitioner. Since the petitioners reside in this country, it makes sense for the NVC to perform these services, Mr. Sherman said.

Of the nearly 3 million immigrant visa applications on file at the NVC, he said, 40 percent are from Ciudad Juarez, the only post handling immigrant visa applications from Mexico. And the number of applications from Mexico is growing.

While INS may own the immigrant visa petition process, the NVC runs the Diversity Visa program from start to finish. Known as "DV," the congressionally mandated program was implemented in 1995 to diversify the visa pool. Countries with more than 50,000 immigrants admitted to the United States in the past five years are ineligible to participate in the DV program, Mr. Sherman said.

The center is also conducting a pilot program to help the three largest immigrant visa posts (Ciudad Juarez, Manila and Seoul) process a new form resulting from Congress' 1997 requirement for more stringent proof of



Director Richard Sherman, left, and deputy Philip Suter inside the lobby of the National Visa Center.

financial support. The affidavit of support form, with supplement, runs 13 pages and requires three years of tax returns as supporting evidence. The NVC hopes to reduce the number of refusals at posts resulting from applicants' inability to complete the complex form mandated by Congress, Mr. Sherman said.

With staff fluent in 19 languages, the NVC also handles thousands of pieces of correspondence and telephone calls weekly from petitioners, members of Congress and the general public.

The directors of the three consular centers in New Hampshire said their operations demonstrate the potential of private enterprise working with the government to achieve significant benefits for the American public—and they encouraged officers going overseas to process passports or visas to tour their facilities. ■



Brenda Moore reviews applications.

Passport Process Y2K Compliant

The systems used by the Department to produce passports, including all system hardware, software and interfaces, recently passed successful Y2K testing and have been declared ready for the year 2000.

The successful test means that travelers needing new or renewed passports can be assured that State will be able to issue those documents into the next millennium.

The Bombings:

Washington Remembers



by Donna Miles

Those who gathered at Main State on the first anniversary of the East African bombings that killed 257 people, including 12 Americans, did so, in the words of Secretary Madeleine Albright, "not in anticipation of any comfort or release from sorrow for us, but rather to recognize and celebrate their lives."

A standing-room-only gathering in the eighth-floor Benjamin Franklin Room celebrated the lives of those killed or injured in Nairobi and Dar es Salaam on Aug. 7, 1998, through music, poetry and words of remembrance.

Watching a videotape produced by the Department for the commemoration, they reminisced with smiles and tears about the unique characteristics that made their fallen loved ones, colleagues and friends so special to them.

Employees look on solemnly as the flag at Main State is lowered to half staff in memory of the bombing victims.

They remembered Sherry Olds, the Air Force sergeant who was an avid reader, loved taking safaris and was known for her "legendary" shopping skills; Tom Shah, whose wife Linda said trying to describe was "like trying to describe what gold looks like to someone who has never seen it before"; and Michelle O'Connor, the young mother of two girls who friends said "represented love itself" and worked to make the world a better place.

They remembered Louise Martin as an avid kayaker who volunteered her services to a Nairobi animal orphanage; Nathan Aliganga, the Marine who, through a poem he wrote to his parents, revealed the deep understanding that "Christmas is in your heart"; and Arlene Kirk, who relived happy childhood times by treating groups of friends to Sunday dinners at local restaurants in Nairobi.

They remembered Julian Bartley as the devoted family man who said he couldn't remember a day when he didn't enjoy getting up and going to work, helping build bridges between cultures; and his son Julian "Jay" Bartley Jr., who coached junior high school basketball in Nairobi and challenged others "to look for the good in everyone."

They remembered Prahbi Kavalier, the wife and best friend of Foreign Service officer Howard Kavalier who was devoted to her family, her friends and her country; Molly Hardy, the loving mother and friend who a colleague joked had "more clothes and matching accessories than anyone I've ever known"; Ken Hobson, the soldier who was always ready to set out with his wife on a new adventure; and Jean Dalizu, the "life of the party" who friends described as "Stars and Stripes to the end."

"Although a year has passed since that terrible day, our mourning for those who died—American and African—has not diminished," said Secretary Albright. "We miss them still and rage against their loss."

She praised those killed as "doers of America's work—promoting development, building peace, supporting justice, fighting disease."

They "stood for everything that is right about our country and the world," said President Clinton in a letter read by National Security Adviser Samuel "Sandy" Berger, "Americans and Africans working together for



Secretary Madeleine Albright greets the wife and children of Livingstone Madahana, a Foreign Service National wounded in Nairobi.

Photo by Michael Gross

peace and progress and a better future."

He said the terrorists could never erase the impact made by the men and women killed in Kenya and Tanzania. "We remember their contributions, their sacrifice and the happiness they brought to others," the President said.

Following music by the Washington, D.C.-based Ministers of Music and the Foundry United Methodist Youth Choir and a poem by U.S. Poet Laureate Robert Pinsky, Secretary Albright vowed that the United States "will not rest" until the terrorists responsible for their deaths are brought to justice. She thanked the law enforcement and intelligence communities for progress already made.

But no effort, she acknowledged, can "turn back the clock, undo injury or restore life." Only the power of memory, she

said, "can ensure that those hurt or taken from us will forever live."

Debbie Thompson from the Family Liaison Office receives a "ribbon of remembrance" from Marshall Adair, president of the American Foreign Service Association.

Photo by Kathleen Goldynia



Spirit

Sacrific

Photo by Kathleen Goldynia

A State employee reads a display of comments written by Nairobi citizens following the bombing.

"We have the power of faith and can ensure that their spirit of commitment and love is carried on," she said. "And we have the power of action and can ensure that their example of service to our country and to the sacred freedoms upon which it is based is forever honored."

Those who attended the commemoration called it a "sensitive," "uplifting" and even "gut-wrenching" tribute to their fallen colleagues.

Assistant Secretary for African Affairs Susan Rice said the commemoration's "spotlight on the human beings and individuals brought home in a very powerful way how much human spirit was lost."

She called the embassy bombings "a scar that I don't think will ever heal," and expressed appreciation that the anniversary commemoration offered one of the few opportunities for members of the Department "to grieve as a group."

June O'Connell, a consular officer who was in Nairobi during the bombing, said the ceremony renewed painful memories of the past but also a recognition that loss is "a shared experience"—not only by the two affected embassies and the State Department, but by the entire foreign affairs community.

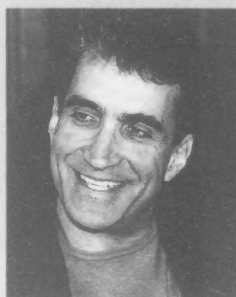
"It was a reminder that we're all a big family here," said Tom Niblock from the African Affairs Bureau's economic policy staff. "But it was also a reminder that something like this could happen to any of us."

"I can't imagine anywhere else I would want to be today," said Assistant Secretary for Consular Affairs Mary Ryan. "It was a very emotional, very moving commemoration, and it's important that we pay tribute to the people who were killed and to remember their sacrifice."

"I wish my fellow Kenyans could see what I have seen today," said Michael Ikonye, a Foreign Service National who was wounded in Nairobi and lost his brother and niece in the bombings. "When I heard the remarks and saw the pictures on the videotape, it made me remember everything," he said.

"But it also made me realize that we've come a long way toward healing, and that our lives have to continue." ■

A Dialogue Between Poetry and Grief



Written by U.S. Poet Laureate Robert Pinsky and delivered on the first anniversary of the bombing

O Death, called mighty and dreadful, be not proud: For you are a slave to Chance and desperate men.

But death is no person. No scytheman in a shroud

Injured these souls that will not breathe again
But people killed them, in what calculus of pride,
Or shame or policy or fanatic will
Arguing desperation. And as to Chance,
It is our element: natural, invisible,
We breathe it now as we step the civil dance
As those we celebrate did, till Chaos fall.

*How sleep the brave, by Honor consigned to rest
Blessed by their country. Not one country but three,
Two called "host countries." English host and guest
Were once the same word, meaning stranger—to see
Both sides at once in one word that expressed*

Wariness along with welcome, a recognition
That I am as strange to you as you to me.
The valor we honor was in that intricate mission
Of daily life—the world like an embassy
Or marketplace of ginger negotiation

Between souls meeting in the bargaining place
Of work, jokes, gossip, where small and large desires
Content and trade: the humdrum clangor of peace.
How sleep these brave? The unredemptive fires
Absolve them. Today three countries inscribe their loss.

*Is death without memorial, and absolute?
Now as in myths, the dead are strange—feet bare,
In hats of women birth, they walk to the flute.
Arlene; Mohammed; Julian; Khalil... strange power
In names of the innocent: Song. Spell. Salute.*

Nairobi Honors the Fallen

By Lucien Vandenbrouke

The U.S. Mission in Nairobi and the Kenyan government commemorated the first anniversary of the terrorist bombings of the U.S. Embassies in Nairobi and Dar es Salaam with solemn yet uplifting ceremonies that honored the 257 lives lost and the thousands of people injured during the tragedies.

More than 400 members of the U.S. Mission community, together with dozens of family members of the Kenyan and U.S. employees who perished in the blast, gathered on the grounds of the ambassador's residence in Nairobi. Among those attending were more than a score of relatives of the deceased who had traveled from the United States, the United Kingdom and Australia for the event.

The ceremony, steeped in sorrow yet also filled with hope, began with remarks by Acting Deputy Chief of Mission Lucien Vandenbroucke, the posting of the colors by the embassy Marine Security Detachment and prayers by Christian and Muslim clerics. Johnnie Carson, who at the time was principal deputy assistant secretary in the Bureau of African Affairs but has since been confirmed by the Senate as the new U.S. Ambassador to Kenya, presided over the ceremony as Secretary Madeleine Albright's personal envoy. He celebrated the memories of those who had fallen "serving the ideals of the United States and Kenya, putting our interests ahead of their own." He borrowed the words of American poet Langston Hughes, telling the group that "we must shatter this darkness, smash this night and break this shadow into a thousand whirling suns."

Among those who helped shatter the darkness, Ambassador Carson said, were members of the embassy community who "in the midst of your losses, found the fortitude to

rebuild the embassy in Nairobi, to comfort those who were grieving, never shying away from your calling.

"In doing so," he summarized, "you have paid the highest tribute to your colleagues."

George Mimba, chairman of the mission's Foreign Service Nationals Association, offered a moving tribute to "the heroes who lost their lives in the course of duty.

"On behalf of all of the FSNs, I would like you to know that you are not alone," he said, addressing the families of the deceased. "This community shares this pain with you."

In a powerful gesture of solidarity, Kenyan Foreign Minister Bonaya Godana and several of his colleagues in the Kenyan Foreign Ministry represented the government of Kenya. Mr. Godana thanked the United States for the assistance provided to Kenya after the blast and reiterated the Kenyan government's commitment to fighting terrorism and preventing a repeat of such agony and pain.

In a videotaped message, Secretary of State Madeleine Albright expressed a sentiment shared by all. "The terrorists failed utterly to achieve their aims," she said.

"They wanted to force America to retreat from the world. We have not and will not. They wanted to drive a wedge between the United States and the people of Africa, but they have only brought us closer together."

After a moment of silence at 10:37 a.m., the moment when the bomb exploded one year earlier, Ambassador Carson unveiled a plaque bearing the names of those killed in the blast. Mr. Mimba slowly and solemnly read each name. The plaque, a replica of the one in the lobby of Main State in Washington, D.C., now hangs in the lobby of the interim embassy building in Nairobi.

At the close of the ceremony, Ambassador Carson, Mr. Godana, family members of the deceased and the acting DCM laid wreaths at the names of the fallen, engraved on stones at the edge of a softly flowing fountain in the ambas-



Ambassador Johnnie Carson lays a wreath at the site of the bombed embassy.



Attendees bow their heads during the ceremony at the ambassador's residence.

sador's garden. Small groups of family and community members filed through the garden, each coping with the flood of memories—many sorrowful, but others joyful—that rushed through their minds as they read the 46 names etched in stone.

As the mission remembered its fallen, the Kenyan government, which had declared Aug. 7 a national day of mourning, held its own memorial at the site of the bomb blast. Where the chancery once stood in the heart of downtown Nairobi now lies an empty plot of land to become,

Brandi Plants, daughter of bombing victim Molly Hardy, followed by Susan Browning, from the Family Liaison Office, lay flowers during the ceremony.



thanks to the initiative of private U.S. and Kenyan citizens, a park dedicated to the memory of the victims.

Addressing the thousands of people assembled at the site for the ceremony, Kenyan President Daniel Arap Moi recalled the horror of the bombing and committed Kenya to the pursuit of peace. U.S. Chargé d'Affaires Michael Marine said, "We shared a common tragedy and were stricken by a common grief. We responded with a common commitment to work together to heal, rebuild, do good and not let evil work.

"Out of the crucible of the blast," he said, "has emerged an even deeper Kenyan-American friendship."

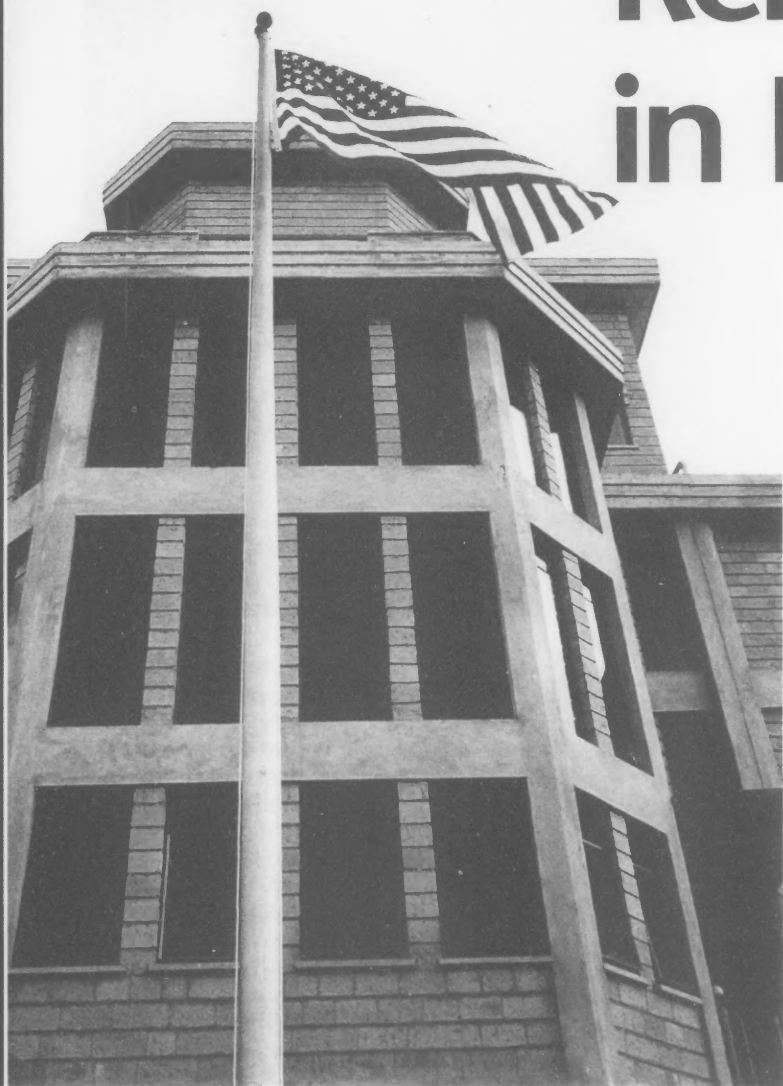
Two days after the ceremony, the U.S. Embassy in Nairobi formally moved into a newly refurbished office building that will safely house the mission until a permanent new embassy complex is completed within a few years. (See related story, page 22.)

The Stars and Stripes at the embassy entrance flies from a scarred but still strong flagpole recovered from the bombed chancery. Behind the flagpole, on the embassy facade, is the Great Seal of the United States—also recovered from the devastated building.

Both are powerful reminders that, in spite of last year's tragedy, the United States stood its ground and refused to let evil win out. In so doing, we paid the most fitting tribute to our fallen comrades, by ensuring that their sacrifice was not in vain. ■

The author is the political counselor and acting deputy chief of mission in Nairobi. Photos are courtesy of Peter Njoroge Gichinga and Kenneth M. Njoroge.

The interim embassy in Nairobi.



Rebuilding in Nairobi

After the bombing, the embassy moved into the offices of the U.S. Agency for International Development, several miles from the chancery. Space was at a premium with many people working within a single office. While USAID consolidated its offices to make more room, the situation could not be sustained. Making matters worse, the USAID building lacked adequate setback, among other things. As a stop-gap measure, a platoon of Marines established a secure perimeter around the building. The Marines could not remain indefinitely, however, and the move to a new, secure chancery became more urgent.

While salvage operations at the bombed embassy proceeded and the search for an adequate building to serve as an interim embassy was under way, an empty embassy residence was selected for temporary consular activities. To house the consular section, however, the residence had to undergo a complete security upgrade. FBO architects and engineers sketched the plans, and an American firm already in Nairobi completed the upgrade last November when consular activities resumed.

Meanwhile, the FBO team had selected a building to function as an interim embassy,

and negotiations for the property were in their final stage. Selecting an interim embassy site was a long and complicated process, especially meeting the requirement for a 30-meter security setback from the building to the perimeter wall. No sites within downtown Nairobi were suitable. The most promising site, an office building on the edge of Nairobi National Park in the city's suburbs, lacked the required setback from the property boundary. It was, however, surrounded by vacant land, which FBO was able to lease after long and tedious negotiations with three different owners.

In an emotional, groundbreaking ceremony on Oct. 30, 1998, U.S. Marines raised the American flag over the interim embassy on the flag pole salvaged from the bombed embassy site.

By David Durtschi

Following the tragic bombing of the U.S. Embassy in Nairobi in August 1998, the Department faced many challenges in rebuilding the embassy community. Among the most apparent was replacing the destroyed embassy with a suitable, secure facility.

That challenge went to the Office of Foreign Buildings Operations, or FBO, which responded immediately by helping to secure the bombed embassy site, locate a building for an interim embassy, select and secure a facility to temporarily house the consular section and search for a site to build a new embassy.



The interim embassy building.

The Department took formal possession of the interim embassy building on Jan. 4, 1999, and demolition and new construction began inside the building immediately. With its open floor plan, the facility required minimal demolition. Still, to ready the five-story, 57,000-square-foot building for more than 200 people required additional work, including planning by the FBO staff in Washington, D.C., for the various systems to make the interim embassy operational.

Despite the complexities of a construction process that must meet stringent security requirements and the logistical problems of shipping equipment half way around

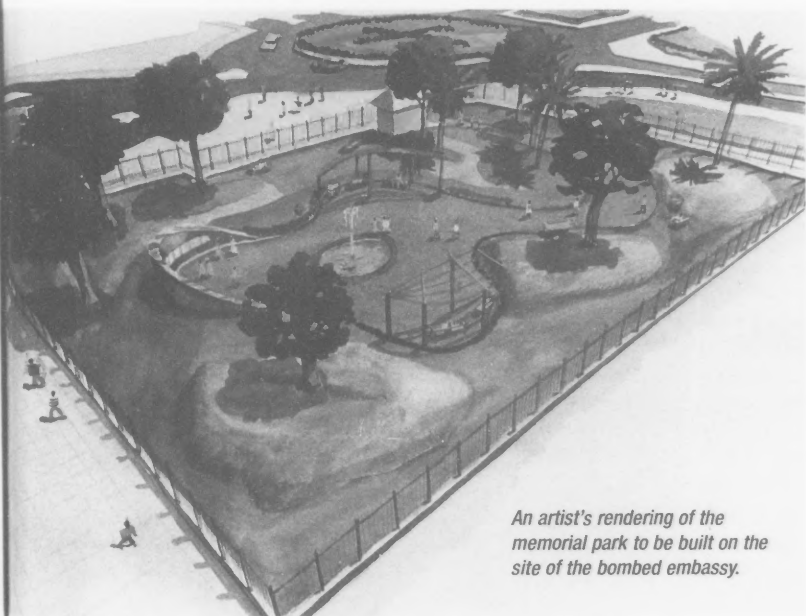
the world and coordinating different offices and players, construction of the interim embassy was completed on June 30, 1999.

By Aug. 12, barely one year after the bombing, the U.S. Embassy staff in Nairobi had moved into a new home that was fully operational.

An essential part of rebuilding Nairobi also involved disposing of the bombed embassy site, a scar on the city and an open wound for everyone involved with the tragedy. The Department decided to demolish the damaged building and convert the site to a memorial park managed by a trust of local American businesses. The building was razed last May and the following June the site was leveled, planted with grass and readied for construction to begin on the memorial park.

The final chapter of rebuilding Nairobi is the construction of a new embassy compound, a campus concept planned to house not only the embassy, but also USAID and other U.S. agencies. Construction is scheduled to begin in late 1999 and be completed in 2003, when the interim office building will be vacated.

In rebuilding the U.S. Embassy community in Nairobi, Americans and Kenyans alike have demonstrated their countries' commitment to continuing the U.S. mission there. ■



An artist's rendering of the memorial park to be built on the site of the bombed embassy.

The author is the FBO project director in Nairobi.

Dar Holds Three-Day Observance

By Lisbeth Keefe

"From tears of sorrow to expressions of hope." Ambassador Charles R. Stith described the three-day observance of the first anniversary of the Aug. 7 bombing of the U.S. Embassy in Dar es Saalam to remember and honor those who perished, were hurt or suffered great personal loss.

The three days of commemorative events began with a memorial service on Aug. 6, followed by the dedication of a memorial sculpture and ceremonial groundbreaking for the new permanent U.S. Mission to Tanzania on Aug. 7, and ended on Aug. 8 with the unveiling of "The Healing Spirit" art collection.

Embassy staff gathered early Aug. 6 with family and friends of the victims at the interim U.S. Embassy for the unveiling of the memorial plaque. The plaque, a smaller replica of the memorial dedicated to the victims at the Department of State in May, is on permanent display in the chancery lobby. It will be moved later to the lobby of the permanent mission. After prayers by Christian and Muslim religious leaders, the ambassador unveiled the plaque at 10:39 a.m. and read the names of the victims as area church bells tolled in solemn remembrance.

A memorial sculpture, "Hope Out of Sorrow," was unveiled on Aug. 7 by the ambassador and nationally renowned artist Clara Sornas at the National Museum of Tanzania. Ms. Sornas is best known in Tanzania for the Zanzibar Slave Memorial at the Slave Museum. Norbert A. Kayombo, director general of the museum, who received the sculpture as custodian until the permanent mission is built, said the temporary placement was "a sign of the strong friendship between the United States and Tanzania."

Describing the genesis of the sculpture, Ambassador Stith said from the first day he walked amidst the rubble, he "knew that the sacrifice of lives and dreams that happened there had to be memorialized." The only question was what form it would take. After a while he said it became clear that the monument should not simply "be a testament to a great tragedy but to the even greater resilience of the human spirit."

Artist Clara Sornas with her sculpture, "Hope Out of Sorrow"





Above, artist Clara Sornas, left, and Ambassador Charles R. Stith, third from left, at the National Museum of Tanzania. Below, Ambassador Charles R. Stith leads a prayer at the plaque unveiling ceremony.

After the unveiling, Elly Mtango, permanent secretary of the Tanzanian Ministry of Foreign Affairs and International Cooperation, and Patsy Thomasson, deputy assistant secretary for Foreign Buildings Operations, joined the ambassador at a brief groundbreaking ceremony at the site of the new U.S. Embassy. The turning of dirt symbolized a new beginning and the continued commitment and strong bilateral relations between the U.S. and Tanzanian governments and the friendship of their people.

A reception at the ambassador's residence on the final day of the commemoration, a Sunday, served to unveil "The Healing Spirit" art collection—11 works of art from seven African-American artists. Organized by the Arts in Embassies Program, the works were chosen by the Stiths to reflect the intersection and interplay of spirituality and healing.

In her remarks, Mrs. Stith said the exhibit "reflects our understanding as a minister and physician of the important relationship between spiritual, physical and emotional healing. The exhibit portrays many things that we need to heal: food, love, medical attention, prayer, peace, nature, family and meditation."

But most important, she said, the exhibit "captures the healing spirit."

While the four events were organized to reflect the tragedy of Aug. 7, 1998, no events were planned at the site of the bombed-out building because, in the words of Acting Deputy Chief of Mission Dudley Sims, "There is nothing at the old embassy. We are beyond that. We are moving toward hope, we are moving toward healing." ■

The author is a public diplomacy officer in Dar es Saalam.



Security Update:

State Marks Past Year's Progress

By Donna Miles

One year after truck bombs devastated two U.S. Embassies in East Africa, the Department has improved security at all 265 posts overseas—but still has a long way to go to meet optimal security standards.

State officials used the first anniversary of the Aug. 7, 1998, bombings of the U.S. Embassies in Nairobi and Dar es Salaam to assess progress in making U.S. diplomatic posts less vulnerable to terrorism.

"We've provided a baseline level of protection for every diplomat assigned overseas," said Peter Bergin, principal deputy assistant secretary for Diplomatic Security. "There is much more we can do, and we will continue to move down that path."

Physical security improvements include anti-ram barriers, blast walls, bomb detection units, walk-through metal detectors, X-ray equipment, closed-circuit television systems, video event-recording equipment and full- and light-armored vehicles. In addition, inspections are now mandatory for all vehicles entering U.S. diplomatic facilities.

One of the important, but also the most expensive and difficult to introduce, security measures is "setback"—the distance between a post's exterior wall and the nearest public area. Setbacks limit terrorists' access to posts and in the event of an attack, would help reduce its effect.

A commission established after the U.S. Embassy bombings in Beirut and Kuwait in the mid-1980s recommended a 100-foot setback for all U.S. posts, but only 40 to 45

embassies or consulates currently meet that standard.

Getting funds, then buying land, designing buildings and seeking bids from contractors to increase setbacks is a slow process—sometimes too slow to meet immediate security needs.

Fortunately, State has short-circuited this process at more than 30 posts by buying properties that border its facilities—basically increasing the setback without an embassy move. At one post in the Far East, the Department purchased a convenience store and a gas station that bordered the embassy.

In locations where increasing setback is impossible in the short term, State has worked with local governments to block off or close surrounding streets to traffic to increase embassy security. "But our goal still remains to have a 100-foot setback around our properties, and that is the goal we are working within the Administration and with the Congress to achieve," said Ambassador Michael Sheehan, special coordinator for counter-terrorism.

In addition, the Department hired 337 new Diplomatic Security special agents, security engineers, security technicians and diplomatic couriers and established 140 new Diplomatic Security special agent positions overseas during the past year. State also hired and trained 4,000 new local guards to protect U.S. Missions and has worked closely with host governments to increase their security presence at U.S. facilities worldwide.

Meanwhile, the Department has strengthened its working relationship with the intelligence community on assessing, investigating and disseminating threat information directed at U.S. Missions and employees

State has introduced a wide range of new security measures.



Photo by Kathleen Goldynia

abroad. Mr. Bergin said additional Diplomatic Security special agents have been assigned to intelligence community agencies, including the CIA's counter-terrorism task force and the FBI's joint terrorism task forces around the United States.

State also has increased crisis management training programs to prepare posts for potential attacks. (See related story, page 28.)

Mr. Bergin said one of the biggest challenges in protecting U.S. posts is the global nature of the terrorist threat. "These threats are not limited to the Middle East or the Persian Gulf. Every region is of concern to us," he said. "Every embassy, in our view, is a potential target."

Threats against U.S. Embassies are taken seriously, and during the past year nearly 70 posts responded to threats by temporarily closing for at

least one day. The embassy in Dushanbe, Tajikistan, has suspended operations until further notice due to security concerns. "We felt that taking these measures was prudent in light of the information that we have out there," Mr. Bergin said.

As the Department works with the international community and other government agencies to increase protection for U.S. diplomats overseas, Patrick Kennedy, assistant secretary for Administration, said, "No ally in this war is more important than the Congress."

Last year Congress approved nearly \$1.5 billion in emergency funds after the bombings. The President asked Congress last June to increase the fiscal year 2000 budget for new embassy and post construction to \$300 million and is planning a program to spend nearly \$11.4 billion on

embassy security during the next 10 years. Two-thirds of the funds would be spent on construction and other elements of post security.

Mr. Kennedy said that funding level is "in the ballpark" with the Crowe Report's estimation that \$14 billion is needed to enhance embassy security. The report was produced by the twin Accountability Review Board panels, chaired by Adm. William Crowe to investigate the East Africa embassy bombings.

Embassies overseas face "a lethal threat," Mr. Bergin said. "These are big, big bombs that we're having to counter. It makes our job difficult, but it's something that we are striving to deter."

State has moved toward that objective at every post. "We are committed to the security and safety of our employees serving abroad," he said. ■

The Fight Continues

While noting the appropriateness of setting aside a day to officially honor the victims of last year's embassy bombings, State's special coordinator for counter-terrorism said the U.S. fight against terrorism—and its efforts to bring the bombers to justice—continues every day.

Ambassador Michael Sheehan, the Department's special coordinator for counter-terrorism, said Osama bin Laden and 16 associates involved in the bombings have been charged by the Department of Justice. Five of the subjects are in U.S. custody and three more are in custody in the United Kingdom pending extradition to the United States.

Mr. bin Laden, the exiled Saudi dissident charged with directing the attacks, has received safe haven in Afghanistan from the Taliban. His name was added to the FBI's list of 10 most wanted fugitives last June, and State has offered a reward of up to \$5 million for information leading to his and any of the other suspects' arrest or conviction.

Ambassador Sheehan said Mr. bin Laden and his organization remain "actively engaged" in planning terrorist activities. "That's why we want him turned over to justice," he said. "We remain determined to bring all those responsible [for the bombings] to justice."

He called the U.S. fight against terrorism "a strong, sustained and multifaceted effort" that "starts with diplomacy" and works to:

- build international consensus to discredit terrorist organizations and their message;
- criminalize terrorist activities;
- isolate and impose sanctions on states that sponsor or provide safe haven to terrorists;
- reduce both acceptance of and physical space provided for terrorist organizations to train and operate;
- promote law enforcement and intelligence sharing with other countries working to counter terrorism; and
- commit military force if necessary to protect U.S. citizens or interests.

International cooperation appears to be paying off. "We can never know how many attempted acts we may have thwarted as a result of cooperation, but we do know that terrorists have been constrained by our efforts," Ambassador Sheehan said. "As a result of our efforts, terrorists often find it harder to operate and to move their resources and people, to get the support and sanctuary they need and to secure the public support they need for their attacks."

Despite a decrease in state-sponsored terrorism during the past 20 years, seven countries still sponsor terrorism, and some terrorist organizations have started financing their activities through narcotics trafficking or other criminal activity.

Ambassador Sheehan said Americans overseas aren't—and never will be—invulnerable to the threat these terrorists pose. "When we represent our people overseas, we will always face risks," he said. "But we will not be deterred from doing the business that we're charged to do. That's why we'll continue on our present course, on a long-term, broad-based and sustained effort against the threat of terrorism around the world."

Crisis Management Training:

Preparing for the Unexpected

By Michael L. Braxton

"The era of safe diplomatic posts is over for America. The unthinkable act of terrorism must become a risk we think about and act to minimize every day. We can take nothing for granted about embassy security; and in the effort to enhance it, every one of us must do our part. . . ."

—Secretary Madeleine K. Albright, May 1, 1999

Are You Ready?

In the past 11 years, 144 U.S. diplomatic posts have been evacuated, disrupting personal lives and embassy operations. This is an average of more than one evacuation per month!

In addition, 111 separate attacks were made against Americans and U.S. interests in 1998 alone, according to the State publication, "Patterns of Global Terrorism."

With a transnational reach and lethality enhanced by weapons of mass destruction, modern terrorism has emerged as a scourge no American citizen, institution or business abroad can afford to ignore. It is no longer possible for traveling Americans—including diplomats—to assume that transnational terrorism will obligingly conform to the Department's categories of high-, medium- and low-threat posts. The tragic events of August 1998 brought that lesson home.

The Foreign Service Institute responded to last year's embassy bombings quickly and aggressively. Eight weeks after the attacks, FSI crisis management training teams departed for Sanaa, Cairo and Tel Aviv to conduct crisis management exercises. By last May, 69 posts had completed similar exercises, and that number rose to 100 within the next five months. FSI was well on its way toward reaching its goal of conducting crisis management exercises at 200 posts in two years.

Once a post agrees to hold a crisis management exercise and sets a

date, the trainer creates a written scenario reflecting the range of potential threats and crises—terrorism, civil unrest, ethnic tensions or natural disasters—that might affect the host nation.

The exercise's goal is to help the post's emergency action committee test its emergency action plan and clearly define those resources available in a crisis. Before beginning the exercise, the team will invariably ask each committee member to suspend disbelief and make assumptions they feel are necessary to work through the exercise.

Exercises are divided into sections called "implementers" that relate to the emergency planning handbook and the post's emergency action plan. The exercise is a catalyst that encourages a wide-ranging discussion of issues and decisions that members would have to make in a real crisis.

Unfolding "events" compel members of the emergency action committee to inventory their resources and review their options in a drawdown or evacuation scenario. Crisis management training teams remind members of the vital role of the Operations Center, the obligations of the host government to the embassy and of the embassy

A crisis management training session in San Salvador.



to the American community, and the requirement to keep the emergency action plan updated.

One team leader's real-life experience showed just how well FSI's crisis management scenarios imitate reality. "On a recent trip, 15 minutes into the flight to Paraguay, the pilot interrupted my reading and announced that we were returning to São Paulo," he reported. "Frightened, I thought something was wrong with the plane. The attendants, however, seemed calm and unconcerned. I worried that if we weren't flying to Asunción now, I would be unable to inform the embassy in time about this sudden change in my arrival. I spoke to a stewardess, who showed me a telex reporting the assassination of Paraguay's Vice President and fears of an attempted coup. Paraguay's borders and airports were closed. Eerily, the scenario I would have presented to Embassy Asunción's emergency action committee the next day was being played out today."

Coincidences like these have introduced a strange note of prescience into crisis management training that has

Crisis Management Lessons From Posts

▼ Schedule emergency action committee meetings regularly and use them as training opportunities.

▼ When feasible, train Foreign Service National employees in emergency procedures and include them in emergency action committee proceedings.

▼ Declassify as much of the emergency action plan as possible and tab it for easy reference.

▼ During a crisis, designate someone to keep the log and to monitor the open line to the Operations Center.

▼ During a crisis, consult the Emergency Planning Handbook and the emergency action plan frequently. Use checklists for quick reference.

▼ Establish trip wires in the emergency action plan to trigger crisis management responses.

▼ Frequently monitor crisis readiness in such areas as the warden system, generators, water and rations.

▼ Keep contacts, including addresses, duties and telephone numbers of potential evacuees, current in the emergency action plan.

▼ In a crisis, ask for help early—from the Department, the U.S. military or nearby posts.

▼ Destroy classified and sensitive files and records on schedule to prevent being overwhelmed during a crisis.

▼ Secure resources, including emergency action plans, in different locations in case major offices and buildings become inaccessible.

▼ Inventory skills available at post in first-aid training, CPR, languages, communications and other areas.

▼ Carefully review the emergency action plan in the context of Y2K, especially the Y2K contingency planning toolkit.

raised the program's credibility both in the CMT Office and with emergency action committees around the world.

Unpredictability lies at the heart of the training. Who could have anticipated the accidental bombing of the Chinese Embassy in Belgrade that led to a major civil disturbance and siege of our embassy in Beijing by demonstrators? It was impossible to know that the huge forest fires in Sumatra and Kalimantan, Indonesia, would cause the embassy in Kuala Lumpur to be evacuated for health reasons. Who would have thought a failed pyramid scheme in Albania would lead to civil war and the evacuation of the U.S. Embassy?

The exercises require post officials to scrutinize and validate their emergency action plan before a crisis occurs. In this way, any weaknesses or changes can be addressed and any needed resupplying can be accomplished before a disaster or a terrorist attack devastates a community. Crisis management training helps the country team and the committee develop a plan that dictates initial responses appropriate to a range of crises.

A team usually spends no more than two days at a post. Team members brief the post's senior management and prepare for the simulated emergency action committee meeting called to deal with the crises raised in the scenario. The senior committee member takes the mission team through the crises and the trainer ensures that all options and resources needed to address the problems raised are known and discussed. At the end of the exercise, an FSI training certificate, the book "Embassies Under Siege" and a set of crisis management training modules are presented to the emergency action committee.

The team usually follows an emergency action committee session with an afternoon training session with Foreign Service National employees. In a few cases, mostly dealing with natural disasters, Foreign Service National employees have been included in the earlier emergency action exercise. Their training includes a review of crisis management and the Department's handbook and an exercise that lets them talk about their roles in a wide variety of emergencies. The FSN training session that follows encourages them to work out how to best cooperate with the host government and local nongovernmental organizations and among themselves within the mission. FSN training provides posts with an improved level of expertise and support from FSN colleagues in the event of a crisis.

FSI's crisis management training has a domestic component too. The training is conducted in some 70 classes a year, 10 with the military. More than 4,000 people have received the domestic training in this fiscal year alone.

Domestic training stresses instruction in emergency preparedness across all Department ranks and skill functions. By broadening its scope, training in the United States included skills and functions from basic orientation through mid-level tradecraft courses to the deputy chief of mission course and the ambassadors' seminar. This training continuum was designed to reinforce the precepts of crisis management training at multiple points in an officer's career path.

Other agencies whose personnel serve with State's overseas complement routinely include crisis management training in their assignment preparation. FSI's domestic crisis management training presents the U.S. foreign affairs community with a coordinated and in-depth response to the challenges that international terrorism and other threats pose to U.S. interests. In addition, it prepares employees to participate fully in the deliberations of emergency action committees at overseas posts.

Crisis management training provides a common training experience that redefines how employees think about safety and security. It gives new insights into the anticipation of risk and the proper management of crises.

Secretary Albright says the era of safe diplomatic posts is over. The Secretary, Congress and the Accountability Review Boards have repeatedly highlighted the danger of taking embassy security for granted.

Crisis management training is helping modify behavior at posts and equipping employees to better handle crises and minimize the personal risk and physical danger they pose. Heightened security awareness and the incorporation of crisis management principles into daily routines are the best guarantors of employees' personal safety and the protection of U.S. diplomatic facilities. ■

The author is a retired Foreign Service officer serving as a crisis management training team leader at the Foreign Service Institute.

State Launches "Vital Trends"



Photo by Kathleen Goldynia

Meeting with Secretary Albright, third from left, to discuss "Vital Trends" are, from left, Deputy Assistant Secretary Thomas Fingar and Acting Assistant Secretary Donald Keyser from the Bureau of Intelligence and Research; Robert Bentley, author of the first report; and Henri Barkey and Mort Halperin from the Secretary's Policy Planning Staff.

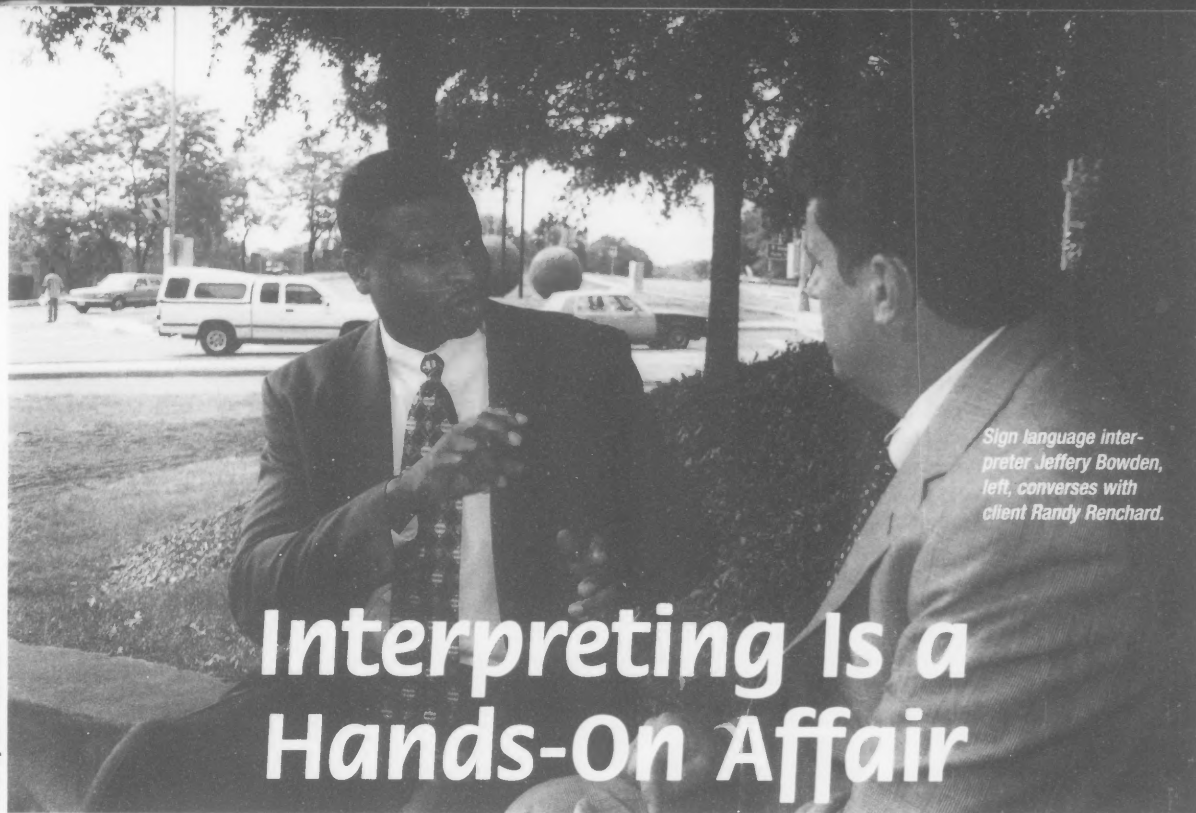
Secretary Madeleine Albright has expressed high praise for a new Bureau of Intelligence and Research publication, "Vital Trends."

Papers in the new series are intended to stimulate thinking about issues likely to challenge U.S. policy makers in the years ahead. In addition to identifying trends and key factors shaping the behavior of other countries, the papers provide in-depth analysis of underlying issues and dynamics.

According to Thomas Fingar, deputy assistant secretary for analysis in the INR Bureau, the "Vital Trends" format enables analysts to look further into the future and to develop their arguments more fully than is possible in standard memos or the Secretary's Morning Intelligence Summary.

Another advantage of the "Vital Trends" format, he said, is that analysts can weave together more strands of a complex analysis and identify alternative judgments and schools of thought. INR analysts always draw upon academic articles, the media and the full range of diplomatic and intelligence reporting, but "Vital Trends" gives them the space to make clear to readers how their judgments and approach compare to those of other specialists, Mr. Fingar explained.

Secretary Albright was so impressed with the first "Vital Trends" analysis, written by Foreign Service officer Robert Bentley on the dynamics of proliferation, that she immediately sent it on for both President Clinton and National Security Adviser Sandy Berger to read. "It's a great product," she told Mr. Bentley. "I'm so impressed with how you have pulled together the many different aspects of the issue in one piece."



Sign language interpreter Jeffery Bowden, left, converses with client Randy Renchard.

Interpreting Is a Hands-On Affair

By Carl Goodman

Jeffery Bowden lets his hands do the talking.

And well he should. As the Department's official sign language interpreter, Mr. Bowden communicates others' messages to employees with hearing impairments.

When Department officials call an "all hands" or town hall meeting, Mr. Bowden's hands get in the picture literally—on stage and often on camera, as such meetings are usually broadcast over B-Net, the Department's in-house cable network.

But he is busy off camera, too, providing sign language services one on one and in group settings for nearly two dozen Department employees who are hearing impaired.

Mr. Bowden, who joined the Bureau of Personnel's Office of Employee Relations in May 1997, has been signing for more than 15 years. But his exposure to people with hearing disabilities goes back much further to his days as a youngster when he accompanied his father to work at Gallaudet University in Northeast Washington, D.C. Chartered by President Lincoln, Gallaudet is the world's only liberal arts institution exclusively for deaf students.

"Everywhere I went on campus," Mr. Bowden recalled, "students were talking using their hands as if it were the natural thing to do."

He's not suggesting that signing came naturally. It didn't. He began as a self-learner, signing informally in his role as a resident assistant at the university's affiliated high school. Later, he joined the staff of the Shiloh Senior Center for the Hearing Impaired in Washington, D.C., where he spent six years as an administrator-interpreter.

After returning to the university as a staff interpreter, Mr. Bowden completed a series of tests to become certified as a sign language interpreter and was placed on the Registry of Interpreters for the Deaf. The registry contains some 24,000 names nationwide of certified interpreters—many of them in the Washington, D.C., area, where there is a large community of persons with hearing disabilities.

Nationally, more than 4 million Americans have hearing disabilities, reports the National Association for the Deaf, an advocacy group based in Silver Spring, Md. The executive branch of the federal government employs about 14,622 people with hearing disabilities, according to the Office of Personnel Management.

The Department has approximately 21 employees with hearing disabilities stateside and overseas, said Eliza Bethune-King, coordinator for the disabilities program in the Office of Employee Relations. In addition to sign language interpreters, the office furnishes assistive technology devices and equipment to help employees with disabilities to do their jobs.

Mr. Bowden, one of about 20 staff interpreters in the federal government in the Washington, D.C., area, provides an important outreach service, Ms. Bethune-King said, and is well received by the deaf community for his professionalism and personal interest in serving.

While he spends most of his time providing interpreting services within the Washington, D.C., area, Mr. Bowden has traveled overseas as well—to Athens, Cairo, London, Port-au-Prince and Paramaribo. Except for in Egypt, when he was on loan to the U.S. Agency for International Development, Mr. Bowden provided sign language interpreting services for Randy Renchard, a safety specialist for the past seven years in the Office of Foreign Building Operations, who conducted training classes and safety surveys for Foreign Service Nationals.

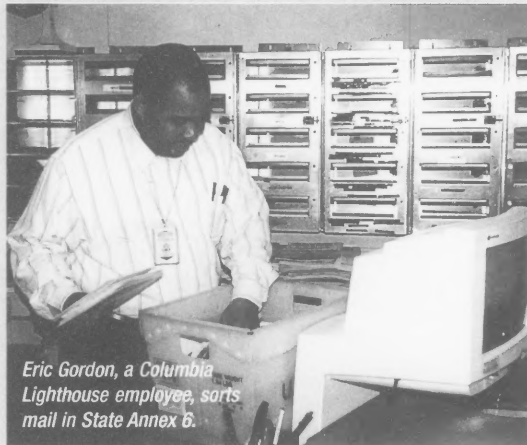
Mr. Renchard, a State employee for 21 years and third-generation Department employee who is deaf, is well aware that he may be the first disabled person some FSNs have had direct contact with in a workplace setting.

"Randy wants to be seen as a fellow employee, who happens to have a disability, performing his job well," Mr. Bowden said, "and it's important that I perform well as his interpreter."

How well does Mr. Bowden perform?

"He's great," Mr. Renchard said, "because he knows the material." ■

Jeffery Bowden takes in ancient Athens during a break from sign language interpreting.



Eric Gordon, a Columbia Lighthouse employee, sorts mail in State Annex 6.

Lighthouse Workers Make a Difference

By Mary Ackerman and Kim Martin

If you stop by the Office of Foreign Buildings Operations mailroom in Arlington, Va., you'll be impressed by the friendliness of mailroom employees Alfonso Boyd, Eric Gordon and Valerie Jackson, who along with their supervisor, Tommy Smith, ensure that FBO receives and dispenses its mail in a manner that rivals the U.S. Postal Service.

Employed under a contract with the Columbia Lighthouse for the Blind, the employees use special computers to process and distribute daily an average of 30 pieces of Express Mail and a stack of letters and mail measuring about 12 feet high.

Another Lighthouse "success story" at FBO is LaShawn Addison, whose clerical support involves computer work, typing and filing. Her positive attitude and reliability have made her a welcomed bureau asset.

The Lighthouse, a Washington, D.C., institution since 1900, sponsors programs and services that open doors of opportunity to people who are blind or vision-impaired. The program puts strong emphasis on training programs and works with employers to overcome the obstacles that prevent blind and low-vision people from working.

The program has been extremely successful throughout the U.S. government, including at State, where Mr. Boyd, Mr. Gordon, Ms. Jackson and Ms. Addison are making a positive difference in their lives—and a strong contribution to the Department.

Ms. Ackerman is an employee in the Administration Bureau, and Ms. Martin is employed by the Columbia Lighthouse for the Blind.

Smith Simpson on Diplomacy

By Carl Goodman

It is a fine spring day in the land of Jefferson, and the patio seems an appropriate enough setting to talk about diplomacy. The person talking, Smith Simpson, 92, has been concerned about the state of diplomacy during much of this century and remains concerned about its health in the next.

At an age when most people are preoccupied with the state of their own health, Mr. Simpson speaks softly yet firmly of his long-standing interest in diplomacy and Americans' need to better understand it. He is still inspired by the nation's first Secretary of State, Thomas Jefferson, whose home is just across the Rivanna Valley from the hillside bungalow Mr. Simpson has shared with his wife since their move from Northern Virginia to Charlottesville, Va., in 1992.

He made his personal commitment to diplomacy in his teens. After laying a wreath on an ancestor's grave in Arlington National Cemetery, he studied the hundreds of tombstones attesting to lives shattered by war. World War I, in fact, was still raging in Europe, and there would be many more tombstones. He vowed then to work toward international understanding, good will and peace.

That opportunity came a quarter century later. After graduating from the University of Virginia, where he took the one pioneering course in international relations, he headed north to study law—primarily to gain access to politics. But by the time he graduated from Cornell Law School and took the Virginia bar exam, he concluded that he and the law were not suited for a lifetime relationship. Fortunately, a fellowship from Columbia University enabled him to pursue full-time studies in international relations, organizations and law.

He spent the summer of 1933, at the dawn of Roosevelt's New Deal, in Geneva. While there, he fell for a strikingly beautiful secretary, Henriette Lannie, at the International Labor Organization, and it wasn't long before he proposed marriage. She accepted his proposal.

From Geneva, he reported to Washington, D.C., as a labor adviser for the National Recovery Administration. Soon afterwards, the asphalt shingle and roofing industry lured him to New York to help administer its fair competition code. With his NRA experience, he admitted giving "the industry a hard time because I felt it was getting entirely too close to what the anti-trust laws prohibited."

Meanwhile, he began to worry about whether his fiancée could be happy in so noisy a city, after quiet, lake-

Diplomacy is our principal alternative to war. Upon it and its quality rest the lives of all of us.

bound Geneva, her hometown. He suggested she first visit New York and possibly get a job there to see how she liked it. She replied, "I am not marrying New York. I'm marrying you." As a testament to this, they will celebrate their 65th wedding anniversary this November in Williamsburg, Va., with their two daughters, three granddaughters

and two great-granddaughters.

The Supreme Court's decision that the National Industrial Recovery Act was unconstitutional cut short the Simpsons' stay in New York. When he was offered an appointment at the University of Pennsylvania, they moved to Philadelphia, and he was soon advising that state's government on unemployment and co-authoring its first unemployment compensation act.

The day after the attack on Pearl Harbor, the War Shipping Administration called. Labor problems were delaying convoys, and Mr. Simpson's help was needed. Later, when the State Department began drafting postwar

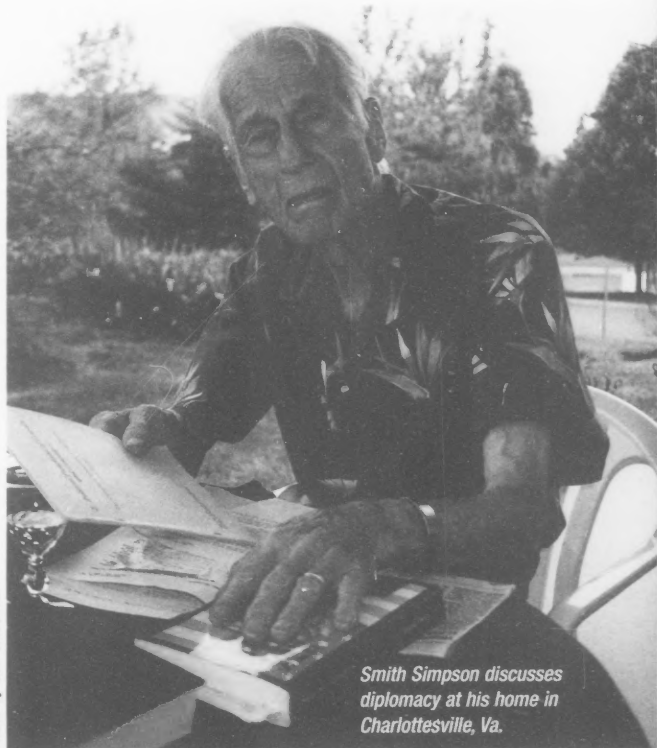


Photo by Carl Goodman

Smith Simpson discusses diplomacy at his home in Charlottesville, Va.

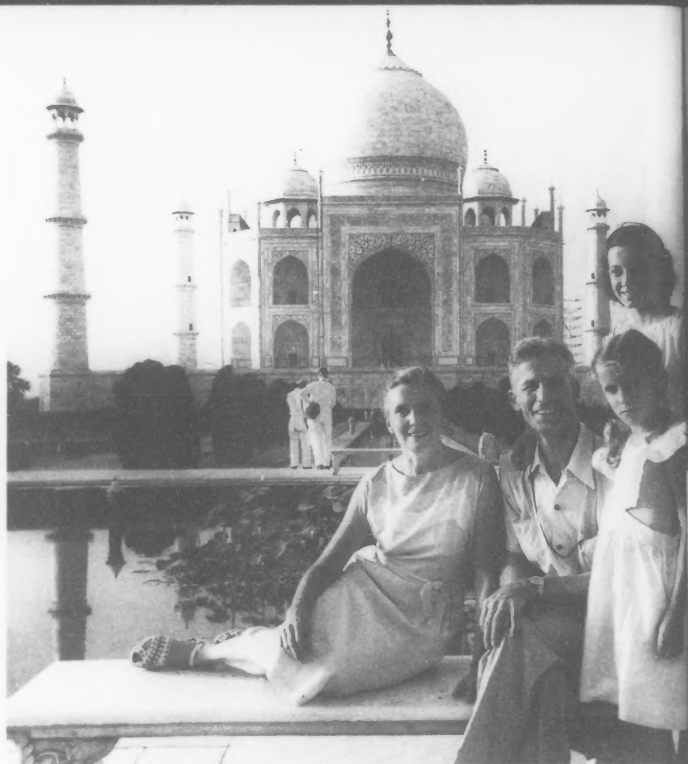
labor and social questions for a United Nations Charter, State pried him loose from War Shipping to conduct the necessary studies.

When the Dumbarton Oaks Conference approved the U.S. draft of a U.N. charter, Under Secretary of State Sumner Welles authorized the creation of a Division of Labor Relations in the Department and a labor attaché program in the Foreign Service Auxiliary. Enlisted to help organize the division, Mr. Simpson became chief of its International Labor Organizations branch.

The new category of labor attaché was in for some "rocky" times in the embassies. Boasted one veteran Foreign Service officer: "I've never met a Socialist (read 'labor leader') and I never expect to." There was no one with Foreign Service experience in the new labor division. Convinced that the experience was necessary, Mr. Simpson volunteered as a pioneer labor attaché to Brussels. Reluctant to lose someone familiar with international labor problems, the division head agreed on the condition that he return after a tour of two years. The two years lasted 18.

He joined the Foreign Service, serving both in embassies and, at his request, in consular posts, large and small, as first secretary in Athens and Mexico City, as deputy principal officer in Bombay and as consul general in Mozambique. After a detail to the Labor Department and a stint on the Board of Examiners, Mr. Simpson retired to wage a public campaign for instruction in diplomacy on the college-university level and then, hopefully, to move it into secondary and even primary schools.

His first book was in the proofreading stage when William J. Crockett, State's deputy under secretary for Administration, invited him to lunch. He had been reading some of Mr. Simpson's articles in the *Foreign Service Journal* and *The Nation*. He considered them "on the beam," and he wanted someone with Foreign Service experience to invigorate what he was trying to do.



Above, Smith Simpson visits the Taj Mahal in 1952 with his family and, below, is congratulated by Secretary of Labor James Mitchell in 1960.

So back to State Mr. Simpson went—this time as a contractor. When the year ended, his book, "Anatomy of the State Department," was published, and he returned to his campaign on diplomacy, insisting, as he had in his book, that "Diplomacy is our principal alternative to war. Upon it and its quality rest the lives of all of us."

Besides organizing conferences on the study of diplomacy at the Wharton School and the University of Virginia, Mr. Simpson taught a one-semester course on Diplomacy at Georgetown University's School of Foreign Service, satisfying longtime dean Peter Krogh that diplomacy could indeed be taught. Instruction at Georgetown followed. Mr. Simpson also organized an Institute for the Study of Diplomacy there to generate materials needed for instructional purposes and distribution to the public. Then followed a Centre for the Study of Diplomacy at the U.K. University of Leicester, England, adding an international dimension to his campaign.

Dean Krogh, who stepped down as dean but still teaches, has praised the retired "scholar-diplomat" for being "indefatigable" in trying to popularize diplomacy.

More than anything, Mr. Simpson would like to see a Thomas Jefferson Center for the Study of Diplomacy established at the university Jefferson founded. "How appropriate a memorial it would be to an early diplomat of the country and, arguably, the first modern one," he mused.

There is no better view than the one of Monticello when the sun's angle is just right. It is his hope that diplomacy, too, will have its day in the sun. ■



Staying Healthy En Route



Awareness of flight-related ailments can help travelers stay healthy through takeoffs and landings.

By Dr. Cedric Dumont

The opportunity to travel to faraway places is one of the unique benefits of the Foreign Service, but the realities of travel en route to your destination can be harsher than you might have anticipated.

The physical and mental fatigue from international travel affects us all, experienced and inexperienced travelers. By gaining awareness of the effects of long-distance travel, you can prevent some of the most common and troublesome effects of flying and help yourself adapt more quickly to your new time zone.

Although cabin pressure varies as the aircraft ascends and descends, the maximum cabin pressure is that of 8,000 feet, which is similar to the altitudes experienced while skiing in the Alps, the Sierra Nevada or the Rockies. At high altitudes, gas expands by about 25 percent over sea level. The ears, sinuses and the gastrointestinal tract, which normally contain air or gas, are susceptible to increased pressure if air or gas becomes trapped. This phenomenon, termed barotrauma, is more common in individuals with an upper respiratory infection or allergic rhinitis.

Since the cabin pressure changes can't be avoided while flying, it is important to recognize when air or gas is present in the ears and sinuses and take steps to avoid air trapping. The middle ear is the most common site of

barotrauma. To equalize pressure in the middle ear, try swallowing, yawning or holding the nose closed and blowing into the nose to increase pressure in the nasal airway. Young children are particularly susceptible to this discomfort. It is important to offer children drinks or light snacks to encourage swallowing during takeoff and landing. Decongestants such as pseudoephedrine are frequently recommended by doctors, but their effectiveness has not been proven.

Sinus barotrauma, which typically affects adults, is less common but can result in intense sinus pressure and pain. Avoiding several takeoffs and landings in one day will help prevent trapped air and the resultant sinus pain. If you cannot equalize sinus pressure once you've landed, a painful sinus infection is likely. It is important to seek health care if the pain persists.

Tuberculosis, or TB, is an infectious disease transmitted from person to person via the respiratory tract. The disease often affects the lungs but can affect most organs in the body. Even though the risk of tuberculosis transmission during air travel is very low, cases have been documented. To lower the risk of TB transmission during air travel, the World Health Organization recently released guidelines. It recommends that airlines inform all passengers and crew members if they have spent more than eight hours, including ground delays, with a person believed or known to have an infectious disease.



Aircraft cabins can be breeding grounds for a host of health problems.

To prevent disease transmission via the aircraft's ventilation system, WHO recommends that maximum-efficiency air filters be installed and properly maintained on all aircraft. WHO also recommends that ground delays, when passengers stay on board with little or no ventilation, be kept to a minimum.

The airlines have taken measures to comply with these recommendations. Your responsibility is to have a TB skin test regularly. A positive skin test means that you have been exposed to TB. To prevent the active disease, it may be recommended that you receive treatment.

A deep vein thrombosis, or DVT, is a blood clot in a vein that can block blood flow or break off and travel to other organs such as the lungs. Common risk factors for a DVT are history of a previous DVT, cancer, congestive heart failure, recent surgery, trauma, pregnancy or estrogen therapy. Long-distance air travel has also been shown to be associated with the development of a DVT.

The risk associated with air travel is likely due to blocked or diminished blood flow from keeping the legs flexed for long periods. To reduce this risk, it is important to walk once an hour or exercise the legs during travel, wear loose clothing and drink plenty of noncaffeinated, non-alcoholic beverages to prevent dehydration. If you have had a recent surgery or trauma, be sure to discuss your travel plans with your health care provider.

Ever wonder if jet lag is real or imaginary? You've probably stopped wondering after your first long flight to another hemisphere. The fatigue you experience can interfere with all aspects of your life. That's because the human body's need for sleep is more powerful than the

drive for food or water. Jet lag is caused by too little sleep and disruption of body rhythms that are not synchronized with the day-night cycle of the destination time zone. Despite such disruptions, there are measures you can take to counter jet lag. Before the flight, try to allow two to three nights of unrestricted sleep and choose flights that are the most direct and suit your sleep requirements. When you arrive at your destination, try to sleep at local nighttime and avoid caffeine for four to six hours before you plan to sleep. To get your body rhythms back in sync, find time to get outside in direct sunlight during the day, exercise regularly and consider using melatonin if jet lag has been a particular problem for you.

Melatonin is a hormone that enhances one's ability to sleep. A recent Swiss study demonstrated that melatonin 5-milligram fast-release tablets improved sleep quality and decreased fatigue and daytime sleepiness after intercontinental flights. The lower dose of melatonin—.5-milligram tablets—was almost as effective for reducing fatigue and sleepiness.

One thing you don't have to worry about when you're airborne is radiation. Although radiation levels are known to increase with altitude and distance from the equator, exposures within an aircraft are minimal.

Whether you look forward to flights with excitement or dread, flying is a part of the Foreign Service life. By planning ahead and trying a few of these tips, I hope you and your family will stay healthy en route. Bon voyage! ■

The author is the chief of the Department's Office of Medical Services.

The Care and Shipping of Books

By Dan Clemmer

Like bodies, books need care and attention, too, and the best kind of measures are preventive. Whether you're mobile or stationary, taking care of those valuables called books takes some effort.

Storing and shipping books, for example, is a common concern for many of us, but especially for those in the Foreign Service. Generally speaking, your best bet is to store books in a cool, dry environment, conditions that generally rule out basements or attics as storage sites. Books are preserved best when kept in dark, cold places, but they normally must coexist with humans who understandably prefer warmth and light.

Avoid wrapping books in newspapers or storing them in plastic bags. Newspapers are printed on acidic paper, and the acid will penetrate the books and stain them. And plastic tends to be airtight, allowing mold to develop when the slightest moisture is present. Like newspapers, some plastics are also acidic.

When shipping books, wrap them in smooth paper—not plastic—and then in a thick layer of cellulose or other padding material to absorb both shocks and changes in humidity. The final layer should be a sturdy paper. The package can then be placed in a sturdy wooden crate, if possible. A good strong box will also do.

If water seeps into the text of your books, absorb as much as possible with paper towels, and stand the books up on their tails to dry. Separate the pages as best you can and then direct a fan on the books until dry. If any of the books are printed on glossy paper, dry first, otherwise the pages will stick together. If books are soaked so thoroughly that absorbing the water is impossible, freeze them immediately to prevent mold. When we had a water accident in the library several years ago, I took a two-volume set of a 1715 trilingual dictionary in Basque, Castilian and Latin home and put it in my freezer until we could arrange to have it treated professionally.

Here are some suggestions for basic book care:

- Avoid eating or drinking near books.
- Avoid using sticky notes or paper clips as page markers. Use a paper bookmark instead.
- Avoid using pencils or pens to mark your place in a book. You can damage the book's spine.
- Avoid folding corners of pages to mark your place. You can cause the paper to crumble.
- Avoid pushing down hard on the spine of a book (usually a periodical volume) to photocopy the text in the

center. You can weaken or break the spine. Whenever possible, use a book photocopier with an angled platen designed to allow one half of the book to rest at an angle. This reduces stress to the spine.

- Avoid using tape to repair any book that you care about. It will stain the paper, shrink and can take hours to remove before proper repair.

Books kept in bookcases under conditions comfortable to humans will survive for years, but to ensure their longevity, follow these simple shelving rules:

- Place very large books like atlases or art folios horizontally rather than vertically on shelves.
- Shelve books away from heat sources such as on a mantel, windowsill or radiator.
- Shelve valuable books away from direct sun or bright light of any kind to avoid fading or other damage.
- Shelve books on their base, not the fore-edge, the part opposite the spine. If they're too tall to stand up, shelve books on their spine.
- Ensure that there is air circulation around shelved books. Do not shelve books, for example, against a wall or in an enclosed cabinet.

For further advice about book preservation, call the American Institute for Conservation of Historic and Artistic Works at (202) 452-9545. ■

The author is State's chief librarian.

Book Fair Scheduled

The Association of American Foreign Service Women will sponsor its 39th annual book fair during two weekends this month at Main State.

Bookfair '99 is slated for 10 a.m. to 4 p.m. on Oct. 16, 17, 23 and 24. The event will take place in the Main State Exhibit Hall, and the entrance will be on C Street between 22nd and 23rd Streets, N.W.

Thousands of used books, art objects, collectibles, stamps and coins will be available for sale, and all items remaining on the last day will be sold for half price.

Proceeds from the book fair will benefit Washington, D.C., community projects and the AAFSW scholarship fund.

People Like You

Sgt. Caleb Eames, kneeling, with a fellow climber and guides at the summit.



Learning Kilimanjaro's Lessons

What kind of person are you? You'll find out, according to Sgt. Caleb Eames, climbing Mount Kilimanjaro. The Marine Security Guard in Monrovia recently spent five days climbing Africa's highest point, overcoming breathlessness, altitude sickness, exhaustion and bitter cold to reach the summit at 19,710 feet. "Climbing the mountain is part teamwork, part individual," he said. "The team can take you only so far before you have to make the call if you are going to continue or give up." Sgt. Eames never gave up, and calls the trip one of the high points of his life that he couldn't trade for the world. "It's a true test of mettle," he said. "For those who have attempted it, I congratulate. For those who have not, I highly recommend it."

*Pura Gonzales Peterson
shares her secret.*

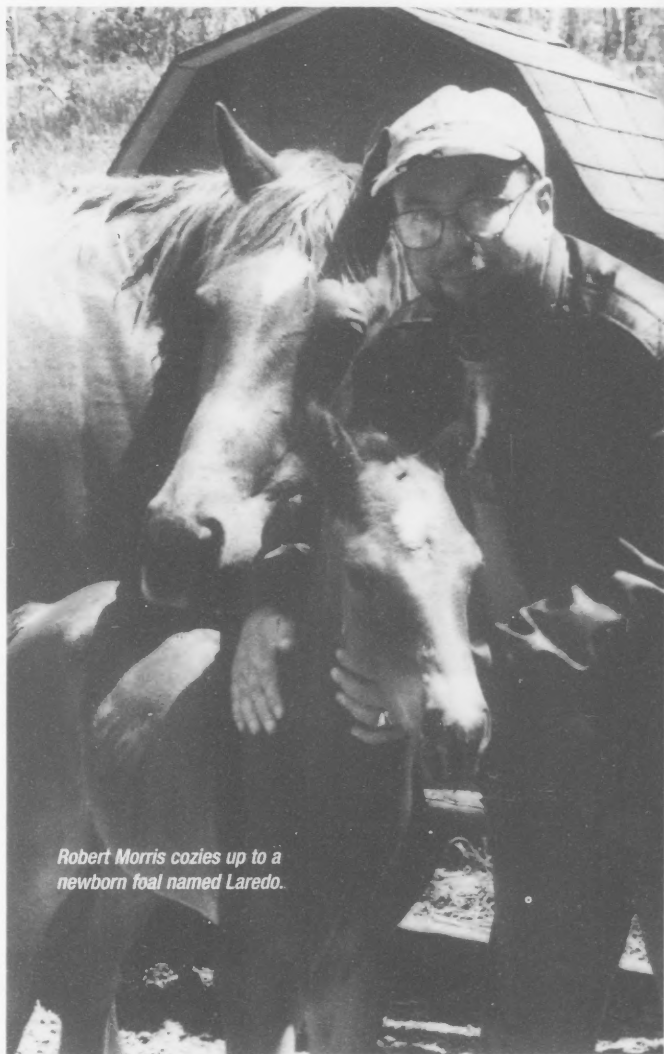


China Desk Secret Revealed

Everyone who works with her on the China desk knows Pura Gonzales Peterson for her hard work, friendliness and willingness to reach out to help her colleagues. What they didn't realize until Ms. Peterson's State debut last spring is that she's a gifted soprano who's performed at a governor's inauguration ceremony in the Philippines, the University of Michigan and the Hilton Hotel in Nairobi. Ms. Peterson treated her co-workers to her talents performing Philippine classical music at the State of the Arts Cultural Series' Asia-Pacific Heritage Month tribute. "She really brought down the house," a colleague said of her captivating stage presence.

Welcome to the Foal

As director of overseas employment, Robert Morris rides herd on some pretty tough issues. He chose a different brand of riding last June when he and his wife, Michelle, and daughter, Robin, age 11, vacationed at a dude ranch in the scenic Elk River Valley near Steamboat Springs, Colo. Besides riding horseback, camping and cooking beneath open skies, they watched the birth of a foal named Laredo—the highlight of their weeklong Western venture. Dude ranching may not be for everyone, but for this Foreign Service family, which has lived in the Middle East and South Africa, the Colorado outing is one they will not soon forget.



*Robert Morris cozies up to a
newborn foal named Laredo.*

O B I T U A R I E S

Harrison W. Burgess, 79, a retired Foreign Service officer, died on July 3 in Charlottesville, Va., following an operation for an aneurysm. He joined the Foreign Service in 1951 and served in Lebanon, Austria, British Honduras, Turkey and Canada. While posted in Washington, D.C., he was a delegate to the U.N. Women's Conference in Mexico City in 1975 and the U.N. Water Conference in Argentina in 1976. He retired in 1978 as acting director of the Office of International Conferences.

Terrence Catherman, 73, a retired career minister, died on June 23 of liver cancer in Washington, D.C. Mr. Catherman joined State in 1950 and was posted to Germany. During the next 40 years, he held a wide range of assignments in Heidelberg, Vienna and Moscow. He was chief of the Soviet Division of the Voice of America and spent a year at the National War College before being assigned as public affairs officer in Tel Aviv, Berlin and Belgrade. He became the USIA area director for Europe, then deputy director of the Voice of America. He later served as minister-counselor for public affairs in Paris and Bonn before retiring in 1990.



William Lawrence "Larry" Dutton Jr., 70, a retired Foreign Service officer, died on June 8 in Mendocino, Calif. Mr. Dutton entered the Foreign Service in 1957 and served in Bremen, Berlin, Tokyo and Sapporo, where he was director of the American Cultural Center. He headed the European Community desk and was dean of the Foreign

Service Institute's School of Area Studies before serving as consul general in Osaka. After retiring in 1983, he taught for three years at the Kyoto University of Foreign Studies in Japan.



Irwin A. Eversen, 80, a retired Foreign Service officer, died on July 13 of cancer in Pembroke Pines, Fla. Mr. Eversen joined the Foreign Service after World War II and served a 30-year career with postings in Prague, Brussels, Djakarta, Paris, Baghdad, Saigon and Rangoon. He retired in 1975.



Thomas Joseph Hettel, 37, died on July 7 in La Paz, Bolivia. Mr. Hettel was with State's Bureau of Information Resources Management since 1986 and served in Togo, Spain, Tanzania, Russia, Estonia and Bolivia.



Than Hlaing, also known as Daw Yin Hla, 69, died suddenly on June 14 of heart failure in Arlington, Va. Ms. Hlaing joined the Foreign Service Institute in 1967 as the senior Burmese language instructor. She received numerous awards and recognition for her service, including Meritorious Honor Awards in 1993 and 1996. She recently developed new course materials to train future Burmese language students.



Hugh A. Hudkins, 66, a retired Foreign Service communications program officer, died on May 14 of a massive heart attack in Rochester, Ind. During his career, Mr. Hudkins was posted to Seoul, Paris, Baghdad, Bangkok, Tokyo, Monrovia, Santo Domingo, the Sinai Field Mission and Beijing.

Lillie Levine, 82, died on June 19 in Washington, D.C. She joined the Foreign Service in 1949 and served in Paris, London, Kingston, Rotterdam, Montreal and Washington, D.C. She retired in 1976.



Edward P. Melnick, 60, a 16-year Department employee, died on April 24 of esophageal cancer in Zephyrhills, Fla. During his State career, Mr. Melnick served in Ghana, Costa Rica, Nicaragua, Argentina, Seychelles, Brazil, South Africa and Namibia. He retired in 1994.

O B I T U A R I E S

William Van Dyke Minor Jr., 35, son of Department employee Antoinette Minor in the Bureau of International Narcotics and Law Enforcement Affairs, died on July 30 during a car accident in Prince Georges County, Md. Mr. Minor was a 13-year veteran of the Prince Georges County Police Department and died when his police cruiser crashed.

Peter A. Monti, 63, a retired member of the Foreign Service, died on June 19 in Weston, Fla. Mr. Monti served as a communications specialist in Conakry, Santiago, Tunis, Lahore and Oslo and as a diplomatic courier based in Frankfurt and Washington, D.C. He retired in 1988 with 30 years of government service.

Walter L. Rice, 95, U.S. Ambassador to Australia from 1969 to 1973, died on Dec. 14, 1998. He was recommended for his ambassadorship by the U.S. Chamber of Commerce

and is remembered for successfully arguing in his official capacity to preserve U.S. military bases in Australia.

Ronald Sher, 73, a retired Foreign Service officer, died of cancer on July 12 in Pittsboro, N.C. Mr. Sher joined the U.S. Information Agency in 1962 and served in Vientiane, Lome, Dakar and Belgrade. He attended the National War College and was deputy director of the Foreign Press Center in New York. Following his retirement in 1979, he accompanied his Foreign Service wife, Betty, to her posting in Beijing.

Etta J. Young, a 28-year veteran of the Foreign Service, died of cancer on July 20 in Durham, N.C. Ms. Young served in Niamey, Rome, Jakarta, Guatemala City, Bonn, Johannesburg, Cotonou, Brazzaville, Bratislava and Athens. Her most recent assignment was as a staff assistant in the Office of the Special Adviser to the Secretary.

Senior Executive Service Turns 20

By Melissa Drummond and Delores Everett

The Senior Executive Service is celebrating its 20th anniversary. Established in 1979 by the Civil Service Reform Act of 1978, SES is the personnel system that covers most of the top Civil Service managerial, supervisory and policy positions above the GS-15 level. The SES' purpose is to ensure that the executive management of the federal government is of the highest quality and is responsive to the nation's needs, policies and goals.

About 38 Department executives were appointed to the SES as charter members in July 1979. Today, more than 160 executives occupy a variety of top management positions—from office directors to ambassadors. With the integration of the U.S. Information Agency, the number of SES slots at State increased to 180.

Considered responsible for the success of many federal programs, the SES has evolved into a "corporate culture" that maintains that the government needs executives who can provide strategic leadership and whose commitment to public policy and administration transcends their commitment to individual agency missions or specific professions.

Almost 70 percent of the Department's SES members are career appointees (the rest are political or limited-term appointees) selected competitively and certified based on qualification criteria established by the U.S. Office of Personnel Management. These executives form the leadership backbone of the Department's Civil Service population and provide the continuity necessary to successfully implement agency programs and operations. Across the federal government, there are just over 6,000 SES members, according to OPM officials.

The number of State senior executives is quite small compared with other federal agencies. In the competition for Presidential Rank Awards, however, the Department has fared extremely well. Between 1980 and 1998, 20 State executives were ranked "distinguished executive" and 71, "meritorious executive."

"Put simply, when it comes to important issues, programs and operations, the Department relies heavily on the leadership, dedication and contributions of its SES membership," observed Alex De La Garza, deputy assistant secretary for Personnel.

The authors are employees in the Office of Civil Service Personnel Management in the Bureau of Personnel.

APPOINTMENTS

BRUNEI DARUSSALAM. Sylvia Gaye Stanfield of Dallas, a minister-counselor in the Senior Foreign Service, is the new U.S. Ambassador to Brunei Darussalam. Ms. Stanfield began her State career in 1968 and has served in Taipei, Hong Kong, Beijing and Washington, D.C., where she was director of the Office of Australia and New Zealand Affairs and head of the Taiwan Coordination Affairs Office. Her most recent overseas assignment was as chargé d'affaires, ad interim, and deputy chief of mission in Wellington. She attended the Senior Seminar from 1998 to 1999.



BULGARIA. Richard Monroe Miles of South Carolina, a minister-counselor in the Senior Foreign Service, is the new U.S. Ambassador to the Republic of Bulgaria. During his 30-year Foreign Service career, he served as deputy chief of mission in Moscow and ambassador to Azerbaijan. His most recent

posting was as chief of mission in Belgrade. He held an American Political Science Association Congressional Fellowship in 1983-1984, working with Sen. Ernest F. Hollings, and was a Fellow of Harvard University's Center for International Affairs from 1987 to 1988.



ETHIOPIA. Tibor P. Nagy Jr. of Texas, a counselor in the Senior Foreign Service, is the new U.S. Ambassador to the Federal Democratic Republic of Ethiopia. Mr. Nagy served in Ethiopia, Seychelles, Zambia and Washington, D.C., and was deputy chief of mission in Nigeria, Cameroon and Togo.

He participated in the Executive Seminar on National and International Affairs and most recently served as ambassador to the Republic of Guinea.



FIJI, NAURU, THE KINGDOM OF TONGA AND TUVALU. M. Osman Siddique of Virginia is the new U.S. Ambassador to the Republic of Fiji, the Republic of Nauru, the Kingdom of Tonga and Tuvalu. Mr. Siddique is president and chief executive officer of ITI/Travelogue, Inc., a corporate travel management company he founded in 1976.

He has served on several Presidential delegations, including the White House Conference on Travel and Tourism and the First Hemispheric Trade and Commerce Forum. He also served on the National Democratic Institute's International Observer Delegation to the Bangladesh Parliamentary Elections in 1996. A member of the Board of Trustees of Bryant College, Mr. Siddique and his wife, Catherine Mary Siddique, have four children.

ICELAND. Barbara J. Griffiths of Virginia, a minister-counselor in the Senior Foreign Service, is the new U.S. Ambassador to the Republic of Iceland. She served in Seoul, Moscow and Washington, D.C., and since 1996 has been deputy assistant secretary for International Finance and Development in the State Department's Bureau of Economic and Business Affairs. She is married to David Marion Schoonover, a career member of the Foreign Agriculture Service.

INDONESIA. Robert S. Gelbard of Washington, D.C., a career minister in the Senior Foreign Service, is the new U.S. Ambassador to the Republic of Indonesia. Mr. Gelbard entered the Foreign Service in 1967 and has served in Porto Alegre, Paris and Washington, D.C. He served as director of the Office of Southern African Affairs, as deputy assistant secretary for Inter-American Affairs and as U.S. Ambassador to the Republic of Bolivia from 1988 to 1991. He returned to Washington, D.C., as principal deputy assistant secretary for Inter-American Affairs before being named assistant secretary for International Narcotics and Law Enforcement Affairs. Since 1997, he was the special representative of the President and the Secretary of State for implementation of the Dayton Peace Accords. Before joining the Foreign Service, Mr. Gelbard was a Peace Corps volunteer in Bolivia. He later was detailed to the Peace Corps as associate director in Manila. He and his wife, Alene Hanola Gelbard, have one daughter.



NAMIBIA. Jeffrey A. Bader of Florida, a career Foreign Service officer since 1975, is the new U.S. Ambassador to the Republic of Namibia. Mr. Bader previously served in the People's Republic of China, Hong Kong, Congo, Zambia and Washington, D.C. He was deputy assistant secretary for

East Asian and Pacific Affairs, and since 1997 was director of Asian Affairs at the National Security Council. He is married to Rohini Talalla.

APPOINTMENTS

NIGER. Barbro A. Owens-Kirkpatrick of California, a counselor in the Senior Foreign Service, is the new U.S. Ambassador to the Republic of Niger. Since joining the Foreign Service in 1980, she has served in Mexico City and Washington, D.C. She was deputy chief of mission in Bridgetown, director of Inter-American Affairs at the National Security Council, and most recently served as director of the Office of European Political and Security Affairs. She and her husband, Alexander T. Kirkpatrick, a career member of the Foreign Service, have two children.

UGANDA. Martin George Brennan of Virginia, a counselor in the Senior Foreign Service, is the new U.S. Ambassador to the Republic of Uganda. He joined the Foreign Service in 1976 and served in Rwanda, Burkina Faso, Taiwan, Portugal and Thailand. He was the beneficiary of a Pearson Program assignment to the World Affairs Council of Northern California. He most recently served as deputy chief of mission in Addis Ababa. He and his wife, Giovanna Lucia Brennan, have three children.



UNDER SECRETARY FOR PUBLIC DIPLOMACY AND PUBLIC AFFAIRS. Evelyn S. Lieberman of New York is the first Under Secretary for Public Diplomacy and Public Affairs. Mrs. Lieberman, a senior adviser to the Secretary since May 1999, previously served as director of the Voice of America. Before joining

VOA, she was assistant to the President and deputy White House chief of staff, the first woman to hold that position. While at the White House, Mrs. Lieberman also served as deputy assistant to the President, deputy White House press secretary and assistant chief of staff in the Office of the First Lady. Before joining the White House staff, Mrs. Lieberman was press secretary to Sen. Joseph R. Biden Jr., director of public affairs for the Children's Defense Fund and communications director for the National Urban Coalition. She began her career as a high school English teacher in Long Island, N.Y. Mrs. Lieberman is married to Edward H. Lieberman.



U.S. PERMANENT REPRESENTATIVE TO THE UNITED NATIONS. Richard Holbrooke of New York, former ambassador to Germany and assistant secretary for European and Canadian Affairs and for East Asian and Pacific Affairs, is the new U.S. Permanent Representative to the United

Nations. Mr. Holbrooke joined the Foreign Service in 1962 and served in a variety of posts related to Vietnam, including the American delegation to the Paris Peace Talks on Vietnam and as Peace Corps director in Morocco. He was the chief negotiator for the Dayton Peace Accords in 1995 and more recently served as the special presidential emissary to Cyprus. In the private sector, Mr. Holbrooke served as managing editor of the quarterly magazine *Foreign Policy*, as managing director for Lehman Brothers and most recently as vice chairman of Credit Suisse First Boston in New York. He is married to Kati Marton and has two children and two stepchildren.

COORDINATOR FOR U.S. ASSISTANCE TO THE NEW INDEPENDENT STATES. William B. Taylor Jr. of Virginia was recently confirmed by the Senate as coordinator for the Office of U.S. Assistance to the New Independent States of the former Soviet Union with the rank of ambassador. Mr. Taylor has served in the office since 1992, including as deputy coordinator from 1995 to 1998 and as coordinator since 1998. He previously served as special deputy defense adviser to the U.S. Ambassador to NATO, as legislative assistant to Sen. Bill Bradley and as director of emergency preparedness policy at the Department of Energy.

SPECIAL COORDINATOR FOR CYPRUS. Thomas G. Weston, a minister-counselor in the Senior Foreign Service, is the new special coordinator for Cyprus. Mr. Weston joined the Foreign Service in 1969 and served in Bonn, Bremen, Kinshasa and Washington, D.C. He served as deputy chief of mission at the U.S. Mission to the European Union, deputy assistant secretary for European and Canadian Affairs and chargé d'affaires in Ottawa. He most recently served as special coordinator for summits in the Bureau of European Affairs.

APPOINTMENTS

COORDINATOR FOR COUNTER-TERRORISM.

Michael A. Sheehan of New Jersey was recently confirmed by the Senate as coordinator for counterterrorism with the rank of ambassador. During his 20-year military career, Mr. Sheehan served as special counselor to the U.S. Permanent Representative to the United Nations and twice served at the National Security Council, as director for international programs and as director for global issues and multilateral affairs. He joined State in 1997 as deputy assistant secretary for International Organizations Affairs.

COUNCIL OF THE INTERNATIONAL CIVIL AVIATION ORGANIZATION.

Edward W. Stimpson of Idaho was recently confirmed by the Senate as the U.S. Representative on the Council of the International Civil Aviation Organization, with the rank of ambassador. He served as president and chief executive officer of the General Aviation Manufacturers Association for more than 25 years and continues to serve as vice chairman. He previously served as assistant administrator at the Federal Aviation Administration.

FOREIGN SERVICE

Transfers

- Aber, Richard J.**, London to Personnel
Acuff, Ronald D., F.S. Spec. Intake to Buenos Aires
Adams, Marvin Lee, Luanda to Mbabane
Albrecht, Karl Philip, Personnel to African Affs.
Alexander, Gary Roy, Personnel to Medical Services
Allison, Clara Conder, Dip. Sec. to For. Ser. Inst.
Alter, Patricia A., Islamabad to Personnel
Amon, Jana A., Munich to Nouakchott
Andrus, Donald Bruce, Foreign Buildings to Antananarivo
Andrusyszyn, Walter E., Stockholm to European Affs.
Antokol, Phillip Norman, Western Hem. Affs. to Intell. and Res.
Archard, Douglas B., Karachi to Non-Gov. Orgs.
Armstrong, Robert A., For. Ser. Inst. to Beijing
Arzt, Joanne, Western Hem. Affs. to For. Ser. Inst.
Athey, Donald L., Diplomatic Sec. to Tel Aviv
Awantang, Mary E., Lagos to Dakar
Baden, Barbara J., Tunis to Sanaa
Barker, Brent A., Diplomatic Sec. to Suva
Barrett, Donna R., Near Eastern Affs. to New Delhi
Bassett, Leslie Ann, For. Ser. Inst. to Bogota
Beachman, Michael S., Kinshasa to Pretoria
Beachman, Purita P., Kinshasa to Personnel
Becker, Daniel C., Diplomatic Sec. to Dhaka
Becker, Frederick A., Western Hem. Affs. to Panama
Bennett, John E., SACEURAF to Karachi
Bennett, Katia, Pre-Assign. Tng. to Lima
Bennett, Virginia Lynn, Yokohama to Tokyo
Bentley-Anderson, Beryl L., Fin. and Mgt. Policy to Int'l. Org. Affs.
Bernier, Lanny Roger, Quito to Dip. Sec.
Betts, Howard H., Guadalajara to Pop., Ref., and Mig.
Bickle, Lou H., Dhaka to Nairobi
Bigelow, Stanton R., Taipei to European Affs.
Biggers, Randall Virgil, Ankara to Consular Affs.
Bires, Francis M., For. Ser. Inst. to Dip. Sec.
Bitters, Lynn K., Executive Sec. to Sarajevo
Blackstone, Alexandra, Libreville to Personnel
Blackstone, Charles Kevin, Personnel to Pop., Ref., and Mig.
Blunt, Robin E., Pre-Assign. Tng. to London
Boiton, Deborah Anne, Ho Chi Minh City to Valletta
Boneski, Raymond A., Western Hem. Affs. to Beijing
Boorstein, Michael A., For. Ser. Inst. to Foreign Buildings
Borden, Thurmond H., African Affs. to Windhoek
Bouldin, Charles E., Pre-Assign. Tng. to Hong Kong
Boyls, R. Wayne, Econ. and Bus. Affs. to For. Ser. Inst.
Brizzee, David Noel, London to Seoul
Brooks, Judith A., Montreal to Ankara
Brown, Christine K., Havana to Personnel
Brown, Diane J., Beijing to Personnel
Brown, Micheline, Near Eastern Affs. to Islamabad
Brown, Natalie E., For. Ser. Inst. to Int'l. Org. Affs.
Bruno, Richard A., Med. Services to Western Hem. Affs.
Buck, Mai Xuan, Hanoi to Personnel
Bulkin, Carleton Myles, Pre-Assign. Tng. to Havana
Burgess, Charles C., Havana to Western Hem. Affs.
Byergo, Laura C., Near Eastern Affs. to For. Ser. Inst.
Caldwell, Sally, Info. Res. Mgt. to Frankfurt
Capps, Ronald, Montreal to European Affs.
Caton, Margaret S., Rome to Ottawa
Chapman, Todd Crawford, Exec. Sec. to Western Hem. Affs.
Charbonnet, Laurent D., Arms Control to East Asian and Pacific Affs.
Childs, Daniel M., Diplomatic Sec. to Bogota
Clapp, Priscilla, Global Hum. Deming to Rangoon
Clayton, Rachel D., London to Personnel
Coddington, Teresa A., Manila to Personnel
Coffey, Steven James, For. Ser. Inst. to Prague
Cohan, Eric Scott, Santo Domingo to Leg. Affs.
Collins, Edward L., II, Algiers to Diplomatic Sec.
Cook, Matthew S., Inter. Narc. and Law Enfor. to Int'l. Org. Affs.
Cooper, Carolee A., F.S. Spec. Intake to Tel Aviv
Courtney, William Harrison, Nat. Sec. Council to Hum. Asst. Ofc.
Crowell, Mei-Yueh, Beijing to Personnel
Cynkin, Thomas Michael, Int'l. Org. Affs. to Dep. Sec. Office
Darlow, Laurie L., Riyadh to Jeddah
Dastin-Van Rijn, Michele J., Pre-Assign. Tng. to San Jose
Davies, Glyn T., National Sec. Council to London
Davis, Jason L., Near Eastern Affs. to Jerusalem
Davis, Jerry D., F.S. Spec. Intake to Info. Res. Mgt.
Davis, Karen S., Kampala to Political Affs.
Davison, John W., Int'l. Org. Affs. to Tunis
Davison, Mark Gregory, San Jose to Brussels
DeAngelis, Christian R., Intell. and Res. to Econ. and Bus. Affs.
Delano, Corey L., Zagreb to Personnel
Derrick, Steven M., Brussels to Sanaa
Desola, Linda, F.S. Spec. Intake to Maseru
Dierman, Constance C., Canberra to Bridgetown
Dietrich, Margaret L., Harare to Vienna
Dockery, Rebecca, Moscow to The Hague
Dodson, Stephen Andrew, Foreign Buildings to Western Hem. Affs.
Doetsch, Mary P., For. Ser. Inst. to Bridgetown
Dogu, Laura Farnsworth, For. Ser. Inst. to Cairo
Doucette, David S., East Asian and Pac. Affs. to Phnom Penh

FOREIGN SERVICE

Transfers

- Dougherty, Christina**, For. Ser. Inst. to Brussels
Douglas, Margie Jeanne, Vienna to Skopje
Dowling, Theresa R., F.S. Spec. Intake to Vienna
Draper, Mark, Copenhagen to Operations Center
Dronney, Dennis Alan, Seoul to Operations
Dunnett, Christopher G., New Ind. States to Euro. Affs.
Duvall, Gerald Raymond, San Jose to Personnel
Eaker, Krystyna M., Hanoi to Personnel
Egger, Philip Hughes, African Affs. to Ciudad Juarez
Ehrenreich, Frederick H.B., London to Intell. and Res.
Ehrman, Robert Bruce, For. Ser. Inst. to Sarajevo
Eichblatt, Linda L., Lisbon to Vilnius
El Khatib, Cecelia K., Seoul to Career Mobility Prog.
Elliott, Susan M., For. Ser. Inst. to Athens
Ereshesky, Marilyn Carole, For. Ser. Inst. to Vilnius
Eposito, Jill Marie, Consular Affs. to For. Ser. Inst.
Eustace, John Martin Jr., For. Ser. Inst. to Foreign Buildings
Evers, Alan, Foreign Buildings to China People's Rep.
Feehey, John J., European Affs. to Vienna
Feiser, Sharon E., European Affs. to Sarajevo
Ferrill, Arlene L., Dushanbe to African Affs.
Fetter, David Richard, For. Ser. Inst. to Operations Center
Filby, Robert Wallace, Sarajevo to Tallinn
File, Loren F. Jr., La Paz to London
Flavin, Jefferson J., Western Hem. Affs. to Frankfurt
Floyd, Jane Miller, For. Ser. Inst. to Pol. and Mil. Affs.
Foster, Harold David, Dttawa to Nairobi
Frederick, George M., African Affs. to Bamako
Fritch, Paul F., For. Ser. Inst. to Moscow
Fugate, Alice Kim, Operations Center to Consular Affs.
Gallegos, Romulo A., Personnel to London
Gallucci, Gerard M., Nat. Sec. Council to Brasilia
Garverick, J. Robert, For. Ser. Inst. to Moscow
Gaskill, William G. L., For. Ser. Inst. to Athens
Gerhardt, John R., Near Eastern Affs. to Peshawar
Gidley, Gary, Yaounde to Personnel
Glick, Bonnie, Operations Center to Western Hem. Affs.
Goldberg, Robert, Beijing to Asian and Pac. Affs.
Golden, Kevin J., Dip. Sec. to For. Ser. Inst.
Gomez, Geneva B., Quito to National Sec. Council
Gomez, Heidi N., Pre-Assign. Tng. to San Salvador
Gorman, Bartle B., Diplomatic Sec. to Moscow
Graham, Dianne H., Oceans and Int'l. Envir. and Sci. to Global Affs.
Granger, Robert G., F.S. Spec. Intake to Info. Res. Mgt.
Grant, Julie L., Mexico City to Asunción
Graves, Andrew B., F.S. Spec. Intake to Vilnius
Gray, Gordon, III, Counter-Terrorism to Int'l Org. Affs.
Grech, Robert F., Diplomatic Sec. to Kingston
Green, Mason S., Guadalajara to African Affs.
Greenfield, Walter, For. Ser. Inst. to Monrovia
Greer, Donald Lee, Belgrade to Istanbul
Grey, Thomas Francis, Diplomatic Sec. to Nicosia
Groccia, David S., Diplomatic Sec. to Jakarta
Gurney, Charles B., For. Ser. Inst. to African Affs.
Guiterrez, Karl, Diplomatic Sec. to London
Haag, David R., Kingston to Budapest
Haas, Peter David, For. Ser. Inst. to Rabat
Hacker, Paul, Taipei to Guangzhou
Hale, George K., African Affs. to Kinshasa
Hall, Blair P. Jr., London to Tokyo
Hall, Ruth Mary, For. Ser. Inst. to East Asian and Pacific Affs.
Hand, Henry H., Tallinn to African Affs.
Hankins, Dennis B., For. Ser. Inst. to Lisbon
Hanni, Robert W., Diplomatic Sec. to Bangkok
Hansen, Eigil V., Santo Domingo to Bogota
Hanway, Timothy, San Jose to Inter. Narc. and Law Enf.
Harbison, Jeanne, Personnel to Brussels
Harchik, Adrienne, Jerusalem to Intell. and Research
Harhigh, Jennifer A., Pre-Assign. Tng. to Bangkok
Harley, Caroline E., F.S. Spec. Intake to Ankara
Harms, Glenn E., San Jose to Diplomatic Sec.
Harms, Lisa Henderson, San Jose to Policy Plan. Council
Hawkins, Jeffrey J., Policy Plan. Council to Islamabad
Hayden, Barbara J., Vientiane to Leg. Affs.
Heater, Robert D., Career Mobility Prog. to Dttawa
Hengel, Douglas C., For. Ser. Inst. to Bratislava
Henry, Patrick J., Diplomatic Sec. to Bogota
Henzel, Christopher Paul, Sanaa to Near Eastern Affs.
Hess, David M., For. Ser. Inst. to Kiev
Hickey, John D., African Affs. to Maputo
Hill, Glenna Kathleen, Sarajevo to Operations Center
Hill, Julia, Diplomatic Sec. to Warsaw
Hill, Richard J. Jr., F.S. Spec. Intake to Info. Res. Mgt.
Hine, James D., Diplomatic Sec. to Athens
Hitchcock, John B., Foreign Buildings to East Asian and Pacific Affs.
Hodel, Gerard Thomas, Taipei to Shenyang
Hofmeister, Arlen F., Seoul to Personnel
Hofmeister, David Charles, Seoul to Manila
Holland, Harry J., Infor. Res. Mgt. to The Hague
Holliday, Sherri Ann, For. Ser. Inst. to Baku
Holmstrom, Todd C., Paramaribo to Ottawa
Hopkins, Irma J., Medical Services to Nassau
Hotze, Mary Katherine, Georgetown to Personnel
Howard, Edward Bruce, Phnom Penh to Oceans and Int'l. Envir. and Sci.
Huff, Barbara L., Manila to Personnel
Huso, Ravic R., East Asian and Pac. Affs. to Nat. Sec. Council
Hutchens, Daniel A., Manila to Western Hem. Affs.
Imbrie, William, III, Inter. Drg. Affs. to Near Eastern Affs.
Ingram, Michael F., Phnom Penh to Info. Res. Mgt.
Insley, M. Allison, Paris to Port-au-Prince
Isaacson, Diane S., Frankfurt to Personnel
Isaacson, Paul Wilton, Frankfurt to Leg. Affs.
Jackson, Cherie J., Western Hem. Affs. to Port of Spain
Jackson, Mary Y., Montevideo to Intell. and Res.
Jacobsen, Michael Joseph, Bogota to Bangkok
Jeffrey, James Franklin, Kuwait to Ankara
Jenkins, James K., F.S. Spec. Intake to Bamako
John, Oliver Brainard, Nonproliferation to Econ. and Bus. Affs.
Johnson, Donna G., La Paz to Personnel
Johnson, Jill H., Damascus to Personnel
Johnson, Kevin M., Operations Center to San Salvador
Johnson, Mark Coolidge, For. Ser. Inst. to Madrid
Johnson, Nancy Edith, Inspector General to Near Eastern Affs.
Jones, Frances Thornton, African Affs. to Yaounde
Jones, Harry E., Diplomats in Res. to Other Agencies
Jones, John M., European Affs. to African Affs.
Jorgensen, Sophie G., Personnel to Exec. Sec.
Joseph, Stanley J., Diplomatic Sec. to Madrid
Kane, Eileen H., Oceans and Int'l. Envir. and Sci. to For. Ser. Inst.
Kane, Hedy V., Vienna to Rome
Kartchner, Jared Allen, African Affs. to Nairobi
Keegan, Lucia A., F.S. Spec. Intake to Personnel
Keeton, Margaret Ellen, African Affs. to Personnel
Kelly, Craig Allen, For. Ser. Inst. to Political Affs.
Kenna, Roger T., Pre-Assign. Tng. to Peshawar
Kettner, Eric Randall, For. Ser. Inst. to European Affs.
Keyser, Donald Willis, Spec. Neg. for Nagorno-Karabakh to Intell. and Res.
Kierscht, Cynthia A., Near Eastern Affs. to Counter-Terrorism
Kleinwaks, Elice H., Western Hem. Affs. to Pop., Ref., and Mig.
Klekas, John Louis, Sarajevo to European Affs.
Koneff, Douglas, Santiago to Operations Center
Kriley, Eric A., Diplomatic Sec. to Cairo
Kritenbrink, Daniel Joseph, Kuwait to Near East. Affs.
Kucera, Christine A., F.S. Spec. Intake to Kathmandu
Lang, Stephan Allen, Bangkok to Western Hem. Affs.
Langston, Ellen C., Bangkok to Career Mobility Program
Larsen, Dan Jonathan, For. Ser. Inst. to Manila
Lauritzen, Wendy Renee, East Asian and Pacific Affs. to Hong Kong
Law, Donna J., Tegucigalpa to Info. Res. Mgt.
Lawton, Daniel J., Lima to European Affs.
Leane, Janet M., Brussels to The Hague
Lee, Edward Alex, Panama to Western Hem. Affs.
Lee, Sangmin, Pre-Assign. Tng. to Manila
Lehman, James A., Foreign Buildings to Qatar
Leiseberg, Jules Edward, Diplomatic Sec. to New Delhi
Levine, Bruce J., For. Ser. Inst. to Phnom Penh
Libby, Mark, Nassau to Operations Center
Limbirt, John W., African Affs. to Counter-Terrorism
Lindsey, Amy D., Seoul to Policy Planning Council
Littrel, Warren E. Jr., Diplomats in Res. to Int'l Drg. Affs.
Livingood, Leslie C., Lima to Bogota
Lovejoy, Elijah P., Bridgetown to Western Hem. Affs.
Loveland, James David, Mexico City to Montreal
Lucey, Mary Ann, Kiev to Manila
Lueders, Gerald Richard, Dem., Human Rights and Labor to Pol. and Mil. Affs.
Lunstead, Jeffrey John, Kuala Lumpur to Near East. Affs.
Luzzi, Kenneth J., Diplomatic Sec. to Vilnius
Lyew, Naomi Emerson, Moscow to Western Hem. Affs.
Lyons, Margarita, Mexico City to Personnel
Madsen, Samuel, San Salvador to Intell. and Res.
Malinowski, Michael E., Near Eastern Affs. to Manila
Manegan, Michael T., Manama to Kuwait
Markey, John P. Jr., West. Hem. Affs. to Chief Fin. Officer
Martin, Thomas H., Buenos Aires to Econ., Bus. and Agric. Affs.
Martinez, Mary F., Canberra to East Asian and Pac. Affs.
Massengill, Jacques L., Seoul to East Asian and Pacific Affs.
Mattei, Brett Damian, Montreal to Bridgetown

FOREIGN SERVICE

Transfers

- Mawdsley, Valerie Laycock**, Chief Fin. Officer to Career Mobility Prog.
- May, Wayne E.**, Diplomatic Sec. to Singapore
- McCarthy, Brian J.**, New Delhi to Seoul
- McCarthy, Jane B.**, Asunción to Personnel
- McClelland, Caryn R.**, Inter.-Narc. and Law Enfor. to Kuala Lumpur
- McCormack, Sean Ian**, Algiers to Operations Center
- McDonald, Scott D.**, Int'l Org. Affs. to European Affs.
- McGallicher, Theresa A.**, Infor. Res. Mgt. to Havana
- McGee, Diana F.**, Kingston to Reykjavik
- McGevna, Helena Nienstedt**, European Affs. to Pers.
- McIntyre, Jennifer Allyn**, Operations Center to European Affs.
- McLeese, William Vincent**, Brussels to Western Hem. Affs.
- McWilliams, Edmund F. Jr.**, Jakarta to Democracy, Human Rights and Labor
- Meagher, Zita E.**, Dhaka to Personnel
- Mellor, John R.**, Phnom Penh to East Asian and Pac. Affs.
- Merante, Joseph John**, European Affs. to Vatican
- Mermon, Carolyn Mary**, New Delhi to Medical Services
- Meurs, Douglas J.**, Yokohama to Osaka Kobe
- Miller, John Holmes**, Other Agencies to Non-Gov. Orgs.
- Mills, Bruce T.**, Diplomatic Sec. to Oslo
- Miotke, Jeffrey Allen**, Economic and Bus. Affs. to Oceans and Int'l. Envir. and Sci.
- Mooney, William**, For. Ser. Inst. to Tel Aviv
- Moore, Barry M.**, Belgrade to Quito
- Moore, Patrick**, Diplomatic Sec. to Hong Kong
- Moreno, Edgar P.**, Bridgetown to Mexico City
- Morin, Erick G.**, Mexico City to Info. Res. Mgt.
- Moyes, Julie Rethmeier**, Personnel to Consular Affs.
- Mozur, Michael C.**, European Affs. to Warsaw
- Mullinax, James David**, For. Ser. Inst. to Econ. and Bus. Affs.
- Munn, Stephen B.**, Diplomatic Sec. to Athens
- Mutschler, Susan K.**, Mexico City to Career Mob. Prog.
- Myers, Jon R.**, Diplomatic Sec. to Beirut
- Myers, Sue Ann**, Vilnius to Ottawa
- Nair-Ripley, Rashmi**, Islamabad to Personnel
- Nantongo, Mirembé**, Muscat to Pol. and Military Affs.
- Neary, Charles**, London to African Affs.
- Nichols, Michelle A.**, F.S. Spec. Intake to Ouagadougou
- Nichols, Sharon D.**, Amman to Riyadh
- Nicodemus, James E.**, Diplomatic Sec. to Abidjan
- Nolan, David**, Nairobi to Dept. of the Army
- Norland, Richard**, Oceans and Int'l. Envir. and Sci. to Nat. Sec. Council
- Nyce, Christopher W.**, Tunis to Near Eastern Affs.
- O'Brien, Geraldine H.**, Personnel to Exec. Sec.
- O'Connor, Burke**, New Delhi to Rome
- O'Malley, Charles A.**, Singapore to New Delhi
- Odenthal, Sean**, Diplomatic Sec. to Tel Aviv
- Orosco, Victoria L.**, Geneva to Personnel
- Ortblad, Dennis J.**, Manila to Bern
- Otto, Justin J.**, Diplomatic Sec. to Rome
- Palmieri, Francisco Luis**, Leg. Affs. to Ops. Center
- Patrick, Sue Ford**, Port-au-Prince to Johannesburg
- Patterson, Elise Thayer**, Nassau to Personnel
- Pekala, Mark A.**, For. Ser. Inst. to New Ind. States
- Penfold Mellor, Pamela I.**, Phnom Penh to East Asian and Pacific Affs.
- Pero, Janice Bywaters**, Guatemala to Personnel
- Pero, Mark J.**, Guatemala to Administration
- Perry, Mark X.**, European Affs. to Dublin
- Pierce, Salote D.**, Suva to Personnel
- Pierce, Theodore Stuart**, Suva to East Asian and Pacific Affs.
- Pines, Nathaniel J.**, Manila to Seoul
- Pinkham, Shirlee Carol**, Pop., Ref., and Mig. to Econ. and Bus. Affs.
- Pinzino, Luigina E.**, Vatican to Career Mobility Program
- Poletes, Paul Evans**, Pre-Assign. Tng. to Athens
- Pollard, Robert A.**, For. Ser. Inst. to Surabaya
- Presgrove, Barbara Anne**, Cairo to Dept. of the Air Force
- Price, Donald A.**, Pretoria to Foreign Buildings
- Prouty, Gordon A.**, Cairo to Islamabad
- Puzio, Alan G.**, Diplomatic Sec. to Sarajevo
- Radetsky, Amy Sue**, Pre-Assign. Tng. to São Paulo
- Rapoport, Sheldon J.**, Near Eastern Affs. to Lahore
- Rathke, Jeffrey**, For. Ser. Inst. to Moscow
- Ratney, Michael A.**, Tunis to Beirut
- Redgate, Kathleen M.**, For. Ser. Inst. to Zagreb
- Reed, Robert G.**, Port-au-Prince to Kingston
- Reid, James P.**, Ljubljana to Econ. and Bus. Affs.
- Reilly, Craig**, São Paulo to Intell. and Research
- Reiter, Richard Thomas**, For. Ser. Inst. to Zagreb
- Rice, Bary W.**, F.S. Spec. Intake to Info. Res. Mgt.
- Rinker, Michael Joseph**, Brussels to Info. Res. Mgt.
- Roberts, Alison Catherine**, Kuala Lumpur to Personnel
- Rodriguez, Deborah Ann**, Skopje to Executive Sec.
- Rollins, Kathryn D.**, Personnel to Diplomatic Sec.
- Rossin, Lawrence George**, European Affs. to Pristina
- Rozen-Myeve, Galina A.**, Manila to Personnel
- Rubinstein, Daniel H.**, Tunis to Damascus
- Ruffo, Susan Laura**, East Asian and Pacific Affs. to Non-Gov. Orgs.
- Russel, Daniel Richard**, Pol. Affs. to Nicosia
- Ryley, Elizabeth Joann**, Accra to Bandar Seri Begawan
- Safir, Rose**, Information Res. Mgt. to Bujumbura
- Sandate, Celio Francisco**, For. Ser. Inst. to Managua
- Santos, Alfred L.**, Diplomatic Sec. to Tel Aviv
- Santos, Daniel Jr.**, Inter. Narc. and Law Enfor. to Ouagadougou
- Sasahara, Karen Hideko**, Tunis to Beirut
- Schlaefel, David Allen**, Matamoros to Intell. and Res.
- Scott, David Verlyn**, Kuwait to Near Eastern Affs.
- Scott, Kyle R.**, For. Ser. Inst. to Budapest
- Seaman, Angela D.**, Beirut to Diplomatic Sec.
- Seeds, Kristin M.**, Yaounde to Dakar
- Seeds, Linda**, F.S. Spec. Intake to Dakar
- Seldowitz, Stuart M.**, Spec. Rep. for Bosnia to Near Eastern Affs.
- Selinger, Thomas John**, Pre-Assign. Tng. to Port of Spain
- Semere, Linda M.**, European Affs. to Bridgetown
- Shannon, Thomas A. Jr.**, Caracas to Nat. Sec. Council
- Shapiro, David M.**, Int'l. Org. Affs. to Montreal
- Shelton, Elizabeth W.**, For. Ser. Inst. to Baku
- Shelton, Grace W.**, European Affs. to Global Affs.
- Sheppard, Gary**, Diplomatic Sec. to Tallinn
- Shields, Daniel L., III**, Nagoya to Political Affs.
- Shimp, Eric Allan**, Hong Kong to Executive Sec.
- Shrier, Jonathan L.A.**, Riyadh to Beijing
- Shuler, David Lawrence**, Executive Sec. to Euro. Affs.
- Silver, Neil Edward**, For. Ser. Inst. to East Asian and Pacific Affs.
- Simon, Paul Moulton**, Taipei to Shenyang
- Simons, Robert Paul**, Nairobi to Diplomatic Sec.
- Sims-White, Dionne M.**, Personnel to Seoul
- Sison, Michele Jeanne**, Chennai to Islamabad
- Skeirik, Lynne Patricia**, Brussels to Consular Affs.
- Smith, Willard Tenney**, Western Hem. Affs. to Lima
- Snowden, Michael G.**, Moscow to For. Ser. Inst.
- Sperling, Gilbert J.**, Belgrade to For. Ser. Inst.
- Spilsbury, John V.G.**, Dep. Spec. Rep. for Trade Neg. to European Affs.
- Stack, Colleen Frances**, Pre-Assign. Tng. to Tokyo
- Stafford, Boonliang**, Shenyang to Personnel
- Stanton, William A.**, For. Ser. Inst. to Int'l. Org. Affs.
- Steele, Thomas A.**, Intell. and Research to East Asian and Pacific Affs.
- Steinfeld, Andrew W.**, Near Eastern Affs. to Vienna
- Steitz, Peter Andrew**, Frankfurt to Zagreb
- Stepanchuk, John C.**, For. Ser. Inst. to Leg. Affs.
- Sterenber, Margaret**, Vienna to Abidjan
- Stewart, Karen Brevard**, For. Ser. Inst. to Vientiane
- Stickles, Mary Pauline**, Pre-Assign. Tng. to Bangkok
- Stirling, Gordon John**, Vienna to Pol. and Military Affs.
- Stone, Jeffrey D.**, Information Res. Mgt. to Chennai
- Stremel, John T.**, Hong Kong to Bangkok
- Tetreault, Jay P.**, African Affs. to Conakry
- Tharp, Peter J.**, For. Ser. Inst. to Tokyo
- Thomas, Kay M.**, Abidjan to For. Ser. Inst.
- Thompson, Dean**, Asunción to Operations Center
- Thompson, Elizabeth Kay**, Pre-Assign. Tng. to Moscow
- Thompson, Gene L. Jr.**, Information Res. Mgt. to For. Ser. Inst.
- Thompson, Stephen H.**, Non-Gov. Orgs. to Buenos Aires
- Thompson, Trudie Elizabeth**, Pol. and Mil. Affs. to Canberra
- Toner, William Edward**, Info. Res. Mgt. to London
- Tongour, Nadia**, Int'l. Org. Affs. to New Ind. States
- Trainham, Rosa E.**, For. Ser. Inst. to Ankara
- Trost, Laurie**, Jakarta to European Affs.
- Turner, Oumnia R.**, F.S. Spec. Intake to Riyadh
- Tyznik, Walter Edward**, Frankfurt to Diplomatic Sec.
- Vandreal, Jeffrey A.**, European Affs. to Bern
- Vankoughnett, Hale Colburn**, Santo Domingo to Intell. and Research
- Vaughan, Rupert D.**, Pre-Assign. Tng. to Bridgetown
- Veasy, Michael A.**, Mexico City to Johannesburg
- Vockerodt, Victor A.**, Western Hem. Affs. to Havana
- Walker, Steven Craig**, Tunis to Sanaa
- Weiner, Janice G.**, For. Ser. Inst. to Warsaw
- Wendt, Amy Rachel**, Pre-Assign. Tng. to Lagos
- Weston, Thomas Gary**, Inspector General to European Affs.
- Wetzel, Kenneth**, Executive Sec. to European Affs.
- Wheeler, Stephen Spencer**, Pre-Assign. Tng. to Warsaw
- White, Sharon Nancy**, Brussels to Pol. and Mil. Affs.
- Whittlesey, Cynthia Lee**, Tunis to Sanaa
- Williams, Jay P.**, F.S. Spec. Intake to Cairo
- Williamson, James H.**, Kinshasa to Int'l. Org. Affs.

FOREIGN SERVICE

Transfers

Wilson, Ernestine, Personnel to Int'l. Org. Affs.
Wong, Joyce Su, Osaka Kobe to East Asian and Pacific Affs.
Wood, R. Susan, Moscow to Western Hem. Affs.
Woodley, Harold, Consular Affs. to European Affs.
Woscek, Paul M., Information Res. Mgt. to Managua
Yamamoto, Joy Ona, Port of Spain to Operations Center
Yoder, Michael L., Oceans and Int'l. Envir. and Sci. to Tashkent
Young, Philip G., Rome to European Affs.
Zareski, Karen Beth, Pre-Assign. Tng. to Manama
Zuccarini, Joseph T., Bishkek to Baku

Retirements

Leonard, John P., Western Hemispheric Affs.
Lowe, Richard S., Frankfurt
Marking, Brady T., Ankara
Neitzke, Ronald J., Personnel
Pace, Barbara R., Econ., Bus. and Agric. Affs.
Paige, Bonnie Frank, Foreign Service Inst.
Paschyn, Bohdan Y., Foreign Buildings
Reasonover, George D. Jr., European Affs.
Reiner, Harvey P., Ankara
Robinson, Max Newton, Personnel
Rubino, James R., Foreign Service Inst.
Runckel, Christopher W., Beijing
Sablal, Antonietta R., Manila
Trivisani, Thomas P., Operations
Tucker, Barbara E., Personnel
Updegrove, Brad Lee, Diplomatic Sec.
Wagner, David J., Madrid
Walker, Robert R., Administration
Ward Jr., George F., Namibia
Webb, James Herbert, Foreign Buildings
Williamson, Sherman F., Lusaka
Woods, Michael Joseph, Leave Without Pay

Appointments

Allen, Jessamyn, Pre-Assign Tng.
Ambrose, Lauren, Diplomatic Sec.
Ballesteros, Romeo O., F.S. Spec. Intake
Blodgett, Edward M., Diplomatic Sec.
Bober, Jason S., Diplomatic Sec.
Castro, Joseph A., Diplomatic Sec.
Chang, William W., Diplomatic Sec.
Citron, David Lee, Pre-Assign. Tng.
Cory, John R., Diplomatic Sec.
Coutts, David G., Diplomatic Sec.
Crone, Jeffery S., Diplomatic Sec.
Cullen, Jonathan M., Diplomatic Sec.
Davies, Michael J., Diplomatic Sec.
DiCostanzo, Michele, Diplomatic Sec.
Dogonniuck, Joseph A., Diplomatic Sec.
Duggan, James Brian, Pre-Assign. Tng.
Erickson, Mark Daryl, Pre-Assign. Tng.
Escott, Richard M., Diplomatic Sec.
Federico, Brian T., Diplomatic Sec.
Ficke, Heidi L., Diplomatic Sec.
FitzGibbons, William, Diplomatic Sec.
Flynn, Michael D., Diplomatic Sec.
Frost, Scott A., Diplomatic Sec.
Galido, John C., Diplomatic Sec.
Garland, Gregory Lawrence, Pre-Assign. Tng.
Goetz, Gordon H., Diplomatic Sec.
Hicks, Jeffrey B., Diplomatic Sec.
Hong, Robert S., F.S. Spec. Intake
Howard, William Dennis, Pre-Assign. Tng.
Jensen, Brian Douglas, Pre-Assign. Tng.
Jensen, Nathaniel Graham, Pre-Assign. Tng.
Johnson, William Barbieri, Pre-Assign. Tng.
Jolley, Mary B., Tegucigalpa
Jones, Kimberly K., Diplomatic Sec.

Karpowski, Robert K., Diplomatic Sec.
Kemp, Robert Earl, Pre-Assign. Tng.
Khair, Nihad, F.S. Spec. Intake
Kim, Kinam M., F.S. Spec. Intake
Kirkpatrick, Sean G., Diplomatic Sec.
Kline, Adam J., Diplomatic Sec.
Korach, Jonathan Bennett, Pre-Assign. Tng.
Lacy, George M., F.S. Spec. Intake
Laitinen, William Henry, Pre-Assign. Tng.
Lass, Karen A., Diplomatic Sec.
Lunardi, Timothy J., Pre-Assign. Tng.
Mack, Pamela D., Diplomatic Sec.
Martinez, John B., Diplomatic Sec.
Martinez, Jose E., Diplomatic Sec.
Mason, Amy Marie, Pre-Assign. Tng.
Mathai, Sarah M., Pre-Assign. Tng.
Mazerolle, Christian, Diplomatic Sec.
McConnaughey, Terry, Pre-Assign. Tng.
McCowan, Mikael C., Pre-Assign. Tng.
McRea, James E., F.S. Spec. Intake
McWhirter, Arran R., Diplomatic Sec.
Mennuti, Jonathan, Pre-Assign. Tng.
Monseratte, Joaquin F., Pre-Assign. Tng.
Mooneyham, Jonathan S., Diplomatic Sec.
Morrison, Gregory R., Pre-Assign. Tng.
Morrow, Amanda C., Pre-Assign. Tng.
Motley, Mark E., Pre-Assign. Tng.
Murray, Christopher A., Diplomatic Sec.
Mustafa, Herro K., Pre-Assign. Tng.
Nicolaidis, Constantinos, Pre-Assign. Tng.
Nieland, David C., Diplomatic Sec.
Nye, Glenn C., Pre-Assign. Tng.
Ogier, Hugues P., Pre-Assign. Tng.
O'Toole, Martin G., Diplomatic Sec.

Parker, Scott D., Diplomatic Sec.
Pruett, Judie A., Accra
Reynolds, Chad E., Diplomatic Sec.
Ross, Russell M., F.S. Spec. Intake
Ruehle, Robert C., Pre-Assign. Tng.
Sabruno, Dominic A., Diplomatic Sec.
Schoffman, Linda J., Diplomatic Sec.
Sidereas, Eugenia M., Pre-Assign. Tng.
Silva, Stephen, Diplomatic Sec.
Simpson, Andrew G., Diplomatic Sec.
Singh, Shayna S., Pre-Assign. Tng.
Singleton, Etienne D., Diplomatic Sec.
Sioud, Chahrazed, Pre-Assign. Tng.
Smyth, Lonnie Reece, Pre-Assign. Tng.
Solberg, Michael J., Pre-Assign. Tng.
Solinsky, Michelle A., Pre-Assign. Tng.
Stolte, Robert Foster, Pre-Assign. Tng.
Swink, Aaron D., F.S. Spec. Intake
Tani, John J. Jr., Diplomatic Sec.
Terwilliger, Rob D., Diplomatic Sec.
Vadder, Davey J., Diplomatic Sec.
Vandenbrink, Thomas R., Diplomatic Sec.
Velazquez, William, F.S. Spec. Intake
Vikmanis, Valda M., Pre-Assign. Tng.
Volk, Carol, Pre-Assign. Tng.
Vrampas, Amy Hart, Pre-Assign. Tng.
Watzlavick, Paul S., Pre-Assign. Tng.
Webster, Jonathan K., Pre-Assign. Tng.
Whittington, Winston B., Diplomatic Sec.
Wilson, Aaron Jr., Diplomatic Sec.
Woodcome, Harold A., Diplomatic Sec.
Wright, Charles E., Nairobi
Xhudo, Gazman, Diplomatic Sec.
Yon, Hugo Yue, Pre-Assign. Tng.
Young, John M., Diplomatic Sec.

FOREIGN SERVICE

Resignations

Carpenter, Janie M., Personnel
Clark, Linda R., Sudan
Colantonio, Susan Lee A., Paris
Colwell, Wendy M., Leave Without Pay
Cook, John K., Beijing
Dunn, Stephen Douglas, Leave Without Pay
Ehrnman, Patricia M., European Affs.
Flores, Larry Ruiz, Jakarta
Gaines, Jon E., Leave Without Pay
Garcia-Martinez, Maria D., Bogota
Gray, Carie K., Mexico City
Hagen, Crispin Peter, Conakry
Hines, James Leander, NAHA
Kmetz, John C., Pop., Ref. and Mig.
Long, Kim Michelle, Nassau
Lyons, Margarita, Personnel

Madigan, Patricia, Phnom Penh
Marten, Thomas A., Paris
McBride, Miranda, Bern
McWhirter, Korawan, Beijing
Merante, John A., Econ. and Bus. Affs.
Metzger, Sarah Wright, Guangzhou
Ostick, Catherine T., Niamey
Paneralli, Kristen E., Bucharest
Patteson, Donald D., Tokyo
Peercy, Chavanne Lenise, Conakry
Petterson, Donald K., Monrovia
Pybus, Nani Suzette, Leave Without Pay
Reddock, Kimberly Kay, Personnel
Ripley, Erika K., Conakry
Sanchez, Eridania, Mexico City
Schwartz, Bethany L., Foreign Service Inst.

Sharp, Meredith Max, London
Sigmon, Nga Vu, Bangkok
Simas, Heather Ann, Kampala
Smith, Elizabeth D., European Affs.
Smith, James A., Havana
Smith, Slyeth I., Rangoon
Stein, Sean B., Jakarta
Stewart-Page, Jennifer M., Leave Without Pay
Tavemier, Penelope, Karachi
Terry, Luz N., Abidjan
Tesone, Kim Marie, Port-au-Prince
Webb, Sheila Belew, Consular Affs.
Wenzel, Nikolai G., Mexico City
Williams, Amanda B., Oslo
Williams, Martha Patricia, Manila

CIVIL SERVICE

Resignations

Amiri, Rukhsana N., Operations
Baskir, Cecily E., Mgt.
Becones, William V., Operations
Buck, Zeta L., Diplomatic Sec.
Buzby, Daniel John, Pol. and Mil. Affs.
Clark, Mary L., Econ., Bus. and Agric. Affs.
Dalton, Evelyn J., Policy Planning Council
Dawson, Deborah, Secretary
Driver, Tihirah, Consular Affs.
Escobedo, Esperanza M., Inspector General
Eynon, Jill Eleanor, Int'l. Joint Comm.
Feldman, James H., Operations

Ford, Jabbar Brian, Diplomatic Sec.
Forrest, Gregory, European Affs.
Goetz, Melissa D., Consular Affs.
Jackson, Antonette, Personnel
Kim, Jennifer Y., Inspector General
Kostka, Mary Lou, Consular Affs.
Lawton, Ralph, Consular Affs.
Livornese, John Joseph, Operations
Marsh, Adrienne J., Chief Financial Officer
Mills, Maryse-Noelle, Legal Adviser
Murray, Velonda M., Consular Affs.
Newton, James W., Consular Affs.

Odend Hal, Julianne, Operations
Parker, Candace, European Affs.
Rexach, Maria, Mgt.
Sapp, Kenneth W., Info. Res. Mgt.
Spat, Eric T., East Asian and Pacific Affs.
Sullivan, Shawn Francis, Western Hemispheric Affs.
Sweeney, Wanda Fortune, Operations
Townsend, Douglas D., Personnel
Vildostegui, Gerardo A., Legal Adviser
Wilson, Joan, Foreign Buildings
Zabetakis, Kathryn, Foreign Buildings
Zogby, Joseph R., Near Eastern Affs.

Appointments

Barnes, Frizzet T., Info. Res. Mgt.
Bowling, Alison M., Info. Res. Mgt.
Boyd, Carol A., Info. Res. Mgt.
Brown, Kathleen E., New Orleans Passport Agency
Burrows, Ronald Allen, Arms Control
Cantrill, Mary E., Foreign Buildings
Coyne, Colleen M., Operations
Crawford, Steadman C., Info. Res. Mgt.
Ellsworth, Robert A., Operations
Flohr, Amy K., Diplomatic Sec.
Gibert, Phyllis L., Chief Financial Officer
Glover, Henry A., Info. Res. Mgt.
Grigsby, Shariyn A., Personnel
Harchar, Joseph Edward, Foreign Buildings
Johnson, Brady Jr., Info. Res. Mgt.
Kane, John F., Info. Res. Mgt.
Knecht, Robert W., New Orleans Passport Agency
Koshan, Kaweem M., Personnel
Larson, Michael S., Operations
Lovell, Pamela E., Chief Financial Officer
Magnino, Douglas S., Inspector General

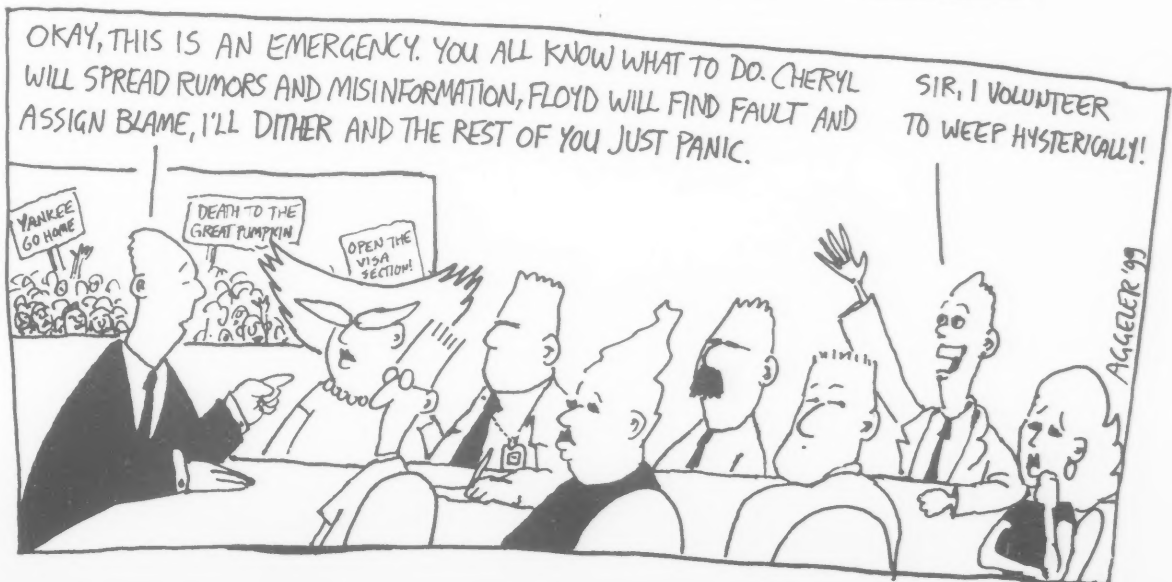
Mai, Trang P., Info. Res. Mgt.
Mastrogiuseppe, David J., Foreign Buildings
Merene, Johnny, Info. Res. Mgt.
Merridy, Dwayne M., New Orleans Passport Agency
Morris, Irene M., New Orleans Passport Agency
Mosley, Tony D., Diplomatic Sec.
Nichols, Mark, European Affs.
Ortman, Edward, Info. Res. Mgt.
Paul, Martin G., Medical Services
Plyler, Sandra, Los Angeles Passport Agency
Presley, Darlene J., Foreign Buildings
Raysinger, James Carl, Foreign Buildings
Sextion, Coretta C., New Orleans Passport Agency
Shirk, Susan Lee, East Asian and Pacific Affs.
Smith, Leroy George, Foreign Buildings
Sobchenko, Alexei A., Operations
Vella, Charles B., Info. Res. Mgt.
Wagner, Paul Frederick, Foreign Buildings
Walker, Sheila Schere, Public Affs.
Wallis, Thomas Joseph, Foreign Buildings
White, Irma L., New Orleans Passport Agency

Reassignments

Armentrout, Jean W., European Affs. to Nonproliferation
Bernhardt, Lilibeth Cleto, Personnel to Insp. General
Bullock, Imogene, Cons. Affs. to Wash. Pass. Agency
Cammatt, William G., Arms Control to Pol. and Mil. Affs.
Fair, Patrice L., Legislative Affs. to Int'l. Org. Affs.
Gunn, Joyce, New Orleans Passport Agency to Houston Passport Agency
Prince, LaShawn, Pre-Assign. Tng. to Foreign Ser. Inst.
Williams, Veronica, Western Hemispheric Affs. to Econ. and Bus. Affs.

Retirements

Alexander, Robert S., Operations
Crabtree, Marvin D., Int'l. Boundary Commission
Fleming, Harry D., Miami Passport Agency
Mallon, Gabrielle Stalder, Public Affs.
Molina, Juan Jose, Foreign Service Inst.
O'Leary, Sandra B., Misc. Assign.
Reece, Yvonne Joyce, Diplomatic Sec.
Seelinger, June Y., Foreign Buildings
Shields, Margaret S., Chief Fin. Officer



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**First Anniversary
of the Embassy Bombings**
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