

State

The Newsletter

United States Department of State

April 1986



*People Management at State:
Searching for Answers in Private Industry*



THE COVER—A firsthand report, how U.S. corporations deal with some of the same management issues confronting State, begins on Page 2.



Letters to the Editor

'An already privileged group'

ARLINGTON, VA.

DEAR SIR:

Having read in the press some of the spirited give-and-take concerning the Foreign Service Associates (FSA) Program, may I add a few observations of my own?

(1) Reportedly the program calls for the creation of a pool of permanent, full-time, officer-level jobs for qualified spouses of U.S. personnel serving overseas. Based on the proposed pilot program, these jobs will each cost approximately \$28,000 per annum. In an era of budget deficits and reductions in funding for the Jobs Corps and other domestic social services, can the Department in good conscience press its request for a job-creation program designed exclusively for the benefit of an already privileged group?

(2) Officer-level positions reserved for persons who have not qualified as Foreign Service officers will further dilute professionalism in the Service.

(3) What will be the likely effect on the morale of a qualified and ambitious FSS secretary or communicator when he/she is denied the opportunity to compete for a vice consul position reserved for a Foreign Service associate? Inevitably the FSA program will be perceived as negatively by the FSS corps as the American Family Member (AFM) Program is seen by the Foreign Service national (FSN) corps.

(4) The FSA and AFM programs raise an interesting point concerning allowances for dependents. Still keyed to yesteryear, the pertinent regulations seem to assume that the wives and minor children of U.S. Government employees abroad will not themselves be employed. But, having negotiated bilateral agreements for dependent employment, and having itself provided employment to dependents, is the Department not now obliged to examine more critically the Foreign Service

—(Continued on Page 64)

State

April 1986
No. 288



7



11



16



34

News stories

- 2 State officers visit major corporations
- 9 Reagan names Lauder as ambassador to Austria
- 9 Habib chosen envoy to Central America
- 9 Workshops highlight Women's History Week
- 9 Former Canadian officer joins Foreign Service
- 9 Department reduces summer hiring program

- 48 Our people at the United Nations

Photo stories

- 14 Medical services in West Africa
- 34 Post of the month: Hong Kong

Departments and features

- | | |
|--------------------------------------|-------------------------------|
| 9 Appointments | 1, 64 Letters to Editor |
| 19 "Ask Dr. Dustin" | 9 News Highlights |
| 52 Bureau Notes | 66 Obituaries |
| 49 Current Publications | 30 Personnel: Civil Service |
| 51 Diplo-Croctic, by Becker | 41 Personnel: Foreign Service |
| 26 Disciplined Writing, by Goldstein | 65 Transfer Tremors |
| 49 Education and Training | |

Feature stories

- 11 Images of 'magic' Jerusalem
- 24 Poesy's role in foreign policy
- 28 Tips on writing evaluation reports

Editorial Staff

Executive editor Francis J. Matthews
Editor Sanford (Whitey) Walzman
Associate editor Barnett B. Lester

Staff writer Donna Gigliotti

Staff assistant Rosemary Reid □

STATE magazine (ISSN 0441-7629) (formerly the Department of State NEWSLETTER) is published by the U.S. Department of State, 2201 C Street N.W., Washington, D.C. 20520, to acquaint its officers and employees, at home and abroad, with developments of interest that may affect operations or personnel.

There are 11 monthly issues (none in August). Deadline for submitting material for publication usually is the 10th of each month. Contributions (consisting of general information, articles, poems, photographs, art work) are welcome. Double-space on typewriter, spelling out job titles, names of offices and programs—acronyms are not acceptable.

Black-and-white, glossy-print photos reproduce best. Each photo needs a caption, double-spaced, identifying all persons left to right. Send contributions to STATE magazine, DGP/PA, Room B-266. The office telephone numbers are (202) 647-2019, -1648 and -1743.

Although primarily intended for internal communications, STATE is available to the public through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Second-class postage paid at Washington, D.C., and additional mailing offices. POSTMASTER: Send address changes to PA/OAP, Room 5815A, Department of State, Washington, D.C. 20520. □

'People Management'

How do U.S. corporations develop executive talent?

Department officials tour the country in an effort to find out

BY JAMES E. OVERLY

The author is a management analyst in the Department's Office of Management Operations.

IN TWO RECENT initiatives, officials of the Department looked at "people management" practices in private industry. The purpose was to see how corporations deal with some of the same personnel management issues confronting State, and whether some corporate practices may be adaptable to the Department. The initiatives reflected Secretary Shultz's strong interest in encouraging cooperation between the public and private sectors on management issues, and the continuing efforts of State's Management Council to find ways to improve personnel management.



Mr. Overly

3M is first

In the first initiative, on January 5-6, the under secretary for management, Ronald I. Spiers, with members of the council and the assistant secretary for consular affairs, Joan Clark, traveled to St. Paul, Minn., to consult with executives and "human resource managers" at 3M (the Minnesota Mining & Manufacturing Co). I accompanied them.

As readers of the best-selling "In Search of Excellence" will recall, 3M was rated as one of the country's best-managed corporations. It ranks second, behind IBM, in Fortune magazine's latest list of most-admired companies, up from fourth a year ago. It frequently presents seminars on its management practices for other companies and state

and local governments, but the Management Council visit became its first program for managers of a federal agency. The program was organized by 3M's national market manager, Harvey F. Ernest Jr.

The State officials were particularly interested in what contributes to 3M's image as an innovative company. They found that most of 3M's management principles are aimed at encouraging its employees, but that the firm also enforces an important rule—its "25% new-product rule"—to stress the importance the corporation places on new product development: 3M makes every

'... Most of 3M's principles aim at encouraging employees'

operating division responsible for ensuring that 25% of its sales come from products that didn't exist five years previously. The 3M principles are:

Give a person a job and the freedom to do it.

Encourage use of the "15%" rule. 3M wants laboratory people and others who develop new products to devote up

to 15% of their paid work-time to work on projects of interest to the individual. The projects need have no relation to an employee's regular duties.

Recognize employee achievements and publicize them.

Tolerate mistakes. Only a small percentage of 3M's new product ideas ever make it to production, but the corporation believes that even what seems like a bad idea at first can lead to spinoffs that may work.

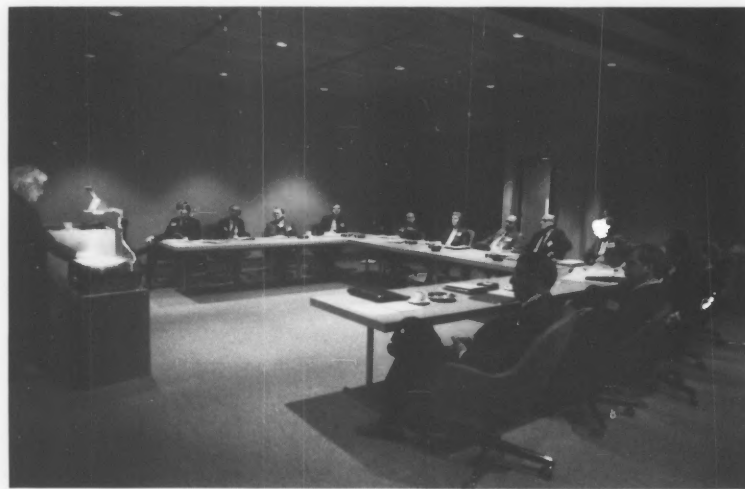
Manage by "walking around." To encourage better communication and a "hands on" management attitude, 3M encourages its managers to get out into

'Support those who won't accept something can't be done'

the laboratories and offices of their subordinates.

Encourage defiant role models. Support those who won't accept being told that something can't be done or who challenge existing corporate procedures, customs or bureaucratic boundaries.

Encourage self-appointed innovators. If someone has a new idea, let



Members of the State Department Management Council are briefed at 3M by corporate official Julianne Prager.



Director general *George S. Vest* and *Mary A. Ryan*, executive assistant to the under secretary for management, at 3M.

him or her take charge of it and pursue it until it fails or succeeds.

Use a team concept. If necessary, pull needed people (those who volunteer) off whatever job they're doing, even part-time, to work with the innovator in charge of a project.

Encourage "bootlegging." 3M permits informal redirection by managers of a portion of their budget resources to fund new projects.

Make a little, sell a little. This is an action-oriented principle that's a short way of saying: Don't wait until

'Dual career track ... appears to work for 3M'

you've planned every last detail of a new product before you make it; instead, build a prototype, get it out to the customer, work some bugs out and make sure it meets the customer's needs—then increase production and repeat the process.

Grow with the business. 3M believes in maintaining a flexible organizational philosophy. When a new-product line begins to generate larger

sales, management doesn't try to force it into a rigid corporate structure, but instead may permit the production unit to become an autonomous operation with its own management and budget and, eventually, a new division.

3M: 2 career tracks

The people from State were also interested in 3M's dual career-track structure, designed to accomplish two objectives. On one hand, it must provide for the careers of those whose primary contribution is to the company's technology and base of expertise. On the other, it must also identify and develop managers with a broad knowledge of company operations.

3M recognizes it has some scientists who are quite happy developing new products, and whose strengths and career preferences lie more in independent work than in managing people and organizations. The dual career track provides these people with compensation, titles and perquisites equivalent to those of executives with broad corporate management responsibility. This appears to work for 3M; several of its chief scientists have worldwide rep-

utations as experts in their fields, and are better known than some of the company's corporate executives.

The State officials returned to Washington impressed with the amount of time 3M senior executives devote to the management and development of their employees, and the high morale and pride of both executives and employees in their company.

17 more companies

In the second initiative, immediately following the Management Council visit to 3M, a three-member team from the Department, consisting of Arthur Woodruff and Kerry Wiener from the Director General's Office and myself, visited the headquarters of 17 other top-rated firms across the country to examine their management development practices. Our visit was arranged by the Executive Council on Foreign Diplomats, a privately-funded organization that provides opportunities to U.S. Foreign Service officers and foreign diplomats to learn about the private economic sector in America.

Our original mandate from State's Management Council was simply to study management development pro-

'To maximize profits ... develop managers'

grams, to see whether some practices could be used in the Department. We discovered very quickly, however, that we couldn't look at a corporation's program in isolation: management development is tightly integrated into a company's entire personnel management structure and philosophy. This is so, we found, because these firms have decided that *the most effective way to maximize profits is to identify and de-*

At 3M, Under Secretary *Ronald I. Spiers*, center, is flanked, on his right, by the corporation's *Harvey F. Ernest Jr.* (far left), who is national market manager, and vice president *Donn R. Osmon*, and on his left by *Joan Clark*, assistant secretary for consular affairs, and the author.

velop managers who will generate high productivity and loyalty among employees.

We therefore had to include in our discussions such diverse topics as how a firm develops and disseminates its corporate "culture" and values, how it identifies, develops, and selects from a pool of talent for every management level from the chief executive officer to the first-time supervisor; how a corporation develops and implements "succession planning" (its replacement program for executive positions); how it appraises performance, evaluates potential and develops careers; and how it recruits new employees. We also looked at whether the firms employ a "fast track" approach and, if so,

Personnel management is decentralized

whether employees not on that track have a relevant, alternative career track.

The 17 corporations represent a wide range of business activity. They included financial institutions, consumer product manufacturers, service companies, oil companies, and high-technology companies deriving a majority of their sales from the Government.

Decentralization

Nearly all the corporations we visited have decentralized their operations, giving divisions and operating companies substantial autonomy. Operating decisions have been delegated to business units. The corporate entity usually contained only centralized services needed by all operating units, such as legal services, human resources management and central finance. These firms have eliminated senior positions



and taken other steps to decrease bureaucratic layering at the corporate level, in order to improve direct communication with subordinates and speed up decision-making.

Some firms, such as IBM and GE, had long-established, highly-regarded management development programs that have served as models for those developed by other corporations. Others were in the initial stages of im-

plementing their management development programs. Some of these programs were run entirely in-house, others employed outside consultants. Some programs included substantial in-

Executives: a personal relationship with juniors

put from psychologists; others had almost none.

Our findings, presented below, should be considered as derived from the companies we studied. They're not necessarily representative of the private sector as a whole.

General principles as to people

Executives of these firms, from the chief executive officer and senior vice presidents down to first-time supervisors, spend from 15% to 25% of their time exclusively on people management issues. They schedule regular meetings to talk about "up-and-coming" people who are two levels or more below them. They decide on promotions, review succession plans, discuss career development and next assignments for managers on the way up, and they recruit on college campuses. They look for ways to acquaint themselves personally with junior and mid-level

people.

Many of the corporations expend a great deal of effort to develop or revise statements describing their corporate values and traditions (a description of their "corporate culture," another widely used corporate term). The firms acknowledge that often these statements come out sounding like motherhood and apple pie, but are convinced the effort helps build employee identification with the corporations, thereby

3 to 5 names are on lists for each vacancy

contributing to greater loyalty and higher productivity. One firm, in fact, credited employee support for its statement of values with helping the firm survive a difficult divestiture of a major operation.

Corporations use both discipline and incentives to emphasize the importance of management development. Managers, in their performance evaluations, are rated on how well they develop their subordinates. Those who demonstrate an ability to develop and manage subordinates are rewarded through the company's incentive system, or through higher compensation.

Several firms regularly use atti-

Stops on corporate tour

These are the 17 corporations that played host to the three-member management team from State:

- Peat, Marwick, Mitchell & Co., New York.
- Bristol-Myers, Co., New York.
- Citibank, N.A., New York.
- Beneficial Corp., Peapack, N.J.
- Manufacturers Hanover Trust Co., New York.
- Morgan Guaranty Trust Co., New York.
- PepsiCo, Inc., Purchase, N.Y.
- International Business Machines Corp., Armonk, N.Y.
- American Can Co., Greenwich, Conn.
- General Electric Co., Fairfield, Conn.
- Rockwell International Corp., Pittsburgh.
- Aluminum Co. of America, Pittsburgh.
- Dart & Kraft, Inc., Northbrook, Ill.
- Chevron Corp., San Francisco.
- Atlantic Richfield Co., Los Angeles.
- Hughes Aircraft Co., Los Angeles.
- Ryder Systems, Inc., Miami. □

tude surveys to measure how well employees think management is doing, and to indicate areas where management should focus attention. Results are published in company magazines.

Management development programs

Most firms have developed some manner of succession planning to identify potential replacements for executive-level positions. The firms begin succession planning by analyzing

'Companies are very much aware (of) cronyism'

their top executive positions for required job experience and the personal and management competencies expected of executives who fill them. The chief executive officer and senior vice presidents, in conjunction with human resources managers, meet and discuss rising executives one and two levels below them, and draw up lists of potential replacements for each position. The replacement lists (called the "bench" in corporate jargon) are frequently updated, and usually contain three to five names for each position. In at least one firm, each list must contain the name of at least one "high potential" person presently ranked two levels below the position. The process is repeated for subsequent levels. The implicit initial questions of who gets into the senior executive positions and what qualifications are needed drive the firm's personnel system, its management development program and its recruiting practices.

Performance appraisal, evaluation of potential and career development planning are the responsibilities of line supervisors, not a central personnel system. However, human resource managers, who are almost always professionals, play an important supportive role in corporate management development. In most firms, they maintain the succession planning lists, monitor the

Willard A. DePree, State's director of management operations, at 3M.



performance evaluation process, analyze positions for functional content and requirements, evaluate future assignment recommendations against those positions, track employee performance and career development, and identify and schedule, in conjunction with supervisors and employees, formal management training programs. There's a great deal of consultation between the human resource managers and the line supervisors, and between the managers and those at senior executive levels.

The corporations identify people with management potential early in their careers. Generally, an employee can expect to spend the first four to five

years developing job skills before being considered for a first supervisory position.



years developing job skills before being considered for a first supervisory position.

The companies report that about 80% of management development is accomplished through on-the-job training, and the other 20% through formal training.

The firms generally accomplish the on-the-job portion of management development through a system of mentoring. Responsibility for development of managers rests with line supervisors, who work in conjunction with human resource managers. However, companies are very much aware that

mentoring can lead to cronyism, and have developed a variety of ways to diminish that effect.

Much of a company's formal training program for junior and mid-level managers focuses on how to manage people. Most corporations prefer to

Difficulties with the 'fast track'

develop their own training programs in-house, and do little with outside training. Some firms have elaborate training programs, tailored to a particular job and level, so that some training is done at almost all levels. Some companies require that managers have at least one

training course per year, even though that course may be only a few days in length.

In addition to identifying first-time supervisors for management development, most corporations make an attempt early in the careers of employees to identify those with high potential. The goal is to identify future leaders of the company, as well as good managers. There is no visibly designated "fast track," but high potential people are identified as a group and given developmental and stretch assignments, faster promotions and extra compensation for good performance. All firms

with these programs treated them as only a small part of a larger management development program.

Many of the corporations are deeply concerned about problems associated with a visible "fast track" program. Obviously, there are questions of equity and effect on morale ("fast track" implies that if a person's not on it, then he or she must be on the "slow track"). Some companies are rethinking their high-potential development programs, afraid that employees so identified may be moving through the "system" too rapidly and, as one executive put it, "missing important opportunities to stop and smell the roses that make for more rounded people." Most of the firms with a high-potential program provide alternate and meaningful careers for competent employees who fall out of that category.

Several corporations employ a dual career track to maintain their technological base, and also meet their broader corporate management needs. While these firms provide meaningful careers for both their specialists and generalists, employees must show that they can manage people if they wish to move to corporate-level management positions.

Performance appraisal

There is a nearly universal practice among the corporations we visited to consider performance evaluation as only one segment of a larger professional development process. More important segments of that process are evaluation of potential and career development planning. Most companies relate performance appraisal more directly to changes in an employee's compensation than to promotion to higher executive levels. Promotion incorporates consideration of a number of other factors which, depending on the firm, may include assignment history (including lateral or cross-functional assignments, but particularly whether and how well an individual has performed in stretch assignments), and whether an employee has developed skills (e.g., leadership, administrative, managerial,

interpersonal, communication, cognitive) beyond specific job knowledge.

Nearly all the corporations agree that the biggest problem in evaluating performance is the desire of people to avoid having to state negative things about a subordinate, which results in inflated and distorted ratings. The companies employ a variety of means to deal with this problem. One is to consider evaluation of potential and career development as a confidential process. Some firms use a forced ranking system, in which supervisors aren't allowed to rate more than 5%-10% of their subordinates as "exceptional." Other companies use a "forced vote" system, in which competencies must be rated in descending order from strongest to weakest. Still others broaden the evaluation process to include statements by colleagues and subordinates, or self-rating by the employee.

There is no perfect employee evaluation form. Although there's variation among forms used by the firms we sur-

Performance evaluation: part of a larger picture

veyed (ranging from forms as long as the one the Foreign Service uses to a piece of blank paper), most firms use a form which is organized along lines much the same as ours. In most of the companies we visited, however, performance appraisals are reviewed by supervisors in succession at least two levels higher than the rating officer.

Most corporations de-emphasize performance appraisal narrative. Some allow only enough space for a sentence or a phrase. This practice may be due in part to an attempt to control useless rhetoric (one human resource manager stated to us: "If you ask the right questions, managers will be able to tell you more about a rated employee by checking a block on a scale than you normally can get from narrative"). It's also consistent with the emphasis in the private sector on oral and confidential evaluation of potential managers by

several layers of supervisors, and a greater emphasis on career development than on performance.

Employee weaknesses are candidly evaluated, and supervisors, together with human resource managers are required to develop programs to help an

'There's no perfect employee evaluation form'

employee improve in noted areas. In some companies, the next review session by management includes a presentation by a supervisor to his seniors of what steps were taken to remedy a subordinate's deficiency, and the results.



At Hughes Aircraft Co. in Los Angeles, James Stoutenberg, who heads the Executive Council on Foreign Diplomats, speaks. On his left is David Barclay, Hughes' director of human re-

made by supervisors, and most firms seek to train their managers in more than one functional specialty. Corporations employ a variety of means to accomplish this, ranging from an open assignments process similar to that of the Foreign Service, to a completely closed system. They seek to move their people between operating companies or divisions, and geographic locations. Almost every firm uses stretch assignments as much as possible, and particularly for their high-potential people. The technological and organizational makeup of a company permitting, people in a management development program are expected to have a number of lateral assignments

sources development. Others, from left: State's Arthur Woodruff, Hughes' senior vice president George Todd and Northrop Corp. vice president Harry Deffelbach.

Many corporations use different evaluation forms for different levels of employees. The higher the position, the more emphasis is placed on "people management" skills. This re-emphasizes the credo shared by all the firms we surveyed: management and development of people is intimately related to bottom-line results.

In these firms, next assignments in the management development program are closely tied to recommendations

before promotion to a higher level.

In some corporations, division or other unit managers are required to "produce" a specified number of potential future managers for "export" to other divisions of the company for broadening assignments. The companies almost universally acknowledged that hoarding of good people by divisions or operating companies can be a problem. Here again, discipline and incentives are used to discourage

During break at 3M, Under Secretary Spiers, center, and the company's Harvey F. Ernst Jr. listen to director general George Vest.

hoarding and its corollary, the "turkey transfer." Corporations which had the most success in maintaining movement of potential managers through the company usually cited a willingness of senior management to intervene and a strong human resources management role in monitoring career development of future managers as key elements.

Recruitment

Almost all of the surveyed corporations rely on company managers rather than outsiders to recruit on college campuses. Many require managers to spend one or two weeks in recruiting interviews every year.

Most companies place much more importance on motivation and a record of achievement, particularly in outside activities, on the part of recruits than

Not much narrative on evaluation forms

on grade point averages. To illustrate, one firm in recruiting looked for these characteristics, in descending order of importance: high motivation, analytical ability, communication skills, demonstrated leadership in extracurricular activities and grade point average.

Applicability for State

We believe that our experience in the survey bears out the Secretary's view that State can profit by finding out how successful corporations are addressing questions of personnel policy and practice. Despite the fact that a corporation exists for a purpose much different than the Department's, many of its "people management" problems are similar to those confronting our own managers.

Based on what we observed in the private sector, our team will be making a number of recommendations to the Management Council regarding practices that we believe can be applied in



the Department. We believe the many can, for there's similarity between some of our own practices and those of the firms we studied. For example, the selection processes for career chief-of-mission candidates (the Deputy Secretary's Committee) and for deputy chiefs of mission (the Deputy Chief of Mission Committee) manifest many characteristics of private-sector succession planning. Moreover, the Department is taking steps, such as restoration of interfunctional promotions for mid-level officers, to implement its own executive development program.

2 pieces of advice

In making our recommendations, we'll keep in mind two items of advice we heard at every firm we visited:

The implementation of a successful management development program requires a clear and enduring commitment from the very top of the organization. The interest of the Secretary and members of the council in improving the management and development of Department employees is well-documented, we believe. However, officials of many companies told us it took them several years to design and implement a management development program extending down to first-time supervisors. In the Department, this

means that our recommendations must deal with the question of how best to provide continuity as we develop our own program.

It's the 'culture' that counts—State's, too

A management development program must be adapted to the "culture" and traditions of the organization. In firm after firm, for example, we were told that "IBM's management development program is one of the best, but it wouldn't work if applied wholesale in our company." Each firm has developed its own. In the Department, we have statutory and regulatory constraints that don't affect the private sector, to say nothing of domestic political factors. We also have to manage two different personnel systems, the Foreign Service and the Civil Service.

Even if these factors are taken into account, no management development program will work if the participants don't "buy in": the professionals whose careers are being developed must be convinced that the system is sound and fair. These factors will very much be in the minds of State's managers in the next few weeks as they examine our findings and recommendations to see what can fit and what can't. ■

News Highlights

Ambassador to Austria: Pentagon's R.S. Lauder

President Reagan has announced his intention to nominate Ronald S. Lauder, deputy assistant secretary of defense for Europe and NATO policy, as ambassador to Austria. He would succeed Helene A. von Damm in Vienna. The nomination would require Senate confirmation.



Mr. Lauder

Mr. Lauder has been at the Pentagon since 1983. Before that, he was chairman of Estee Lauder International, a cosmetics firm. 1982-83.

He was an executive trainee in the firm's Paris office, 1967. He also held various managerial positions, including executive vice president, in the New York office, 1968-83.

Mr. Lauder was born in New York on February 26, 1944. He received a degree in French literature from the Sorbonne, University of Paris, in 1964; a bachelor's from Wharton School, University of Pennsylvania, 1965; and attended the University of Brussels, 1966. From 1966 to 1974 he served in the Coast Guard Reserve. His foreign languages are French and German.

Mr. Lauder is a member of the United Service Organization, Metropolitan Museum of Art, Museum of Modern Art, Mount Sinai Hospital, the Lauder Foundation and the Joseph H.

Habib is back again

President Reagan has appointed veteran diplomat Philip C. Habib as his special envoy for Central America, succeeding Harry Shlaudeman. Mr. Habib, a retired Foreign Service officer, was the President's personal representative to the Philippines in February. □

Lauder Institute of the Wharton School, University of Pennsylvania. He is the author of "Fighting Violent Crime in America."

He is married to Jo Carole Knopf Lauder. They have two daughters, Aerin Rebecca and Jane Alexandra. □

Summer hiring at State is curtailed: no funds

Because of budgetary reductions, the Department will not offer a domestic summer clerical employment program this year. With the exception of the affirmative action intern program, all intern programs have been canceled. However, said a Department Notice of March 11, bureaus may continue to hire domestic part-time, temporary and intermittent employees during the summer, under certain conditions. □

Women's History Week

In observance of Women's History Week, March 2-8, a series of workshops were held in the Department. The topics were career and personal commitment, women in history, crime prevention, "The promotable woman—What makes the difference," and women in the Foreign Service. There also was an exhibit in the Department's Exhibit Hall. □

Hi! I'm your paycheck!

Your Government check for salary or tax refunds is acquiring a new look. It will display the Statue of Liberty on a multicolored background. And it will be printed on lightweight paper, replacing the familiar green punched-card check. Reasons for the change: more difficult to alter or counterfeit and more economical. □

Canada's Cole switches to U.S. diplomatic corps

The Canadian Foreign Service lost an officer when Marcia Cole resigned, but the American Foreign Service gained one. A former immigration officer in the Canadian corps, she married U.S. Foreign Service officer Harry Cole, then was appointed to the American service.

"My first assignment when I joined in Canada," Ms. Cole says, "was in 1973 to Lisbon. I met my husband there. He was a vice consul, and we were doing similar work." They were married in 1975. Four years later, she became a naturalized American. After taking the U.S. Foreign Service officer examination, she was accepted into last January's class. Her first assignment was Jakarta, where her husband is.

On the differences between the two services, she says: "The American is much larger—it has a regulation for everything and someone to handle each area, for example, housing officers. There's no one to help you find housing in the Canadian service. There's no school like the Foreign Service Institute, so language training is limited. There's nothing like the Overseas Briefing Center in the Canadian service.



Ms. Cole

"In Canada, the orientation is one year. After four months in Ottawa, you go to a post for a training period, and then you go on a two-month cross-Canada tour. The Canadians say: 'How can you represent Canada if you don't know the country?'"

Ms. Cole has accompanied her husband on assignments in Washington, Madrid and Jakarta, so she's accustomed to representing the United States. "My husband has always treated me as part of a team," she says, "so I feel the Service is something I married into, not something that I'm coming into new."

—DONNA GIGLIOTTI □

Noontime talk: 'Positive Communication'

A two-part noontime talk on "Positive Communication and Assertiveness" will be given April 15 and 17, in Room 1912. Civil Service and Foreign Service employees and their spouses are welcome, and are encouraged to attend both parts of the program. This is the second program in a series being sponsored by State's Employee Consultation Service, the Family Liaison Office, the Alcohol Awareness Program, and USIA's Advisory Referral and Counseling Service. □

Plane tickets in Rosslyn

The Combined Airline Ticket Office has opened a new facility near the Foreign Service Institute. Hours are 8 a.m. to 6 p.m. for telephone reservations, and 8:30 to 5 for ticket purchases and pickup. The facility is at 1111 19th St., Suite 510—across the street from State Annex 15. The local phone number is 522-CATO; the nationwide toll-free number is 1-800-221-CATO. ■



At opening of Combined Airlines Ticket Office in Rosslyn, Va., from left: office manager Douglas Lund, Assistant Secretary Donald J. Bouchard, general manager Charles A.

Dinardo, Pan American's Dolores C. Welling, Piedmont's Cliff Gray. The Rosslyn office is linked electronically to Main State and the airlines.



INTER-AMERICAN AFFAIRS—Assistant Secretary Elliott Abrams presents Superior Honor Award to Janina Slattery, chief of the trade division in the Regional Economic Policy Office. Daughter Caroline Slattery holds the award.



NICOSIA, Cyprus—At opening of the consular section, after major security improvements and remodeling. From left: Christos Pourgourides, Paul Bartela, Pavlina

Aristotelous, Ambassador Richard Boehm, consul general Carolyn Huggins, Eleni Papatheodoulou.

Life in the Foreign Service

On being posted to historic Jerusalem—it 'weaves magic'

'It's the only place where you work with both Palestinians and Israelis'

BY PRABHI GUPTARA KAVALER

The author is a Foreign Service specialist candidate. She has served as systems manager, Embassy Islamabad, and general services officer, Consulate General Jerusalem. Her husband, Howard C. Kavalier, is chief of the consular section.

I WAS ASKED recently in my Foreign Service orals: "Why is the Middle East important to the United States? Why do we support Israel? In doing so, don't we shoot ourselves in the foot in the Arab world?" Therein lies the paradox of Israel and the ambiguity that surrounds a posting in this land. I grappled with the question then, and I still do.



Ms. Kavalier

I first came to Jerusalem in 1982 as, in the colorful language of the Department, "a dependent spouse." I worked part-time at the consulate general. Two years later, when we left here for Islamabad, I did not understand the place any better than when I had first arrived. Today, a few months into a second assignment, the most oft-asked question is: "Are you glad you're back?" The answer is an unequivocal yes.

Jerusalem! That word has spelled magic since my very early Sunday-school days. And magic it surely weaves around you, if you allow it to. A little mystical, a lot confusing, emotionally draining, but boring? Never.

'100 ethnic hues'

This is a city where they say two cultures meet. The truth is far deeper. On the other hand, this is a place where a hundred ethnic hues melt to produce the Israeli, be it the Russian, the Ethiopian, the Yemeni, the American, the



Joining the Jaffa Gate is the Citadel (King David's Tower), once the fortress guarding Herod the Great's palace.



Two Arab women pass the time of day.

South American or even the Vietnamese* Israeli. Their Israeliness is very apparent—a unique people, aggressive, inventive, caring and full of chutzpah, as only their special history and circumstances could have produced. They are a people I have come to respect.

The Israelis wear their title proudly, even defiantly. I always thought that America was a melting pot until I came here. Back home, each ethnic group is so concerned about, God forbid, losing its cultural identity lest it be lost in the American mainstream! Here, I am astounded by the intensity of the need for and desire of individuals to assimilate. I once visited a moshav (a collective farm) inhabited with folks from my mother's village back in India. These immigrants came to Israel in the early '60s. I was truly amazed to learn that, in one generation (i.e., those who were born or grew up here), not only did they not

know Malayalam, their native tongue, or wear traditional garb, but also had completely lost their native food habits. They knew almost nothing about the land in which their parents had lived and prospered for hundreds of years, and seemed not even mildly curious. They had come home to roost.

Arab hospitality—'it's true'

On the other side of town (you could almost call it the other side of the globe, for the distance isn't the half-mile but an entire world) are the Palestinians. They are a gentle people who are warm and hospitable. They open up their homes and give you their hearts as well. Heard of the legendary Arab hospitality? Believe it, it's true.

Like their Israeli neighbors across the so-called green line, which used to separate the Jews and Arabs, the Palestinians too aren't a homogeneous group. The Moslem Arabs are almost exclusively Sunnis and are clearly divided along educational and economic class lines. The Bedouins (the desert

nomads) are a minority among the Moslems. However, they clearly state their presence in the city in the colorful arts and crafts that are so abundantly found in the Old City souk. The Christians, the second largest group among the Arabs, are divided into almost all the known Christian denominations. There are Catholics, Greek Orthodox, Armenians, Copts, Syrian Orthodox and several Protestant groups—all fiercely guarding their own turf.

Visually, the city is a camera-man's delight. Watch the world go by from a roadside cafe: the pale Hassidic Jew, sidecurls and all, quaint in his medievalness, pushing a baby cart accompanied by the wife in long skirt and wig; the ruddy-complexioned Arab, in his kaffiyeh and robe, fingers busy at his worry beads, equally enticing; the kibbutznik in his shorts, girlfriend in tow; monks in black cassocks and hats, scampering along the narrow cobblestone lanes of the Old City, dodging the heavily-laden donkeys and tourists; Arab women in their ornately-embroidered dresses, squatting alongside brimming baskets of fresh produce, the sun glinting off a gold tooth or two; Arab villages nestled in the Kidron Valley, their lights winking in the gathering dusk. . . . The images go on and on and on.

'Contradictions'!

In this milieu I try to place and understand the other reality: the young mother from a West Bank settlement, pushing a twin baby carriage with a mother's paraphernalia on one shoulder and an Uzi on the other—celebrating life on one hand, yet prepared to take one away; the Arab trader, ever-ready with sweet tongue to lure the unwary pilgrim; "topless" beaches juxtaposed with the ultra-Orthodox Jewish male, who turns his back while speaking to a woman, lest he be tempted; the mother who lost her second son in another war, yet who has not once been heard to say: "Why my sons?"; my husband's barber who so innocently wears the concentration camp number seared on his wrist; the Palestinian-American who

*Israel accepted several hundred Vietnamese boat people in the 1970s.



Hasidic Jew at the Temple of Jerusalem Western Wall, once known as the Wailing Wall, must leave here every several months when his Israeli visa expires, so he can come back and stay a while longer in the home in which he was born, and where his family has lived for generations. This is in contrast to the Israeli-American, who can live here unchallenged because he has "inherited" *Eretz Israel*. Contradictions! Contradictions! Contradictions! Where does one begin to make sense of all this? At best, it's like a jigsaw puzzle that is slowly falling into place.

There is much that's emotionally draining here, yet there is also much to sustain the soul: music, entertainment, films, concerts, theater, piano bars, restaurants and a great deal more. Some of the world's best performers come here. For a fraction of what it would cost at home, you can pursue a never-ending romance in whatever area you choose—from archaeology to Islamic architecture. Physically, the setting is dazzling. Set at the edge of the Judean desert, amidst rolling pine hills, this is a city of minarets and domes, as

where Jews from the world over gather to pray. Some place written pleas and prayers well as modern buildings.

Tensions

The pivotal issue that makes or breaks a tour for us is the people we meet and work with. This consulate general is perhaps the only place where Americans work with both Palestinians and Israelis. It's almost as if you have one foot in the Arab heartland and the other in the Jewish one. We have both Israeli and Palestinian friends. For some of them we are no longer just friends but are family. We have shared some of their deepest sorrows and their greatest joys, yet not once have we been able to invite the two together to our home. That in a nutshell is the tragedy of the Arab-Israeli conflict. On either side, scratch the surface and the political issues of the day come surging out. All you can do then is sit aside (you are no longer relevant) and watch the walls build up—solid, unshakable and seemingly indestructible. This is the heart of the Holy Land, where centuries-old hatreds, dreams and de-

into the spaces between the huge stones.

sires fuel daily existence.

As a member of a Foreign Service family serving here, you quickly learn to accept these seemingly unchangeable facts; then you begin the long trek to finding your own little niche. Finish discovering what the tourist, the pilgrim, the historian, the nudist and the others come here for, then sit back and attempt to understand this place and its people, who so freely invite you into their homes and lives. Try and catch a glimpse of the forces that dictate life in this, the most unique of all cities. Then, like us, you'll be glad you came here. ■

Money quiz

Q—What interest do U.S. savings bonds pay?

A—Your bonds keep pace with market rates. There's no limit to how much you'll earn. And your savings are protected from market downswings with a guaranteed minimum return of 7.5%. All this for as little as \$25, which is the price of a high-interest-bearing \$50 U.S. savings bond. □

Medical Services

At some posts you have the doctor, the nurse—and that's all

This is 'one of the risks for Foreign Service people'



Judy Canny, nurse in Quagadougou, brings her son to see Dr. Hasse.

Dr. Hasse, right, and Robert Forward, a pilot in Bamako, check the map for a possible evacuation.



A patient in Bamako explains her problem to Dr. Hasse.



IN BAMAKO, Mali, a pregnant American woman lies in a hospital bed in the embassy health unit. She's in so much pain she can hardly stand up straight. Along with her husband, she awaits word from Dr. Al Hasse, State's regional medical officer, and her only link to adequate medical care in this West African nation.

Dr. Hasse is in a difficult position, but one that's common to medical officers in underdeveloped areas. He has tentatively diagnosed the woman's illness as an ectopic pregnancy—that is, the fetus is implanted outside the uterus, and her life could be in danger. She needs specialized medical care that isn't available in Bamako. Dr. Hasse must get her out of the country and to a hospital—quickly.

Not all of State's 40 regional medical officers have to arrange to have patients evacuated before their conditions worsen. Some of the doctors are stationed in areas like Europe where medical facilities are reliable. In fact, at those posts, nurses often run the daily

operations of the health unit and State's physicians visit perhaps twice a year. Not so in Bamako—or in Ouagadougou, Burkina Faso, either, the other post in Dr. Hasse's region.

"Medical problems are one of the risks for Foreign Service people in these primitive areas," he says. "Some-

times we suffer from a lack of supplies and resources, a lack of available specialty consultants and a lack of a team to work with. So the odds of an adverse effect go way up. People here know that, and they get very concerned when they have medical problems."

For example: A mother in Bamako who intended to give her daughter cough syrup mistakenly gave her iodine that was used to wash vegetables. When she realized what she had done, she called Dr. Hasse immediately.

I wasn't all that familiar with iodine poisoning," he recalls. It's very rare, and there's no poison control center here and no adequate hospital. So I emptied the child's stomach, then did a few calculations and determined that she had taken twice the lethal dose. I called the Office of Medical Services in Washington and explained the situation. Our people there checked with a poison control center and found that my calculations were right but that, since we had emptied her stomach, she probably would be fine. Of course, the mother was quite upset and scared, not only because she had made a mistake but also because she knows how limited our facilities are here. Fortunately,

The pharmacy at the health unit in Bamako.



Dr. Hasse in Bamako, with nurse Leila Toko.



(Photos by Donna Gigliotti)

Dr. Hasse with a patient in Bamako.





In Ouagadougou, nurse practitioner *Kris Labarre* conducts a class in cardiopulmonary resuscitation. *Dr. Hasse* is on her right.



In Bamako, medical receptionist *Florelle Chan*.

the girl is doing fine.”

Doing with less

Dr. Hasse has the experience to handle emergencies with limited resources. In private practice for over 22 years, he worked as a volunteer and missionary doctor in Vietnam, Mexico, Guatemala and Guyana. His last Foreign Service assignment was in Liberia.

His embassy health units in Bamako and Ouagadougou have well-stocked pharmacies, and nurses he considers capable. In Bamako, nurse Leila Toko attends to patients, gives them advice and treats minor illnesses in Dr. Hasse's absence. In Ouagadougou, Kris Labarre is in charge of the medical unit and makes most of the decisions, since Dr. Hasse visits only about once every six weeks. Nurse practitioners



Dr. Hasse teaches a safe-haven course for employees in Bamako.

like Ms. Labarre, who serve in isolated areas without a resident doctor, must be highly trained and skilled because they assume a great deal of responsibility for health matters at posts, the Office of Medical Services says.

But employees at posts often expect more than they can get in terms of health care, according to Dr. Eben H. Dustin, director of the office, who has served as a regional medical officer in Kabul, Monrovia, Vientiane, Saigon and Vienna. "Much of what we take for granted in the States is not available where Dr. Hasse is," he says. "We can supply some services there, but we can't do things like protect water supplies, control mosquitoes and bugs, and provide social services. In fact, places like Bamako validate the need for medical clearances. We don't want to send our people to places where their known health problems can't be treated."

Fasten your seat belts!

Accidental injuries can be especially dangerous where adequate emer-

gency care is unavailable. Both Drs. Hasse and Dustin say that the number of such injuries would be reduced if employees and members of their families wore seatbelts. "I've been on a

seatbelt campaign for a long time," says Dr. Dustin. "Traffic accidents are one of the principal causes of death in the Foreign Service." Dr. Hasse agrees: "If you have one bad accident in a place like Bamako you're in trouble." Dr. Dustin has asked Foreign Service

The embassy in Bamako.



Employees in Bamako learn to carry patient on a litter. From left: Dr. Hasse, Herb Tyson (partially hidden), Brian O'Connor, Bill Twaddell, Caroline Coulibaly, Mary Simcoe, Violet Diallo.

MEDICAL SERVICES

inspectors to note the use of seatbelts by motor pool employees; Dr. Hasse checks all embassy vehicles for seatbelts. "And I try to see that they're kept clean, because people won't use them if they're dirty," he says.

Regional medical officers have many other duties as well that go beyond acting as the family doctor for the Foreign Service community. "They're public health officers, too," says Dr. Dustin. Dr. Hasse, for example, inspects for cleanliness at places where food is served, like the embassy snack bar and the Marine kitchen. "The medical officers also have a liaison mission with local health care officials," says Dr. Dustin. "They need to be in touch



Dr. Hasse with a patient in Bamako. At right is nurse Leila Toko.

General services officer Will Moser donates blood for a patient who may need it.

Waiting room at the medical unit in Bamako.



with the conscientious minister of health who's candid and who'll tell you about a cholera outbreak in your area. They also visit local hospitals to assess their capabilities."

Doctors as teachers

Educating Foreign Service people is another part of the medical officer's job. "Each post has its own health and information sheet that's updated every

year," says Dr. Dustin. "It tells people, for instance, whether they need to boil water before drinking it." Medical personnel also teach courses on first aid, cardiopulmonary resuscitation, safe-haven emergency care and public health issues.

The crisis that Dr. Hasse faced with the pregnant woman continued. An international air ambulance service flew into Bamako with a doctor and

transported the woman to a hospital in Abidjan.

A few days later, Dr. Hasse accompanied her to a hospital in Paris where surgery was performed. She recovered and has returned to post.

—DONNA GIGLIOTTI ■

References to the medical case cited here are being made with permission from the couple involved.

Ask Dr. Dustin



Q. WESTERN EUROPE
There's been so much written recently about dietary fat and prevention of heart disease. I'm now 45 years old, always fighting the battle of the bulge (I stopped smoking two years ago) and would appreciate your advice on my diet.

A.
To summarize, there are three important "fat facts" to remember. *Fact 1:* Polyunsaturated fats lower blood cholesterol. They're found in liquid vegetable oils such as sunflower, safflower, corn, soybean and cottonseed oils. Olive and peanut oils are monosaturates and neither raise nor lower blood cholesterol. *Fact 2:* Saturated fats raise your blood cholesterol. Avoid foods high in saturated fats, such as heavily-marbled beef, pork, lamb, whole milk products and butter, many solid and hydrogenated (saturated) vegetable shortenings, coconut, coconut oil and palm oil (often used in commercial baked goods). Foods low in saturated fats to include in your diet are fish, chicken (without the skin), lowfat and skim milk products, liquid vegetable oils and soft margarine. Foods very low in saturated fats include most food from plants, like fruit, vegetables (except coconut), grain and cereals. *Fact 3:* All fats have more than twice as many calories as proteins or carbohydrates (sugars or starches). One ounce of protein is about 113 calories (carbohydrates are the same, and that includes rice and potatoes), but 1 ounce of fat has 255 calories.

Q. WEST AFRICA
When my little boy had to be evacuated for further diagnostic and medical care, I gave our embassy nurse ample reason why we should be authorized travel back to the United States for this care. But our orders were written as "cost constructive" travel to our home vice Frankfurt, and I don't understand it.

A.
The Department's legislative authority for medical-evacuation travel states that we can medically evacuate persons at Government expense to the nearest "locality where suitable medical care can be obtained." Because some people would prefer to utilize the services of their own physicians, the regulations allow you to elect travel for medical care to other than the suitable locality, but you're required to pay the travel costs over and above the cost of travel to the nearest suitable facility—in your case, Frankfurt. By choice, you're responsible for "your share" of the travel costs.

Q. LATIN AMERICA
Why are we women advised to stay away from cats during pregnancy? I am planning to start our family in the near future and have a cat who has been with us for some time and is very much a member of the family.

A.
Cats have been implicated in the transmission of a disease called toxoplasmosis, which is caused by a parasite. Though it's seldom serious in adults, it can have serious side effects on a developing fetus, if the mother is infected for the first time during her pregnancy. The primary source of infection for the mother-to-be is cat feces. A cat who dines on mice, birds or raw meat is more vulnerable to the infection than a

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

housecat who eats canned food or cooked table scraps. If a cat acquires the parasite, it will be passed in the cat's feces for about two weeks. During this time it can be passed on to people who handle the cat, especially those who handle the litter box. Although it's unlikely that a house pet can pose a threat to a developing fetus, I do advise the following precautions: (1) During pregnancy, delegate cleaning of the litter box to others. (2) At all times, use gloves and disposable pans or liners when cleaning a litter box. (3) Do not feed cats raw meat, and control their predatory instincts, if possible. (4) Wash your hands carefully after preparing raw meat and poultry. (5) Wash any surfaces touched by raw meat, carefully, with hot soapy water. (6) Cover the children's sandbox when it's not in use. (7) Keep stray animals out of the house and yard.

Q. WASHINGTON
I was recently medically evacuated, hospitalized and then assigned to "Medical Complement." What is "Medical Complement"? Who controls it?

A.
The Central Medical Complement was established specifically for: Foreign Service people who are returning to the United States with a medical condition which precludes them from proceeding or serving overseas during the next 90 days; who are hospitalized or otherwise under treatment for 30 days or more; or who are only able to work intermittently while undergoing a course of treatment which will extend over a prolonged period of time. The Medical Complement is within the medical/administrative framework of the Office of Medical Services, and is controlled by the medical director. However, requests for assignment to Medical Complement are made by the Bureau of Personnel. This is because it isn't mandatory that persons be assigned to the complement

even if they meet the criteria. It's merely one administrative method of utilizing a person who isn't able to occupy a funded position.

Q.

MIDDLE EAST

I am frequently seeing articles in magazines about "midlife crisis." Is this something everyone experiences?

A.

Midlife extends from approximately age 40 to 65. This is a time of stock-taking, when all men and women assess themselves according to the goals they had set for their lives at age 25. Often in the Foreign Service these goals involve reaching a level of seniority by the time of retirement. When these goals are achieved, we feel affirmed by society and label ourselves a success. When our expectations aren't met, we experience feelings of failure and disappointment, and we may feel low in self-esteem, which can lead to depression. We ask ourselves: "What have I done with my life?" Healthy people are able to refocus and see life as a half-full glass as opposed to a half-empty one. At this midlife-crisis turning point, they ask: "Am I getting what I need and giving what I want to my family, relationships, work, and the community? How can I enrich my life in the time I have left?" A crisis is a turning point, and this is a time to grieve over the loss of one's youth and to come to terms with life and one's accomplishments—"to stop growing up and start growing old." Many people during midlife find themselves in the midst of difficult interpersonal transitions, such as raising teenagers, aiding one's aging parents, dealing with earlier-than-expected retirement, experiencing a marital crisis or beginning a new marriage and blending families, with the need to learn how to "step-parent." In midlife, we often experience some anxiety about aging and our mortality. You will need to take better care of your most important machine, your body, and treat it to regular

checkups, exercise, good nutrition, adequate sleep and periods of relaxation. Our Employee Consultation Services (Room 2237, telephone 647-4929) is staffed by three clinical social workers who are available to help with problems in living, as well as to offer brief therapy for midlife crisis. □

Dr. Dustin's health hints

Child safety-seat sense

(Reprinted from Aide magazine)

On July 1, Wyoming became the 50th state to enact safety laws for children traveling in automobiles. It marked the culmination of a safety campaign mounted by parents, educators, insurance companies, physicians and legislators. That campaign had been gaining momentum since January 1, 1978, when the first child passenger restraint law went into effect in Tennessee. Now, with every young child potentially protected by safety laws and safety seats, it's hoped that automobile accidents will drop from their first-place position as the No. 1 killer of American children.

Still, child safety seats are only as effective as their proper use. Improperly used, they may not prevent deaths and injuries to infants and children. Indeed, used incorrectly, safety seats can sometimes be more dangerous than no restraint at all.

The National Transportation Safety Board reports that, according to its studies, child restraints are misused 64% of the time because of difficult-to-follow instructions for their use and parental carelessness. Misuse cases most often included children not being harnessed into the safety seat correctly and seats not being properly secured by the vehicle lap belt. In cases where the lap belt was routed improperly, 75% of the parents didn't know the routing was incorrect.

Safety seats are designed to spread the impact of a crash or hard stop evenly over the child's delicate body. When a moving car hits another object, or when a sudden, hard braking motion brings it to an abrupt stop, the occupants of the car keep moving

forward—at the same speed the car was traveling—until something stops them. In a 30-mph crash, an unrestrained child can be thrown forward with a force 30 times its own weight. The safety seat is designed to restrain the child and allow him to "ride down the crash."

All child safety seats manufactured since 1981 must meet Government standards, which include dynamic testing in a simulated 30-mph crash. The laws are in place and the safety seats work—but only when used properly.

The most important guide for using a child safety seat is the manufacturer's instructions. These should be read, followed and retained, especially if you purchase an infant seat that will later convert to toddler use. If you pass on the seat to someone else when your child has outgrown it, pass along the manufacturer's instructions as well.

In addition, consider the following points when purchasing and using a child safety seat.

1. All child safety seats are designed to be used with automobile lap belts, in addition to their own harnesses and shields. Remember that the lap belt must be placed over or through the safety seat according to the manufacturer's instructions. Improper placement of the vehicle lap belt can weaken the structural integrity of the seat and cause it to rip apart in the collision.

2. All harness and lap belts should be "snugged up" after the child is in the seat. Some vehicle combination lap/shoulder belts permit free movement of the lap belt after it's buckled, which is undesirable for child restraints. To prevent this, a special locking clip can be purchased and should be used.

3. Arm rests add nothing to the safety features of a child seat and shouldn't be relied upon to protect a child. In 30-mph crash tests of seats with harnesses and arm rests, when the harness wasn't used, the "dummy" child slipped out from under the arm rest and was thrown from the car.

4. Lightweight household infant carriers or car beds shouldn't be used

in the place of safety restraints. They're not designed to hold up under impact forces.

5. When possible, child safety seats should be placed in the rear seat of the automobile. Center rear is safest.

6. Not all safety seats will fit into all cars, so try before you buy. When purchasing, look for a seat manufactured in 1981 or later that suits you, your child and your car.

7. A number of designs in infant and child restraint seats are marketed. Whatever you purchase, it's essential that you use all the functions of the seat. (If it has a top tether strap, for instance, you must be willing to properly anchor it.)

8. Foreign Service personnel should include a recommended car seat in their planning for a post. A car seat can be included in a layette if there is a baby during an overseas tour. □

Alcohol Awareness Program **'I am finally growing up emotionally'**

The following article was contributed by a Foreign Service officer, who tells how he began to win his fight against alcoholism.

Three years ago, every aspect of my life was unmanageable. My career, my marriage (not my first), and my finances were all a shambles, and I had a neurological disorder that had not responded to a host of treatments over the previous five years. What had been a fairly constant state of anxiety and depression for years was suddenly becoming a more serious depression. So on Christmas eve I went to see a psychiatrist, telling him I was coming to the end of my rope.

I told him my life history, my current situation and my symptoms. I also mentioned my drinking pattern over the years. I had been concerned from time to time that I might be an alcoholic, and also suspected that my physical ailment might have been caused or aggravated by drinking. I had been drinking on a daily basis since graduating from college but rarely woke up with more than a slight hangover, except follow-

ing those "special" occasions when I had such a good time that I didn't remember all of it—or where I had parked the car. I had long ago switched from martinis and scotch to beer and wine, and almost always controlled my intake. Because of my constant low-level anxiety and body tension, I couldn't bear feeling more than a bit shaky the morning after. I had mentioned to a psychologist friend of mine once that I thought drinking beer and/or smoking pot made my physical problem worse. He said: "Well, don't drink beer or smoke pot." I dismissed this as a narrow approach to an obviously complex and deeply-rooted problem. I did stop a couple of times for brief periods, but never saw the kind of improvement I felt warranted the sacrifice.

Just in case I might have been wrong, and having become far more desperate, I gave the psychiatrist a fairly accurate account of my habits. I was relieved that he took a broader view than my psychologist buddy and that, except for denying my request for mood-elevating drugs, gave no hint that he thought I ought to give anything up. Thank God that with all my other worries, I didn't have to risk becoming needlessly sober! At least I was still able to do a decent and often commendable job at the office, spurred on by the thought that at the end of the day I would be able to reward myself and unwind just like everybody else.

The psychiatrist helped a great deal over the next several months. I was hopeful again and regained my ability to cope. There was improved communication with my wife and at work. The part of the world I was involved with suddenly became "hot," so my job was more rewarding too. That, and some improvement in my physical problem, occasioned more liberal unwinding at the end of the day, which didn't leave much time for coming to grips with my deepening financial woes. In fact, paperwork was such a problem for me that I was five months late in filing for a badly-needed tax refund of several thousand dollars. Virtu-

ally every night, I left work inclined to forgo unwinding that night in order to get things squared away, but I always reconsidered in favor of a few beers. This was increasingly difficult to explain to my therapist, so eventually I got my tax return filed and life was good again.

I continued to gain valuable insights into my mental state and to appreciate the unworkability of the marriage I was in, but my ability to cope with my problems, let alone take any corrective action, started waning again. I scraped together enough for a retainer on a bankruptcy lawyer, but I was having trouble getting the paperwork together in order to file.

Then one Sunday, I had another "breakdown in communication" with my wife. I felt like getting drunk over it, but I was already pretty "buzzed," so I was really at a loss. It finally hit me that I had entirely lost control of my life. I was suddenly sick and tired of being sick and tired. I concluded that even though drinking was not the problem, that was really the only thing I might be able to change. I thought of a colleague of mine who had turned his career and life around completely. I remembered offering him a beer several years before and his turning it down, telling me he was a "recovering alcoholic" and a member of "AA." The next day I called the Alcoholics Anonymous desk, and it directed me to a meeting in my vicinity that night. I went through that day at the office pretty shaky, with the usual sweaty palms, slightly sick to my stomach. But I had a strong feeling that I never had to feel that way again. I prayed that I was right.

On the way to the meeting, I looked in the window of a posh hotel restaurant, tables set with beautiful china, silver and wine goblets. I had a deep sense of loss. I was forsaking the "good life" forever. Or at least until the psychotherapy took hold and my life returned to "normal." In the meantime, I was ready to take the harsh punishment of total abstinence from the only thing that had given me real pleasure

for so many years.

I was filled with dread, and the walk to the meeting couldn't have been long enough to suit me. I wondered: Was I really doing this? Maybe I was jumping to conclusions. My hangover was gone. I didn't feel like an alcoholic. I didn't even feel like drinking anymore. Maybe I hadn't *really* tried to regulate my drinking on my own. I had vowed ahead of time to ignore all that mental chatter that had always rationalized doing the same thing year after year and expecting someday to get different results. I plunged in.

From my few meetings, I was astounded that I had never heard what AA was really like. I hadn't pictured or heard anywhere the wisdom and love being expressed as it was at these meetings. The good-natured laughter particularly surprised me. Much later, I was to see the truth of James Thurber's definition of humor: emotional chaos remembered in tranquillity.

Everyone seemed so articulate. Before long I realized that it was because these people were being completely honest about their problem of alcoholism. Once they admitted they were powerless over alcohol, they gained a real sense of freedom from the guilt and fear that I had come to accept as natural in my life. I wanted what I was seeing in these people. I had never before talked to anyone who admitted to being an alcoholic about whether I might be one. I heard the stories of people who had gone a lot farther down the scale than I had, but I also heard many variations of my own story. The meetings were both reassuring and fascinating. I could get things off my chest if I wanted, or just listen. I heard a lot of things that made extremely good sense to me, and I knew I was definitely where I belonged.

I wish I could report that all my problems evaporated as soon as I joined. But actually it's probably all the more miraculous how quickly and profoundly my life did change. I took it on faith that it would "get better" if I would just "keep coming back," as many were telling me. To me, that

meant that once my marriage and my financial situation came right-side-up again, I would get my share of serenity. I was not expecting the quality of my life to change as quickly as it did, in spite of most circumstances staying the same. My attitude about life changed dramatically, and, suddenly, I had enough power to do what needed to be done. And there was plenty to be done. Unfortunately, the years of wanting things to be easy but making everything difficult began to catch up with me.

But first came the blessed process of physical recovery. Tension I took for granted all my adult life began to drain away. My eyesight improved. My deodorant stopped failing. I didn't need Valium or Alka-Seltzer. My palms dried up. The fog lifted from my brain. I no longer had to avoid scheduling appointments on Monday mornings because I might not be "fresh." I took further encouragement when someone told me that the physical recovery process would go on for several weeks or months, depending on how long I had been ingesting my favorite brand of poisonous depressant on a daily basis. With typical alcoholic thinking, I mused once that it was too bad I hadn't abused alcohol more or spent a larger percentage of my income on it. I'd have a greater degree of recovery and more extra money now.

The most astonishing thing was that the desire or the need to drink had been entirely lifted from me. I had expected to struggle with this indefinitely. Maybe I wasn't what you'd call a real heavy drinker, but 90% of my thoughts had been about alcohol. It dictated my choice of friends, how I spent my leisure time, what restaurants I went to, what social events I attended and which ones I left early or avoided. I found it hard to believe that I could live—let alone enjoy—a life without drinking. At the point when I first realized that I could, it was only the beginning of feeling, as they say, "happily and usefully whole again." Compared to all the effort I had put into straightening out my life before, I felt like I hadn't really

done anything to get this marvelous gift of sobriety. I just did as was recommended: I didn't drink—a day at a time—and I kept going to meetings.

As I said, many problems got worse. While I agonized over whether or not to resort to bankruptcy, my car was repossessed. I was able to redeem the car within a few weeks, and as the fruits of sobriety began multiplying in my life, I found increasing strength to face problems and situations that had baffled me. I had to come to grips with a bad marriage. We tried everything, but it was hopeless. I gathered the courage and the resources to split up. We recognize now that it was the best course for both of us, but it has been extremely difficult to work out and not something I could have faced without sobriety.

Through all this, my life has continued to get better day by day, mostly in a spiritual but also in material ways. I was given a commendation award and got promoted a year after I got sober. I didn't have to declare bankruptcy, and in fact the fear of financial insecurity is gone for the first time in my life. And my credit rating is back.

These things are nice, and more than I seriously hoped for two years ago. But what I am most grateful to have gotten from the fellowship of Alcoholics Anonymous is the peace of mind I had always yearned for. I have a deep sense of well-being that doesn't depend on having all my problems solved or on what I achieve materially. My sense of direction has been restored. I've learned to distinguish between pleasure and joy, and there is much more of the latter in my life than I have ever known before. I am finally growing up emotionally and enjoying healthy, nurturing relationships with friends and family—including my AA "family," where I have found some of the closest friends I will ever have. We share the bond of suffering from a common problem—the disease of alcoholism—but more important, we share a common solution: AA. We don't have to drink ourselves to death or insanity, and we're living to experi-

ence the truth of C.S. Lewis' observation that if you've lived through hell, you can look back and call it purgatory.

If you think you have a problem with alcohol, get in touch with the Alcohol Awareness Program, Department of State, 647-1843 or 647-8804. Regulations require that all contacts with the program be handled on the basis of medical confidentiality. ■

Family Bond.

Your family's savings program is unique. You have different needs. And different concerns. That's why so many families have made U.S. Savings Bonds their family bond. It's the bond that holds a family's savings program together.

That's because bonds offer so many guarantees. Guarantees that are just right for any family. Like guaranteed tax benefits. Guaranteed safety. And market-based interest. All backed by the most solid guarantee of all. America.

So, when you're looking for that bond as unique as your savings needs, look to U.S. Savings Bonds. They really are the Family Bond.

Take
stock
in America.



ISTANBUL, Turkey—Consul general William E. Rau and nurse Linda Kutlu open the new health unit.



HONG KONG—Consul general Burt Levin takes some joshing at a black-tie dinner that raised \$45,000 for charity. "Roast him!" his wife, Lily, urged the sponsors. They did. A mock telegram from Washington said: "Your

request to have Hong Kong rated a hardship post has been denied." Mr. Levin replied: "On Thanksgiving it would be appropriate to have so many turkeys talking about me."

Reporting

Politico-military analysis: For better or verse?

'One problem is how to hire or train poets'

BY JOSEPH F. CLARE JR.

The author is an Army officer on detail to the Arms Control and Disarmament Agency. He wrote this article for the current issue of Options, the publication of the Secretary's Open Forum, from which it is reprinted.

MY SUBJECT IS POESY and its neglected use in politico-military analysis. Scoff not! This is no tongue-in-cheek exposé. It is a serious attempt to define and illustrate a practical role for rhyme in the crafting of foreign policy. Stranger things have certainly been done!

Why poetry?

Consider the range of politico-military questions susceptible to poetic analysis. For example:

—The mysterious "disappearance" of Soviet leader Yuri Andropov in late 1983:

What's happened to Andropov ever since that August night?

Is it 'diplomatic virus' that has kept him out of sight?

Is it something Reagan said? Or did Grenada give a scare?

... Or is he just embarrassed by the KAL affair?"

—Soviet troop morale in Afghanistan:

We are the Russian soldiers of the limited contingent,

We hate it in the Hindu Kush where rules are very stringent:

They make us sleep in tents on cots and go on operations,

We have to stay a year or two and don't get no vacations.

—On "Star Wars":

You would love the SDI if you're Adelman, and try

To defend it on the Hill and on TV;

But if you're Gorbachev, you would sure be better off.

Keeping outer space a zone of weapons free.

In fact, it is difficult to imagine an analytic problem that would not benefit from a poetic approach. Poetry has the potential to sharpen analysis by helping officers define issues more clearly and succinctly. It also imposes discipline in report writing, forcing the policymaker to organize and present a thesis within



Mr. Clare

a prescribed format. Finally, poetic analysis has the potential—at least initially or in small doses—of capturing the attention of senior officials and helping significant items stand out from the "noise level" of routine reporting. This could be a real attraction to officers in the field who feel that nobody ever reads their cables.

A Kremlinological case study

Enough of glib generalizations. Let's examine the potential for adding the poetic approach to Kremlinology. Many other arts have been applied in the endeavor to understand the inner workings of Soviet society and, in particular, Soviet leadership: medical sci-

ence to assess the health of Soviet leaders; political scrutiny of who stands next to whom; what awards are presented or withheld, and who makes particular speeches; and scholarly analysis of both major and obscure newspapers and journals. Poetry need not take a back seat to such uncertain techniques. In particular, poetry can avoid analyses which are too long and detailed for senior officials, and can help to highlight the uncertainty that is always present (but infrequently explicit) in Kremlinological analyses, as well as making alternative scenarios more manifest.

All of this will become clear if we examine the situation arising in the autumn of 1984 as a number of significant changes appeared imminent in the Kremlin. General Secretary Konstantine Chernenko was in failing health. Jockeying for succession had already begun. At this critical moment, Soviet Defense Minister Dmitri Ustinov, a key Politburo figure, also fell ill, and the potential transfer of the Defense portfolio assumed immense importance.

The number of issues and personalities involved in selecting a new Defense Minister presented a complex analytic problem. What was the historical precedent—would the most likely successor be a "political" or military figure? Would it be someone with a "special connection," such as Marshal Grechko's wartime association with Leonid Brezhnev, or someone who, like Ustinov, had professional expertise in the defense industry or military industrial commission (VPK)? What about the mysterious dismissal of Marshal Ogarkov as Chief of the General Staff? What about the age factor—was the long-anticipated generational transfer of power to come about? And finally, what about the military civilian relationship and the shadowy interplay between the impending military and political successions?

I suggest that only a poem could handle such complex issues. With this in mind, the following analysis undertakes to inform the senior executive about the issue and about some of the complexities involved in its analysis:

*In the geriatric Kremlin things again
are looking grim,
And in Washington we're peering
through our looking glasses dim
To select a worthy leader for the peasant
Army Red
Since it seems as though it won't be
long until Ustinov's dead.
Who can take the place of Frunze,
Voroshilov, Uncle Joe,
Timoshenko, Vasilevskiy, Zhukov,
Grechko (Brezhnev's beau),
Malinovskiy and Bulganin, too, among
the chosen few,
And perhaps we'd mention Trotsky?
No! That really wouldn't do!
Such a line of predecessors is exceeded
only by
The contenders who are waiting for a
chance to qualify:
G. Romanov looks a winner (if it were
not for his name),
But he's arrogant, and then, perhaps,
he's out for bigger game;
Maybe Smirnov at the VPK will manage
to win out
(Although keep in mind he hasn't any
Politburo clout);
Can Ogarkov make a comeback? Or will
Sokolov bring cheer
To the septuagenarians who just won't
disappear?
Even Petrov, Akhromeyev, Kulikov all
have a chance,
Although everything depends on politics
and circumstance,
Party-military tensions, the economy,
and such,
And the qualities unknown to us that
sometimes count for much:
(For remember in the Twenties when
Zinoviev and crew,
Kamenev, Bukharin, Trotsky all
thought they knew what to do,
And of how the game then ended with
their mournful requiem:
For they never thought of Stalin, although
Stalin thought of them!)*

*So don't waste your money betting on
who'll be the Commissar
For the Byzantine maneuverings could
lead to twists bizarre;
But it might be nice if we could wait
before we certify
A successor to Ustinov—till Dmitri
deigns to die!*

Such a presentation concisely covers the relevant issues and meets the test of emphasizing uncertainty and alternative scenarios. Additionally, the exposition defers making any definitive "call" on the question under discussion—a primary goal of much politico-military analysis and policymaking.

Problems and prospects

Obviously, incorporating poetic analysis into the stuffy atmosphere of policymaking will be difficult. One problem is how to hire or train poets with substantive expertise or substantive experts with poetic ability. The latter is probably more difficult: It's hard enough to find candidates who can string together a coherent paragraph, let alone ones who can compose iambic

pentameter. Then, too, one can expect resistance from the policymaking establishment, which will be slow to take poetry seriously. Much of this will stem from the inability of office and bureau chiefs to write in this new format, and a corresponding jealousy toward those who can. We could expect the line of "O, East is East and West is West . . ." to receive such caustic comments as "cite source" or "so what," and such editorial fine-tuning as "O, West is West and East is East . . ."

To break down the barriers, a number of approaches might be helpful and mutually reinforcing. These could include poetic aptitude tests for Foreign Service candidates; poetry appreciation and writing courses for entry and mid-level FSOs; poetry contests and lunchtime poetry readings (sponsored, perhaps, by the Open Forum); and the addition of poetry collections to the State and FSI libraries. Poetic progress, however, will not come easily. It will demand bold and innovative policymakers, and editors of courage and vision. I look to the Editorial Board of the Open Forum Options as a place to start. ■



Disciplined Writing and Career Development

Write as Caesar wrote

'I came, I ...'

BY MORTIMER D. GOLDSTEIN

WE'VE NOW CONSIDERED two of the three methods commonly used to connect ideas. The third is parallelism.



Mr. Goldstein

Good writers know that they should keep a sensible relationship between form and substance. So when they want to hold together a series of like ideas, they'll deliberately present them in symmetrical or parallel form. They'll match noun with noun and phrase with phrase, and the active voice with the active and the passive with the passive, and so on. Julius Caesar did it in *I came, I saw, I conquered*—not *I came, I saw, I was victorious*. And Abraham Lincoln did it in *government of the people, by the people, for the people*—not ... *for the benefit of the people*.

Parallelism, then, is the process of matching structures, not repeating ideas. The process has no formal limits. It may extend to two items or many, or to simple words and phrases or to whole sentences and paragraphs, with one parallelism included within another.

Construction illustrated

I can't emphasize too strongly that parallel construction is one of the most useful tools of the writing craft—an invaluable aid to the orderly, fluent presentation of related ideas. "Effective Writing," Vol. 1, provides this advice:

Put parallel ideas in parallel form ... [Parallelism] helps the writer to order his thoughts—get them lined up. And it helps the reader because the similarity in

This is the 13th installment in this series by Mr. Goldstein, a retired member of the Policy Planning Staff.

form alerts him to similarity in content. (It gives ... to writing style an apparent ease and smoothness that few other writing techniques produce.)

The best way to grasp the meaning and value of parallelism is to dissect a variety of flawed sentences. As you read each of the following examples, you may want to set it right before going on to the parenthetical comment. I'll begin with the analysis of simple, short parallels, starting out with two examples presented earlier.

1. *I came, I saw, I was victorious.* (This sentence uses two action verbs and then switches to a linking verb supported by an adjective. Caesar used three action verbs.)

2. *Government of the people, by the people, for the benefit of the people.* (People is introduced here by two prepositions and then by the prepositional phrase. Lincoln used three simple prepositions.)

3. *We need a program that is technically feasible, adequately financed and includes aggressive management.* (The series starts with adjectives modified by adverbs, and it should finish that way, with *aggressively managed* rather than with the verb *includes* and the noun *management*.)

4. *Power in the modern world is made up of men, resources, technology and to have the will to act.* (A series of nouns concludes awkwardly with an infinitive. Why not just the noun *will* instead of *to have the will to act*?)

5. *He was an excellent writer and spoke effectively, too.* (I would say *excellent writer and effective*

speaker—that is, noun and noun not noun and verb.)

6. *As a negotiator, she is well-prepared, articulate, resourceful, firm and shows flexibility when necessary.* (Adjectives all, except the final item, which begins with a verb. Finish with *and flexible when necessary*.)

7. *The new prime minister is a natural leader, a skillful politician, a persuasive speaker, a tireless worker and displays a lively interest in gardening and fishing.* (After three adjective-noun combinations, the end of the series, beginning with the verb *displays*, is out of plumb. Besides, its substance isn't equal in weight or character to the earlier substance. A series should not comprise disparate ideas. The final thought in this example therefore belongs in a separate sentence.)

To sum up: The collapse of parallelism in a simple series usually occurs at the end, as indicated in the preceding examples. To eliminate that kind of fault, you have two options: change the flawed word or phrase to conform with the rest of the series, or stop the series one item short and write the offending item outside the series. *Nor*: The assignment was important, urgent, difficult and would be critical to her promotion. *But*: The assignment was important, urgent, difficult and critical to her promotion. *Or*: The assignment was important, urgent and difficult, and would be critical to her promotion.

Watch the small words

The disciplined writer is careful to observe parallelism not only in the use of the substantive words—nouns, verbs, adverbs and so on—but also in the use of the smaller words, particularly articles

and prepositions. Again, let's examine flawed constructions: *We need additional office equipment: a desk, a posture chair, file with a combination lock, calculator and a storage cabinet to start.*

What's wrong? You started out using the article *a*, used it again in two places and omitted it in two. If you begin with the article, you must use it with *each* noun that follows in the series, or omit it entirely after the first use.

That assumes that the article would be the same for each noun if it were used with all of them. But if the article would have to change from *a* to *an* in some places, then the correct article should be used with every noun, as in: *We need additional equipment: a desk, an armchair, a storage cabinet and an electronic calculator.*

Sometimes I repeat the same article to emphasize separateness. For example: *The general manager consulted the secretary and treasurer.* That might imply that one person performed two jobs and was secretary-treasurer. To make it clear that the general manager consulted two people, write *the secretary and the treasurer*, or better *both the secretary and the treasurer*.

Similar care is needed in using prepositions in a series. If the preposition wouldn't change if used with each item you naturally use it at the start and have a choice, considering the clarity, rhythm and emphasis of the sentence, whether to repeat it with each subsequent item in the series, or none. But if the same preposition wouldn't fit all items you have no choice. You must use the correct one with each item. For example: *Either*: He works hard for money, for prestige and probably for self-satisfaction. *Or*: He works hard for money, prestige and probably self-satisfaction. *Not*: He works hard for money, prestige and probably habit. (*For* and *habit* don't go to-

gether.) *But*: He works hard for money, for prestige and probably out of habit.

Similar considerations—clarity, rhythm, emphasis—enter the decision whether to repeat *that* at the beginning of a series of parallel clauses. The repetition is often a good idea since it helps illuminate the structure of a long or complicated sentence, and thus makes it easier to grasp. Yes, I disagree with word misers out there who think *that* should disappear from the language as a conjunction. More about that in a later article.

Longer parallels

Now you're ready to take on the longer or more complicated parallel structures, and again I'll analyze their flaws.

1. *The International Monetary Fund provides stabilization credits, while long-term development loans are provided by the International Bank.* (This sentence needlessly switches from the active voice to the passive, and probably will distract the reader. Both clauses should be put in the active voice by writing "*the International Bank provides . . .*")

2. *The government provided support to neither faction, having moved away from the radicals and lagging behind the liberals.* (*Lagging* isn't just poor style; it's incorrect. Use *lagged* to parallel *moved*.)

3. *Our objections are, first, the impropriety of the action; second, that it is illegal.* The sentence starts with a phrase, then switches to a clause. To create the parallel structure, the phrase should be changed to a clause, similar to the closing clause: *that the action is improper*.)

4. *The question was puzzling not only to the negotiators but also baffled expert advisers.* (The sentence has two faults. It expresses parallel ideas improperly by using the linking verb and adjective *was*

puzzling, followed by the action verb *baffled*. The writer should have used *puzzling* and *baffling* or *puzzled* and *baffled*. Beyond that, the sentence mishandles the correlative conjunctions *not only . . . but also*. It should read: *The question not only puzzled the negotiators but also baffled their expert advisers.* Why? See last month's article.)

5. *Compared with the quarterly figures for 1975, imports in 1976 increased by 10% in the first quarter, increased 15% in the second quarter, 12% in the third, but they declined by 8% in the fourth.* (This is an especially sloppy piece of writing. Note the inconsistent inclusion of *by*; the sudden omission of *increased*; the needless introduction of the pronoun *they*. It could read: *. . . increased by 10% in the first quarter, increased by 15% in the second, increased by 12% in the third, but decreased by 8% in the fourth.* Or, more succinctly: *. . . increased by 10% in the first quarter, 15% in the second, and 12% in the third, but decreased by 8% in the fourth.*)

Balanced sentences

When the clauses or other elements of a compound sentence or a series of sentences are parallel in construction, equal in length and similar in movement, the writing is called balanced. Disciplined writers find sentence balance useful not only in formal statements—see, for example, virtually any presidential inaugural address and the Declaration of Independence—but also in ordinary papers.

Parallelism and balance can't be handled properly without clear thinking and careful writing. You may argue that it's excessively formalized, and I wouldn't fight the point. But it shows the clarity of comparison and contrast that the disciplined writer can produce.

NEXT: Itemization ■

(Copyright © 1986
by Mortimer D. Goldstein)

Promotion Panels

A word about prose in employee evaluation reports

'Write it as if it were an action memo to the Secretary'

BY JOHN R. MALOTT

The author, a Foreign Service officer, has held assignments in the Department, Japan and India.

WHEN I WAS SELECTED to serve on a promotion panel last year, I was aware of the complaints of previous panels about employee evaluation report (EER) "inflation."



Mr. Malott

I found that the complaints were true. It is hard to distinguish among Foreign Service officers when so many are receiving good ratings. But what I wasn't prepared for was the wide variance in the quality of EERs. I soon became aware that it takes more than a good performance for an FSO to stand out. It also takes a good EER. This doesn't mean a laudatory EER (most of them are), but one that is well-organized and well-written, clearly demonstrating that an officer is ready now to perform successfully at the next rank.

During the time that we met, my panel and others review the files of as many as 600 officers. And because we were required to "read back" at least five years, many of us had to read at least 18,000 pages in a month and a half. During the initial reading, we probably could spend no more than 10-12 minutes on an officer's folder in many cases. That's only 20 seconds a page.

The goal

So think of an EER as one of the most important things you'll write all year. Write it as if it were an action memo to the Secretary. It must be well-organized, well-written and concise. It must grab and hold the reader's attention. Most important of all, it must have as its goal that it will trigger the

"right" decision as to whether an officer has or hasn't demonstrated that he or she is ready for promotion now. In approaching that goal:

—Organize your thoughts well. You must reduce one year's performance to just two pages. Many EERs I saw—written by senior political officers and deputy chiefs of mission—didn't even have paragraphs. One wonders if they write their cables that way.

—Remember that the end-user of the EER is the promotion panel, not the rated officer. We of the panel may not know what you know. We come from all cones and bureaus, and from other agencies and the public, so all of us may not know the issues and the acronyms the way you do.

—Explain non-traditional jobs well. The precepts state that we had to give equal credit to the work of officers serving, say, in the functional bureaus. But many EERs prepared in those bureaus don't adequately explain an officer's work to those panel members who may be familiar only with "traditional" Foreign Service positions.

Appearance

—Remember that, with 18,000 pages to read, we won't be in a good frame of mind if we have to read an EER that has no "white space," with 1/4-inch margins (honest!), no paragraphs and supersmall type. And when the instructions say to xerox the forms head-to-foot, do it! We got tired of flipping three-inch thick performance files up and down, back and forth.

—Remember why officers are supposed to be promoted. Don't tell us they should be promoted as a reward for current performance. Read the precepts. Promotions are awarded because the officer has demonstrated that he or she has the qualities necessary for performance at the next rank, not the present one.

—Pay attention to promotion sta-

tistics. They tell you that it took the officers who have been promoted already an average of "x" years before their advancement came. This doesn't mean that it took the average officer "x" years to get promoted; average officers wait longer. So don't say that an officer is "overdue for promotion" on the ground that he or she has been in grade for three years—at a time when promotees are spending an average of five years between promotions.

Puffery

—Be mindful that, because the panels read so many EERs, members learn quickly which rating officers are guilty of EER inflation, and which bureaus and embassies appear to have a policy of puffery. I recall only one or two EERs from one bureau that weren't marked "superlative and exceptional," and we began to look skeptically at all reports from that bureau. In one embassy, the political counselor prepared superlative reports on all five officers working for him. The result? The rating officer, who wanted to help his subordinates, may have ended up hurting some who really might have merited promotion.

—Don't lie or exaggerate, and make sure you get your facts straight, because you don't know who'll be on the panel. One EER I saw described the "leading role" an officer had played during a series of interagency meetings. The rating officer hadn't attended those meetings, but I had—and I knew that his subordinate never once opened his mouth during the whole exercise. Although precept rules prohibited me from bringing this personal knowledge to the other members' attention, it certainly influenced my thinking about the other statements made by the rating officer.

—Don't make meaningless statements that say nothing about the officer, simply that Mr. Smith did an outstanding job as control officer for

Senator Foghorn." Say rather: "The excellent schedule and wide range of contacts to which Mr. Smith exposed Senator Foghorn, previously a major critic of our policy in country X, helped bring a change in the senator's position after his return to the United States."

—While panel members might be impressed at first with fluff, enthusiasm and extra adjectives and adverbs, most of us quickly became jaded to that kind of language. So save it for a testimonial dinner.

Examples

Finally, a few words about examples. The EER instructions tell you to use them, yet we found that too few rating officers do. At a time when most FSOs are receiving laudatory EERs, one of the most effective ways to distinguish their performance is to look at the examples that the rating officer cites. What tasks is the officer being entrusted with? How much responsibility and decision-making authority do his supervisors give him or her? What contribution or difference did the officer make? Is this what you would expect of an officer at the next level? In short, what "league" is the officer

playing in? Is he or she ready to move up to the majors?

Too many examples said too little. A typical line read: "He demonstrated excellent supervisory skills in his management of two FSN assistants," or "He is an excellent drafting officer, as his cables on the recent elections and the opposition party showed." These lines cite attributes, but they do not by themselves stand as examples.

A more effective way is to start with the *example*, and then describe what it says about the officer. The style I preferred went something like this: "Here is the issue and why it was important, here is what the officer did about it, this is the contribution to our goals that resulted from the officer's work, and this is what it says about the officer's readiness for greater responsibilities." This says more than: "His FSN assistants had been underutilized and suffering from poor morale, but he worked closely with them, encouraging them to broaden their contacts and prepare more reports on emerging political leaders." Or: "His wide range of contacts among the opposition, which he had developed carefully over the past year, served the embassy well during

the recent elections.

The country director told me that Mr. X's insightful analyses of key opposition figures, their attitudes toward the United States, and the policies they were likely to adopt were instrumental in helping Washington policy-makers adjust to the opposition's accession to power."

More inflation?

If you follow the advice in this article, would this lead to another round of EER inflation and make the job of promotion panels even more difficult? My focus has been on the quality of EERs, not their content. EER inflation occurs not because EERs are well-written, but because rating officers are being less than candid.

Although all FSOs have an informal corridor reputation, it's the written record that determines not only promotions but job and training opportunities. Everyone deserves a well-written EER. We need to ensure that good officers aren't disadvantaged by a poorly-written EER, and that lesser officers aren't advantaged because they were lucky enough to have a supervisor who cared. ■



NAIROBI, Kenya—At conference for security officers in the region, from left, bottom row: William Cole, Monrovia; Brad Rohrer, Abidjan; Ralph Laurello; Westergaard Nielsen, Pretoria; Ambassador Gerald Thomas; David Fields; Robert Bannerman, Nairobi; Peter Galant, Khartoum; Mark Mulvey, Nairobi; Mar-

tin Donnelly, Dar es Salaam; Evan DeWire, Kampala. Second row: Robert Conrad, N'Djamena; Craig Daugherty, Dakar; Steve Cox, Kinshasa; Bernd Schaumberg, Pretoria; Gerald Lopez Abidjan; Kim Starke, Nairobi; Fred Brandt. Third row: Scott McGuire; John

Toole, Nairobi; Daryl Rashkin, Pretoria; Val Caro, Mogadishu; Michael Hinton; R. G. Napier, Dana Weant, Nairobi; William Adams, Lusaka. Fourth row: Brian Dowling; John Jomeruck, Pretoria; Jon Lechevet; Andrew Corsun; David Howe, Abidjan.

Personnel: Civil Service

Promotions

GM-14

Ehrman, Madeline E., Foreign Service Institute

GS-3

Davis, Theresa P., Medical Services

Goodsell, Mercedes, Passport Agency, New York

Harrison, Pamela A., Economic and Business Affairs, Planning and Economic Analysis Staff

GS-4

Anderson, Kimberly I., Passport Agency, Los Angeles

Bond, Brina W., Passport Agency, New Orleans

Brown, Vanessa Maureen, Medical Services

Butler, Cindy, Passport Agency, Chicago

Coleman, Ellen A., Bureau of Diplomatic Security

Easley, Caroline, Passport Agency, Chicago

Essandoh, Rachelle M., Passport Agency, San Francisco

Harris, Minnie P., Passport Agency, Los Angeles

Henry, Edolia Williams, Passport Agency, Houston

Kipps, Elsie M., Bureau of Diplomatic Security

Maxwell, Lawanda D., Bureau of Personnel, Office of Foreign Service Career Development and Assignments

Morrison, Alan G., Passport Services

Pepp, Daphne M., Passport Agency, New Orleans

Portis, Siobhan J., Passport Agency, San Francisco

Scott, Barbara W., Passport Agency, Washington

Small, Marlette J., Diplomatic Pouch and Courier Services

Smith, Hilton, Passport Services

Torres, Myrna I., Passport Agency, Miami

Wilson, Pearl A., Passport Services

GS-5

Bautista-Suyat, Bernadette,

Passport Agency, Los Angeles

Christensen, Carol Lee, Intelligence and Research

George, Lorraine E., Office of Management Operations

Goldman, Janet L., Intelligence and Research, Office of Intelligence Coordination

Herman, Deborah, Bureau of Public Affairs, Office of Press Relations

Lovins, Ellen Marie, Bureau of Administration, Administrative Services Division

Mitchell III, Samuel C., Bureau of Consular Affairs

Monterrey, Alina C., Passport Agency, Miami

O'Shea, Gayle E., Bureau of Diplomatic Security

Posey, Robin V., Classification/Declassification Center

Spriggs, Sherry, Office of Communications, Communications Center Division

Suddeth, Margaret Mary, Economic and Business Affairs, Office of International Finance and Development

Towns, Tracie Harris, Passport Agency, New Orleans

Townsend, Meta K., Bureau of Public Affairs

Vogel, Kelly Jeanne, European and Canadian Affairs, Office of Security and Political Affairs

Weston, Lisa Ann, Passport Agency, Los Angeles

White, Yvonne, Passport Agency, New Orleans

Williams, Mamie D., Inter-American Affairs, Office of Brazilian Affairs

Wood, Antoinette, Passport Agency, San Francisco

Yniguez, Susan K., Economic and Business Affairs, Office of Energy Producer-Country Affairs

GS-6

Artis, Annie M., Classification/Declassification Center

Dawkins, Gloria Ann, Office of the Comptroller, Fiscal Operations

Gibson, Charlene, Passport Services

Holton, Pamela, Foreign Affairs Information Management Center

Mallon, Gabrielle S., Bureau of Public Affairs, Office of the Historian

McCoy, Nathaniel, Executive Secretariat, Operations Center

Moss, Donna M., Bureau of Public Affairs

Norris, Janet L., Bureau of Diplomatic Security

Rivers, Kathy B., Office of the Comptroller, Fiscal Operations

Schell, Mildred Lois, Foreign Service Institute

Tolbert, Jeanette M., Bureau of Consular Affairs

GS-7

Culhane, Curtis C., Office of the Deputy Assistant Secretary for Operations

Dement, Terryleen K., East Asian and Pacific Affairs

Glover, Rita Maria, Bureau of Personnel, Office of Management

Heck, Marilyn E., Passport Agency, Los Angeles

Jefferson, Una M., Oceans and International Environmental and Scientific Affairs, Office of Fisheries Affairs

Jett, Patricia A., Bureau of Consular Affairs

Lee, Ozaree L., Bureau of Personnel, Office of Civil Service Career Development and Assignments

Milligan, Jean Marie, Passport Services

Neal, Daryl Ernest, Passport Services

Pace, Rosa D., Foreign Affairs Information Management Center

Phidd, Loretha D., Passport Services

Reck, Kathleen Ann, Bureau of Personnel, Office of Performance Evaluation

Slamowitz, Mitchell Gary, Passport Services

GS-9

Breese, Claudia Joan, Inter-

American Affairs

Carey, Christine J., Office of Management Operations

Delahanty, Dorothy A., Bureau of Administration, Allowances Staff

Williams, Shirley B., Passport Agency, Seattle

GS-10

Bain, Clifton R., Passport Services

Halston, Thomas Kevin, Passport Services

GS-11

English, Mattie E., Office of the Comptroller, Accounting

Fisher, Paul W., Information Systems Office, Systems Design and Programming Division

Fulwider, Sharon K., Bureau of Diplomatic Security

Garner, Cynthia Ann, Visa Services, Office of Public and Diplomatic Liaison

Green, Terry W., Passport Agency, Chicago

Hazewski, Bonnie L., Bureau of Personnel, Office of Civil Service Career Development and Assignments

Marcoux, Susan Marie, Office of Foreign Buildings

Oliver, Mary K., Bureau of Administration

Smith, Jacqueline R., Bureau of Personnel, Office of Performance Evaluation

GS-12

Calhoun, Jerry, Bureau of Diplomatic Security

Fogle, Denise N., Office of Supply, Transportation and Procurement

McHale III, Austin, Office of the Deputy Assistant Secretary for Operations

McNamee, Carl C., Foreign Affairs Data Processing Center

Rohlf, John S., Passport Services

Smathers, Betty Jo, Bureau of Diplomatic Security

GS-13

Boteler, Robert W., Bureau of

Diplomatic Security
Stange, Charles H., International Organization Affairs, Office of Administrative Services

GS-14

Lowenkron, Barry F., Office of the Secretary, Policy Planning Staff

Olmstead, Dean Allen, Bureau of International Communications and Information Policy

GS-15

Buchwald, Todd F., Office of the Assistant Legal Adviser

WG-10

Williams, Lawrence R., Foreign Service Institute □

Appointments

Abbott, Keith Lee, Passport Agency, Philadelphia

Addison, Joanne E., Passport Agency, Washington

Aklin, Deneen, Passport Services

Alexander, Charles W., Office of Communications, Communications Center Division

Allen, Lainey P., Passport Services

Arriza, John Gerald, Intelligence and Research

Bellamy, Theba S., Passport Services

Berry, Lucy A., Passport Agency, Boston

Bormanshinov, Arash, Foreign Service Institute

Braxton, Sylvia K., Passport Agency, Washington

Briggs, Stephen F., Passport Agency, Los Angeles

Brown, Bobria J., Passport Agency, Houston

Buck, Greta M., Passport Agency, Washington

Burris, Eleta E., Passport Services

Butler, Kimberly M., Passport Agency, Washington

Butler, Mary A., Passport Agency, Miami

Carbone, Ann M., Passport Agency, Boston

Carey, Brenda E., Passport Agency, Miami

Choy, Alexander, Passport Services

Clark, Craig L., Passport Agency, Los Angeles

Clark, Marjorie Wilma, East Asian and Pacific Affairs

Collier, Mary A., Passport Agency, Miami

Cordy, Sandra G., Passport Agency, Miami

Couts, Elizabeth E., Office of the Deputy Assistant Secretary for Operations

Cruz, Norma, Passport Services

Culmer, Paula D., Passport Agency, Miami

Culmer, Paulette L., Passport Agency, Miami

Daumy, Maria E., Passport Agency, Miami

Dinkel, Nicholas, Office of Supply, Transportation and Procurement

Dowlatshahi, Mehrengiz, Foreign Service Institute

Dubon, Marina E., Passport Agency, San Francisco

Duncan, Darryl M., Pre-Assignment Center

Egbert, Melissa Anne, Office of Communications, Foreign Operations

Ellis, Staasia I., Passport Agency, Washington

Farooqi, Farzana, Foreign Service Institute

Frank, Cyril F., Bureau of Diplomatic Security

Galloway, Gary Reginald, Office of Financial Services

Gold, Ricki A., Refugee Programs

Gonzales, Elizabeth A., Passport Agency, Miami

Gordon, Amy E., Bureau of Personnel, Office of Management

Grant, Roslyn M., Passport Services

Hegstad, Inger Helene, Foreign Service Institute

Heivly, Christopher G., Intelligence and Research, Office of the Geographer

Hughes, Dawn L., Pre-Assignment Center

Hunt, Yolanda M., Passport

Agency, Miami

Jackson, George, Passport Agency, Washington

Jason, Midouine, Passport Agency, Miami

Jimenez, Alicia, Passport Agency, Miami

Johnson, Angelina, Passport Agency, Philadelphia

Johnson, Ellen, European and Canadian Affairs

Johnson, Thomas J., Passport Agency, San Francisco

Jones, Cornelius D., Passport Agency, Washington

Jones, Margaret R., Passport Agency, Houston

Kauten, Rebecca A., Passport Agency, Washington

Kennedy, Deborah D., Office of the Legal Adviser

Kim, Joel Q., Passport Agency, San Francisco

Kwiatkowski, Dariusz L., Foreign Service Institute

Lapov, Radmila, Foreign Service Institute

Le, An Thanh, Office of Foreign Buildings

Long, Alberta A., Office of Supply, Transportation and Procurement

Lopes, Patricia Mary, Intelligence and Research

Martin, Kerwyn L., Passport Agency, San Francisco

McNeil, Gloria D., Passport Agency, Los Angeles

Melton, Rosalyn Y., Passport Agency, Washington

Monfiston, Janet, Passport Agency, Miami

Montieth, Jayn S., Office of Protocol

Moyse, Ola M., Passport Agency, Miami

Mudd, Jerry J., Office of the Comptroller, Financial Operations

Newman, Joann, Office of the Deputy Assistant Secretary for Personnel

Nixon, Deborah M., Passport Agency, Washington

Osberg, Gloria T., Office of the Comptroller, Financial Operations

Ozer, Mustafa, Foreign Service Institute

Parker, Marie Josephine, Eu-

ropean and Canadian Affairs, Office of Security and Political Affairs

Perez, Evelia P., Passport Agency, Miami

Petermann, Monica M., Passport Agency, Boston

Pickett Jr., Verdie, Passport Agency, Miami

Piedra, Carmen, Passport Agency, Miami

Powell, Tonya, Passport Agency, Boston

Pozon, Melita A., Passport Agency, San Francisco

Prince, Cheryl D., Passport Agency, Los Angeles

Quinones, Brenda A., Passport Services

Reed, Monica P., International Organization Affairs, Office of U.S. Budgetary

Presentation and Payments

Ritter, Lisa B., Pre-Assignment Center

Rodriguez, Lourdes, Passport Services

Scharnagl, Patricia Ann, Passport Agency, Miami

Schultz, Eric E., Passport Agency, New Orleans

Scott, David D., Passport Services

Scott, Jennifer A., Canberra

Scott, Yvonne, Passport Agency, Washington

Siegel, Robert Marc, Bureau of Consular Affairs

Singleton, Jonetha A., Passport Services

Smith, Cynthia E., Passport Agency, Philadelphia

Sparks, Joseph C., Office of Communications

Stith, Helen M., Bureau of Personnel, Office of Management

Sutton, Marsalia Y., Bureau of Employee Relations

Talley, Dennis, Passport Services

Thomas, Olivia R., Passport Agency, Miami

Thomas, Stephanie D., Passport Agency, Houston

Tillman Jr., William H., Pre-Assignment Center

Tolete, Anna M., Passport Agency, San Francisco

PERSONNEL: CIVIL SERVICE

Turner, Tanya T., Office of the Comptroller, Financial Operations

Tuttle, Sandra C., Passport Agency, Miami

Villarreal, Ludivina, Passport Agency, Houston

Virmani, Santosh, Office of the Comptroller, Fiscal Operations

Walker, Sandra, Foreign Affairs Information Management Center

Wallace, Wanda L., Passport Agency, Washington

Wattenberg, Daniel E., Bureau of Human Rights and Humanitarian Affairs

Weiser, Tirza, Tel Aviv

White, Brian G., Office of Supply, Transportation and Procurement

White, Shirley M., Passport Agency, Los Angeles

Whiting, Albert W., Classification/Declassification Center

Wiggins, Daniel M., Office of Supply, Transportation and Procurement

Williams, Cheryl C., Passport Agency, Washington

Williams, Nathalie, Passport Services

Winborne, Barbara Phyllis, Passport Services □

Reassignments

Abraham, Luberta, Office of the Under Secretary for Management, Executive Office to Oceans and International Environmental and Scientific Affairs

Bing, Cathy D., Executive Secretariat to International Organization Affairs, Office of Administrative Services

Bryan, Laurel L., Bureau of Diplomatic Security to European and Canadian Affairs

Davis, Thomasine L., Legislative and Intergovernmental Affairs to Politico-Military Affairs

Early, Michael A., Bureau of Consular Affairs to Foreign Service Institute

Evon, Flora M., Foreign Affairs Information Manage-

ment Center to International Organization Affairs, Office of Administrative Services

Graves, Joanne P., Office of the Under Secretary for Management, Executive Office to Executive Secretariat

Johnson, Carolyn D., International Organization Affairs, Office of Communications and UNESCO Affairs to European and Canadian Affairs

Jones, Cornelia A., Executive Secretariat, Operations Center to Politico-Military Affairs

Jungfleisch, Joan M., African Affairs, Office of Regional Affairs to Office of Protocol

Kennelly, Ann T., Near Eastern and South Asian Affairs, Regional Affairs and Liaison with Multinational Force and Observers to Bureau of Personnel

Landis, Carol S., Bureau of Human Rights and Humanitarian Affairs to Bureau of International Communications and Information Policy

Moss, Bonnie Lee, Office of Foreign Buildings to Bureau of Diplomatic Security

Munson, John C., Bureau of Administration, Personnel Management Division to Bureau of Diplomatic Security

Parisek, Lisa P., Bureau of Personnel, Office of Recruitment, Examination and Employment to Executive Secretariat

Rudy, Barry Michael, Pre-Assignment Center to Legislative and Intergovernmental Affairs

Scott, Kathy Ann, Bureau of Consular Affairs to Bureau of Diplomatic Security

Sifter, Michael D., Bureau of Public Affairs, Office of Press Relations to Executive Secretariat, Operations Center

Truesdale, Carol A., Oceans

and International Environmental and Scientific Affairs to Office of Foreign Missions

Young, Tamara E., Pre-Assignment Center to International Organization Affairs, Office of U.N.

Political and Multilateral Affairs □

Resignations

Abercrombie, Timothy Allen, Passport Services

Anderson, Cynthia Yvonne, International Organization Affairs, Office of Administrative Services

Baer, Diane L., Bureau of Personnel, Office of Management

Beaty, Pamela R., Bureau of Personnel, Office of Management

Berthold, Eric A., Passport Agency, New York

Blackwell, George C., Office of Supply, Transportation and Procurement

Blake, Kathleen Patricia, European and Canadian Affairs

Blanchard, Debra M., Office of the Comptroller, Fiscal Operations

Blocker, Deborah Jean, Office of Security

Breckon, Lydia Ann, Office of Security

Capps, Randolph C., Inter-American Affairs

Carroll, Margaret M., Bureau of Personnel, Office of Management

Casey, Carol A., Office of the Deputy Assistant Secretary for Operations

Chandler, Patricia M., Medical Services

Church, Stephanie B., Near Eastern and South Asian Affairs

Coburn, Ian Robert, Foreign Affairs Information Management Center

Coburn, Sarah Elizabeth, Office of Supply, Transportation and Procurement

Costolanski, Anne S., Bureau of Personnel, Office of Management

Daniels, Janet T., Bureau of International Communications and Information Policy

Davis, Katrina L., Politico-Military Affairs

Deily, Barbara Ellen, Bureau of Consular Affairs

Dermody, Laura, Passport Services

Dibisceglie, Joseph M., Economic and Business Affairs

Dubell, Michelle Denise, Office of the Comptroller

Dufoe, Larry W., Passport Agency, Seattle

Duncan, Susan Lee, European and Canadian Affairs

Evon, Pamela Rae, Office of the Comptroller, Fiscal Operations

Farrow, Leroy N., International Organization Affairs, Office of Administrative Services

Feltault, Kelly Ann, Bureau of International Communications and Information Policy

Forcier, Annette Denise, Near Eastern and South Asian Affairs

Freeman, Beverly T., Passport Services

Friedt, Heidi Klara, Office of the Under Secretary for Management, Executive Office

Gabbert, Catherine E., Medical Services

Garrett, William Elmer, Passport Agency, Miami

Gavri, Kathleen Doyle, Foreign Affairs Information Management Center

Ginn, Jill, Passport Agency, Los Angeles

Graham, Benita M., Pre-Assignment Center

Grant, Jay Rodney, Bureau of Personnel, Office of Management

Hardy, Veronica Jean, Inter-American Affairs

Harris, Donald Lee, Politico-Military Affairs

Hartland, Heather Anne, Office of Communications

Harvey, Tiffany A., Executive Secretariat

Hausmann, Marisa Danielle,

- Near Eastern and South Asian Affairs
- Hawkins, Deirdre Michelle**, Office of the Comptroller, Fiscal Operations
- Heffren, John Bernard**, Foreign Affairs Information Management Center
- Hicks, Joel Thomas**, Passport Services
- Hill, Catharine Lynne**, Bureau of Public Affairs
- Hudson, Mai Van**, Office of Foreign Buildings
- Janowitz, Lori N.**, Foreign Service Institute
- Jimney, Candace Lynn**, Office of Foreign Buildings
- Johnson, Delphine**, Executive Secretariat
- Johnson, Fran E.**, Diplomatic Pouch and Courier Services
- Johnson, Kris Marie**, Legislative and Intergovernmental Affairs
- Johnson, Kristen A.**, Politico-Military Affairs
- Jones, Kimberly Dee**, Bureau of Personnel, Office of Management
- Kahane, Jennifer Ruth**, Inter-American Affairs
- Kenney, Sharon H.**, Passport Services
- Laine, Douglas David**, Office of the Comptroller, Fiscal Operations
- Lenahan, Katherine Ann**, Oceans and International Environmental and Scientific Affairs
- Lockard, Craig Harrison**, Passport Agency, Washington
- Lubkeman, Brian Jeffrey**, Medical Services
- Machak, Michele Ann**, Oceans and International Environmental and Scientific Affairs
- McManus, John F.**, Bureau of Personnel, Office of Management
- Moore II, Orlando**, Office of Security
- Morrow, Christina Noelle**, Bureau of Human Rights and Humanitarian Affairs
- Nelson, Joseph L.**, Passport Agency, Boston
- Nelson, Teresa A.**, Karachi
- Newton, Cynthia Diane**, Office of Management Operations
- Obester, Patricia Ann**, Bureau of Personnel, Office of Management
- Pagano, Sherry Lee**, Passport Agency, Los Angeles
- Pearson, Catherine D.**, Inter-American Affairs, Office of Central American Affairs
- Plummer, Gary L.**, Office of Supply, Transportation and Procurement
- Porter Jr., Nathaniel**, Passport Agency, Chicago
- Pridgen, Marguerite Elena**, Office of Supply, Transportation and Procurement
- Procopis, Elizabeth**, Foreign Service Institute
- Pugliesi, Lucian S.**, Office of the Secretary, Policy Planning Staff
- Ransom, Grace Elizabeth**, Refugee Programs
- Reinburg, Mary Katherine**, Office of Overseas Citizens Services
- Rose, Alice D.**, Office of Protocol
- Rowan, Thomas P.**, Foreign Affairs Information Management Center
- Salter, Marshall A.**, U.S. Mission to the United Nations
- Sauls, Carlton R.**, Oceans and International Environmental and Scientific Affairs
- Scrimshaw, Robert Dale**, Diplomatic Pouch and Courier Services
- Semakis, Florence M.**, Foreign Affairs Information Management Center
- Shen, Irene F.**, Passport Agency, Seattle
- Slaven, Donna M.**, Passport Services
- Stevenson, Joyce A.**, Passport Agency, Chicago
- Swenson, Elaine Carolyn**, Oceans and International Environmental and Scientific Affairs, Office of Cooperative Science and Technology Programs
- Sydnor, Lanelle Desiree**, Classification/Declassification Center
- Tate, Charla J.**, Office of the Comptroller, Fiscal Operations
- Thibault, Suzanne E.**, Office of the Comptroller, Fiscal Operations
- Tipton, Alzada Joslyn**, Passport Services
- Tolson, Kristin Anne**, Office of Facilities Management and Administrative Services
- Tomberlin, Mark D.**, Office of the Legal Adviser
- Turner, Bonita M.**, Office of Security
- Verrier, Jacqueline**, Office of Overseas Schools
- Viets, Raymond B.**, Executive Secretariat, Operations Center
- Wallace, Regina Marie**, Near Eastern and South Asian Affairs
- Webster Jr., Lee Charles**, Foreign Service Institute
- Weist, Elizabeth Luisa**, Office of Supply, Transportation and Procurement
- Whitney, Thelma J.**, Office of the Comptroller, Fiscal Operations
- Wilson, Janet Anita**, Medical Services
- Winder, Sarah M.**, Office of the Deputy Assistant Secretary for Operations
- Wingo, Gina Marie**, Passport Agency, Seattle
- Wirth, David A.**, Office of the Assistant Legal Adviser, Oceans, Environment and Scientific Affairs
- Wyman, Barbara Ann**, Oceans and International Environmental and Scientific Affairs □

Retirements

- Bock, Diana**, Passport Agency, New York
- Borem, Mary Ellen**, European and Canadian Affairs, Office of Security and Political Affairs
- Carethers, Mildred R.**, Office of Supply, Transportation and Procurement
- Herrera, Theodore E.**, Office of the Deputy Assistant Secretary for Operations
- Lunt, Robert S.**, Office of Management Operations
- Parker, Elijah**, Office of Communications
- Straus, William W.**, U.S. Mission to the United Nations
- Tatum, Margaret L.**, Bureau of Consular Affairs
- Walker, Dorothy C.**, Office of the Comptroller, Accounting ■

Mildred (Millie) Burnett, who for many years was operator of the Foreign Affairs Recreation Association film store at State, has retired.



Post of the Month: Hong Kong



An aerial view of Hong Kong.

THIS CONSULATE GENERAL serves a small peninsula and a cluster of tiny islands off the coast of the South China Sea—at “11 o’clock,” as it were, from the Philippines. The Foreign Service people there are featured here as part of STATE’s continuing series. (Photos by Donna Vandembroucke)



Causeway Bay street scene.



The Hong Kong and Shanghai Bank, in the Central District.

Consular officer *Roger Moran* with daughters *Audrey* and *Claire* and his wife *Colette*, in the Botanical Gardens.



Budget and fiscal officer *Paul Duane*, with Foreign Service national *Gabrielle Wu*.



Consular officer *Lois Gochnauer* at herbal tea shop.

POST OF THE MONTH: HONG KONG



Betsy Fineman, Audrey Kehoe and Shirley Lunsford cross the harbor on a ferry.

Charles Eaton, left, and Ronda and Brian Rowell, at pool in the new housing compound.



Driver King Wa Au feeds his birds outside the consulate.



Secretaries Marge Hoffman, Lily Holmes and Sue Rowell go shopping.



Economic section chief *Richard Meuller* and his wife *Claire* in the Central District.

Consul general *Burt Levin* and his wife.



Consular section chief *Len Willems* with Foreign Service nationals, from left: *Ella Wong*, *Elizabeth Kwong*, *Tiny Hsiao*.

POST OF THE MONTH: HONG KONG

Malien Lane and Karen Finley buying vegetables.



Consular officer *Joe Pomper* visits the USS Midway.



Political officers at the Hong Kong and Shanghai Bank, from left, bottom row: *Don Paarberg, Marie Huhtala, Susan Anderson*. At top: *Pat DelVecchio and Barbara Schrage*.



Hiking on Lantau Island are *Todd Johnson, his wife Cathy and Lucien Vandenbroucke, right*.

Communicator *Einer Jarvinen* with his wife *Claire* and daughter *Lily*, in an old section of town.



Members of the broomball team, from left, bottom: *Ross Anderson, Dean Carver, John Medeiros, Julie Bordwell, Rick Tyrrell*. Standing: *Linda Carver, Terri Fair, George Harkin*.



Marine security guards, from left: *Andre Hunter, Justin Stitt, Guy Cheatum, Randy Lusk, Kevin Falvey, Guy Kirk, Dave Morris*.



Administrative officers *Mike Fink* and *Larry Alsbaugh* check repairs on consulate building.

POST OF THE MONTH: HONG KONG



Marines *Joe Marti*, left, and *Rick Tyrroll*.



Regional security officer *Bruce Tully*, center, with Marines *Dave Morris*, left, and *Larry Porter*.



Economic officer *Gene Dorris* visits Tin Hau Temple.



Eating dim sum are political officers *Ed Sevilla*, left, and *Mark Cheng*, with economic officer *Martha Cheng*. ■

Personnel: Foreign Service

Appointments

Ainsworth, W. Gregory, Bangkok
Alexander, Katherine C., Quito
Ammerman, Dana M., Inter-American Affairs
Baldonado, Grace K., Baghdad
Bielenberg, Lynn T., Bridgetown
Brooks, Rita G., Islamabad
Carter, Rebecca J., Paris
Castellana, Althea D., Kinshasa
Church, Rosa M., Paris
Cole, Lynda L., Khartoum

Connell, Pia R., Reykjavik
Cooper, Jennifer F., Bureau of Administration, Personnel Management Division
Craig, William E., Bureau of Diplomatic Security
Curley, Renate M., Frankfurt
Dangelo, Luciano, London
Dobsa, Lillian G., Bureau of Personnel, Office of Performance Evaluation
Dobson, Cecile S., Lagos
Doughty, Judith M., Kigali
Dreher, Barbara L., Santiago
Dyhr, Betty J., U.S. Mission to the Organization for Economic Cooperation and Development/Paris

Engel, Alma Frances, Paris
Farris, Ruby Jean, Damascus
Flynn, Suchitra, Tunis
Folta, Anne A., Beijing
Gaspar, Carmen K., Manila
Gilbert, Cecilia R., Santiago
Gordon, Tamra Elaine, Maseru
Gourlay, Elizabeth P., Port-au-Prince
Guerra, Eduardo, Bureau of Diplomatic Security
Gzehoviak, Alina E., Moscow
Harbin, Janet Ruth, Amman
Harris Jr., Edward J., Office of Communications, Maintenance and Logistics Division

Heller, Patricia, Paris
Herrin, Audrey Beverly, Abu Dahabi
Horner, John R., Dublin
Hudson, Prudence L., Damascus
Huff, Sarita R., Sanaa
Jardine, Barbara, Frankfurt
Jenkins, Carolyn J., Kuwait
Johnson, Terence M., Athens
Kanak, Diane L., Rio de Janeiro
Kendall-Johnston, William, Kuala Lumpur
Krause, Eleanor S., Khartoum
Kubiszewski, Mary Theresa, Niamey
Lamberg, Judith D., Maseru



BANGKOK, Thailand—Participants at the Foreign Service national consular overseas workshop, from left, seated: *Khampheng Phannavong, Eveima Eau Tamarua, Richard Wallen, Georgia Rogers, Charles Stephan,*

Shige Higashionna, Nyet Yun Kong. Standing: *Vichit Intapanya, Tony Lin Sen-Tsung, Merdikaningsih Prajitno, Duangchai Tovichakchaikul, Magaswary Wasagam, Machiko Arisue, Keiko Hirose, Sanlyati*

Kurniadi, Evodia C. Michael, Nancy Du-Muoi Tran, Yuriko Funakoshi, Selena Kim Lan Liew, Gelacio G. Arsua.

PERSONNEL: FOREIGN SERVICE

Lierly, Marcella M., Bangkok
Lucey, Mary Ann, Lisbon
Luertzing, Kurt Frederick,
 Office of Communications,
 Maintenance and Logistics
 Division

Luna, Anne Elizabeth, Madrid
Merryman, Ilse T., Frankfurt
Nichols, Darlene R., Capetown
Pappas, Betty F., Tokyo
Penick, Barbara V.,
 Mogadishu

Pitchford, Laura L., Paris
Pollick, Solange F., Sanaa
Preston, Nancy A., San Jose
Pursell, Maureen M., Quito
Quinn, Diane Carol, Damascus
Rice, Helga M., Frankfurt
Richer, Kimberly Kay, Sanaa
Rock, Anthony Francis, Tel
 Aviv

Schaumburg, Mary T.,
 Pretoria

Smith, Kathleen J., Ankara
Songer, Nancy B.,
 Ouagadougou

Spence, Barbara B., Abidjan
Speris, Stella, Kingston
Stinehart, Julie A., Hong
 Kong

Tarvares, Nancy L., Lisbon
Therien, Michele L., Pretoria
Thompson, Dorothy D.,
 Prague

Wallace, Irvina L., Lagos
Ward, Pamela Ann, Toronto
Whisner, Mary Ann, Belgrade
Widenhouse, Judith L.,
 Frankfurt

Wolfe, Deborah M., Brasilia
Wyant, Glendena Marie,
 Algiers

Youngblood, Helen E.,
 Frankfurt

Zavrid, Claire L.,
 Johannesburg □

Transfers

Adair, Perry M., Malaysia to
 Kuala Lumpur

Ahern, Brian James, Bureau
 of Personnel to Office of
 Communications

Alvarez, Raymond J., Bureau
 of Personnel, Office of
 Recruitment, Examination
 and Employment to Eco-
 nomic and Business Af-
 fairs, Trade and Commer-
 cial Affairs

Blaney, John William, Arms



MADRID, Spain—Ambassador
Thomas O. Enders, center, pres-

ents certificate to embassy driver
Victoriano Juez del Bosque at lat-

ter's retirement ceremony. **Mrs.**
Juez is with them.

Control and Disarmament
 Agency to Politico-Military
 Affairs

Brooks, William E., Foreign
 Service Institute to Interna-
 tional Organization Affairs,
 Office of International Eco-
 nomic Policy

Brouwer, Elizabeth, Bulgaria
 to Tijuana

Brown, Marvin S., Citizens
 Emergency Center to Of-
 fice of the Counselor

Callard, Robert A., Legislative
 and Intergovernmental Af-
 fairs to Citizens Emergency
 Center

Cohen, Lawrence E., Foreign
 Service Institute to Eco-
 nomic and Business Affairs

Covington, Philip S., Romania
 to Executive Secretariat,
 Operations Center

Daniel, Patty, A., Japan to East
 Asian and Pacific Affairs

Daroczy, Lynn D., China to
 East Asian and Pacific
 Affairs

Davidson, William Craig, Ex-

ecutive Secretariat, Opera-
 tions Center to Foreign
 Service Institute, Language
 Training

Davis, Robert Lee, Office of
 Security to Foreign Service
 Institute, Language
 Training

Desjardins, Marc L., Pakistan
 to Karachi

Dominguez, Olga, Malawi to
 African Affairs

Draper, Morris, Bureau of Per-
 sonnel, Office of
 Recruitment, Examination
 and Employment to
 Jerusalem

Dry, Robert W., Foreign Ser-
 vice Institute to Economic
 and Business Affairs, Of-
 fice of International Fi-
 nance and Development

Duncan, Leo A., Jamaica to
 Office of Communications,
 Foreign Operations

Eitinger, David, Intelligence
 and Research, Current In-
 telligence Staff to Interna-
 tional Organization Affairs.

Office of U.N. Political
 and Multilateral Affairs

Fannin, Paul K., Vatican to
 Rome

Finnigan, Robert, Office of
 Communications, Mainte-
 nance and Logistics Divi-
 sion to Karachi

Finster, Christine L., Istanbul
 to European and Canadian
 Affairs

Fisher, Luis A., Indonesia to
 Medan

Friedheim, Daniel V., Mexico
 to Executive Secretariat,
 Operations Center

Gentile, Alan E., Foreign Ser-
 vice Institute, Language
 Training to San Salvador

German, Bruce W., Office of
 Foreign Buildings to Bu-
 reau of Administration

Hansen, Ruth E., European
 and Canadian Affairs to
 Foreign Service Institute,
 Language Training

Harbison, Joanna, Japan to
 Prague

Harcum, Gilbert M., Djibouti



KINSHASA, Zaire—At personnel workshop, kneeling, from left: *John Berg*, Paris; *Carroll Caulfield*, Ouagadougou; *Muriel Moore*, Yaounde; *Florence Crisp*, Nouakchott; *Madeleine Brown*, Abidjan. Second row: *Mary Mahoney*, roving; *Charles McKinnon*, State; *Patricia Smith*, Khartoum; *Beverly Smith*, Dakar; *Darlene Wagner*, Niamey; *Donna McClelland*, Mogadishu; *Daryl Dally*, Bamako; *Stephanie Gillespie*, Monrovia; *Patricia Burke*, State; *Dolores Carr*, Kinshasa. Third row: *Jerry Tolsen*, State; *John Speicher*, AID; *Gaynelle Johnston*, Nairobi; *Dave Mraz*, Paris; *Ernest Ruehle*, State; *Maria Rogers*, State; *Sandra Siverson*, Pretoria.

to Libreville

Hardesty, Steven A., Bureau of Human Rights and Humanitarian Affairs to London

Hauptmann, Jerzy J., Office for Counter Terrorism and Emergency Planning to Bridgetown

Herspring, Dale Roy, Special Domestic Assignments Program to Politico-Military Affairs

Hess, David M., Executive Secretariat, Operations Center to European and Canadian Affairs

Hickman, Leslie R., Visa Services, Office of Field Support and Liaison to Intelligence and Research, Current Intelligence Staff

Hill, Leonard A., Intelligence and Research, Current Intelligence Staff to Foreign Service Institute, Language Training

Hochstein, Linda M., Intelligence and Research, Office of Economic Analysis to Economic and Business Affairs, Office of Food Policy and Programs

Hofmann, Darcy E., Bureau of Consular Affairs to Citizens Emergency Center

Holbein, James Robert, Foreign Service Institute to Economic and Business Affairs

Hollenbeck, Gerald Donald, Bureau of Diplomatic Security to Foreign Service Institute, Language Training

Jendrysik, Thomas J., Office of Security to Foreign Service Institute, Language Training

Jenkins, Joann M., Bureau of Administration to East Asian and Pacific Affairs

Kerchner, Judith L., East Asian and Pacific Affairs to Singapore

Keys Jr., John L., Bureau of Diplomatic Security to Moscow

Kile, Robert L., Ghana to African Affairs

Konner, Calvin Michael, Bureau of Personnel to Foreign Service Institute, Language Training

Lawrence, Joyce, Costa Rica to Inter-American Affairs

Lehn, Alfred M., Special Do-

mestic Assignments Program to Bureau of Personnel

Levinson, Michael A., Norway to Office of Communications

Malone, Darlis L., Liberia to Office of Communications

Malone, Everette R., Liberia to Office of Communications

McCamman, Michael Joseph, Australia to Quito

McFall, V. Frances, Libson to European and Canadian Affairs

McHugh, Scott E., Lebanon to Office of Security

McKee, Nancy A., Mexico to Bureau of Personnel, Office of Foreign Service Career Development and

PERSONNEL: FOREIGN SERVICE

Assignments

McLaughlin, Daniel J., Inter-American Affairs to Paramaribo

Michal, Edward Joseph, Intelligence and Research, Office of Analysis for Africa to Bureau of Human Rights and Humanitarian Affairs

Montgomery, Michael J., Economic and Business Affairs, Office of International Finance and Development to Office of East-West Trade

Mosely, Jack M., Office of Security to Guatemala

Nathness, Sarah Louise, Visa Services, Office of Field

Support and Liaison to Bureau of Personnel

Nesbit, Leroy P., Switzerland to International Organization Affairs, Office of International Conferences

O'Neil, Kevin P., Thailand to Algiers

Parson, Ronald Scott, Economic and Business Affairs, Office of Energy Consumer-Country Affairs to Foreign Service Institute, Language Training

Powell, Bernice Ann, Near Eastern and South Asian Affairs to African Affairs

Radcliffe, Katherine A., Rome to Vatican

Reid, James P., Economic and Business Affairs, Office of Food Policy and Programs to Foreign Service Institute, Language Training

Reinertson, John E., Assignment Intergovernmental Personnel Act to Bureau of Personnel

Reynders, Thomas R., European and Canadian Affairs to Amsterdam

Rhodes, Charles W., Jordan to Office of Communications

Rhodes, Janet I., Jordan to African Affairs

Rocha, V. Manuel, Executive Secretariat, Operations Center to Foreign Service

Institute, Language Training

Saalfrank, Louise C., Indonesia to Athens

Saboe, Steven A., Economic and Business Affairs, Office of East-West Trade to Office of the Under Secretary for Security Assistance, Science and Technology

Schroeder, Anita G., Romania to Bureau of Personnel

Stearns, Monteagle, European and Canadian Affairs to Office of Management Operations

Stitt, Mary P., Bureau of Personnel, Office of

SANTIAGO, Chile—At award ceremony, left to right: *Isabel Margarita Velenzuela, Patricia Jaramillo, Mónica E. de Rivera, Baldur*

Koenig, Mónica Román, Gustavo Arteaga, María Clara Vial, Adriana Hernández, Ambassador Harry G. Barnes, Marion V.

Norris Jr., Arturo Castro, Hernán Retamales, Patricia Lueje, Guillermo Lopez, Mario Perretta, Ernest W. Fones.



Recruitment, Examination and Employment to Foreign Service Institute, Language Training
Stratton, J.R., Germany to Bonn
Struble, Susan M., Spain to Oceans and International Environmental and Scientific Affairs, Office of Nuclear Technology and Safeguards
Sweeney, Ruth M., Office of Foreign Service National Personnel to Foreign Service Institute
Thomas, Cynthia A., Inter-American Affairs to Office of Protocol
Ting, Tien-Foo, Australia to East Asian and Pacific Affairs
Turley Sr., Thomas R., Greece to Bureau of

Personnel
Vraniak, Louis F., Germany to Manila
Wagner, David A., India to Office of Communications
Wampler, Dianne, Turkey to Bangkok
Whitney, Jane, Bureau of Administration to Foreign Service Institute, Language Training
Wickersham, John N., Belgium to Office of Communications, Communications Center Division
Woodring, Patricia A., Economic and Business Affairs, Trade and Commercial Affairs to Office of International Finance and Development □

Resignations

Brunsdale, Louise Margaret,

Vienna
Cookson, Robert S., Office of Communications
Doss, Nancy J., Frankfurt
Douglass, Geraldine M., Khartoum
Duncan, Terri Lee, Kingston
Duvall, Janet L., Seoul
Hinkle, Betty P., U.S. Mission Geneva
Julius, Marie, The Hague
Lindsey, Terri G., Tel Aviv
McAninch, Adelaide B., Bureau of Personnel
McCormick, Bridget F., Toronto
McDaniel, Mary R., Bonn
Muniz, Veronica, Monrovia
Paulin, Maria D., Lisbon
Pound, Sharon L., Lagos
Quaglia, Vivian W., Damascus
Riddell, Malcolm, International Organization Affairs, Office of U.N. Political and

Multilateral Affairs
Runge, Barbara A., Oslo
Schwartz, David A., Yaounde
Spence, Barbara B., Abidjan
Wilmerk, Janet M., Luxembourg □

Retirements

Barnebey, Malcolm R., European and Canadian Affairs, Office of Security and Political Affairs
Bode, Esther G., Athens
Boerner, Michael P., Office of the Secretary, Policy Planning Staff
Church, Rosa M., Paris
Crowley Jr., John J., Inter-American Affairs, Office of the U.S. Representative to the Organization of American States
Jackson, J. Alexander, European and Canadian Affairs



ANKARA, Turkey—Presented with awards, left to right, first row: Nur Yirmibesoglu, Murat Bozkurt. Second: Sibel Kaplan, Hikmet Emir, Seval Onat, Sevgi Yildiz, Mehmet Unlu.

Third: Osman Aslan, Kemal Demiraslan, Ozkan Ozmal, L. Dawn Doscher, Charge Frank G. Trinka, Kaya Guvenc. Fourth: Mehmet Tuncel, Dursun Dunder, Saint Otus,

Ismail Koeber, Sevin Orak, Vildan Cabbar. Fifth: Stuart Brown, Cemil Uzun, H. Riza Duser, Ali Yildiz.

PERSONNEL: FOREIGN SERVICE

Johnson, Peter B., Assignment Intergovernmental Personnel Act

Lawrence, Loren E., Bureau of Administration

Martin, S. Douglas, Bureau of Personnel

Salmon, William C., Office of the Under Secretary for Security Assistance, Science and Technology □

Foreign Service nominations

The Senate has received the following nominations:

Appointment as FSO-2, consular officer and secretary:

John M. Salazar

Reappointment as FSO-3, consular officer and secretary:

Mary Marchany Daniel

Appointment as FSO-3,

ISLAMABAD, Pakistan—*Iqbal Hussain*, right, receives a Meritorious Honor Award from Ambassador *Deane R. Hinton*.

consular officers and secretaries:

Dennis A. Foster

William Payne Francisco III

Carolyn Huggins

Nancy Edith Johnson

Katharine E. Koch

Kathleen Mavorneen Reddy

Appointment as FSO-4,

consular officers and secretaries:

Jonathan Mark Aloisi

Paul S. Ashby

John Ross Beyrle

Helen Bridget Burkart

Deborah Cunningham Cavin

Judith Beth Cefkin

David John Creagan

D. Purnell Delly

Larry Miles Dinger



SINGAPORE—At annual ceremony, Ambassador *J. Stapleton Roy*, center, presents awards. Front row: *Jamal bin Mahat, Helen Chua, Shirley Loke, Patricia Lock, Marguerite*

Dyason, Larry Seah, Moktar bin Sanawi, Usop bin Osman, Jamel bin Ahmed, Omar bin Abu Amin, Hatnadi bin Harun. Rear: *Teo Teck Kin, Tan Keng Buan, William Moody, Richard*

Howarth, Philip King, Ibrahim bin Pungot, Yahya bin Rahmat.



DAMASCUS, Syria—At awards ceremony, from left, front: *Abd al-Razzak Nasli, Jirius Khoury, Abdusattar Mansur, Mahmoud Tameem, Mahmoud Adawis, Mahmoud*

Kabbani. Middle row: Mohammed Shahan, Mohammed Dirkishli, Hala Shamandi, Salim Absi, Carmen Mouacdie, Zekieh Rumman, Ambassador William L. Eagleton Jr., Bilal Ham-

mal, Elias Jammal, Samir Dahy, Kevork Kupelian, Mohammed Kaylani, David M. Ransom. Rear: Faisal Waqialla, Albert W. Dalglish Jr., Marwan Mashriki, Ray Baysden.

James S. Elliott
Janice L. Elmore
David Ettinger
Kathleen M. Fitzpatrick
Jane Anderson Benton Fort
Russell Louis Frisbie
Theresa Ann Hebron
Richard Huff
Mark Jackson
Frederick J. Kaplan
Vonda M. Kimble
Mark James Mowrey
Thomas Clinton Niblock Jr.
Charles M. Parish Jr.
Newman Bruce Pickering
Shirlie Carol Pinkham
Amy Pitts
Peter Friend Secor
Floritra Indira Sheppard
Sheri Kathleen Sprigg
Paul Dwight Stephenson
Robert Osgood Tatge

Richard Stephen Taylor
Robert Dale Wilson
Members of the Foreign
Service of State, Commerce and
USIA to be consular officers
and/or secretaries:
*Consular officers and
secretaries*
Stephen Alden Acker
Kimberly A. Adcock
Steven M. Allers
Eric Allison
Dana M. Ammerman
Ellen R. Anderson
Phillip Lee Antweiler
Charles Vincent Barclay Jr.
Matthew Gordon Boyse
John Christopher Bradshaw
Anne E. Campbell
Benjamin H. Castro
Marcia Elizabeth Barber Cole
Jeanine Marlen Collins

Elizabeth A. Corwin
Lawrence Nelson Corwin
Linda Muri Cowher
Richard James Douglas
Mary D. Draper
Richard P. Dulik
Stephen Douglas Dunn
Renee M. Earle
Douglas Ebner
Jacelyn Rae Eckman
Charles A. Ehrenfried
Matt Allen Ellsworth
Thomas Scott Engle
Martin A. Eshleman
Robert T. Fagan
Jeffrey David Feltman
Rhonda L. Ferguson-Augustus
Thomas C. Fosnacht
Patrick J. Freeman
Claire E. Fried
Paul G. Gilmer
Deborah Weiss Glassman

Francisco Javier Gonzalez
Julie J. Hagarty
Robert Hallauer
Kathryn Alden Harrison
Stanley J. Harsha
Stuart MacKenzie Hatcher
John Edward Havasy
Patricia Ann Havasy
Richard Edwin Henry
Elizabeth Mary Holzhall
Wajat Iqbal
John Kendall Johnson Jr.
Lysbeth Elaine Johnson
Richard H. Juarez
Elizabeth Cooper Kauffman
John S. Kincannon
Paul Kolbe
Ingeborg Alix Louise
Kummant
Dan Jonathan Larsen
Robert A. Lavery
Harvey Samuel Lee

PERSONNEL: FOREIGN SERVICE

Mark J. Leesman
John Louis Lister
Bryan G. Lowe
Peter Francis Maher
Kathryn R. Martin
Andrea Stowe Mathews
Donna T. Maxon
Mark Steven Mayfield
Joan McKniff
Willie Merkerson
Dan McKenzie Miller
Donald Maxwell Miller
Douglas E. Miller
Wanda M. Miska
Stephen B. Morrisseau
Luther R. Morris
Kevin Morrissey
Kenneth Andrew Moskow
Andrew W. Oltyan
J. Martin O'Meara Jr.
Warren Neil Post
Linda Recht
Jonathan K. Rice
Christopher Richard
William E. Richey
Brooks A. Robinson
Fernando Mark Rondon
William H. Schauer
Bernardo Schwartz
Elizabeth Turner Shelton
Mark J. Sherman
Thomas F. Skipper
Philippa N. Smithey
Edith Arlene Spruill

Earl James Steele
Darnall Calvert Stuart
Hollis Spurgeon Summers III
W. Stuart Symington V
Molly J. Tasker
Peter Geoffrey Tinsley
Frank X. Tracy
Eric Ronald von Eckartsberg
D. Bruce Wharton
Gerri Lynne Williams

Secretaries

L. John Erickson
Robert K. Fujimura
Paul M. Thiel

Promotion of career member of the Senior Foreign Service of State, to class of minister-counselor, effective December 22, 1985:

Larry E. Lane □

Personnel at the UN mission

BY JULIA STEPHENS

The following is from an article in Management, a publication of the U.S. Office of Personnel Management.

Jeane Kirkpatrick and her successor at the UN, Ambassador Vernon Walters, have developed a creative personnel management strategy at the U.S.

mission which has dramatically changed that office's operations and objectives.

"In just three years, we put together an extraordinarily effective team," says Ambassador Charles Lichenstein, Kirkpatrick's former alternate U.S. representative and currently senior fellow at the Heritage Foundation. "Ninety percent of our UN staff are members of the Foreign Service and ten percent are political appointees."

Management asked Kirkpatrick what advice she might offer to Walters? "Take an active interest not only in selection procedures used with the 10% mission employees who are political appointees, but also become involved with the processes governing which Foreign Service officers are to be rotated into and out of the UN mission," she says.

"I also believe the management team should be organized along both functional and geographic lines. Recruit with an eye on each candidate's operations expertise on the one hand, and his or her language and area expertise on the other. Finally,

hire good communicators," says Kirkpatrick.

"Position descriptions for personnel now emphasize marketing. Today's U.S. staff is more articulate, affirmative and aggressive when stating foreign policy positions than were employees in the 1970s," says Lichenstein. "In the past, UN mission professionals took the defensive and lost ground. Today, our people exercise the 'right of reply' more often than employees have in any previous mission. Personnel are encouraged not to let criticism go unanswered and they defend U.S. positions, not only in formal debates, but also in the UN's many social settings." □

Simms' reporting is cited

John W. Simms has received a Superior Honor Award for his reporting last year from Consulate Hermosillo, while he was acting principal officer at the Mexican post.

He has retired from the Foreign Service and is now a consultant for the Bureau of Diplomatic Security. ■



IZMIR, Turkey—Consul general Albert N. Williams (third from right) presents awards to (left to right) Mustafa Eraktas, Kerim Alpaslan, Jale Kaptaner, Makhbule Sevil, Yucel Tuna.

Education and Training

Schedule of courses at Foreign Service Institute

Program	May	June	July	Length of course
Area studies				
Africa, sub-Saharan	—	16	—	2 weeks
East Asia	—	16	—	2 weeks
Latin America	—	16	—	2 weeks
Near East and North Africa	—	16	—	2 weeks
South Asia	—	16	—	2 weeks
Southeast Asia	—	16	—	2 weeks
USSR/eastern Europe	—	16	—	2 weeks
Western Europe	—	16	—	2 weeks
Canada	—	2	—	1 week
Language and advanced area courses				
French	5	2,30	—	20 weeks
German	5	30	—	20 weeks
Italian	5	30	—	20 weeks
Portuguese	5	30	—	24 weeks
Spanish	5	2,30	—	20 weeks
Familiarization and short-term (FAST) courses				
Arabic, Egyptian	—	30	—	6 weeks
Arabic, formal spoken	—	30	—	6 weeks
Chinese	—	30	—	6 weeks
French (metrop.)	5	2,30	—	10 weeks
French (sub-Sah.)	5	2,30	—	10 weeks
German	—	30	—	10 weeks
Indonesian/Malay	—	30	—	6 weeks
Italian	5	30	—	10 weeks
Japanese	—	30	—	6 weeks
Polish	5	—	—	6 weeks
Portuguese (L.A.)	5	30	—	10 weeks
Portuguese (Eur.)	5	30	—	10 weeks
Russian	5	—	—	6 weeks
Serbo-Croatian	5	—	—	6 weeks
Spanish (L.A.)	5	2,30	—	10 weeks
Spanish (Eur.)	5	2,30	—	10 weeks
Thai	—	30	—	6 weeks
Turkish	5	—	—	6 weeks
Overseas Briefing Center				
American studies, cross-cultural adaptation, and the logistics of Foreign Service life	—	2	—	2 weeks
Career planning seminar	—	24	—	4 days
English-teaching seminar	5	—	—	5 days
Going overseas (Wed. eve.: singles/couples)	7	—	—	1 day
(Sat.: families)	17	21	—	1 day
Parenting in the Foreign Service	21	—	—	1 day
Re-entry (Monday: spouses)	—	23	—	1 day
Regulations, allowances and finances	28	—	—	3 days
Budget and financial management				
General services operations	5,27	16	7,28	38 days
Personnel operations	5,27	16	7,28	35 days
**Coping with violence abroad	5,12	2,9,16	7,14	25 days
	19,27	23,30	21,28	1 day

**This course used to be available on a walk-in basis. You must now preregister.

Consular training

ConGen/Rosslyn basic consular course
 Consular orientation program
 Immigration law and visa operations
 Mid-level consular functional intensive

Pre-registration required for:

Continuous enrollment: 24 days
 Continuous enrollment: 7 days
 *Correspondence course
 Six-week course

(Continued on next page)

At the Capitol

A five-day seminar on executive-congressional relations is being offered, through the Foreign Service Institute, on Capitol Hill, April 7-11, from 8 a.m. to 4 p.m. The program is designed to increase understanding of the role of the legislative branch in foreign affairs. Employees in grades FO-1-4, FP-1-4 and GS-9-15 are eligible. For information, contact your bureau training officer or the institute, 235-8776. □

'Blacks in Government'

Blacks in Government, a nonprofit organization, will hold its eighth annual national training conference in Cincinnati, August 13-17. The meeting will feature workshops and sessions on administration, career management and business development. Registration fees and/or travel funds for Department employees may be funded, and training time may be authorized. For information, call the organization, 638-7767. ■

South Africa is topic

The Advisory Committee on South Africa will meet in closed session on May 6 to discuss the situation in South Africa and the evaluation of U.S. policy. For information, call Peter Jensen, 647-8971. □

State Department's current publications

Following is a list of current publications released by the Bureau of Public Affairs, of interest to those who wish to follow certain issues closely, or who write and/or give speeches on foreign policy.

The publications are available in the Department of State library in Washington and in the post libraries overseas. Free, single copies may be obtained from the Public Information Service, Bureau of Public Affairs, Department of State, Washington, D.C. 20520. Telephone: (202) 647-6575-6.

Secretary Shultz

"International Affairs: Fiscal Year 1987 Budget," Senate Budget Committee, February 19 (Current Policy No 795).

"Foreign Policy Challenges," House Committee on Foreign Affairs, February 5 (Current Policy No. 790).

EDUCATION AND TRAINING

"Enhancing Diplomatic Security," Senate Committee on Foreign Relations, February 4 (Current Policy No. 788).

—(Continued from preceding page)

Africa

"The United States and Angola," Chester A. Crocker, assistant secretary for African affairs, Senate Committee on Foreign Relations, February 18 (Current Policy No. 796).

"Promoting Positive Change in Southern Africa," Michael H. Armacost, under secretary for political affairs, Carleton College, Northfield, Minn., January 24 (Current Policy No. 789).

"United States Wants An End to Apartheid," William B. Robertson, deputy assistant secretary for African affairs, International Conference Against Apartheid, Ebenezer Baptist Church, Atlanta, January 19 (Current Policy No. 787).

Arms control

"U.S. Strategic Force Structures: The Challenge Ahead," Paul H. Nitze, special adviser to the President and Secretary on arms control matters, American Institute of Aeronautics and Astronautics Strategic Systems Conference, Monterey, Calif., February 4 (Current Policy No. 794).

Europe

"The Stockholm Conference and East-West Relations," Robert L. Barry, head of the U.S. delegation to the Stockholm Conference on Confidence and Security-Building Measures and Disarmament in Europe, Royal Institute for International Affairs, London, February 4 (Current Policy No. 793).

Foreign aid

"International Affairs: Fiscal Year 1987 Budget," Secretary Shultz, Senate Budget Committee, February 19 (Current Policy No. 795).

General foreign policy

"Foreign Policy Challenges," Secretary Shultz, House Committee on Foreign Affairs, February 5 (Current Policy No. 790).

Human rights

"1985 Human Rights Report," February 1986 (Special Report No. 140).

International economics

"Commodity Markets and Commodity Agreements," Allen Wallis, under secretary for economic affairs, National Coffee Association, Boca Raton, Fla., February 11 (Current Policy No. 791).

Near East and South Asia

"Review of Developments in the Middle East," Richard W. Murphy, assistant secretary for Near Eastern and South Asian affairs, Subcommittee on Europe and the Middle East, House Foreign Affairs Committee, January 28 (Current Policy No. 786).

"Soviet Influence on Afghan Youth," February 1986 (Special Report No. 139).

Program	May	June	July	Length of course
Nationality law and consular procedure				*Correspondence course
Overseas citizens services				*Correspondence course
Passport examiners				*Correspondence course
				*See Airgram A-660 (dated 7/17/84)
Economic and commercial training				
Advanced economic review seminar	—	—	14	5 weeks
Applied economics for foreign affairs	—	—	14	6 weeks
Contemporary economic and quantitative analysis	—	—	14	5 weeks
Orientation to overseas economic function	—	—	7	2 weeks
Foreign Service economic/commercial studies	—	—	7	26 weeks
Information systems managers training prog.	—	—	7	4 weeks
Executive development				
*Deputy chiefs of mission	—	8	20	2 weeks
Washington trade craft	—	—	7	2 weeks
				*By invitation only
Political training				
Foreign affairs interdepartmental seminar	19	—	—	2 weeks
*Political analysis and policy	—	2	28	5 weeks
*Political trade craft	—	—	7	3 weeks
				*For assigned State Dept. officers only
Orientation				
Orientation for Foreign Service officers	—	23	—	7 weeks
Orientation for Department officers	—	9	—	2 days
Orientation for Foreign Service personnel	—	9	—	1 week
Department clerical orientation	12	9	—	7 days
Foreign Service secretarial training				
Foreign Service secretarial refresher/re-entry	—	30	—	6 days
First-time ambassador's secretary's briefing	Schedule arranged	Schedule arranged	Schedule arranged	Individual
Communication skills				
Career development seminar (GS-7 and above)	—	24	—	5 days
How to communicate by letter and memo	To be announced	To be announced	To be announced	30 hours
Management seminar on EEO	—	5	—	1 day
Clerical skills				
Department correspondence	Schedule arranged	Schedule arranged	Schedule arranged	Individual
Managing words (word-processing training)	Schedule arranged	Schedule arranged	Schedule arranged	Individual
Management skills seminar for secretaries	—	—	16	3 days
OCR telegram preparation workshop	Schedule arranged	Schedule arranged	Schedule arranged	Individual
Preparation of travel vouchers	Schedule arranged	Schedule arranged	Schedule arranged	Individual
Workshops for managers				
Notetaking for managers	Schedule arranged	Schedule arranged	Schedule arranged	(Ind., on request) <input type="checkbox"/>
Terrorism				
"Drug Wars: The New Alliances Against Traffickers and Terrorists," Elliott Abrams, assistant secretary for inter-American affairs, Council on Foreign Relations, New York, February 10 (Current Policy No. 792).				"Expulsions of Soviets Worldwide, 1985," January 1986 (Foreign Affairs Note).
"Enhancing Diplomatic Security," Secretary Shultz, Senate Committee on Foreign Relations, February 4 (Current Policy No. 788).				GIST
				"The Horn of Africa: U.S. policy" (2/86).
				"Protectionism" (2/86).
				"U.S.-supported human rights program in South Africa" (2/86).
				Background Notes
				Congo (12/85).
				Uruguay (12/85).
				Western Samoa (12/85). <input type="checkbox"/>

Diplo-Croctic No. 36

BY CAROL BECKER
Department of State Historical Office

DIRECTIONS

To solve this puzzle, write the words that you can guess from the definitions in the numbered blanks provided, and then transfer the letters to the corresponding numbered squares in the diagram. Working back and forth, a quotation will appear in the diagram reading left to right. When all the words have been filled in, the author and title of the book from which the quote was taken will appear as the first letter of each word reading down. The solution will be published in next month's STATE magazine. (Ms. Becker's "Diplo-Croctic No. 35" appeared in the February issue; the solution was in the March STATE.)

1X	2i	3L		4B	5J	6H	7O	8K	9R	10G	11M	12C	13Q	14a		15E	16J	17B	18W
19b	20F	21O	22A		23F	24Y	25J	26S	27K	28D		29N	30J	31R	32Y	33P	34H	35E	36U
37V	38i		39K	40L	41B	42S		43a	44b	45Q	46N	47I	48H	49M		50E	51W		52S
	53U	54A	55T	56Z	57b	58a	59N	60Y	61O		62R	63L		64V	65P	66M	67J	68K	69A
70T	71L	72W	73G	74O	75S	76a		77W		78A	79T	80H	81C	82R	83W	84S	85K		86T
87J	88E	89B	90L	91b	92A	93S	94C	95i	96Y		97A	98E		99E	100Y	101Z	102H	103a	104G
	105N	106P	107R	108V	109F	110S	111H	112J		113M	114R		115Q		116b	117V	118Z	119F	120I
121T	122B		123S	124P	125D	126W		127O	128J	129A	130P	131E	132V	133F	134B		135U	136H	137G
138M		139O	140B	141Y		142D	143G	144U	145R	146b	147O	148S		149B	150I		151L	152Z	153O
154G	155X	156C	157b		158T	159C		160A	161H	162F	163P	164W	165Q	166X		167V	168O	169W	
170K	171H	172O		173U	174X	175P	176A	177N		178K	179E		180J	181b	182X	183F	184R	185M	186A
187N	188Y		189J	190L	191a	192D		193L	194N	195R	196E	197a		198J	199V	200B	201A		202N
203X	204Z		205Z	206I	207O	208a	209K	210X		211Y	212Z		213M	214i	215G	216L	217A	218O	219B
220J	221b		222P	223P	224C	225F	226Y		227K	228P	229U		230K	231J	232T	233U	234Y	235A	236H
237X	238E		239K	240L	241B	242E													

DEFINITIONS

WORDS

- A. U.S. jurist (full name)
129 92 176 235 54 217 97 78 69 201
160 22 186
- B. U.S. sportscaster (full name)
140 223 200 41 122 134 89 149 4 241
219 17
- C. Father of Horeb
224 81 12 156 94 159
- D. "Literature is my ____" (Helen Keller)
168 192 28 142 125 207
- E. U.S. entertainment figure (full name)
242 99 88 15 238 131 50 98 179 35
196
- F. "____ comes with eating" (Rabelais)
109 183 23 133 225 119 162 20
- G. State of Mexico
154 137 215 143 104 73 10
- H. U.S. Congressman (full name)
161 48 111 236 80 136 34 102 6 171
- I. "I sink in deep mire where there is no ____" (Psalms)
150 214 47 206 2 95 120 38
- J. French strawberry
189 25 30 87 231 112 198 220 67 128
5 16 180
- K. Body decoration (2 wds.)
85 230 27 39 8 178 227 209 239
- L. U.S. publisher (full name)
240 90 193 40 151 3 63 218 J90 71

DEFINITIONS

WORDS

- M. "Jehu has stationed ____ men outside" (2 Kings)
185 66 11 213 138 49
- N. Induced; incited
29 194 202 113 105 59 46 187 177
- O. Eccentricities
127 81 21 218 139 7 172 153
- P. U.S. sports figure (last name)
175 124 222 130 65 228 106 33 163
- Q. Japanese car
165 74 13 45 115 147
- R. U.S. Congressman (full name)
82 195 194 62 114 145 31 9 107
- S. "Like Cato... sit ____ to his own applause" (A. Pope)
52 93 42 26 84 148 110 123 75
- T. U.S. industrialist (last name)
158 121 86 79 232 70 55
- U. An IRA, perhaps
36 229 173 135 233 53 144
- V. Clear away a difficulty
199 167 132 117 84 108 37
- W. Disney masterpiece
18 83 126 169 72 51 164 77
- X. Loose (3 wds.)
237 155 68 210 174 1 182 166 203 170
- Y. U.S. columnist (full name)
24 234 32 100 211 96 188 141 80 226
- Z. Letter
118 152 212 205 101 56 204
- a. Vision
191 58 103 76 208 197 43 14
- b. U.S. astronaut (full name)
118 146 91 181 157 19 44 221 57

Bureau Notes

The Seventh Floor

On February 20 SECRETARY SHULTZ accompanied President Reagan to Grenada, West Indies. Accompanying the Secretary were M. CHARLES HILL, executive assistant to the Secretary; PATRICK F. KENNEDY, executive director, Executive Secretariat; JONATHAN BENTON, special assistant to the Secretary; JOYCE NESMITH, personal assistant to the Secretary; EDWARD SMITH, staff officer, Secretariat Staff; and SAADIA SARKIS and DONNA DEJBAN, secretarial assistants, Secretarial Staff ... On March 10 Mr. Shultz traveled to Palm Desert, Calif., for a speaking engagement. Accompanying him were Mr. Hill; Mr. Kennedy; GERALD ANDERSON, special assistant to the Secretary; ELLEN SHIPPY, deputy director, Secretariat Staff; and JACQUELINE MACUK, personal secretary to Mr. Shultz.

Employees departing the Executive Secretariat included WILLIAM C. DAVIDSON, from the Operations Center to language training; CHARLES STANGE, from the information management section to the Bureau of International Organization Affairs; CATHY BING, from the Executive Office to the Bureau of International Organization Affairs; and CURTIS TAYLOR, from the information management section to the Executive Office ... JAMES L. TRENT, chief of the secretariat's combined message center, retired from the Department after 30 years of federal service, on February 28 ... The secretariat welcomed JOANNE GRAVES, personnel management specialist, to the executive director's staff, and PHILIP COVINGTON, operations officer, to the Operations Center. □

Office of the Under Secretary for Political Affairs

Under Secretary MICHAEL H. ARMACOST traveled to New York, February 20, to address a luncheon session of the Council on Foreign Relations. He was accompanied by special assistants WILLIAM ITOH and GERRIT GONG ... Mr. Armacost appeared on both the CBS and NBC early morning news programs, February 26, to discuss the situation in the Philippines ... On March 3 he gave a briefing on the Philippines at the Foreign Press Center.

Special assistant WILLIAM BROWNFIELD addressed the Stanford University "Great Issues in Government" program, February 6, on U.S. foreign policy in Central America ... On February 25 he addressed European and Canadian parliamentarians from the North Atlantic Council on the same subject ... CYNTHIA R. BUNTON,

SEVENTH FLOOR—Deputy Secretary John C. Whitehead, left, and Soviet Ambassador Anatoliy Dobrynin exchanged notes to ratify an agreement to permit resumption of flights between the United States and the Union of Soviet Socialist Republics, by Pan American and Aeroflot.

international relations officer, departed the under secretary's staff for her new assignment in the Sinai ... ANDREW STEINFELD joined the staff as a special assistant to Mr. Armacost ... HENRIETTA AUSTIN assumed her duties as a secretary on the staff. She was with the Office of the Deputy Assistant Secretary for Personnel. □

Policy Planning Staff

On February 25-26 PETER W. RODMAN conducted talks with French policy planners. These were among his last official duties as director of the Policy Planning Staff before assuming his new duties at the National Security Council ... On March 3 RICHARD H. SOLOMON, formerly with the RAND Corp., assumed his duties as the new director of the staff ... WILLIAM KONTOS, former senior adviser, represented the staff at a Council on Foreign Relations meeting in South Africa, February 26 ... NELSON C. LEDSKY, principal deputy director, and staff member AVIS BOHLEN traveled to Germany and Italy for planning talks, February 1-15 ... Employees departing the staff included LUCIAN PUGLIARESI, to the National Security Council; Mr. Kontos, to the Bureau of African Affairs; and MICHAEL P. BOERNER, who retired from the Foreign Service. □

Office of Protocol

Following the Secretary's greeting of the diplomatic corps in the Thomas Jefferson Room, chief of protocol SELWA ROOSEVELT escorted the chiefs of mission to the Capitol for the President's state-of-the-union address. Coordinating the event was MICHELE ROSSI. Assisting were associate chief RICHARD GOOKIN, assistant chief CATHERINE MURDOCK, acting assistant chief PAMELA GARDNER, LAWRENCE DUMHAM, APRIL GUICE, GEORGIA

BOOTH, MICHELE ROSSI, JAYN MONTIETH, PATRICK DALY, JAMES MANNING, REBECCA BOYD, LOUISE BENNETT, KIM MIDDLETON, RANDY BUMGARDNER, ELIZABETH EELLS and TINA MORRIS.

At a White House ceremony, February 18, acting chief of protocol TIMOTHY TOWELL escorted to the President the appointed ambassadors of Korea, Indonesia, Belgium, Suriname and Nepal, for presentation of credentials. Accompanying the ambassadors were Mr. Gookin, CHRISTINE HATHAWAY. Mr. Daly, LYNNE MILLER, Ms. Boyd and Mr. Dunham. Coordinating the event was CATHERINE GERARDI, assisted by JEAN JACKSON, JOY COHEN and SALLIE CLAIBOURN.

Mrs. Roosevelt and Mr. Towell escorted the president of Cameroon and his wife during their official working visit to Washington. Ms. Boyd coordinated the visit, assisted by MARY MASSERINI, Mr. Daly, MARY ELLEN VANDIVIER and JAMES PAYNE ... LINDA MYSLIWIY, assisted by JULIE ANDREWS, handled arrangements for and traveled with the U.S. presidential delegation to the Philippines special presidential and vice presidential election.

Private visits to Washington were made by the foreign ministers of India, Indonesia, Mexico, Venezuela, Colombia, Panama, Argentina, Uruguay, Brazil, Peru, Oman and Panama; PRINCESS MARGARET and the second vice president of Peru. These visits were coordinated by SAMUEL CASTLEMAN, JAMES MANNING, Mr. Daly and Ms. Mysliwy.

Under the direction of Ms. Gardner, the Ceremonials Division handled arrangements for the secretary and Mrs. Shultz's dinner in honor of the president of Cameroon and his wife; the Secretary's luncheons honoring the minister of exter-



nal affairs of India; the Contadora foreign ministers; and the deputy secretary's luncheon honoring the under secretary of state for external affairs of Canada. MICHELE ROSSI and APRIL GUICE coordinated these events. The luncheon hosted by Mrs. Shultz for the wife of the president of Cameroon was coordinated by GEORGIA BOOTH . . . Mr. Dunham traveled to Los Angeles to offer testimony on behalf of the United States Government in the case of U.S. v. Miller. □

Administration

Office of Communications

Deputy assistant secretary ROBERT RIBERA addressed the 31st junior officer class of the Foreign Service, at the Foreign Service Institute, on communications assets of the Department . . . He gave a report on the Gramm-Rudman-Hollings law, and also defined the role of the directors of communications at the Office of Communications February monthly meeting . . . The guest speaker for February was CHARLES SCOTT, director for resource management (formerly human resources planning) in the Office of Communications. Mr. Scott's topic was "Some Aspects of Personnel Management in the Office of Communications." This featured a comparison of the Civil Service and Foreign Service systems, and advice on how to utilize them to carry out the Office of Communications' functions . . . A class of 20 new-hire communications officers was sworn in on February 12. Class members have begun their orientation and training prior to being assigned overseas . . . Mr. Ribera presented graduation and achievements certificates to a recent class of 13 communications support officers who have successfully com-

pleted their 12 weeks of communications training . . . With the chief of the Maintenance and Logistics Division, DAVID BORTER, he traveled to Albany, Ga., February 19-20, to review the Office of Communications' new technical support facility.

The secure record communications program for small Foreign Service posts has been approved. These posts presently utilize the slow one-time-pad for processing urgent classified communications. The plan is to install secure voice telephone units which have a data transmission port to connect with a Tempest facsimile machine, to communicate via page copy with the supervisory embassy. Twelve posts have been identified for this installation in this fiscal year.

People: ROBERT BROWNFIELD assumed his duties as director of technical services, February 18; his previous assignment was with the headquarters of the Defense communications agency, as assistant deputy director for operations . . . KENNETH KIDWELL, who had been acting director of technical services, resumed his duties as chief of the Communications Security Division, February 18 . . . The following were here on consultation recently: MICHAEL MEYERS, Dhaka; CAMILLE MIDDLETON, Bangui; JACQUELINE SMITH, Prague; ROBERT ARRIAGA, San Salvador; KENNETH HOEFT, NATO, Brussels; DIAZ RODRIGUEZ, Bonn; LOUIS VRANIAC, Manila; BOBBY BALDERAS, Karachi; ARTHUR NEELY . . . Completing courses in the Training Division were ANDRES AGAN, Bucharest; MICHAEL BOSTIAN, Managua; STEPHAN CAMPOS, Sofia; ROBERT HAINES, Madrid; KARL JARVIS, Brasilia; PAULA LANDSBERGER, Oslo; RONNIE MARTENSEN and NELSON PARKINSON, Rome; JOSEPH TOONE, Paris; JOSEPH ZUCCARINI, Geneva; BONNIE

NORTH, Tegucigalpa; JAMES BARCLAY, Dar es Salaam; RENEE CHAMP, Berlin; EDMUND GAGLIARADI, Pretoria; PETER KING, Accra; RAYMOND POWERS, Ouagadougou; JASFER DANIELS, Algiers; DAVID PATTERSON, Madrid; FRONTIS WIGGINS, Cairo; KENNETH HOEFT, NATO; BRAD HAM, Santiago; RICHARD GUNN, Grenada; RAY AHRING, Paramaribo; VIANNA FIESER, Palermo; BRUCE WATSON, Marseille; GREGORY TYSON, La Paz; ROBERT REED, Khartoum; DANIEL FISHER; LINDA KENT; JOSEPH KEATON; CALVIN WILLS, Riyadh; DAVID WAGNER, Guatemala; FRED ELMENDORF, Tegucigalpa; JANE FLORENCE, Karachi; ROY BAUGH and WILLIAM FORD, rovers; CARLA FLEMING, Madrid; DOROTHY TARBY, Pretoria; CRAIG SPITZER, rover; FRED KING, Bogota. □

Office of Language Services

On February 3 DONALD C. HUNTER assumed his duties as acting administrative officer, following the resignation of CAROL CASEY . . . During February, the office welcomed three new staff employees: Spanish translator ELIZABETH COURTS, German interpreter ADRIENNE CLARK-OTT and clerk-typist GABRIELLE PELCZYNSKI . . . On February 20, more than 50 colleagues and friends traveled to Owings, Md., to attend funeral services for ANTHONY D. SIERRA, chief, Translating Division, who succumbed to a heart attack on February 14.

Travel assignments included those of LAWRENCE BURRELL to Geneva, STEPHANIE VAN REIGERSBERG to Lima, RITA BOREN to Colombia and ELIZA BURNHAM and ALEC TOUMAYAN to Algiers and Zimbabwe . . . Chinese staff interpreter VIVIAN CHANG attended a two-week orientation seminar on the Near East and North Africa. □

African Affairs

Office of the Assistant Secretary: Assistant Secretary CHESTER CROCKER addressed the American Legion, in Washington, February 24, and the Council on Foreign Relations, in New York, February 26 . . . He participated in a forum at Oxford University, England, February 28, on South Africa . . . On March 6 he met with an official of the Soviet foreign ministry, in a continuation of discussions on regional conflicts . . . Deputy assistant secretary FRANK WISNER addressed the National War College, February 18, in Washington . . . Deputy assistant secretary WILLIAM ROBERTSON addressed the Georgia Alumni Society, Athens, Ga., February 15, and the Hunter Woods School, Reston, Va., February 21 . . . On February 22 he addressed the Greater Brainard Area Jaycees and the Afro-American

BOGOTA, Colombia—Ambassador Charles A. Gillespie Jr., left, presents Meritorious Honor Award to communications officer William A. Headrick for his installation of a classified information handling system.





KISMAYO, Somalia—Ambassador Peter S. Bridges and President Mohamed Siad Barre, at

beginning of work on port rehabilitation project.

Heritage Council, in Chattanooga, Tenn. . . . Deputy assistant secretary PRINCETON LYMAN participated in the National Jewish Community Relations Advisory Council meeting, February 17, in New York.

South Africa Working Group: DOUGLAS HOLLADAY, director, participated in a panel on South Africa, at the National Jewish Community Relations Advisory Council meeting, in New York, February 16. . . . He addressed women officials of the National Association of Counties, March 4, in the Department. . . . ALAN VAN EGMOND was a guest speaker at the Washington Journalism Center, March 7, in Washington, to discuss South Africa. . . . WILLIAM JACOBSEN addressed the Wisconsin Bar Association, January 30, in Milwaukee; the Decatur (Ill.) Rotary Club, February 2; the Rotary Club of New Orleans, February 19; and the University of Washington, at Seattle, March 3.

Office of Regional Affairs: Acting office director DAVID LYON represented the bureau at the NATO experts' meeting on Africa, in Brussels, February 12-23. . . . Labor officer RAY PARDON represented the bureau at the annual African/American Labor Center—AFL-CIO conference, in Mauritius, January 20-24, followed by consultations in South Africa and Sudan. . . . Political/military officer GREGORY BRADFORD visited Sudan, Kenya, Liberia and Nigeria, for a series of political/military discussions with embassy and host national officials. He also visited the European Command headquarters, to discuss African military assistance. . . . JOAN K. EKBLAD joined the office as a secretary, February 26, replacing GERALDINE CARBONNIER, who retired with 31 years of Government service.

Office of Southern African Affairs: Director JEFFREY S. DAVIDOW accompanied Mr. Crocker to southern Africa, January 9-15. . . . He then consulted with Embassy Harare, January 16-17. . . . He addressed a seminar group on "U.S. Policy Perspectives on Events in Southern Africa," at the National War College, February 21. . . . RAYMOND F. SMITH, deputy director, and KENNETH KOLB, country officer for Zimbabwe and Lesotho, served as members of the U.S. delegation to the southern Africa development conference, in Harare, January 29-31. . . . After the conference, Mr. Smith visited Maputo, Maseru, and Cape Town, on consultations. . . . Mr. Kolb continued on to Gaborone, Maseru, Pretoria and Johannesburg. . . . ROBYN HINSON-JONES, country officer for Zambia and Malawi, traveled to Lusaka, Lilongwe, Maputo and Johannesburg, on consultations and orientation, January 28-February 14.

Office of West African Affairs: On February 21 director Howard K. Walker spoke at the National War College on "U.S. Policy Perspectives on West Africa and Nigeria." . . . On March 4 he spoke before the Africa sub-Saharan areas studies students at the Foreign Service Institute, on "Western Africa and American Policy." . . . On February 4 deputy director KEITH WAUCHOPE gave a presentation on contemporary issues in West Africa, to the Foreign Service Institute African area studies course. . . . STEVE BRUNDAGE, desk officer, took an orientation trip to The Gambia, Senegal and Mauritania, January 24-February 12. . . . He participated in economic bilaterals with the French government, in Paris, February 13. . . . On February 21 DEBORAH ODELL, Office of Western African Affairs, briefed students attending Georgetown Uni-

versity's "Model United Nations," on Burkina Faso. . . . On January 20 MARSHALL McCALLIE, country officer for Nigeria, spoke to several audiences at Arkansas College, Batesville, Ark., on recent events in Nigeria, U.S. policy in Africa and human rights considerations in foreign policy.

Office of Central African Affairs: JANET I. RHODES joined the secretarial staff, replacing F. SUSAN MOSLEY. □

Consular Affairs

From February 10-14, ALLAN W. OTTO, associate director of visa services, was a guest speaker at a conference sponsored by the U.S. Immigration and Naturalization Service in Denver. . . . LARRY COLBERT, director of Visa's Field Support and Liaison Division, traveled to Hong Kong, Guangzhou, Beijing and Shanghai, for consultation with posts and review of visa operations, March 1-17. . . . BARBARA BELSITO, Post Liaison Division, Visa Office, went to Panama, San Jose, San Salvador, Tegucigalpa and Guatemala City, February 23-March 18, to consult with posts on visa problems in adoption cases. . . . From February 24-March 19, ALAN LATIMER, Systems Liaison and Procedures Division, Visa Office, traveled to Cairo, to train personnel in the use of the immigrant visa application control system; to Rome, to teach the use of the nonimmigrant visa computer-assisted processing system; and to Frankfurt and Zurich, to follow-up training and to assist in implementation of new procedures. . . . DAVID HUSAR of that office traveled to Toronto, to train personnel in the use of the nonimmigrant visa computer-assisted processing system, February 10-13. . . . The Visa Office welcomed BRUCE KEELING to the Post Liaison Division.

The deputy assistant secretary for overseas citizens services, T.A.D. THARP, with CARMEN A. DiPLACIDO, director of citizens consular services, and WILLIAM EDMONDS, Citizens Consular Services, met with officials of the Defense Department's federal voting assistance staff. The purpose was to begin coordinating agency services to overseas voters for the upcoming November congressional elections. . . . JOHN H. ADAMS, director, Citizens Emergency Center, addressed the Pacific Area Travel Association, in Detroit, February 25, on consular services for Americans traveling abroad. . . . On February 13 he spoke on safety of Americans abroad, at the conference on terrorism, tourism and travel security at the Washington Convention Center. . . . KATHLEEN PETERSON, chief, Latin American Division, traveled to Panama City, February 24, to participate in workshops for consular officers and Foreign Service national personnel, sponsored by the Foreign Service Institute. . . . The Citizens Emergency Center welcomed consular officer LOUISE EATON to its staff. Her previous assignment was with the

ANKARA, Turkey—At presentation of a Group Meritorious Honor Award to the consular section, left to right, first row: *Ferenc Smekal, Eser Lembet, Tuncay Aksit, Ambassador Robert Strausz-Hupe, Elcin Basar, Behcet Ozsoy*. Second row: *Thomas Murphy, Philip Kosnett*.



Office of the Ambassador-at-Large for Counter-Terrorism . . . From March 2-5, MONICA GAW, Citizens Consular Services, attended the first national conference on missing and exploited children. She addressed the conference on consular assistance in matters related to parental child abduction, child abandonment and abuse or exploitation of U.S. citizen-children abroad.

PHYLLIS CUBBINS, antifraud program coordinator, Seattle Passport Agency, traveled to the Minneapolis area, to address U.S. Customs and immigration personnel regarding the secure features of the U.S. passport . . . She also visited the four offices of the Hennepin County clerk of the District Court, in Minneapolis, Minnetonka, Edina and Brooklyn Center, Minn. to discuss passport fraud . . . The Seattle Passport Agency welcomed DELORES RINA BOYD, who was formerly the antifraud coordinator at the Chicago Passport Agency . . . A representative of the local FBI office conducted two seminars for the adjudication staff, at the Seattle agency, regarding interviewing techniques and body language. Also present at the seminar were the local State Department security agents. □

East Asian and Pacific Affairs

Assistant Secretary PAUL WOLFOWITZ testified, January 23, before the Senate Foreign Relations Committee, on the Philippines . . . On February 18 he addressed the Council on Foreign Relations, in New York . . . He testified before the House Foreign Affairs Subcommittee on East Asia, February 20, regarding the Philippines and, before the Senate Foreign Relations Committee, February 27, regarding prisoners of war and others missing in action . . . On March 12 he relinquished his duties as assistant secretary to become ambassador to Indonesia; GASTON J. SIGUR was sworn in as assistant secretary, March 12.

Principal deputy assistant secretary JOHN C. MONJO was the guest speaker at the Indonesian-American Society dinner, January 9 . . . On January 16 he was the guest speaker at the New York Metropolitan Republican Club . . . He traveled to Indonesia, January 21-27, with the pre-advance team from the White House . . . He traveled to the Philippines, February 4-10, with the election observer team . . . He traveled to Thailand, March 15-22, to attend the East Asia regional narcotics conference, in Bangkok . . . He also visited the consulate in Songkhla . . . He was accompanied throughout the trip by the director of the Office of Thailand Burma Affairs,

CHARLES SALMON.

Deputy assistant secretary WILLIAM C. SHERMAN attended the U.S.-Japan XVI Security Subcommittee meetings in Honolulu, January 15-17 . . . Following these meetings, he traveled to Tokyo and Seoul for consultations, January 19-25.

Deputy assistant secretary JAMES R. LILLEY addressed the Christian Democratic international delegation, February 5, regarding U.S. East Asian policy . . . He chaired the South Pacific nuclear free zone conference, at the Department, February 13 . . . On February 19 he addressed the U.S.-Asia Institute conference regarding "The Political Dimensions of U.S.-Asia Trade." . . . He addressed the Pacific Basin Economic Council-U.S. Committee, at the Vista International Hotel, February 20. His topic was "China—The Current Status."

Deputy assistant secretary WILLIAM PIEZ participated, February 25, in the second series of a seminar on U.S.-Japan relations, sponsored by the Council on Foreign Relations in New York . . . Along with the under secretary for economic affairs, W. ALLEN WALLIS, he participated, February 28-March 1, in the U.S.-Japan economic subcommittee meetings, in Tokyo.

Secretary PENNY O'BRIEN left the bureau's front office, March 24, to take up her new duties as secretary to Mr. Wolfowitz in Jakarta.

Australia country officer FRANK TATU visited Canberra, January 29-31, for the first principal officers' conference under new Ambassador LAWRENCE W. "BILL" LANE, and Sydney, for discussions with the new leadership of the Australian Bicentennial Authority.

Office of China Affairs deputy director CHRIS SZYMANSKI spoke, February 28, to the Florida world affairs group, "Broader Horizons," on Sino-U.S. relations . . . Together with desk of-

ficer HOWARD STOFFER, he consulted with several Florida aerospace firms doing business in China . . . The deputy director for political affairs, GENE MARTIN, and deputy director for economic affairs, JOAN PLAISTED, attended a China post reporting conference, in Hong Kong, March 10-11, and visited posts in China for consultations . . . Desk officer MORTON HOLBROOK traveled to Beijing, Urumqi, Turfan, Shenyang and Shanghai, February 18-March 2, for meetings with Chinese and American officials . . . He delivered a lecture, on the American legal system, to the Xinjiang University law faculty in Urumqi . . . Desk officer BOB GOLDBERG attended a conference on business in China, given by the State University of New York, in Binghamton, February 24-25.

ROBERT B. DUNCAN, director, Office of Economic Policy, visited southeast Asia, January 13-26, to investigate prospects for regional economic integration . . . He represented the bureau at the National Defense University's February 13-14 symposium, "Pacific Basin Security: Economic Dimension." . . . YASUKO RIGGS has joined the Office of Economic Policy.

The acting director of the Office for Indonesia, Malaysia, Brunei and Singapore, TIM HAMILTON, traveled to Bali, Indonesia, February 23-March 2, with the White House pre-advance team . . . Ambassador THOMAS P. SHOESMITH (Malaysia) was in the Department for consultations, March 5-6 and 13-14 . . . On March 10-12 he participated in the bureau-organized second U.S.-Malaysia colloquium, at Airlie House, Va. . . DAVID BROWN, political counselor at Embassy Kuala Lumpur, with TIM HAMILTON and GENE CHRISTY, attended the colloquium . . . JOHN H. HOLDRIDGE, former ambassador to Indonesia, retired at post on January 3; he will be serving on

BUREAU NOTES

the board of directors of the Pacific Forum.

The director of the Office for Japanese Affairs, THOMAS C. HUBBARD, and deputy director REA BRAZEAL participated in the visit of the Japanese foreign minister to Washington, January 9-10. Japan desk officers and staff provided support for his visit ... Rea Brazeal participated in the U.S.-Japan market-oriented sector selective plenary in Washington, January 8 ... The deputy director for political affairs, CHARLES KARTMAN, traveled to Tokyo with White House staff, for discussions with Japanese officials on the President's trip to Japan for the Tokyo summit, to take place in May ... Political-military officer JOHN SCOTT traveled with Ambassador EDWARD ROWNY, February 5-12, to Japan, China, Korea and Australia, to discuss U.S.-Soviet arms control negotiations ... Economic officer ROBERT REIS participated in Nippon Telephone & Telegraph consultations, in Honolulu, and in U.S.-Japan fisheries discussions, in January ... Economic officers BRIAN MOHLER traveled to Tokyo, January 28-30, for discussions with Japanese officials on access for U.S. lawyers to participate in Japan.

LEE COLDREN, deputy director, Office of Korean Affairs, visited Honolulu and Seoul, February 1-8, in preparation for the annual U.S.-Republic of Korea security meeting, in April ... DAVID LAMBERTSON, deputy chief of

mission-designate, Seoul, was in the Department for consultations, February 18-21.

The director of the Office of Philippine Affairs, JOHN MAISTO, traveled to Manila with the official election observer delegation, February 4-10 ... Also traveling to Manila from the bureau during the visit of the official observer delegation were JOHN FINNEY, KEVIN KEARNS, BOB RICH, DIANE RICE, MARY ANN COTE and JIM WARLICK ... The special representative of the President, PHILLIP HABIB, traveled to Manila, February 13-22, to consult with the Marcos government and leading members of the opposition ... He traveled again to Manila, February 24-March 7, in coordination with the embassy, to establish contacts with the new Philippines government and identify new areas where the U.S. Government might be of assistance ... He was accompanied on both trips by Mr. Maisto ... Mr. Rich traveled to Honolulu, March 1, to serve as the senior U.S. representative to consult with former President FERDINAND MARCOS and his party.

The ambassador to Burma, DANIEL O'DONOHUE, was in the Department for consultations March 3-10.

Desk officer STEPHEN JOHNSON, Office of Vietnam, Laos and Cambodia, accompanied Senator FRANK H. MURKOWSKI (R.-Alaska) to Hanoi, Vientiane and Bangkok, January 3-14

... TERRY BREESE left the office, February 1, for Malaysian language training, after which he will be assigned to Kuala Lumpur ... JOSEPH SNYDER traveled to Hanoi, Bangkok and Seoul, February 11-18, with the House of Representatives prisoner of war/missing in action task force. The task force was led by Representative GERALD SOLOMON (R.-N.Y.) ... THERESA TULL, charge d'affaires in Laos, was in the Department for consultations, January 12-17 and February 3-4. □

Economic and Business Affairs

Assistant Secretary DOUGLAS W. McMINN traveled to Japan, February 27-March 5, to participate in the biannual U.S.-Japan economic subcabinet meeting and to discuss bilateral trade issues with Japanese officials ... WILLIAM B. MILAM, deputy assistant secretary for international finance and development, spent two days in New York, as U.S. representative to the January 20-31 reconvened special session of the UN Commission on Transnational Corporations. The session is charged with negotiating a code of conduct on transnational corporations ... CLARKE N. ELLIS, director,



SEOUL, Korea—At safe-driving award ceremony, from left (first line): Kang Sin Woo, Lee Yong Tae, Ko Yung Kil, Park Yung Jin, Kim Jae Eul, Ambassador Richard L. Walker, Assistant Secretary Paul D. Wolfowitz, Kim

Jun Hui, Chung Tae Jong, Lee In Bok, Jun Chang Duk, Shin Yong Kyun, Bernard J. Lavin. Second line: Kim Jae Yong, Cho Yong Jun, Hong Man Hu, Kim Yung Bum, Kim Min Soo, Kim Seung Yun, Hyun Kang, Kim Ik

Sung. Last line: Han Ki Hak, Kim Sung Hwan, Kang Maeng Ho, Lee Sung Hwan, Kim Sa Sup, Kim Choon Ki, Kang Won Chul, Park Yung Hwan, Kim Kyung Ho, Woo Sung Hwan, Chung Ha Sung, Park Yun Bae.

Office of Investment Affairs, who served as alternate U.S. representative to the same meeting, headed the U.S. delegation for the rest of the two-week session . . . While in New York for the code negotiations, Mr. Ellis gave an address on U.S. international investment policy to the International Investment Committee of the National Foreign Trade Council, on January 23 . . . He appeared as the discussant for a seminar panel on the role of public and private investment in regional security and economic development, during the seventh annual Pacific symposium at National Defense University, on February 13.

The deputy assistant secretary for international trade controls, DALE TAHTINEN headed an interagency delegation to seven European Coordinating Committee on Export Controls capitals (Bonn, Paris, London, Rome, Brussels, Oslo, The Hague), and Tokyo, February 17-28. The bilateral meetings succeeded in strengthening support from the U.S. partners for efforts underway with other countries to enlist their cooperation with members' export controls. The issue will be discussed at a March 17-20 meeting of the Subcommittee on Export Controls.

JEFFREY N. SHANE, deputy assistant secretary for transportation affairs, represented the Department, February 12, at meetings at the De-

partment of Transportation with RUSSELL SUNDERLAND, the United Kingdom's under secretary for shipping policy, ministry and transport . . . On February 19 Mr. Shane testified before the House Foreign Affairs Committee, regarding aviation security . . . On February 24-28 he traveled to London, to conduct civil aviation negotiations with the United Kingdom . . . On March 3-7 he conducted civil aviation negotiations with the Japanese, in Washington . . . On March 18 he addressed the International Aviation Club, in Washington, on U.S. aviation negotiating policy . . . CHARLES ANGEVINE, special negotiator for transportation affairs, chaired the U.S. delegation for the U.S./Greek civil aviation negotiations, February 11-14, in Washington . . . STEVE PRUETT, Office of Aviation Negotiations, provided staff support . . . Mr. Angevine traveled to Athens, March 18, to resume discussion with Greece . . . On February 25-26 he met with German civil aviation officials, for informal aviation consultations . . . On February 27-28 he chaired the U.S./Korean civil aviation talks in Washington . . . On March 10-14 he traveled to Paris, to chair the U.S. delegation to the U.S./French aviation negotiations . . . ERWIN VON DEN STEINEN, director, Office of Aviation Programs and Policy, chaired

civil aviation negotiations with the government of Ireland, on a preinspection program at Shannon Airport. The talks were held February 18-21 in Washington . . . CURT STONE of the office provided staff support . . . On February 25-26 GREGORY DELAWIE of the office traveled to Orlando, to speak before the International Operators Committee of the International Business Aviation Council, about safety and security when flying outside the United States . . . INGRID KOLLIST has entered on duty in the office, and FELECIA CARPENTER has entered on duty in the Office of Energy Consumer/Country Affairs. □

European and Canadian Affairs

Office of the Assistant Secretary: Assistant Secretary ROZANNE L. RIDGWAY traveled to St. Paul-Minneapolis, for an address at Hamline University, February 17 . . . On February 18 she spoke at Eastern Illinois University . . . On February 19 she addressed the Mid-America Committee . . . M. JAMES WILKINSON, deputy assistant secretary, was on consultations in London,



HELSINKI, Finland—At awards ceremony, from left: Lars Linnell, Don Ballue, Tuula Toney, Ambassador Keith F. Nyborg, Kathy

Smith, James Ford Cooper. Rear: Jorma Tapiovaara, Mikko Luoso, Matti Parssinen, Da-

vid Wagner, Raimo Anttonen, Leif Sundstrom, Heimo Lehtola.

BUREAU NOTES

February 20-21 . . . He attended the Ditchley Conference on Northern Ireland, February 21-23 . . . He then traveled to Helsinki, Stockholm and The Hague, for consultations, February 24-27 . . . Deputy assistant secretary MARK PALMER addressed the "Presidential Classroom," February 5, in the Dean Acheson Auditorium . . . He traveled to Frankfurt, February 11, to greet ANATOLY SHCHARANSKIY upon his release from the Soviet Union . . . From February 4-12 deputy assistant secretary CHARLES H. THOMAS accompanied arms control adviser PAUL NITZE on a trip to western European capitals to consult with Allied leaders. They visited London, Paris, Bonn, Geneva, Rome, The Hague and Brussels . . . Mr. Thomas extended his stay in Brussels for one day to attend a meeting of NATO's Special Consultative Group . . . He traveled to Portland, Ore., to address the students and faculty at Lewis and Clark College, February 17, on "The Reagan Administration's Position on U.S. Involvement in the Atlantic Alliance." . . . On March 3 he was again in Europe, for consultations, this time in London.

Office of the Executive Director: Deputy executive director CLARKE RODGERS visited Sofia, Athens, Thessaloniki, Nicosia and Bucharest, to discuss administrative and managerial issues . . . CLARENCE N. PAGE left the bureau on February 28, after 23 years as general service officer; he is now serving as support services specialist in the Bureau of Administration.

Office of Northern European Affairs: LAUREL BRYAN joined the office, from the

Office of the Executive Director of the Bureau of Administration.

Office of European Security and Political Affairs: PATRICK MOON, strategic section, attended a meeting of the Special Consultative Group at NATO headquarters, in Brussels, February 12 . . . MICHAEL NGVAK, a scholar at the American Enterprise Institute, has been named to head the U.S. delegation to the Bern meeting on human contacts, a subsidiary meeting of the Conference on Security and Cooperation in Europe . . . He and JULIEN LeBOURGEOIS, political section, visited Bern, NATO headquarters, Paris and London, February 22-March 1, for advance consultations with hosts and European allies . . . Col. THOMAS STEWART, Defense exchange officer, was the State representative on the U.S. delegation to a special session of NATO's conference of national armaments directors, in Brussels, February 24-March 3. The special meeting was tasked by NATO foreign ministers last December to expedite agreements on collaborative armaments development projects. At the meeting, various nations signed letters of intent to participate in six such projects, in which U.S. involvement will be eligible for funding set aside last year by Congress for NATO cooperative development.

Office of Soviet Union Affairs: On February 7 director MARK R. PARRIS participated in Johns Hopkins University's School of Advanced International Studies seminar on "Prospects for the Next U.S.-Soviet Summit." . . . He also participated as the opening speaker for the American

Legion Auxiliary's fifth annual "Awareness Assembly," February 24 . . . Staff members of the multilateral and security affairs section of the office participated in recent bilateral discussions with the Soviet Union . . . JOHN TEFFT attended the bilateral talks on southern Africa, in Geneva, March 5-6 . . . DANIEL FRIED participated in the bilateral discussions in Bern, on preventing proliferation of chemical weapons, March 5-6 . . . PETER SCHOETTLE discussed American-Soviet relations with Rotary clubs in Boise and Caldwell, Id., February 20-21, and participated in radio and television interviews . . . KATHARINE GUROFF joined her husband, GREGORY GUROFF of USIA, in presenting a lecture, "Report from Geneva and Moscow," at the University of Missouri-Kansas City, February 10. □

Foreign Service Institute

JOHN W. McDONALD spoke to the AID mid-career course, January 23, on multilateral diplomacy, and to students from Chapman College, Calif., January 27, on the United Nations . . . He addressed the Foreign Service Institute course on negotiation, February 4-6, and the Catholic University School of Law, on conflict resolution, February 4 . . . On February 11 he discussed "Women and Development," at an American Association of Foreign Service Women meeting.

The Consular Training Division conducted overseas workshops in Bangkok and Panama. RICHARD WALLEN led the team in Bangkok and LEO WOLLEMBORG in Panama. The workshops are designed to help Foreign Service national employees and Foreign Service officers provide better service and solve post problems. The Bangkok workshops were held January 6-10 and 13-17, the Panama workshops February 24-28 and March 3-7. Other Washington participants were GEORGIA ROGERS and CHARLES STEPHAN for Bangkok and BARBARA BELSITO and KATHY PETERSON for Panama.

New employees at the institute include MARGARET COLVIN, Office of the Director; VIRGINIA CORRIS and CHARLENE MECKLENBURG, Overseas Briefing Center; MICHAEL EARLY, general services; RUNA SCHWARTZ, Consular Training Division; DORIS NORRIS, School of Language Studies; FREDERICK JACKSON, Asian and African languages; and PAULA SOWLE, School of Area Studies . . . New cultural and language instructors include RADMILLA LAPOV and ARASH BORMANSHINOV, Serbo-Croatian; INGER HEGSTAD, Norwegian; DARIUSZ KWIATKOWSKI, Polish; MUSTAFA OZER, Turkish; and FARZANA FAROOQI, Hindi. □



FOREIGN SERVICE INSTITUTE—Alta Brenner receives Superior Honor Award for her performance as coordinator for the Foreign Service National Division. With her is institute director Stephen Low.

Human Rights and Humanitarian Affairs

In connection with the release of the annual country reports on human rights practices, for 1985, Assistant Secretary RICHARD SCHIFTER appeared before the House Subcommittee on Human Rights and International Organizations, to testify on the human rights policies of the Reagan administration . . . He conducted a press briefing for Department news correspondents and for the Foreign Press Center of USIA, on the release of the country reports . . . Individual interviews were granted to the USIA Wireless File, Mutual Radio, the British Broadcasting Corp. World Service, the Voice of America program "Press Conference USA," the Washington Post, and Cable News Network . . . He then returned to Geneva, to complete U.S. participation in the UN Human Rights Commission meeting.

Senior deputy assistant secretary JAMES MONTGOMERY addressed the public affairs forum of the Baltimore Jewish Council . . . Deputy assistant secretary LAURA DIETRICH addressed the Columbia Jewish Congregation . . . Policy and programs officer ROGER PILON addressed a seminar jointly sponsored by the American Bar Association and the International Law Society of George Washington University.

JAMES THYDEN, director, Office of Human Rights, traveled to the People's Republic of China, the Republic of Korea and the Philippines . . . STEPHEN SNOW, regional officer for Near East and South Asian affairs, traveled to Egypt, Sudan, Ethiopia, Somalia and Kenya. □

Intelligence and Research

Office of The Geographer: GEORGE J. DEMKO, director, delivered lectures, February 10, at the University of Georgia geography colloquium, on "Socialism and Urbanization in the USSR," and at the Emory University international program lecture series, on "Urban Trends and Problems in the USSR." . . . He lectured at Georgia State University, in the Georgia Center lecture series, on "Geographic Research and Foreign Policy," February 11 . . . DANIEL J. DZUREK, acting chief, Spatial Environmental and Boundary Analysis Division, published a review, "The USSR, Eastern Europe and the Development of the Law of the Sea," compiled, translated and edited by WILLIAM E. BUTLER, in the Maryland Journal of International Law and Trade, Volume 9, No. 2 (fall 1985).

Office of Analysis for Western Europe: GLENN R. CELLA, director, lectured to participants in American University's "Washington Semester" program, on European views on security issues, February 21 . . . He spoke on the Geneva arms control talks, to the World Affairs Council in Cincinnati; to the Omaha Committee on Foreign Relations, Omaha, Neb.; and the Des Moines Committee on Foreign Relations, Des Moines, Io., and met with the media in each city,

February 26-28 . . . CHARLES PEACOCK, analyst, organized the interagency conference, "Sovereignty and Security: Canada Between the Superpowers", attended by F. HERBERT CAPPS, deputy director; BOWMAN H. MILLER, chief, Northern and Central Europe Division; HALE VANKOUGHNETT, intern, and representatives from other U.S. Government agencies and academia, February 21.

Office of Analysis for the Soviet Union and Eastern Europe: PATRICK LA COMBE, analyst, attended the Harvard University conference on USSR-East German relations, February 10 . . . KAREN PUSCHEL, analyst, spoke at a conference sponsored by the University of West Virginia and civic and media organizations, on U.S.-Soviet relations in the Gorbachev era, February 12-13 . . . DONALD GRAVES, division chief, spoke on Soviet domestic politics, at the Minneapolis International Center, Augsburg College, and to the media in Minneapolis and Saint Paul, February 12-13 . . . IGOR BELOUSOVITCH, analyst, spoke to the Foreign Affairs Council, Hartford, Conn., on "Domestic Trends Under Gorbachev," and discussed "The Unofficial Side of Life in the USSR," at Miss Porter's School, Farmington, Conn., February 17-18 . . . SIDNEY PLOSS, analyst, published an article "A New Soviet Era?" in the spring issue of Foreign Policy magazine, and a book "Moscow and the Polish Crisis: An Interpretation of Soviet Policy and Intentions" (Westview/Praeger: Boulder/London, 1986).

Office of Analysis for Near East and South Asia: Director GEORGE HARRIS traveled to Cairo, Khartoum, Ankara and London, for consultations with U.S. embassies, February 1-15 . . . With Pakistan analyst ELIZA VAN

HOLLEN, he attended a conference on "Evolving Development Strategies in the Middle East," sponsored by the Middle East Institute, March 7 . . . Jordan analyst ALAN MAKOVSKY spoke to classes at Furman University, Greenville, S.C., on Middle East peace efforts, February 21 . . . He gave a presentation on U.S. sanctions against Libya, at Atlantic Futures, a German-American discussion group sponsored by the West German embassy, January 23 . . . India analyst WALTER ANDERSEN participated in two seminars on South Asia and the Indian Ocean, at the University of Chicago, March 5-7 . . . He lectured at the Asia Society (Washington), on the superpower presence in the ocean, January 16 . . . WAYNE WHITE, analyst for Iraq and Syria, conducted a seminar on "The Gulf and the Iran-Iraq War," at the Middle East Institute, March 4. □

Inter-American Affairs

The bureau organized a conference on narcotics policy coordination in the five Andean countries and Brazil, January 27-31. Participants from posts included chargé KIM FLOWER (Caracas); deputy chiefs of mission MIKE SKOL (Bogota), ROBERT MORLEY (Quito), JOHN YOULE (Lima); JEFF BIGGS (La Paz); and PHILLIP HARRICK (Brasilia). Bureau participation was led by deputy assistant secretary ROBERT GELBARD. Assistant Secretary JON THOMAS, Bureau of International Narcotics Matters, addressed the group. Speakers from other bureaus and agencies with narcotics control responsibilities also participated.

The ambassador to Peru, DAVID JORDAN,



GUADALAJARA, Mexico—Director general George S. Vest (with plaque) presents meritorious honor certificates and cash awards.

Others, from left: Christina Padilla, Olga Peña, George D. Clee Jr., Ana Rosa Mejia, Guillermo Olguin, Ramon Cabrales.



SANTO DOMINGO, Dominican Republic—Ambassador *Lowell C. Kilday*, right, presents Meritorious Honor Award and meritorious step increase to consular specialist *Amanda H.*

de Mella, second from left. Others, from left: *Dudley Sippelle*, consul general; *Atim Ogunba*, consular officer; *Barbara Tobias*, deputy chief of consular section.



was in Washington on consultations March 6-12 ... The director of the Office of Andean Affairs, PHILLIP McLEAN, with Ecuador country officer GERALD McCULLOCH and Colombia country officer LEE M. PETERS, addressed the Andean countries area studies course at the Foreign Service Institute ... The country officer for Venezuela, LINDA PFEIFLE, gave a seminar on Venezuela to the National War College, February 11 ... P. PETER SARROS, director, Office of Regional Political Programs, gave a presentation on Central American policy to the labor officers conference in Brussels, January 14, and to a group of commanders of the American Legion, February 25 ... He and Col. JOHN E. POAST, politico-military affairs officer, cochaired an all-day conference in the Department for the current class of Inter-American Defense College, February 12 ... Col. JAMES B. SIVELLS and Mrs. Sarros held consultations with officials of the U.S. Army School of the Americas, March 4 ... On February 5 he conducted a seminar on security assistance programs for Latin America, at Dayton, O. ... He addressed the Baltimore Jewish Council, on U.S. policy toward Central America, February 7 ... Col. Poast, spoke at Virginia Military Institute, on the military role in foreign policy, February 24 ... MARY ANN SINGLAUB and WANDA L. NESBITT have joined the Office of Regional Political Programs ... JAKE M. DYELS JR., labor adviser for the bureau, participated in the Foreign Service Institute's Latin American and Caribbean area studies program, March 4 ... Mr. Dyels spoke on organized labor in Latin America.

Office of Central American and Panamanian Affairs: Regional political affairs officer JOHN R. HAMILTON accompanied the President's special envoy for Central America, HARRY W. SHLAUDEMANN, to 10 Contadora support group and Central American countries, February 18-26 ... Guatemala desk officer JAMES CASON briefed parishioners of St. Johns Church, Washington, on developments in Guatemala, on February 23. □

U.S. Mission to the Organization of American States

On January 24 the U.S. permanent representative to the Organization of American States, RICHARD T. McCORMACK, hosted a luncheon on the eighth floor of the Department, in honor of FRANCISCO POSADA DE LA PENA, permanent representative from Colombia to the organization. The event was a tribute to Mr. Posada for his leadership at the Organization of American States General Assembly, last December, in Cartagena. To solidify the reported gains at Cartagena, Mr. McCormack urged the attending permanent representatives of each Organ-

ORGANIZATION OF AMERICAN STATES—Colombia's Francisco Posada de la Pena, State Department interpreter Stephanie van Reigersberg and U.S. Ambassador Richard T. McCormack, right.

ization of American States mission to move ahead in the critical areas of charter reform. A letter from PRESIDENT REAGAN was read and presented to the guest of honor ... On January 29 Mr. McCormack delivered a speech before the interagency seminar group at the Brookings Institution, on "Revitalization of the Organization of American States." ... Substituting for Mr. McCormack on January 31, the deputy U.S. permanent representative, JOHN J. CROWLEY JR., traveled to Orlando, Fla., to participate in "Keystone to a Hemispheric Opportunity, A Conference on the Issues," sponsored by the Florida International Alliance ... Described by the embassy as "successful and highly worthwhile," Mr. McCormack's recent visit (February 16-22) to Pueru, according to Lima cables, "generated positive feelings on both sides and provided another opportunity to government of Peru leaders to profess desire to work within international financial system." ... Mr. McCormack met with the president, prime minister, minister of justice and agriculture and other officials, and these contacts were said to have contributed greatly to "deepening mutual understanding and strengthening channels of communication."

On February 25, representing Mr. McCormack, LOWELL FLEISCHER, U.S. mission senior political counselor and Ambassador VAL McCOMIE, assistant secretary general of the Organization of American States, were panelists before an open forum sponsored by the Center for Advanced Studies of the Americas, on Organization of American States charter reform and decisions at Cartagena ... On February 27 Mr. McCormack spoke before the student officers of the Inter-American Defense College, on hemispheric security ... Mr. Crowley retired from Foreign Service on February 3, but agreed to stay on as consultant until a new deputy is chosen ... Also reported were the retirement in January of mission coordinator DOUGLAS HARTLEY and the addition to the staff of economic officer RONALD A. DWIGHT, administration and hostship director ELISKA H. COOLIDGE and secretarial assistant THOMASINE R. ZACHARY. □

International Narcotics Matters

Assistant Secretary JON THOMAS headed the U.S. delegation to the ninth special session of the Commission on Narcotic Drugs and the preparatory conference for the World Conference on Drug Abuse and Drug Trafficking, February 10-21, in Vienna ... Deputy assistant secretary JERROLD MARK DION and program officer DIANNE GRAHAM accompanied Mr. Thomas as members of the U.S. delegation ... Mr. Thomas, Mr. Dion and Ms. Graham traveled to Stockholm, Helsinki, Copenhagen and London, for bilateral discussions with host-government representatives ... On March 6 Mr. Thomas held bilateral discussions on U.S.-Brazilian narcotics relations, with the Brazilian foreign ministry's

under secretary general for multilateral affairs, RUBENS BARBOSA, and the chief of the department of international organizations, BERNARDO PERICAS.

The bureau's director of program management, CAESAR P. BERNAL, traveled to Mexico for one week of temporary duty, serving as coordinator for the herbicide technical team consisting of WALTER A. GENTNER, Beltsville Agricultural Research Center, Department of Agriculture, and PETE W. JACOBY, University of Texas A & M Extension Service, at Vernon, Tex. The team spent four days in the Sierra Madre Occidental poppy and cannabis growing areas, to observe field activities and evaluate efficacy of the crop control strategy based on aerial spraying of herbicides. The team met with Attorney General SERGIO GARCIA RAMIREZ, to brief him and his staff on their findings and recommendations, before returning to Washington, March 1.

Visitors to the bureau included deputy attorney general JOSE ORTEGA of Mexico; the minister of justice of Spain, FERNANDO LEDESMA; the deputy prime minister of Antigua, LESTER BIRD; AID mission director EUGENE STAPLES, from Pakistan; and the U.S. ambassadors from Burma, Malaysia and Peru. □

International Organization Affairs

ERNEST C. GRIGG, acting deputy director of UN political and institutional affairs, traveled to Vienna, February 24-March 6, as part of the U.S. delegation to the Commission on the Status of Women ... WILLIAM FALKNER, deputy director, Office of Technical Specialized Agencies, Industrial and Communications Program, was a member of the U.S. delegation to the 232nd governing body meeting of the International Labor Organization, February 24-March 7, in Geneva ... GRAY HANDLEY, Office of Technical and Specialized Agencies, served as an adviser on the U.S. delegation to the ninth special session of the UN Commission on Narcotic Drugs, and to the first preparatory conference for the 1987 International Conference on Drug Abuse and Trafficking. The meetings were in Vienna, February 10-21.

HARTFORD T. JENNINGS, chief, Agricultural Development Division, Office of International Development, traveled to Downingtown, Pa., February 25-26, where he addressed the Rotary Club on international cooperation ... He spoke to students at Lincoln University and Cheney State University, about career opportunities at State and in the Foreign Service ... LUCY TAMLYN, Agriculture Development Division, Office of International Development, served as an adviser at the International Fund for Agricultural Development governing council meeting, in Rome, January 21-24 ... ANTONIO GAYOSO, director, Office of International Development, and HARRY GLAZER, chief, Economic Development

Division, same office, served as alternate representative and adviser, respectively, at the organizational meeting of the UN Development Program governing council, February 18-19, and also at its special meeting, February 19-21, in New York ... DONALD G. JOHNSON, Economic Development Division, same office, participated in the working group of the governing council, February 24-25, also in New York.

People: FLORA M. EVON has transferred from the Foreign Affairs Information Management Center to the Reference and Information System Staff ... TAMARA YOUNG transferred from the Pre-Assignment Center to the Office of UN Political Affairs ... ROGER A. BROOKS, a new appointee; ERIC RUSSI, from the Bureau of Oceans and International Environmental and Scientific Affairs; and ROBERT C. HILL transferred from the Bureau of Inter-American Affairs to the Policy and Planning Staff ... TERRY AIKEN, Reference and Information Systems Staff, and BRENDA OUTLAW, Office of UN Political Affairs, and BARBARA BUTLER, Office of U.S. Budgetary Presentations and Payments, have resigned. □

Legal Adviser's Office

ABRAHAM D. SOFAER, the legal adviser, accompanied by deputy legal adviser MARY MOCHARY and attorney-adviser STEVE CATLETT, attended the American Bar Association's Council of Delegates meeting ... Mr. Sofaer was the keynote speaker at the Washington Foreign Law Society's annual meeting ... Ms. Mochary, accompanied by the assistant legal adviser for law enforcement and intelligence, ANDRE SURENA, and JOANN DOLAN, an attorney in that office, traveled to Paris, for final negotiations and signing of a new extradition treaty.

In February, attorney CAROLYN WILLSON traveled to Vienna, as a participant at the UN conference on the law of treaties between states and international organizations; attorney RICHARD WOHL went to Tokyo, for a third round of consultations with officials of Japan's ministry of justice concerning standards for allowing American lawyers to practice law in Japan ... Attorney PAUL CORAN attended the annual conference of the Society of Federal Labor Relations Professionals, in Washington ... Attorney WILLIAM GRESSMAN attended a seminar on executives' public financial disclosure, and also gave an ethics lecture, in Rosslyn, for new Civil Service officers.

People: The office welcomed attorney DEBORAH KENNEDY, who joined the office for oceans, international environmental and scientific affairs, and PEGGY PIASECKI, who joined the Executive Office as a support services specialist ... Departing were ROBIN McELHANEY, who joined the Bureau of International Organization Affairs as secretary to the assistant secretary; she was replaced by LEE PORTER, from the Office of the Assistant Legal Adviser for European and

BUREAU NOTES

Canadian Affairs ... MARY MARSHALL left the Office of the Assistant Legal Adviser for Educational, Cultural and Public Affairs to work for the Consumer Products Safety Commission ... RONALD KLEINMAN and RUTH DHOOP were awarded quality step increases. □

Management

Office of the Under Secretary

WILLIAM A. EATON has joined the office as a special assistant. He replaces ROBERT B. NOLAN, who is to begin Foreign Service Institute training in anticipation of an assignment abroad. □

Family Liaison Office

Community liaison office coordinators CHRISTINE PRIETSCH (Tegucigalpa) and SANDY LORE (Lisbon) visited the office in February. □

Office of Foreign Missions

CAROL TRUESDALE joined the office on February 17 ... VONDELL MAYO transferred to the tax unit of the office on February 17 ... Chief counsel RON MLOTEK represented the Department's interests before the District of Columbia Zoning Commission, at a February 27 hearing to establish new zoning regulations on location of foreign embassies. □

Medical Services

Dr. KENNETH BABCOCK commenced his tour as clinical director after returning from Dakar ... Dr. THOMAS VALK, assistant medical director for clinical psychiatry, is on a survey trip of posts in eastern and western Europe ... Dr. PAUL GOFF, deputy medical director, surveyed medical facilities at the Caron Foundation that are used by State, in Reading, Pa. ... ARLYNE HEERLEIN has replaced CLAUDETTE DIETZ as director of Foreign Service nurse programs. Ms. Dietz is retired after 24 years in the Foreign Service and eight overseas assignments before being named director of nurses. □

Oceans and International Environmental and Scientific Affairs

Assistant Secretary JOHN D. NEGROPONTE and ALLEN L. SESSOMS, director, Office of Nuclear Technology and Safeguards, were members of the U.S. delegation to the International Atomic Energy Agency's board of governors meeting, in Vienna, February 18-19 ... On February 21 Mr. Negroponte and Mr. Sessoms participated in the U.S.-Swiss bilateral consultations on nuclear non-proliferation issues, in Bern ... Mr. Negroponte traveled to Ottawa,

February 12-13, to consult with Canadian officials on fisheries, boundary, nuclear and other issues.

RICHARD ELLIOT BENEDICK, deputy assistant secretary for environment, health and natural resources, led the U.S. delegation to the February 5-6 meeting, in Paris, of the Organization for Economic Cooperation and Development's Committee for Scientific and Technological Policy. The meeting considered, among other matters, the recently-completed expert group's report on safety and regulations in biotechnology ... While in Paris, Mr. Benedick held consultations at the French Atomic Energy Commission, on issues of radioactive waste disposal, and with the recently-elected chairman of the Development Assistance Committee, JOSEPH WHEELER, on environment and economic development ... On February 6-7 he attended an international conference, in Brussels, on high technology, western security and economic growth.

CLIFTON G. METZNER JR., director, Office of Environment and Health, attended a conference at the University of Arizona, Tucson, on U.S./Mexico Border copper-smelter pollution problems, February 5-7, and visited a New Mexican smelter in Narcozari ... Mr. Metzner also met with officials in Mexico City, to discuss sanitation plans for the Tijuana treatment and disposal systems, February 17-19.

ROGER SOLES, executive director, U.S. Man and the Biosphere Program, met, February 13-14, in Orlando, Fla., with scientists of the Man and the Biosphere Directorate on grazing lands, to plan international research and education projects. The meeting was held in conjunction with the Society of Rangeland Management.

On February 6-7 JAMES B. DEVINE, deputy assistant secretary for nuclear energy and energy technology affairs, with FRED F. MCGOLDRICK, director, Office of Non-Proliferation and Export Policy; ALLEN L. SESSOMS, Director, Office of Nuclear Technology and Safeguards; and ELEANOR BUSICK, acting director, Office of Export and Import Control, participated in the latest round of U.S.-Canada bilateral consultations on nuclear nonproliferation issues, in Washington. □

Politico-Military Affairs

Director H. ALLEN HOLMES traveled to Brussels, for a meeting of the NATO Special Consultative Group on February 11 ... Lt. Col. JOHN W. VAN DE KAMP, Office of International Security Policy, represented the Department at the Caribbean military leaders conference hosted by the commander of U.S. forces in the Caribbean, February 25-26 ... Between February 17-27, JERRY W. LEACH, deputy director, Office of Strategic Technology Affairs, participated in bilateral discussions on strategic trade with the West German, French, British, Italian, Dutch, Belgian and Norwegian governments.

People: Departures: MICHAEL ARITETTI completed his short tour with the Office of Stra-

tegic Nuclear Policy on January 14 ... ROBERT DEAN, deputy assistant secretary, resigned, February 14. **Arrivals:** THOMASINE DAVIS has joined the Office of International Security Policy ... CORNELIA JONES has joined the Office of Theater Military Policy. □

Program Inspector General

On February 19 Program Inspector General WILLIAM HARROP spoke at a President's Council on Integrity and Efficiency executive development workshop, on "The Use of Inspections within Inspector General Organizations." ... MADISON ADAMS JR., director, Office of Coordination and Review, appeared in the same workshop, taking part in a short play called "The Inspection Story," a dramatization of themes and issues common to the inspections process ... The former ambassador to the Ivory Coast, THOMAS W. M. SMITH, joined the office on March 1, as deputy program inspector general, replacing WILLIAM B. EDMONDSON, who retired at the end of January ... ELLEN-MARIE McHALE, staff assistant, was awarded a Superior Honor Award "for sustained, exceptional performance critical to the success of the program inspector general's new inspection approaches." ... On February 26 MADISON ADAMS and BRIAN KIRKPATRICK met with representatives of the Defense Department's Office of the Inspector General, to discuss the Office of the Program Inspector General's compliance system and the recent automation of that system ... On March 5 ROBERT GRANICK, senior adviser to the program inspector general, met with a representative of the Office of the Inspector General, Department of the Army, to discuss management training programs for inspectors ... GEORGE LOWE, team leader, spoke to participants in the administrative core course, February 27, about inspection procedures and how to prevent waste, fraud and mismanagement. □

Public Affairs

Deputy assistant secretary ROBERT M. SMALLEY addressed German audiences in Cologne, Dusseldorf and Frankfurt on a variety of issues, including U.S.-Soviet relations, on February 5-7 ... He represented the U.S. at the conference of national information officers at NATO, Brussels, February 3, and met with Economic Community officials in Brussels, February 4 ... On March 5 and 6 he addressed the Vancouver (Wash.) Rotary and the Eugene (Ore.) World Affairs Council, both on U.S.-Soviet relations; he met with the media in both cities.

Office of Opinion Analysis and Plans: JOANNA MARTIN, deputy director, participated in a conference on U.S. public diplomacy in Europe, at the American embassy in London, March 3-4.

Office of Press Relations: MIKE SIFTER,

press assistant, departed January 31 to join the Operations Center . . . Work-study intern KEN BEMIS completed his assignment in the office, March 6, and has returned to Principia College.

Office of Public Programs: Secretary's coordinator JANICE SETTLE and intern RICHARD FROELICH advanced SECRETARY SHULTZ's remarks, February 18, at the AID conference on privatization, at the Sheraton-Washington Hotel . . . Regional Programs Division deputy chief MONICA JANZER accompanied senior deputy assistant secretary GEORGE HIGH to meetings with nongovernmental organization leaders, in Los Angeles, February 19, and San Francisco, February 20 . . . Regional program officers EILEEN McCORMICK and MICHAEL GUIGNARD organized and participated in similar events in Seattle, February 21, and Houston, February 28 . . . In conjunction with these trips, Ms. Janzer and Ms. McCormick conducted surveys of local contacts for public affairs activities in Los Angeles, San Francisco and Portland . . . CHRISTINE MURRAY, formerly secretary to the director of public programs, joined the Regional Programs Division as a program officer, February 17 . . . Washington programs conference officer BETTY CHRISTIANA coordinated arrangements for the annual Hearst Foundation Senate Youth Forum, February 7, in the Department. One hundred outstanding high school students from around the country, accompanied by Hearst family members and foundation officials, heard Secretary Shultz make welcoming remarks, and DAVID LONG speak on terrorism . . . Senator NANCY KASSEBAUM (R.-Kan.) addressed the group at a luncheon . . . Ms. Christiana assisted with the February 19-20 U.S.-Asia Institute fifth leadership conference, attended by 250 Asian and American business executives, leaders of academic and financial institutions and Asian diplomats, in the Department. Speakers included Secretary Shultz.

Refugee Programs

KEVIN LYONETTE, chief of donor relations for the Office of the UN High Commissioner for Refugees, in Geneva, with his officer for North America, MARCUS DOLDER, and the Commissioner's representative in Washington, FIORELLA CAPPELLI, met with bureau acting director ROBERT L. FUNSETH for a two-day review of a wide range of policy and program issues, including budgets, fundraising, audit compliance and regional refugee requirements in Africa, the Middle East, Central America, Southeast Asia and Europe. Present were ARTHUR E. DEWEY, deputy assistant secretary for international refugee assistance; RICHARD D. ENGLISH, deputy assistant secretary for refugee admissions; JAMES P. KELLEY, director, Office of International Refugee Organizations; and other bureau office directors and program officers.

JOHN C. MCCARTHY, president, Interna-

tional Catholic Migration Commission, met with Mr. Funseth, to review operations of the Orderly Departure Program in Bangkok. Mr. McCarthy had returned from a trip to Thailand, where he had met with BRUCE A. BEARDSLEY, program director, and ARTHUR H. ROOS, director of the joint voluntary agency there . . . Mr. Dewey, along with JOHN A. BUCHE, director, Office of European and Latin American Refugee Assistance, and DAVID K. RAMOS, program officer, and FRANCES JONES and RON NICHOLSON met with Project Hope officials, WILLIAM WALSH and WILLIAM B. WALSH, JR., to discuss that organization's assessment of Nicaraguan refugee needs in Costa Rica, and its proposal to assist these refugees.

Mr. English testified before the Subcommittee on European Affairs of the Senate Foreign Relations Committee, on third-country processing of Romanian refugees . . . SAID BILLE ADEN, Governor of Lower Shebelle, Somalia, visited the bureau to discuss enumeration problems, differential rationing systems and possible settlement opportunities for refugees in Lower Shebelle. He was in the United States under the sponsorship of the Bureau of Educational and Cultural Affairs, Voluntary Visitors Division, USA. The Office of African Refugee Assistance hosted a luncheon in honor of Governor Aden. State and AID offi-

cials HUNTER FARHMAN and NEDRA HUGGINS-WILLIAMS were in attendance . . . MICHAEL D. METELITS, deputy director, Office of Asian Refugee Assistance, consulted with U.S., UN and host-country officials, on antipiracy and rescue-at-sea efforts in Hong Kong, Manila, Singapore, Kuala Lumpur and Bangkok . . . EDWARD W. GEIBEL, budget analyst, Office of Program Budget, with THERESA L. RUSCH, program officer, Office of Reception and Placement, and MARGARET J. BARNHART, reviewed reception and placement programs in Central Valley, Calif., and consulted with county and state officials concerning refugee resettlement.

ANN MORGAN has returned from an English-as-a-second-language/cultural orientation monitoring trip to Indonesia and Thailand. Of primary interest, she reported, was the full implementation of a program at Phanat Nikhom, Thailand, to prepare refugee youth ages 13-16 from American secondary schools. This program, which also operates at the refugee processing center at Bataan in the Philippines, serves some 1,800 refugee adolescents . . . ANN C. MONTGOMERY has joined the Office of Refugee Admissions and Processing, where she will be responsible for southeast Asian refugee matters. ■



ALEXANDRIA, Egypt—Consul general Frances D. Cook presents Meritorious Honor Award to administrative officer Steven A.

Browning for his service during the Achille Lauro incident. Deputy principal officer Andrea M. Farsakh is at right.

Letters to the Editor

—(Continued from Page 1)

employee's annual dependency report? In what sense can a working spouse (FSA, AFM, self-employed or local economy) be said to be *dependent* if he/she is gainfully employed—earning more, perhaps, than the sponsoring employee? Can it be argued that dependency is a matter of kinship rather than financial status? If so, why is a minor child dropped from allowance computations upon reaching the age of assumed financial independence? What more logical target for the Gramm-Rudman act featured on your February cover?

Jobs for the ladies, fine—provided the Department is prepared for: some PR flak, a probably adverse effect on FSS morale and an unwelcome focus on a system of allowances which most of the foreign affairs community would prefer remain untouched.

Sincerely,

JOHN O. GRIMES, FSO (ret.)

Editor's note: The budget squeeze has forced the Department to delay this program (State, March). □

On 'disciplined writing'

AMMAN, JORDAN

DEAR SIR:

I just finished reading Mortimer D. Goldstein's 11th installment of "Disciplined Writing and Career Development," in the February edition. Although I couldn't see anything in the article that directly related to career development, I thought his discussion of conjunctions and connective devices was accurate.

I am a new employee in the Foreign Service, so I have not had a chance to read the other 10 installments by Mr. Goldstein, so if my comments are biased on that account, I apologize. However, being an ex-English/composition teacher, I couldn't help but make some observations.

Mr. Goldstein's methods remind me of one of my English teachers, back in 1955. This teacher was more concerned with correctness of grammar than she was with whether the writing had any meaning. You know who I'm talking about. We all had an English

teacher like that. I hope Mr. Goldstein is not that teacher and realizes that correct usage and grammar mean nothing unless some other basic principles are at work: (a) pre-writing; (b) writing; (c) rewriting; (d) sharing.

A few words about the four principles, and then I'll stop, having aired my concerns. *Pre-writing* is the thing or things you do before you write: research, gathering materials, getting comfortable, reading, observing, discussing—in general, just organizing yourself to get ready to write. In other words, know what you want to say before you say it. *Writing*, of course, is the actual physical and mental skill of putting words on paper in an orderly fashion, saying exactly what you want to say. *Rewriting* is like editing, and this is the area many people don't use, understand or see the importance of in the process of writing. Mr. Goldstein would probably stress this one because here you can clean up all your bad grammar and insert and delete conjunctions.

The last principle is the most important: *sharing*. All writers must be aware of their audience, the fact that someone, somewhere will *read* what you have written. The important thing is not whether you as a writer understand what you have written, but whether a *reader* can understand ... Put yourself in your reader's shoes for a moment and read what you have written. Without awareness of audience and the concept of sharing, all writing is worthless, regardless how perfect the grammar. I would much rather read a grammar-poor article that makes me laugh and cry than I would one with perfect conjunctions that bored me to death. (Hey, did I just describe the difference between creative writing and bureaucratic writing? Hum!)

My advice to anyone who is trying to follow Mr. Goldstein's methods in this article is as follows: don't. Stick to the four principles mentioned above. They are not mine. I don't own them. There is no copyright on them. They are free. They have evolved through years of research and practical applica-

tion in the classrooms of professional teachers all over the country. Start with pre-writing, then write, then rewrite, then share, keeping in mind your audience. Don't worry about grammar, connectives and all the other technical, grammarbook trivia. Just write and say what you mean. Let others worry about the grammar and the terminology of writing.

Sincerely,

LARRY BROOKS

Mr. Goldstein replies: If Mr.

Brooks had held fast to his own prescription for "prewriting" and taken the trouble, before rushing to print, to obtain and study the first 10 columns of the series, he would have learned that nearly all of the constructive ideas in his letter had been covered during 1985 (the few remaining ideas will be covered this year). In view of his advice not to be concerned about "grammar ... and grammatical 'trivia'" and his intimation that the road to "bureaucratic writing" and boredom is paved with wasted attention to correctness, I suggest that he look into the specific aims of the series and reflect on the difference between rules of grammar and guidelines for style and editorial judgment, and then consider whether his approach to writing in his old environment is suitable for his new one. □

Hey! You forgot us

JERUSALEM

DEAR SIR:

You omitted our post, unfortunately, in your recent article on Foreign Service chauffeurs (December). Please be advised that awards were presented recently to consulate drivers who had earned a total of 28 years of safe driving. This record could have been increased by five years because Mardoche Abergel, a consulate driver who alone has a record of 18 years of safe driving, was employed at the embassy in Rabat from January 1959 to July 1964 as a driver also. There in Rabat, as well as here in Jerusalem, Max maintained a perfect safe-driving record.

Max is not the only old-timer at

this post. Ibrahim Abu Harthiya started his driving career with the consulate in 1961. Ibrahim also worked at the U.S. embassy in Amman, Jordan, where he came under fire while serving the Americans.

Likewise, Mardoche Abergel continued to discharge his chauffeur duties at the consulate general building on Agron Road throughout the days of the 1967 war, with devotion to duty and courage.

Sincerely,
AL LOPEZ
Administrative officer □

On the 'caste system'

EUGENE, ORE.

DEAR SIR:

It is reassuring to know that the Department has not changed in any radical way since my retirement in 1979. I read with interest and amusement the item regarding senior officers getting annual medical exams (January issue). Is the Department trying to tell everyone if you are 59 and not a senior officer, your health is not a matter of any great concern? Long live the caste system! Needless to say, I will be most surprised if this letter makes publication.

Sincerely,
LEONARD LANE

The editor replies: The senior medical exams were discontinued after this letter was written (see article in March issue). □

Who's on first?

RESTON, VA.

DEAR SIR:

In those cases where the captions for award photographs do not use the hoary l. and r. system to identify who is who, how does one recognize who is the awardee and who the awardee?

Or are the visual clues in the photograph sufficient to make the l. and r. identification superfluous? Is the guy with the tie always the awardee and the guy without one always the awardee? Or is it just the other way around? Is the one with full face always the awardee? Or the reverse?

Transfer Tremors by ebp

I was transferred to SANTIAGO; after thinking about it over lunCH I LET everyone know how happy I was.

I was transferred to PARIS; I guess everyone thought I was nuts when I sort of RAN CELEbrating down the halls.

I was transferred to BURMA; the other post offered was TehRAN—GO ON and decide for yourself why I preferred Asia. □

Or is it the width of the smile that tells us which is which? In that case, since it is more blessed to give than to receive, the widest smile belongs to the awardee, right?

Sincerely,
JAMES H. DE COU

The editor replies: Why are you asking me? I don't know, either, because some contributors submitting captions don't follow the magazine's instructions to specify who's who—a failing which sometimes necessarily results in rejection of the submission. ■



EAST ASIAN AND PACIFIC AFFAIRS—J. Lewis "Scooter" Libby, left, receives Department's Foreign Affairs Award for Public Service from Assistant Secretary Paul Wolfowitz.

ment's Foreign Affairs Award for Public Service from Assistant Secretary Paul Wolfowitz.

Obituaries

Calvin F. Thornton, 61, a diplomatic pouch assistant in the Office of Communications, mail and pouch branch, died of lung cancer on February 23 at Providence Hospital in Baltimore.



Joining State in 1962, he was a messenger in the Office of Operations and a mail clerk in the diplomatic mail and pouch branch. In 1965, he was assigned to Tehran as a communications clerk. Other assignments included Frankfurt as a communications and records assistant and diplomatic pouch assistant; Athens as a communications and records officer; Bangkok as a communications and pouch officer; and Frankfurt as a pouch officer.

A native of Baltimore, Mr. Thornton was graduated from the Maryland Technical Institute. From 1943-46, he served in the Army. Survivors include his former wife and two sons. □

Virginia E. O'Neill, 61, a secretary at the Stamford Passport Agency, died of cancer at Sloan Kettering Institute for Cancer Research, in her home state, New York, on February 20.

Joining the agency in 1979, she was a clerk/typist, 1979-82, and a staff aide, 1982-83. She worked in New York as a bookkeeper, 1944-48, and as a clerk/typist, 1974-78. Survivors include her husband and two children. □

Thomas M. Casey, 56, a communications programs officer in Mombasa from 1982 until he retired in 1984, died on February 27.

Beginning his career in 1967, he served in Brussels, Tehran and Rome as a communications and records assistant; in Milan and Ibadan as a communications and records officer; in the Bureau of African Affairs and Paris as a support communications officer; and in Kampala as a communications pro-

grams officer.

Mr. Casey was born in Pennsylvania. Survivors include his wife. □

Anthony D. Sierra, 58, chief of the translating branch in the Language Services Division, died after a heart attack on February 14.



Mr. Sierra joined State as a Spanish language interpreter in 1961. He was a language officer in the interpreting branch, 1970-73. Born in California, he worked there as a linotype operator, 1948-50 and 1956-61. He served in the Army, 1954-56. Survivors include his wife, a son and a brother. Contributions are suggested to the Calvert County Cardiac Society in Prince Frederick, Md. □

Wiley T. Buchanan Jr., 72, a former chief of protocol and ambassador to Luxembourg and Austria, died at the Potomac Valley Nursing Home on February 16.



Mr. Buchanan, appointed to Luxembourg as minister in 1953, served there as ambassador, 1955-57. After working in a private investment business for 16 years, he was appointed ambassador to Austria in 1975. He served as chief of protocol, 1957-61 and wrote a book called "Red Carpet at the White House."

A native of Texas, Mr. Buchanan attended Southern Methodist University and George Washington University. He was on the board of directors for the L'Enfant Plaza Corp. and the National Symphony. In addition, he was a member of the Federal City Council. Survi-

vors include his wife, a son, two daughters, a brother, a sister and seven grandchildren. □

Audrey M. Holstman, 63, a Foreign Service secretary who retired in 1983, died on January 24. Assignments during her 15-year career included Conakry, Jerusalem, Lubumbashi and Madras. She was born in Waukesha, Wisc. Survivors include a son. □

Robert S. Ashford, 61, who served as principal officer in Merida before retiring to Coral Springs, Fla., in 1977, died on February 14.



Beginning his career as a communications specialist in 1949, Mr. Ashford was an administrative specialist in New Delhi; a consular officer in Asuncion, Havana and Mexico City; and principal officer in San Pedro Sula. From 1967-70, he was director of the Miami Reception Center. Detailed to AID in 1970, he was an area development adviser in Saigon for two years.

Mr. Ashford was a fifth-generation native of Washington. He was graduated from Princeton. He served in the Air Force, 1942-46 and 1951-53. Survivors include his wife, the former Janet Michellod, who was a translator in the Office of Language Services, 1960-69, as well as three sons, two daughters, four grandchildren and a sister. □

Andre C. Simonpietri, 74, who served as counselor for science affairs in Buenos Aires and Mexico before retiring in 1975, died on February 14.

Joining the Department in 1938, Mr. Simonpietri was an executive assistant in the Office of International Conferences for four years. From 1942-45 he worked in the Office of the Coordinator for Inter-American Affairs. A science adviser in several Latin

American countries, he became secretary-general of the Pan American Institute of Geography and History, in Mexico, in 1951. After serving as associate director of international relations at the National Academy of Sciences, he was appointed science officer in Rio de Janeiro in 1962.

Mr. Simonpietri was born in Virginia. Educated in Italy, he earned a bachelor's, master's and Ph.D. at the Università Urbana in Rome. Survivors include his wife, five sons, one daughter and ten grandchildren. □

Mary Dirnberger Mack Sundbeck, 79, who was second secretary and consul in Rome, 1956-62, died on January 14 at her home in Chapel Hill, N.C.

Joining State in 1948, she worked as an information and editorial specialist in the Bureau of Public Affairs and on the UNESCO relations staff. She retired in 1963.

Ms. Sundbeck was born in Buffalo. In 1929 she was graduated from the University of North Carolina. Other Government service was with the National Youth Administration, 1939-41; the Office of Price Administration, 1941-44; the UN Relief and Rehabilitation Administration, 1944-47; and the Department of Agriculture, 1948.

Survivors include a son, a grandchild, four stepchildren and two step-grandchildren. □

Joe Davis Walstrom, 80, a Foreign Service commercial officer who retired in 1963, died of cancer on February 22 at his home in Merida, Mexico.

Mr. Walstrom was assistant trade commissioner in Bangkok, 1930-33. After working as an assistant investigator for the Agricultural Adjustment Administration, he was appointed assistant trade commissioner in Buenos Aires in 1936. Other assignments included assistant chief of the Division of International Communications, associate chief of the Aviation Division, commercial attache in New Delhi, counselor in Buenos Aires, counselor and director of

the Mutual Defense Assistance Control Staff in Paris, and coordinator of emergency plans. In 1961 he was detailed to the International Boundary and Water Commission.

Mr. Walstrom was born in

Springfield, Ill.

He was graduated from George Washington University.

Survivors include his wife, a son, a daughter, a brother, a sister and four grandchildren. ■

Declare financial independence.



Buy U.S. Savings Bonds

Library Booklist

Southeast Asia

Part 3

General

- ANAND, R. P., ed. *ASEAN, Identity, Development and Culture*. Honolulu, East-West Center, 1981. 411p. HE441.A855
- BRONOWSKI, ALISON, ed. *Understanding ASEAN*. New York, St. Martin's, 1982. 323p. HC441.U5
- DUTT, ASHOK K., ed. *Southeast Asia: Realm of Contrasts*. Boulder, CO, Westview, 1985. 268p. DS521.S67
- HALL, DANIEL G. E. *A History of Southeast Asia*. New York, St. Martin's, 1981. 1070p. DS503.4.H3 1981
- HOFHEINZ, ROY. *The East Asia Edge*. New York, Basic, 1982. 296p. HC460.5.H63
- HOOKER, M. B. *Islamic Law in Southeast Asia*. New York, Oxford Univ., 1984. 330p. K70.H65
- JACKSON, KARL D., ed. *ASEAN Security and Economic Development*. Berkeley, Univ. of California, 1984. 321p. HC441.A863
- JOO-JOCK, LIM, ed. *Armed Communist Movements in Southeast Asia*. New York, St. Martin's, 1984. 204p. HX395.8.A6A75
- JORGENSEN-DAHL, ARNFINN. *Regional Organization and Order in Southeast Asia*. New York, St. Martin's, 1982. 278p. HC412.J67
- MC CLOUD, DONALD G. *System and Process in Southeast Asia: The Evolution of a Region*. Boulder, CO, Westview, 1986. 300p. On order
- MILLAR, T. B. *International Security in the Southeast Asian and Southwest Pacific Region*. New York, Univ. of Queensland Press, 1983. 319p. JX1569.157
- PAUKER, GUY J. *Government Responses to Armed Insurgency in Southeast Asia: a Comparative Examination of Failures and Successes and their Likely Implications for the Future*. Santa Monica, CA, Rand, 1985. 32p. Q180.A1R32 no. 7081
- PAUKER, GUY J. *Policy Implications of Political Institutionalization and Leadership Changes in Southeast Asia*. Santa Monica, CA, Rand, 1985. 23p. Q180.A1R32 no. 7092
- PHIPHAT, TANGSUBKUL. *ASEAN and the Law of the Sea*. Singapore, Inst. of Southeast Asian Studies, 1982. 148p. JX4422.A7842P45
- SCALAPINO, ROBERT A., ed. *Economic, Political and Security Issues in Southeast Asia in the 1980s*. Berkeley, Univ. of California, 1982. 230 p. D526.7.E27
- SIMON, SHELDON W. *The ASEAN States and Regional Security*. Stanford, CA, Hoover Inst., 1982. 161p. UA833.5.S55
- Southeast Asia, Problems and Prospects: A Conference Sponsored by the Defense Intelligence College*. Washington, Defense Intelligence College, 1985. 139p. DS526.7.S67
- VAN DER KROEF, JUSTUS M. *Communism in Southeast Asia*. London, Macmillan, 1981. 342p. HX395.8.A6V36

Economics

- ASHER, MUKUL G. *Indirect Taxation in ASEAN*. Singapore, Singapore Univ. Press, 1983. 242p. HJ5731.A785A83
- CRONE, DONALD K. *The ASEAN States: Coping with Dependence*. New York, Praeger, 1983. 230p. HC441.C76
- GARNAUT, ROSS, ed. *ASEAN in a Changing Pacific and World Economy*. Canberra, Australian National Univ. Press, 1980. 557p. HF1591.P3 1979
- LEE, S. Y. *Financial Structures and Monetary Policies in Southeast Asia*. New York, St. Martin's, 1982. 338p. HG187.A789L43
- ROBISON, RICHARD, ed. *Southeast Asia: Essays in the Political Economy of Structural Change*. London, Routledge & Kegan Paul, 1985. 320 p. On order
- SIDDAYAO, CORAZON M. *The Supply of Petroleum Reserves in Southeast Asia: Economic Implications of Evolving Property Rights*. New York, Oxford Univ. Press, 1980. 240p. HD9576.A77S552
- SKULLY, MICHAEL T., ed. *Financial Institutions and Markets in Southeast Asia: A Study of Brunei, Indonesia, Malaysia, Philippines, Singapore and Thailand*. New York, St. Martin's, 1984. 411p. HG187.A789F56
- SKULLY, MICHAEL T. *Merchant Banking in ASEAN: A Regional Examination of its Development and Operations*. New York, Oxford Univ., 1983. 200p. HG3290.8.A6S58
- The Petroleum Resources of Indonesia, Malaysia, Brunei and Thailand*. Washington, U.S. Govt. Print. Off., 1984. 183p. TN876.155P47 Ref.
- WAWN, BRIAN. *The Economics of the ASEAN countries: Indonesia, Malaysia, Philippines, Singapore and Thailand*. New York, St. Martin's, 1982. 188p. HC441.W38
- WU, YUAN-LI. *Economic Development in Southeast Asia: The Chinese Dimension*. Stanford, CA, Hoover Inst., 1980. 219p. HC412.W84.

Foreign relations

- AKRASANE, NARONGCHAI, ed. *Proceedings of a Conference on ASEAN-EEC Economic Relations*. Singapore, The Unit, 1982. 387p. HF1592.5.E86C66 1981
- HARRIS, STUART. *European Interests in ASEAN*. London, Routledge & Kegan Paul, 1983. 89p. DS525.8.H37
- HOYT, EWIN P. *Pacific Destiny: The Story of America in the Western Sea from the Early 1800s to the 1980s*. New York, Norton, 1981. 323p. DS518.8H64
- KENNY, HENRY J. *The American Role in Vietnam and East Asia: Between Two Revolutions*. New York, Praeger, 1984. 192p. DS518.8.K44
- KRAUSE, LAWRENCE B. *US Economic Policy Toward the Association of Southeast Asian Nations: Meeting the Japanese Challenge*.

Washington, Brookings Inst., 1982. 98p. HF1456.5.A7K72

- SCHMITT-RINK, GERHARD, ed. *EC-ASEAN: Trade Among the European Community and the Association of Southeast Asian Nations, 1974-80: Trends and Structures*. Bochum, Studierlag Brockmeyer, 1982. 169p. HF3790.8.Z7E812
- SHIBUSAWA, MASAHIDE. *Japan and the Asian Pacific Region: Profile of Change*. London, Croom Helm, 1984. 196p. DS518.1.S52
- TEPPER, ELLIOT L., ed. *Southeast Asian Exodus: From Tradition to Resentment: Understanding Refugees from Laos, Kampuchea and Vietnam in Canada*. Ottawa, Canadian Asian Studies Assoc., 1980. 230p. HV640.4.C256
- U.S. Congress. Senate. Committee on Foreign Relations. *U.S. Policies and Programs in Southeast Asia*. Hearings, 97th Congress, 2nd Session, June 8, 10 and 18, and July 15, 1982. Washington, U.S. Govt. Print. Off., 1982. 161p. DS525.9.U5U54 1982
- WONG, JOHN. *The Political Economy of China's Changing Relations with Southeast Asia*. New York, St. Martin's, 1984. 246p. HF1604.ZAA7858

Social Issues

- ARCE, WILFREDO., ed. *Population Change in Southeast Asia*. Singapore, Inst. of Southeast Asian Studies, 1983. 499p. HB3641.P67
- EVERS, HANS-DIETER, ed. *Sociology of Southeast Asia: Readings on Social Change and Development*. New York, Oxford Univ. Press, 1980. 282p. HN690.8.A8S63
- LIM, LINDA Y. C., ed. *The Chinese in Southeast Asia*. Singapore, Maruzen Asia, 1983. 2 v. DS523.4.C45C49
- REID, ANTHONY. *Slavery, Bondage and Dependence in Southeast Asia*. New York, St. Martin's, 1983. 382p. HT1315.S68S52
- SCHREGLE, JOHANNES. *Negotiating Development: Labour Relations in Southern Asia*. Geneva, ILO, 1982. 186p. HD8670.3.S37
- SINGH, I. J. BAHADUR, ed. *Indians in Southeast Asia*. New Delhi, Sterling, 1982. 232p. DS509.5.E31554
- United States. House. Committee on Foreign Affairs. *Overview of the Refugee Situation in Southeast Asia*. Hearing, 98th Congress, Second Session, April 5, 1984. Washington, U.S. Govt. Print. Off., 1984. 130p. HV640.5.V5U4755
- VON DER MEHDEN, FRED. *Religion and Modernization in Southeast Asia*. Syracuse, NY, Syracuse Univ. Press, 1986. 232p. On order
- WANG, GUNGWU. *Community and Nation: Essays on Southeast Asia and the Chinese*. Singapore, Heinemann Educational Books, 1981. 292p. DS523.4.C45W36 ■

U.S. savings bonds are guaranteed against theft, loss or destruction. □

The Super Bureaucrat
SUPERC RAT

BY
**CHIP
BECK**

"GIVE-EM-HOT-
AIR-HARRY..."



IN OUR LAST EPISODE,
THE BALLOON BUNCH
CAME UNDER COMBINED
MISSILE AND AIR
ATTACK



ONLY A FOG BANK
COULD SAVE
US NOW.



I WISH I WAS IN
ONE... BACK AT
FOGGY BOTTOM!



FOG!! THAT'S
IT!



WE'RE IN THE
ARCTIC, COLD
AIR!

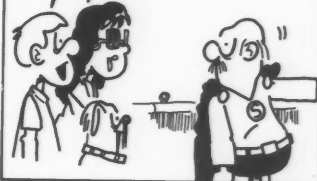


©1964
CHIP BECK

WE NEED A
WARM FRONT.



HOT AIR!



SPEECH!



AHEM, DEAR
FRIENDS, I HAVE
GATHERED YOU HERE.



FASTER!



..TO BE PART OF THE WORLD'S FIRST
CRISIS MEETING IN THE AIR WHERE BOTH
EAST AND WEST AND PLASTIC AND METAL
MISSILES MAY SOON COME TOGETHER
IN A CATASTROPHIC CRASH THAT
COULD END UP IN
A FAT CRASH OF THIS
BALLOON IN DEAR
OLD MOTHER EARTH
WHERE THIS OLD
BUREAUCRAT'S POOR
BONES WILL END UP
IN A HEAP SOMEWHERE

IT'S
WORKING!

KEEP TALKING!

...ON THE GROUND
WHERE THEY'LL
NEVER BE FOUND
IN A MILLION YEARS

WOOF!

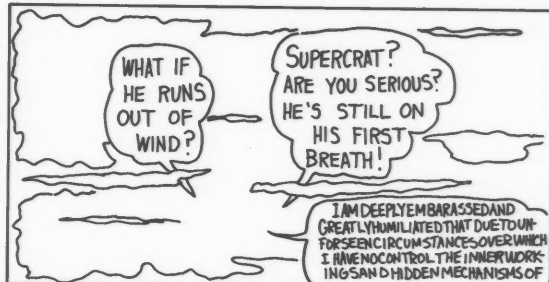
...ON THE GROUND
WHERE THEY'LL
NEVER BE FOUND
IN A MILLION YEARS



WHAT IF
HE RUNS
OUT OF
WIND?

SUPERC RAT?
ARE YOU SERIOUS?
HE'S STILL ON
HIS FIRST
BREATH!

I AM DEEPLY EMBARRASSED AND
GREATLY HUMILIATED THAT DUE TO UN-
FORTUNATE CIRCUMSTANCES OVER WHICH
I HAVE NO CONTROL, THE INNER WORK-
ING AND HIDDEN MECHANISMS OF



GROUND CONTROL-HAVE ENCOUNTERED HEAVY
FOG - VISUAL CONTACT LOST....

LISTEN... CAN YOU
PICK UP SOMETHING
ON THE RADIO?..



MY CHRONOMETER ARE IN
SUCH ACCORD WITH THE
GREAT SIDEREAL MOVEMENT
WITH WHICH TIME IS COM-
MONLY RECKONED THAT
I AM UNABLE TO PREDICT
THE EXACT TIME
HOWEVER WITH-
OUT FEARS OF

HAVE YOU EVER HEARD SUCH
STATIC
BEFORE?



TO BE CONTINUED AND CONTINUED

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

Second Class Mail
Postage and Fees Paid
Department of State
USPS 0041-7629

OFFICIAL BUSINESS

Penalty for private use, \$300

If address is incorrect
please indicate change.
Do not cover or destroy
this address label.
Mail change of address to:
PA/OAP
Room 5815A

209
DSNL UNIVM300UHISSDUE005R 1 *
UNIV MICROFILSM INTL *
SERALS ACQ *
300 N ZEEB RD *
ANN ARBOR MI 48106 *

