

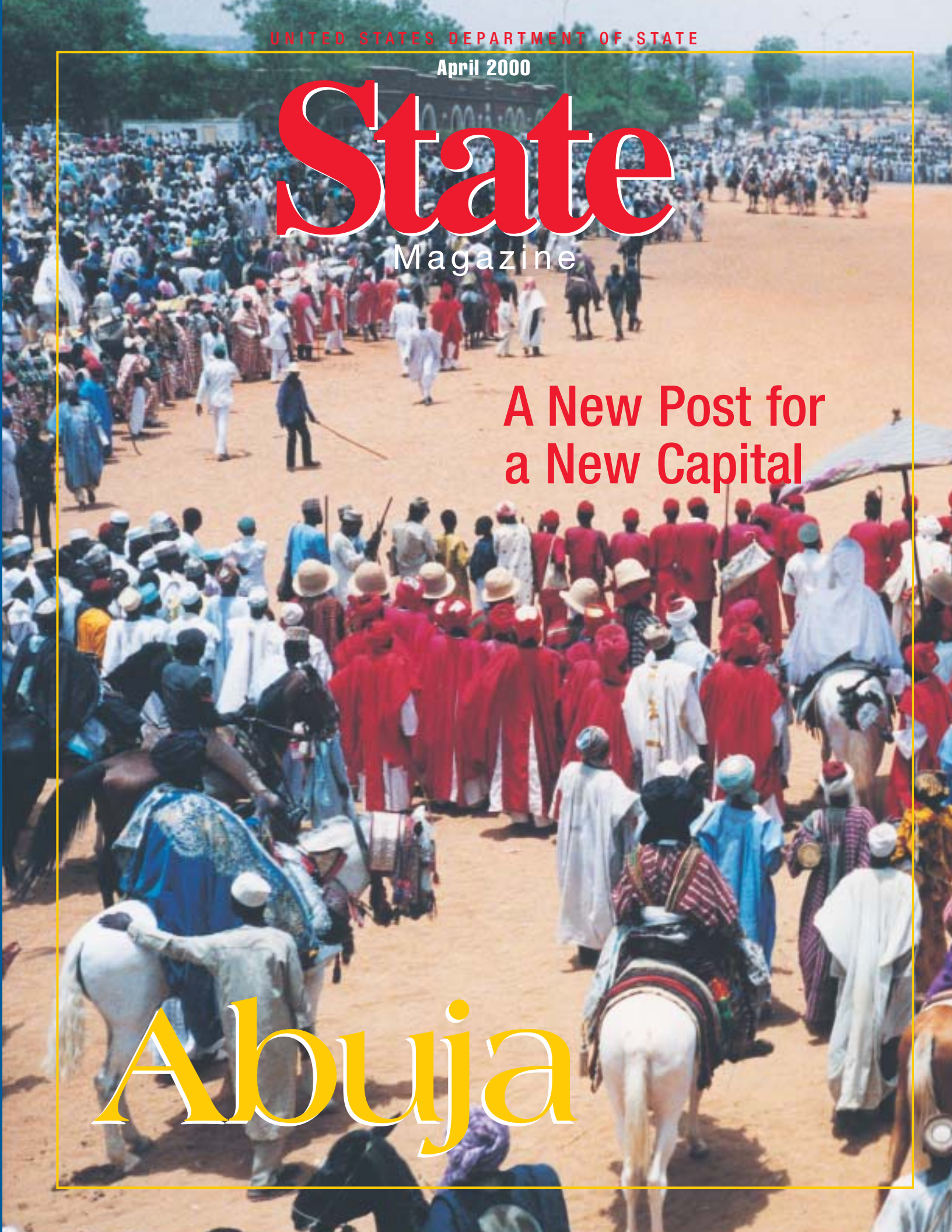
April 2000

# State

Magazine

A New Post for  
a New Capital

# Abuja





## In our next issue: State's Restoration

### State

Magazine

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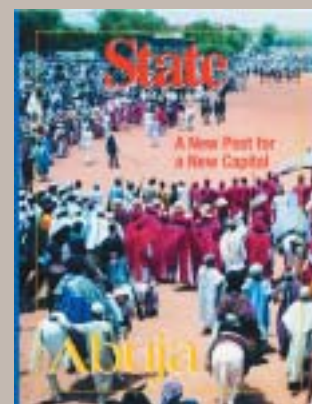
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## On the Cover

Abuja

Photo by Alex Martschenko



## FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

# We Cannot Lead Without Resources

The United States is the world's wealthiest and most powerful nation. It is our responsibility to secure the blessings of peace and prosperity for future generations of Americans.

In February, President Clinton sent his budget request for fiscal year 2001 to the Congress, starting another funding cycle for the federal government. In a tough fiscal environment, the President has asked for an 11 percent increase in the foreign affairs budget, as well as supplemental funding for Kosovo and southeast Europe and Colombia and debt relief for poor countries.

These increases are substantial but necessary, and President Clinton and I are working hard to persuade Congress to approve them in full. By the end of March, I will have testified at least six times before various congressional committees to make the case, and I will take every other opportunity to do so over the course of the year.

Most of the money we are asking for will be spent by the next administration under the leadership of a new Secretary of State. But the President and I are making this a priority because it transcends parties and personalities.

The basic rationale for increased foreign affairs spending is simple and straightforward. The United States is the world's wealthiest and most powerful nation. It is our responsibility to secure the blessings of peace and prosperity for future generations of Americans. But we cannot do that unless we lead. And we cannot lead without resources.

One point I make over and over is that the term "foreign aid" is misleading. The money we spend on foreign affairs is not charity; it is an investment in our own national interests. When we fight the spread of nuclear, chemical and biological weapons, or international crime and drug trafficking, or terrorism, or infectious disease, or environmental degradation, we aid America. The same is true when we work to open markets, foster democracy and strengthen the rule of law.

Of course, the United States cannot solve all of the world's problems. But when we are on the scene visibly doing our part, it is much easier to persuade our partners in Europe, Asia, Africa and elsewhere in the Americas to do their part as well.

One of the most important line items in the foreign affairs budget is funding to protect the men and women who work in our diplomatic missions. They are on the front lines every day on every continent, and they deserve the full and enthusiastic support of the American people. So President Clinton is requesting more than \$1 billion in diplomatic security-related appropriations for 2001—an 88 percent increase—as well as \$3.35 billion in advance appropriations, so that we can keep replacing higher-risk facilities.

The overall budget debate in Washington typically revolves around issues that relate to the appropriate role of the federal—as opposed to state and local—government in such areas as education and health care. But since the days of Thomas Jefferson, protecting our national security has been one of the federal government's most basic tasks. It is a solemn constitutional responsibility that simply cannot be delegated or privatized. And diplomacy remains our country's first line of defense.

With those time-tested ideas in mind, I am also supporting a bipartisan initiative now under way in Congress to name the main State Department building in Washington, D.C., in honor of former President Harry Truman. This is appropriate because the Truman name is synonymous with strong leadership. And strong leadership, backed by the appropriate resources, is what American foreign policy is all about. ■

### Clarification on Chile

While I enjoyed December's Post of the Month, Santiago, it is incorrect to describe Antarctica as one of "Chile's farthest extremes." Though seven countries claim territory in Antarctica, no other country, including the United States, recognizes any of those claims. The Antarctic Treaty of 1959—reserving Antarctica for peace and science—also freezes the question of previously asserted rights and claims to territorial sovereignty in Antarctica and provides that no acts or activities carried out while the treaty is in force will constitute a basis for a claim.

The United States maintains a significant presence on the continent through the U.S. Antarctic Program that supports science and is managed by the National Science Foundation. Through this program, important scientific investigations have been conducted in a variety of fields, including on the environment, geosciences, terrestrial biology, astronomy, the atmosphere and the oceans.

**R. Tucker Scully**

*Deputy Assistant Secretary  
for Oceans, Fisheries and Space*

### Nothing Less Than Dramatic

As a State Department employee for more than 20 years, it is both refreshing and stimulating to see how much *State Magazine* has grown in recent years in substantive content, aesthetic presentation and the use of contemporary publishing technology. The growth has been

nothing less than dramatic and has transmuted the publication into something truly worthy of taking the time to read and share with others.

**T. Michael Peay**

*Assistant Legal Adviser and Director  
L/WHA*

### Violence in the Workplace

I would like to draw your attention to a statement in your article on workplace violence in the January issue. The sentence begins: "Behavioral psychologists agree that ignoring the workplace 'bully' is the worst possi-

ble thing to do." Having served at seven overseas posts, I have often found that the supervisor is often the bully and no redress is possible because of that individual's position. Until the role of the supervisor's treatment of employees, not simply EEO concerns, is seriously addressed throughout the system, the recommendations suggested in your piece (in the same issue as those of the Overseas Presence Advisory Panel Report) will not generate the morale needed to put them in place.

**Mary Speer**

*FSO, USUN*

## From the Editor

If you're a retired Foreign Service officer in the Washington, D.C., area, you may want to check out part-time job opportunities with the Department's declassification efforts (page 27). More than 15 million pages of material have been reviewed and released under the Freedom of Information Act. About 5,000 FOIA requests come in annually, and that's keeping a team busy deciding which state secrets may safely be released to the public.

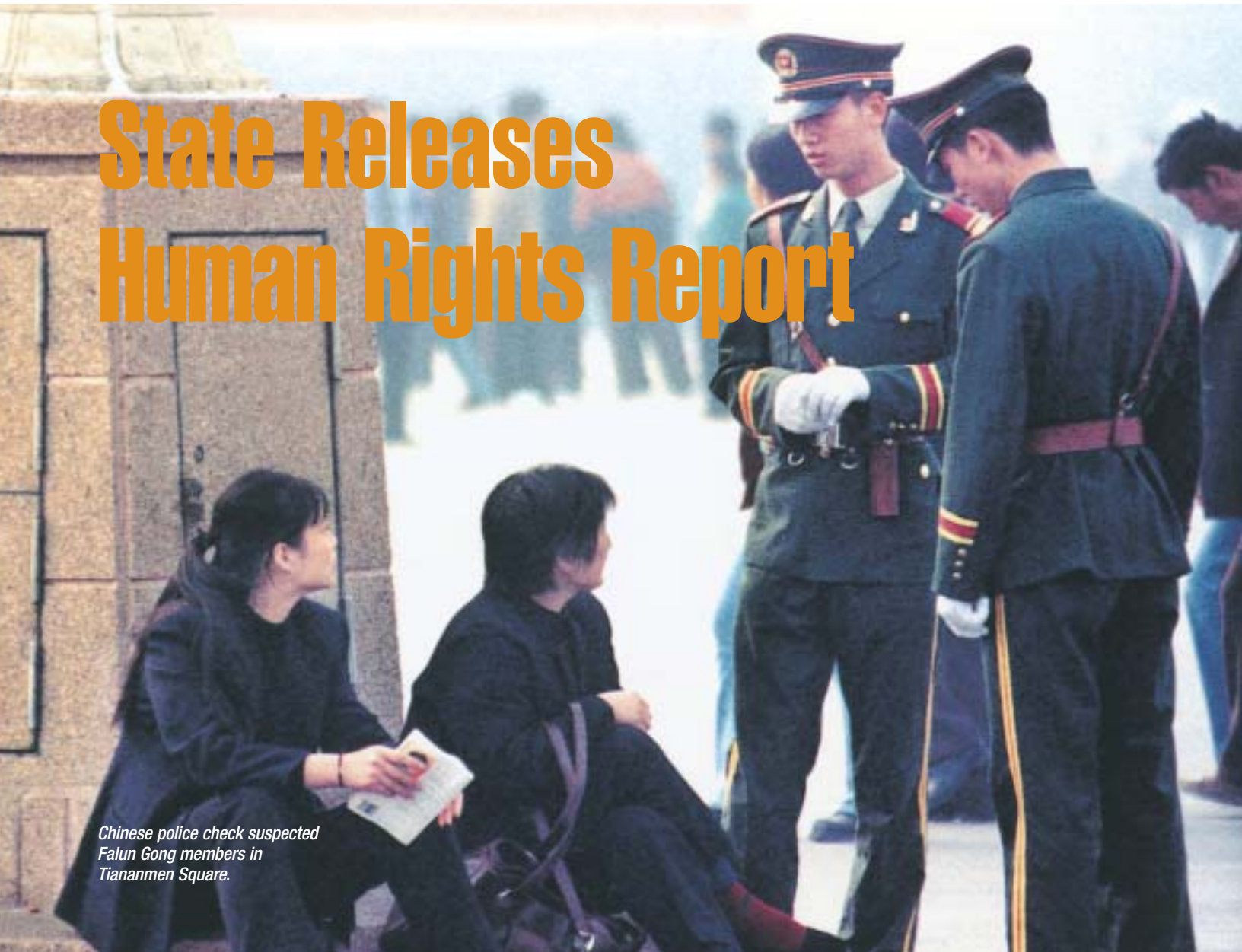
Like some quiz show contestants, you may not know much about Abuja, Nigeria's new capital and our featured post (page 8). After 18 years in the making, the capital has put a remote village on the map and is pushing the population beyond a half million. For Americans assigned to the West African nation, it's an "embassy in waiting."

Posts are increasingly putting their local talent to work as this month's article on the changing roles of Foreign Service Nationals demonstrates (page 20). By reexamining their staffing plans and relying more on FSNs, overseas missions are reaping the benefits of continuity, specialization and efficiency.

There have been many management studies of the Department, but few have come at a time when State has faced the challenge of attracting and retaining talented employees. According to McKinsey, developers of the latest study, described on page 16, the labor pool is shrinking and the competition is increasing. So what is the Department to do? Hundreds of Civil Service and Foreign Service employees interviewed for the study want faster promotions, sharper distinctions between poor and strong performers, more inspired leadership and greater emphasis on quality-of-life issues.



# State Releases Human Rights Report



*Chinese police check suspected Falun Gong members in Tiananmen Square.*

Reuters photo.

**T**he State Department has released its annual human rights report covering 194 countries and containing four broad themes: democracy, human rights, religious freedom and labor.

In releasing the 1999 report, Secretary of State Madeleine K. Albright said that “promoting human rights is and must remain an integral part of U.S. foreign policy.” There was a time not so long ago, she said, when it would have seemed “beside the point” to raise the issue of human rights in a diplomatic or foreign policy setting. “Today, promoting democracy and human rights often is the main point. And the world is better for it,” the Secretary stated.

The 6,000-page report, released Feb. 25, makes no attempt to “rank order” countries or “quantify” human rights abuses but does contend that “too many authoritarian governments continue to deny basic human rights, including the right of democracy, to their citizens.” Among the governments cited were those of China, Cuba and Russia.

The Department said that in China the government’s poor human rights record deteriorated markedly throughout the year as Beijing increased efforts to suppress organized dissent, restrict freedom of religion and intensify controls on unregistered churches. The report

cited the Chinese government's control and manipulation of the press and Internet, instances of extrajudicial killings, torture and mistreatment of prisoners.

Cuba's human rights record further deteriorated, too, during 1999, the report said, with the Castro regime continuing to suppress opposition and dissent, denying citizens freedom of speech, press, assembly and association. Cuban authorities routinely harassed, threatened, arbitrarily arrested, detained, imprisoned and defamed human rights advocates and independent professionals—including journalists, economists, doctors and lawyers—often with the goal of coercing them to leave the country. The Cuban government controlled access to information and computers and limited access to the Internet to selected government offices, institutes and foreigners, according to the State document.

In Russia, the report notes that Chechen armed insurgent groups' attacks and seizures of villages in Dagestan escalated by year's end into a full-fledged attack by Russian forces on Chechen separatists, including the provincial Chechen capital of Grozny. The Russian attack included air strikes and indiscriminate shelling of cities predominantly inhabited by civilians. These attacks led to house-to-house fighting in Grozny, the death of numerous civilians and the displacement of hundreds of thousands more.

There are also credible reports of Russian military forces carrying out summary executions of civilians in Alkhan-Yurt, and in the course of the Grozny offensive, rounding



Reuters photo.

*Cuban dissident Carlos Alberto Dominguez, right, with independent journalist during opposition march in Havana.*

up Chechen men of military age and sending them to "filtration" camps, where they allegedly were tortured.

The survey had some bright spots, such as Nigeria, where a civilian government was elected democratically (see this issue's Post of the Month, Abuja, on page 8).

Harold Koh, assistant secretary of State for Democracy, Human Rights and Labor, said these are only a few of the country situations of concern to the global human rights community. He added that this year's country reports "preserve and advance their reputation for comprehensiveness, consistency and candor."

The Department issued its first report on human rights practices in 1977. The report ran 137 pages and covered only a fraction of the world's countries. ■

## State to Reimburse for Professional Coverage

The State Department plans to implement recent legislation requiring federal agencies to reimburse supervisors, managers and law enforcement employees up to 50 percent of the cost of professional liability insurance premiums. Eligible State employees can claim the lesser of \$100 or 50 percent of their annual premiums, which average between \$250 and \$300 annually. The Bureau of Personnel's Office of Employee Relations will inform employees worldwide and provide general guidance. Questions may be directed to Corinne Thornton, PER/ER/EP, (202) 261-8172.

## State Exceeds CFC Goal 2 Years Running

Department of State employees contributed more than \$1.5 million to the Combined Federal Campaign in 1999, earning for the Department the coveted Pacesetter Award for the second year in a row. The Washington, D.C., area CFC presents the award to federal agencies that exceed their annual goals by at least 2.8 percent.



Officials judged the first campaign since the merger of the Arms Control and Disarmament Agency and the United States Information Agency with the Department an unqualified success. More than 17 bureaus met or exceeded their goals with more than 4,000 separate gifts, averaging approximately

\$385 per gift. This year, contributors gave an average of \$20 more than last year to support some 2,800 national and international charities that benefit from the CFC. The organizations use the funds to sponsor shelters for the homeless and abused, comfort the dying and generally improve the lives of those less fortunate.

Gene Guerny from the National Aeronautics and Space Administration and Theresa Carroll from the Department of Commerce were the CFC-loaned officials who led the 1999 State campaign.

The Department's CFC campaign was part of the national capital region campaign, which raised more than \$44 million in pledges against a goal of \$42 million—which was a record. Donna E. Shalala, secretary of Health and Human Services, chaired the 1999 campaign. It was the second time the secretary led the federal fund drive—a role she personally requested of the President.

## Public Employees Roundtable Announces Scholarship Applications

Public Employees Roundtable, a nonprofit coalition of professional associations representing federal, state and local employees, conducts an annual competition for merit-based scholarships for students committed to pursuing careers in government. Applicants must be enrolled full-time in an undergraduate degree program or be enrolled in a postgraduate program, full-time or part-time. Undergraduates must have completed their first year of college work. All applicants must have a minimum 3.5 grade point average.

The deadline for submitting scholarship applications is May 19, 2000. For more information, contact Irma Salley at (202) 927-4923 or [isalley@theroundtable.org](mailto:isalley@theroundtable.org) or visit the PER web site at <http://www.theroundtable.org>.

## Warhol Exhibit Tours Europe

The Department of State's Bureau of Educational and Cultural Affairs, in partnership with the Andy Warhol Museum in Pittsburgh, Pa., has organized an exhibition of the artist's works for a tour of 12 countries in eastern and southern Europe during 2000 and 2001. This is the first time artworks by a contemporary U.S. artist will be shown in several of these countries. The exhibition is one of a number of special millennium programs sponsored by the Department.

Andy Warhol: A Retrospective, which has received the support of the President's Committee for the Arts and the Humanities, is designated as an official program of the White House Millennium Council. The exhibition will be presented at museums under the auspices of the U.S. Embassy in each country.

Andy Warhol's "Self Portrait." 1986.





## DIRECT FROM THE D.G.

EDWARD W. "SKIP" GNEHM JR.

During the past year, you have seen a number of references to the "McKinsey Report" in this column as well as in Department cables and memos. That report, commissioned in 1998, highlighted areas that the Department needs to improve if it is to continue attracting top-flight employees in an increasingly tight job market. If you are one of the few who is not familiar with the report, there is a companion article on page 16 in this issue outlining its origins and findings.

One of the McKinsey Report's key observations was that an emphasis on quality of life is essential if we are to retain employees over the long term. Right now we know the private sector is ahead of us in this area, but we are moving fast to catch up. Much has taken place since the report was released last year, and I want to use this month's column to focus on a number of quality-of-life innovations we are undertaking.

### Home-Based Businesses in USG Property Overseas

We all are well aware that mission spouse employment programs cannot accommodate the wide variety of professional skills and interests that our family members bring to posts. Thanks to the persistent efforts of the Family Liaison Office, we have recently issued new regulations that allow family members to conduct limited commercial or professional activities in their homes as long as they comply with local law and are approved by the chief of mission. Details of this new program can be found on the intranet on Inforegs, 6 FAM 725.7.

### Resource Referral Service

Last year, we launched an Eldercare Working Group to improve Department support for employees with caregiving responsibilities for elderly family members.

A new and broader initiative has resulted from this that will benefit us all. Every one of us struggles each day to balance our professional and personal lives. Sometimes the concern is child care or schooling issues, at other times it is help for our aging parents. We are now exploring the possibility of making available to every employee a 24-hours-a-day, 7-days-a-week dependent care information and referral service, including Internet access to a comprehensive database of service providers across the United States. The service, which can be easily accessed by a single phone call or email message, provides individualized solutions to your needs. It can help you explore options and find resources anywhere in the United States, and it will save countless hours of searching for appropriate services.



### Quality-of-Life Issue

### Working Group on Overseas Employment

Budget shortages are still hampering our ability to establish a headhunting service for Foreign Service spouses, but we are doing our best with our limited resources to help family members who want to work while they are posted abroad. To further enhance our efforts, the Family Liaison Office and the Bureau of Personnel's Office of Overseas Employment have convened a working group to consider issues related to employment of family members in missions overseas. The group, composed of representatives from the regional bureaus, will be addressing position classification, compensation and employee training and develop-

ment. The good news from FLO is that they completed or amended bilateral work agreements in 1999 with Italy, Macedonia, Malawi, New Zealand, Mongolia, Uganda, Turkmenistan, Ethiopia, Switzerland and Brazil. FLO is currently negotiating several more of these agreements, which provide Foreign Service family members with additional opportunities for employment overseas.

### Metrochek

Although we have been unable to obtain the funding for Metro subsidies, the Department is actively exploring participating in the Metrochek program. It provides pre-tax payroll deductions for Metro expenses, allowing a tax break for bus or rail commuting fees for Washington, D.C.-based employees. The savings per employee will average about \$300 a year.

### Liberalization of Post Education Allowance

I know that at many posts, there are parents who prefer to send their child back to a U.S. boarding school rather than to the local American or International School. Until recently, if there was an adequate school at post, the education allowance could only be used at that school, thus severely limiting families' options for their children's education. I'm happy to announce that recent legislation, which was signed into law in November 1999, will allow parents to use the at-post allowance to pay for education costs (tuition, room and board and transportation) at an away-from-post-school (i.e., boarding school) even when the school at post is deemed adequate.

This is an impressive list, but we know there is much more to be done. We may not yet be comparable to the private sector in all areas, but, as you can see, we are making every effort to ensure that both you and your family remain satisfied with your choice of a career with the Department of State. ■



Post of the Month:

# Abuja

*Ceremony honors Secretary Albright during her visit to Abuja in October 1999.*



*The contestant confidently announced his choice: “World Capitals for \$1,000.” The corresponding panel on the game board flipped over revealing the answer: Abuja. The three Jeopardy contestants stared blank-faced at the five-letter word until a buzzer finally indicated their time had expired.*  
September 1999

**By John Bauman**

**I**n 1992, Nigeria followed the example of Pakistan, Brazil, Australia and the United States by officially relocating its seat of government to a newly designed capital.

The teeming port city of Lagos, like Karachi, Rio, Sydney and New York, is a commercial and cultural powerhouse that tended to have an inordinate influence on national affairs while it served as the country’s political capital. During a brief interlude of democratically elected civilian leadership from 1979 to 1982, the Nigerian federal government selected a nondescript village known as Abuja, located at the geographical center of Nigeria, to serve as the new capital of sub-Saharan Africa’s largest and most diverse country. The original decision to move the capital was made in 1976 by Gen. Martala Mohammed.

Situated midway between Nigeria’s arid and overwhelmingly Islamic North and its tropical, predominantly Christian South, the rocky, undulating and sparsely populated landscape was almost equally inconvenient to reach for all Nigerians. A team of American architects drew up the plans for the new capital, intentionally following the contours of the land so that Abuja’s roads and neighborhoods would be less rectilinear and have more individual character than those of Islamabad or Brasilia. Construction began 18 years ago on a

network of boulevards that, although still incomplete, hints at what the architects had in mind.

The completion of a presidential villa, government office buildings, the headquarters of the Economic Community of West African States and two international five-star hotels fueled Abuja’s growth into the 1990s. But it took a team of military rulers—Gen. Ibrahim Babangida and his successor, the late Gen. Sani Abacha—to over-

come the bureaucratic inertia that kept most civil servants in Lagos until the second half of the 1990s. Following Gen. Abacha’s death in the spring of 1998 and a smooth 10-month transition to a democratically elected civilian government, Nigeria’s executive branch of government completed the move to the new capital. It was soon joined by a freshly elected and boisterous

470-member bicameral legislature. Along with the usual complement of parastatal employees, lobbyists, construction workers and services contractors, they helped push the population of Abuja beyond the half-million point.

Lively, robust, pulsating, dynamic, exciting and culturally enriching are some of the terms that don’t come to mind when one gets to know Abuja. Most people go to Lagos for those qualities. But for all its chaotic growth in recent years, Abuja is more orderly, less congested, less crime-ridden and less polluted than Nigeria’s Big Apple. There are few eyesores. Flowering bougainvillea and other exotic trees



*FSN Elizabeth AkinBuolumo.*

Photo by Alex Martschenko



*Above, the U.S. Embassy Office in Abuja. Below, a contractor, far left, briefs officers, from left, Alan Eyre, Richard Kaminski and John Bauman on the status of National Assembly construction.*

and shrubs conceal the high walls and razor wire that protect Abuja's many attractive office towers, apartment buildings and villas dotting the rolling landscape. The focal point of the capital remains Aso Rock, a granite monolith that towers over the sparkling green dome of Nigeria's new National Assembly building.

As for entertainment, well, most expatriates can name fewer than a dozen restaurants and nightspots. They wax enthusiastic about Abuja's world-class, 18-hole golf course and then extol the virtues of a very costly satellite TV service before running out of things to say. But owing to its central location, Abuja is a convenient jumping-off point for visits to all other parts of Nigeria. A relatively good road system links most of Nigeria's major cities and towns, and most destinations have hotels or guesthouses adequate for the weary traveler. There are countless rewards for the visitor who takes the time to explore Nigeria's varied landscapes that cover an area the size of Texas and New Mexico combined or to become acquainted with the scores of diverse cultures within its population of 120 million.

The U.S. Liaison Office in Abuja opened for business in 1993 with a staff of two direct-hire American officers. They converted a modest atrium-style house in a residential neighborhood into an office building. For more than one year, the office labored in the shadow of the U.S. Consulate General in Kaduna, an industrial trade center two hours north. But when the consulate closed its doors after decades of representing American interests in Northern Nigeria, two of its American staff positions and a dozen of its Foreign Service National employees helped swell the ranks of the U.S. Liaison Office. The staff acquired and refurbished an adjacent residence to provide much-needed office space.

During the 1998-1999 transition from military to civilian rule, which began with Gen. Abacha's sudden death and ended with the inauguration of President Olusegun Obasanjo, the U.S. Mission realized that most official business would henceforth be conducted in Abuja, not Lagos. The U.S. Embassy Office in Lagos reassigned its defense attaché and political counselor to Abuja, which was renamed the



U.S. Embassy Office in Abuja. Work began in earnest on a third residence, dubbed the Interim Office Building. It will serve as the chancery after the office in Abuja becomes the U.S. Embassy and before a full-fledged chancery building—currently in the planning stages—is finished.

Altogether, 54 American direct-hire employees, their dependents and contractors call Abuja home. More than half of them live in a compound of 14 town homes about five miles from the office compound. Most of them find working and living in Abuja to be both challenging and rewarding. Isolation, tropical health hazards, inadequate facilities and a high-profile workload combine to bring out their adaptability and resourcefulness.

The Clinton administration's foreign affairs strategy for the year 2000 identifies Nigeria as one of four key countries along with Indonesia, Ukraine and Colombia. The end of military rule, the inauguration of President Obasanjo and the restoration of a democratically elected Senate and House of Representatives have provided Nigeria with what many consider to be its last best chance to achieve greatness. The Abacha regime had consolidated Nigeria's reputation as the world's most corrupt and impoverished oil-exporting country. Even if the new civilian leadership can establish a track record of good governance and responsible management of the economy, a \$34 billion debt to foreign

*Nigerian President Olusegun Obasanjo, center, bids farewell to visiting dignitaries following his inauguration ceremony. They include, from left, USEO vice consul Rafael Foley, political counselor John Bauman, deputy chief of mission Nancy Serpa, The Rev. Jesse Jackson, Secretary Rodney Slater, unidentified Nigerian officials and USAID assistant administrator for Africa Vivian Lowery-Derryk.*



Photo by Alex Martschenko.

*Youth in Nigeria pose for the camera.*

lenders severely limits its ability to rehabilitate the country's long-neglected schools, health facilities and security services, at least in the near term.

To demonstrate its support for Nigerian efforts to consolidate democracy, three U.S. cabinet officials, including Secretary Albright, myriad sub-cabinet-level assessment teams and an 11-member congressional delegation visited Abuja in 1999. To make these visits trouble free, staff overcame shortages of information management staff, unreliable and expensive international phone service, an aging vehicle fleet and one of the most crowded office environments in the Foreign Service.

Leisure time management at post also requires resourcefulness. For the post's 13 elementary-age children, activities at the American International School and a small embassy swimming pool fill their time. An active community liaison office organizes trips and outings during daylight hours when driving is safer than at night. Safety is a major preoccupation of the American community in Abuja since highway accidents occur frequently, power surges often cause household fires and malaria and typhoid are endemic.

This rapid growth of America's embassy-in-waiting reflects the growing importance of Nigeria's new capital. The city is already the focal point of diplomatic activity in Africa's most populous nation. It is only a question of time before that five-letter word Abuja trips off the tongues of American game show contestants. ■

*The author is political counselor in Abuja.*



*Alan Larson, under secretary for Economic, Business and Agricultural Affairs, addresses officers at regional conference. At right is Sandra Willett Jackson, senior coordinator for Business Affairs.*

## New Award Recognizes U.S. Firms

Secretary of State Madeleine K. Albright announced the winners of the Department of State's first Award for Corporate Excellence last December during a ceremony in Washington, D.C. The award recognizes how U.S. businesses can advance ethical practices and democratic values by how they conduct their overseas operations.

"The State Department's natural partnership with business is something that I value very much," the Secretary said, adding that the Award for Corporate Excellence spotlights "the great things American business is already doing and has done to help achieve our nation's goals in the world."

She observed that everywhere she travels, she sees the best U.S. companies bringing to foreign economies

not just American capital but American technology, best practices and the values of freedom. These firms see worker training not as a burden but as a wise investment. They treat the environment as a sacred trust and high ethical, financial and legal standards as a source of strength.

"They show the world that for the best American companies, there is no conflict between doing well and doing good," the Secretary added.

She said the Department wanted to recognize companies whose overseas operations most exemplify "outstanding ambassador for the principles of democracy and free markets around the world."

The Department had intended to honor a single company, but thanks to posts' extraordinary response, the selection committee, chaired by Alan

Larson, under secretary of State for Economic, Business and Agricultural Affairs, decided to honor two companies: Xerox Corporation of Stamford, Conn., and F.C. Schaffer & Associates of Baton Rouge, La.

Xerox was cited for its outstanding corporate citizenship, innovation and international business practices in Brazil. Richard Thoman, chief executive officer, accepted the award, saying, "Those of us in Xerox believe that we have a long and strong record of good corporate citizenship on issues ranging from social service and community involvement to protecting the environment while reducing waste and recycling the product parts of all kinds."

Christobal Orozco, consul general to Rio de Janeiro, nominated Xerox for the award.

Office of the Month:

# Business Affairs

## *International Support Is Their Business*

*Providing support to American firms in the international economy is a top priority of U.S. foreign policy.*

**D**escribing such support as a “natural partnership,” Secretary of State Madeleine Albright has called on the Department and its diplomatic posts abroad to help U.S. companies by “providing assistance, identifying opportunities and ensuring fair treatment.”

The Office of the Coordinator for Business Affairs champions the Department’s support of U.S. commercial interests worldwide by articulating U.S. business perspectives and concerns within State, representing the Department’s views to the U.S. business community and engaging U.S. business leaders on international issues.

Sandra Willett Jackson, senior coordinator for Business Affairs, described the office as a “service center” for State officials in Washington, D.C., and overseas and for American companies and business associations—large and small. The office works closely with each regional bureau, paying particular attention to small posts without resident business expertise.

Among the programs for Department personnel and the business community are:

## for Their Overseas Operations

*Secretary Albright congratulates Xerox CEO Richard Thoman on corporate award.*



Photo by Michael Gross.

F.C. Schaffer & Associates, a small to medium-sized enterprise, was cited for its outstanding corporate citizenship in its sugar processing operations in Ethiopia. Accepting the award was the company’s president, Francis C. Schaffer, who stated, “It’s a result of assistance from our Department of State and from our embassies in Africa and throughout the world that we have been successful.”

Tibor Nagy, U.S. Ambassador to Ethiopia, nominated the company.

The award ceremony, held Dec. 21 at State, attracted distinguished guests from Capitol Hill, the business community, labor, environmental and human rights groups and the diplomatic corps. The event included live audio-video links between the Secretary, U.S. Chiefs of Mission and company personnel in Brazil and Ethiopia.

The Office of the Coordinator for Business Affairs manages the Award for Corporate Excellence, which will be given annually based on specific criteria and nominations submitted by chiefs of mission around the world. For more information on this new Department initiative, please see CBA’s World Wide Web site at [http://www.state.gov/www/about\\_state/business](http://www.state.gov/www/about_state/business).

*The Award for Corporate Excellence*—to encourage exemplary business practices and democratic principles overseas;

*Commercial Orientation*—to give desk officers and regional directors the initial tools needed to conduct commercial advocacy;

*The Business Practicum*—to commence in June 2000, offering one-month work internships with different companies for selected mid-level officers completing the economics course at the Foreign Service Institute; and the

*Business Facilitation Incentive Fund*—to develop business potential for U.S. firms overseas through an entrepreneurial grant program.

Business Affairs also reaches out to the general public, business community and Department colleagues through:

*Outreach* to business executives to obtain their perspectives on trade agreements, negotiations and emerging issues—for example, the business agenda for the post-Seattle World Trade Organization and anticipated actions to address the biotechnology controversy;

Photo by Carl Goodman.



Senior coordinator for Business Affairs Sandra Willett Jackson consults with deputy director Tom Martin.

Nancy Smith-Nissley, center, confers with intern Andre Nelson and secretary Theresa C. Wells.



Photo by Nicole Deaner.

*Briefings* to business leaders on the Department's policies and emerging economic and political positions—for example, agribusiness and other sectional concerns;

*Reciprocal briefings* to Department officials on, for example, obstacles to conducting business in Africa;

*Ambassadors' Business Council*, periodic meetings of former chiefs of mission to identify effective measures practiced and implemented at posts to advance American business interests; and

*CBA's Web Site*, which links to business organizations, answers *Most Frequently Asked Questions* and provides current economic news from State. To access, visit [http://www.state.gov/www/about\\_state/business](http://www.state.gov/www/about_state/business).

The office's advocacy actions include:

*Assistance* to American firms (large and small) seeking a level playing field to compete and successfully win projects overseas;

*Cooperation* with posts (particularly those without resident business expertise) to promote U.S.





Nancy Smith-Nissley, right, with intern Andre Nelson.

trade and investment and to encourage open markets, transparency and best practices;

*Teamwork* with the Advocacy Center at the Department of Commerce on support for U.S. companies, including improving interconnectivity, vetting issues, joint training sessions and information dissemination; and

*Documentation* of successful advocacy cases to illustrate U.S. business' contribution to the American economy. ■

## What's at Stake

A major goal of U.S. foreign policy is to promote American prosperity within a growing and healthy world economy and to ensure that America's workers, farmers and businesses compete on a level playing field. Commercial diplomacy is one tool available to Foreign Service officers at home and abroad to achieve these goals. Commercial diplomacy can yield direct benefits for American business and broad benefits for all Americans. Consider the following:

- ◆ International trade has been responsible for almost one-third of the sustained economic growth in the United States during the past six years.
- ◆ Today, more than 10 million U.S. jobs are supported by exports—jobs that average in pay from 13 to 16 percent above the average non-trade-related U.S. jobs.
- ◆ The Department annually processes approximately 44,000 export licenses valued at more than \$25 billion in sales of defense articles and services sustaining over 120,000 American jobs.
- ◆ In 1998, the Export-Import Bank financed more than \$13 billion in American exports.
- ◆ U.S. exports to the developing world—the fastest growing U.S. trade partner—totaled \$275 billion in 1997 alone.
- ◆ In the last two years, the Department has worked to ensure that the most lucrative E-commerce markets, expected to be worth \$350 billion by 2002, are taxed without discrimination and costly customs duties.
- ◆ The State Department is working on every continent to negotiate agreements that will safeguard America's intellectual property rights and prevent counterfeiting that costs the film, music and software industries as much as \$200 billion a year.
- ◆ A \$300 billion market for environmental goods and services is growing at 8 percent annually, mainly in developing countries and the former Soviet Union. U.S. firms are reaping the benefits from this rapidly expanding sector.
- ◆ Each year, State Department programs account for more than \$11 billion in government-to-government foreign military sales, which directly support more than 500,000 jobs and affect virtually all of the 50 states.
- ◆ State Department advocacy for transparency in government procurement can open up the \$3.1 trillion worldwide government procurement market to U.S. firms.

# The Department Is Taking This Study Seriously

By George Flowers

The release of the “War for Talent” study last August has sparked much discussion and some skepticism among State Department employees: discussion because it touches on a broad spectrum of issues, most notably career development and the importance of quality-of-life issues to the workforce; and skepticism because of the perception that many of the 90 or so management studies of the Department since 1946 have had little impact.

So what’s different about this report? First, it is based on the responses of hundreds of Foreign Service and Civil Service employees to a survey conducted by McKinsey and Co., one of the country’s foremost management consulting firms, using a questionnaire that has been used by more than 100 private sector organizations, including several Fortune 500 firms. Second, it is not technically a report, but rather a slide presentation that synthesizes the perceptions of those surveyed and offers some general conclusions about the Department’s management practices and its culture. Finally, it is a study that challenges every level of Department management—supervisors, section chiefs, office directors, bureau heads and chiefs of mission—to review its practices and its priorities.

The McKinsey experts noted that the Department, like all organizations, is operating in one of the most competitive job markets ever. To assess State’s competitiveness, they asked Department management to identify the Department’s most vulnerable groups: those most likely to leave if they were unsatisfied. Mid-career officers—Foreign Service generalists at the 03 and 04 levels; Foreign Service specialists at their respective mid-grades; and Civil Service employees at the GS 11-12 levels—were the focus of the survey. A separate questionnaire went to senior managers, chiefs of mission and deputy chiefs of mission overseas, deputy assistant secretaries, assistant secretaries and under secretaries. In all, more than 600 questionnaires were returned and reviewed. To help analyze the data, “high performers” from the Department ranks were convened in focus groups to provide depth and context to the findings.

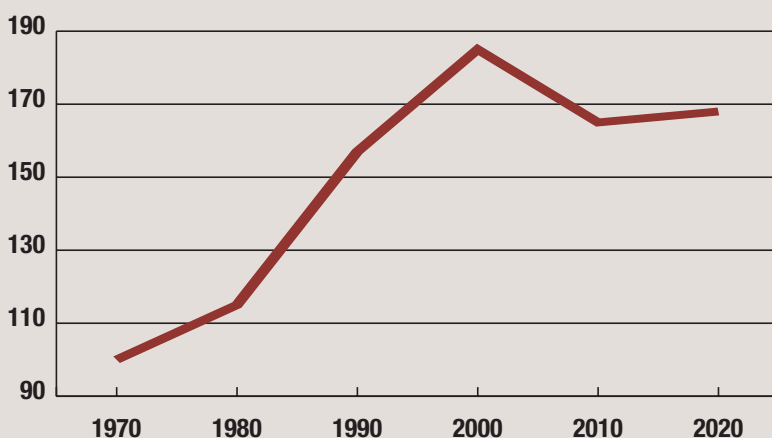
The study acknowledged that the Department continues to attract talented individuals because its work is seen as exciting and inspiring. It cautioned, however, that this might not always be the case as the number of

25- to 45-year-olds (the core of the U.S. workforce) will decline by 15 percent over the next decade, and expectations of the newer generation continue to diverge from those of their predecessors (see charts). The report identified three areas where the Department could improve its continued competitiveness in the labor market: **quality of life**—in particular for dual career families; **career development**—especially in promoting more quickly and differentiating between strong and weak performers; and **talent management**—the ability and the desire of senior supervisors to develop, inspire and lead their junior colleagues.

Shortly after unveiling the study’s findings at a town hall meeting last June, the director general established a Talent Steering Group to initiate a series of follow-on actions. The committee’s membership has included senior managers and junior officers, generalists and specialists, as well as representatives from the American Foreign Service Association and the American Federation of Government Employees. The panel functions as a clearinghouse for ideas and programs that can benefit the Department’s employees and their families. The hope is that good ideas widely publicized will generate still more good ideas.

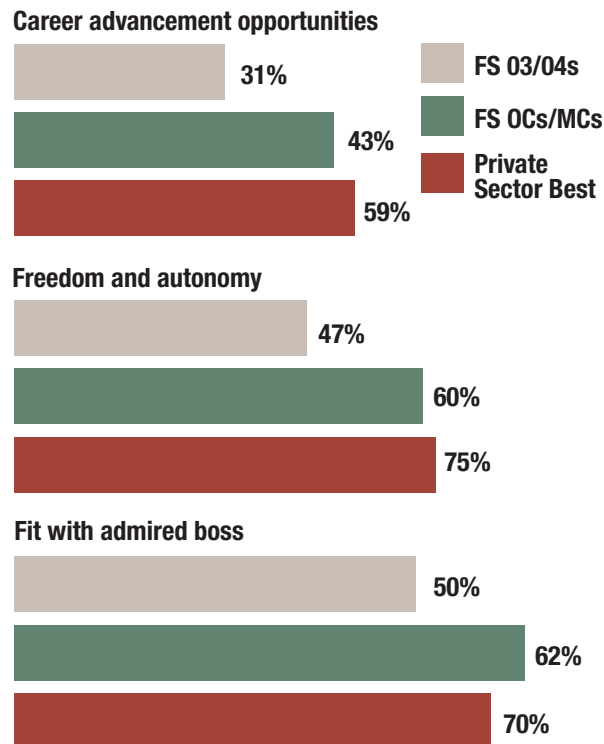
Many suggestions for change involve more resources, either people or money, and have to be balanced against other competing priorities. Other suggestions, however, already are being carried out at little or no financial cost to the Department. One example is the Bureau of Personnel’s pilot program, introduced last November, to

Decline in the Supply of Future Executives



Note: Index of available 25 to 45-year-olds; 1970=100.

## Newer Foreign Service Generation (03/04s) Is Less Satisfied with Important Job Elements



Source: "The War for Talent: Maintaining a Strong Talent Pool."  
A report for the Department of State by McKinsey and Co.

permit Foreign Service officers awarded meritorious step increases by last summer's selection panels to bid on one-grade stretch assignments as if they were at grade. Employees eligible to bid above their grade have welcomed this innovation with great enthusiasm.

The Bureau of Western Hemisphere Affairs has been particularly aggressive and successful in taking to heart the study's findings and enacting changes in its organization. Drawing on the results of the study, WHA has published, and will hold supervisors and employees accountable for, 12 leadership tenets framed and posted in each WHA office. Last fall, WHA included leadership segments in its first-ever bureauwide deputy chief of mission and principal officer conference and subsequent chiefs of mission conference. Acting Assistant Secretary Peter Romero has also held a series of brown-bag lunches with a cross section of WHA personnel to discuss management issues.

The Department's reaction to the McKinsey study has been that good ideas originating from the top down as well as the bottom up are critical to real management reform. Whether McKinsey ultimately is relegated to the landfill of management studies or becomes the catalyst for meaningful reform in the 21st century will depend on the active participation of every employee at the Department of State. ■

*The author, a former Foreign Service officer assigned to the Bureau of Personnel, retired in January.*

## The 12 leadership tenets of the Bureau of Western Hemisphere Affairs:

- Supervisors will be leaders, managers and mentors.
- Supervisors will delegate authority to the fullest extent practical to empower action officers, issue clear and concise instructions and be available for further clarification.
- Action officers will track aggressively issues requiring bureau action, provide senior managers with policy options and complete assigned tasks in a timely manner.
- First-time supervisors will receive leadership and management training, including instruction in writing evaluation reports, within six months of beginning their tour.
- Leadership potential will be a principal criterion in selecting candidates for supervisory positions.
- Managers will seek assessments from a candidate's peers and subordinates in addition to the candidate's supervisors in making selections for supervisory positions.
- Supervisors will hold a minimum of three counseling sessions a year with rated employees to provide candid and constructive feedback on employee performance. Supervisors shall provide employees with a written summary of counseling sessions.
- Supervisors will reward exceptional performance through special recognition, assignments and other incentives.
- Supervisors will work with employees to seek opportunities for employee professional training, growth and enrichment.
- Supervisors will ensure that there are sufficient personnel and financial resources to achieve bureau objectives and reorder duties and workload to make resources available without placing unreasonable burdens on individual employees.
- Candidates from all cones will have an equal chance to compete for Foreign Service positions in the bureau.
- Bureau employees will recruit high-caliber candidates for bureau vacancies, with particular emphasis on enhancing diversity and range of talent in the bureau workforce.



*Deputy Chief of Mission Herbert W. Schulz, center left, views students at the Jamiyah Islamic Education Center while they practice on donated computers.*

# Building Overseas Alliances with Volunteers

By Tobias H. Glucksman and Stephen J. Helgesen

**V**olunteers in the tiny island nation of Singapore are projecting an image of Americans as caring world citizens through a program that links community needs with available resources.

Seeing an opportunity in the reservoir of American volunteers, embassy staff and members of the American community in Singapore approached Ambassador Steven Green, a former chief executive officer for Fortune 500 companies, soon after his arrival at post in 1998. He responded by meeting with U.S. executives, individual Americans and local Singapore charities and endorsing a totally new public/private sector program. Called "FriendshipWorks," the program fuses the needs of charitable organizations with the resources of some 1,200 U.S. companies in Singapore and 17,000 Americans living on the island.

The program focused first on strengthening charitable support from the existing American expatriate community. Many Americans in Singapore, especially non-working spouses, seek more involvement in the local community. Additionally, American corporations were exploring

ways to build camaraderie among their staffs and foster goodwill within the Singapore community, some through new charitable activities and others through programs already under way with their home offices. Unfortunately, no one program existed to channel their intentions and abilities in Singapore. Enter FriendshipWorks.

Operating under the auspices of the embassy staff, the program became a clearinghouse for linking the resources of the American community with the needs of Singaporean charities. In a short time, FriendshipWorks' volunteers compiled two interactive databases, one to track the scores of local charities and another to record the American community's pledges of assistance.

Formally launched last May, FriendshipWorks made its first match: six United Parcel Service computers and two printers donated to Boys' Town Singapore. By letter, President Clinton applauded the efforts of the embassy staff, volunteers and corporations involved in this charitable initiative.

Since its first success, FriendshipWorks has steadily gained momentum. Under the program's banner, the Singapore American community has provided computers and software to numerous charities, taken orphans to the Singapore Zoo, sent volunteers to visit the elderly, auctioned paintings to support Save the Children, collected clothes and provided books to schools. High-ranking Singapore government officials have praised the initiative, and the Singapore Council of Social Services is cooperating with the volunteers on joint initiatives. In October 1999, the Singapore American Association provided FriendshipWorks with a formal office, stationery, discretionary funds and full-time paid staff to answer phone calls and coordinate the efforts of volunteers.

In partnership with the Singapore American School, FriendshipWorks hosted a Thanksgiving dinner last November for some 200 physically disabled, orphaned and elderly indigent Singaporeans from the Chinese, Malay and Indian communities. Singapore President S.R. Nathan, former ambassador to the United States, and his wife were guests of honor.

Meanwhile, Ambassador Green and his wife donned aprons with the heads of the five corporate sponsors and helped students serve hundreds of pounds of turkey, stuffing, mashed potatoes, cranberry sauce and pumpkin pie, President's Nathan's favorite dessert. The school band played jazz and the choir sang while other students videotaped the event and interviewed guests as part of a story for CNN's Students' Bureau. Guests ranged in age from 10 to 80.

FriendshipWorks has built closer ties and better understanding between the American and Muslim communities in Singapore, roughly 14 percent of the nation's population. Orphans and other children from the Jamiyah Islamic Education Center received computers

from Edison Mission Energy and children's learning software and school books from private donors. The response to these and other contributions in the Muslim community has been rewarding. Where contact between the two communities was once rare, invitations to Americans to participate in Muslim community events throughout Singapore are now commonplace.

To respond to the needs of all religious and ethnic groups, the embassy and the FriendshipWorks management committee hosted a lunch at the ambassador's residence for 15 leaders of various religious faiths in Singapore. Volunteers learned more about the individual charitable activities and the needs of the various faiths. Religious leaders, meanwhile, discovered the resources available to them.

Chiefs of missions throughout the Southeast Asian region have endorsed the FriendshipWorks concept and are seeking to replicate its success in their host countries. Since many U.S. companies have regional headquarters in Singapore, FriendshipWorks may eventually extend its charitable matchmaking beyond the island nation. Already, volunteers from Singapore are helping to build homes in Cambodia.

The story of FriendshipWorks and Americans abroad reaching out to those in need may never be told in the *New York Times*, the *London Times* or even the *Straits Times* of Singapore, but the lives of scores of people in the island's communities will have been touched by Americans in very significant ways. And the lives of the volunteers themselves will have been enriched as well. ■

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*Mr. Glucksman is special assistant to the U.S. ambassador and Mr. Helgesen is the embassy's deputy senior commercial officer.*

*Ambassador Steven J. Green, center, with United Parcel Service International President Ron Wallace, left, and Dominic Kiong, director general of Boys' Town Singapore, look on as students practice on new computers.*



# The Changing Roles of FSNs

**Posts are increasingly putting local talent to use.**

By Sarah Donaldson

It's a trend at U.S. Embassies around the world. Jobs traditionally held by members of the Foreign Service are increasingly being carried out by Foreign Service Nationals.

In the past 10 years, State has responded to budget cuts by exercising both a trimming and an expansion of its workforce—eliminating certain American positions at its posts around the world, while opening up new Foreign Service National positions to replace them. It's dramatically transformed the role of FSNs at embassies overseas.

The decisions, made by individual bureaus and posts, are often budget-driven.

It costs at least \$150,000 to send an American abroad, "and that's without salary," according to Bob West, chief of the Office of Overseas Employment's Human Resource Management Division in the Bureau of Personnel.

But there are often other reasons, too, for bureaus and posts to reexamine their staffing plans and to rely more on FSNs.

In early 1995, Herb Schulz, then executive director of the Bureau of East Asian and Pacific Affairs, decided to convert several positions in the region. He not only hoped to save money, he also wanted to reap the benefits of continuity, specialization and experience to increase the posts' efficiency and effectiveness.

Mary Martinez, regional personnel officer in Canberra at the time, was the implementing force behind the 1998 conversion of her job to an FSN regional personnel officer position. Working with the bureau, she developed a job posting that immediately drew a large group of highly qualified candidates. Malcolm Eastley was ultimately selected, and Ms. Martinez proudly reports that "he's doing a brilliant job."

Mr. Schulz carried the influence of this first initiative to two other posts: Melbourne and Singapore, where he currently serves as deputy chief of mission. In the summer of 1998, the Melbourne consulate replaced an administrative officer position with an FSN position. Singapore followed suit last May, assigning longtime embassy personnel employee Pheng Liew to a position vacated by an outgoing American personnel officer.

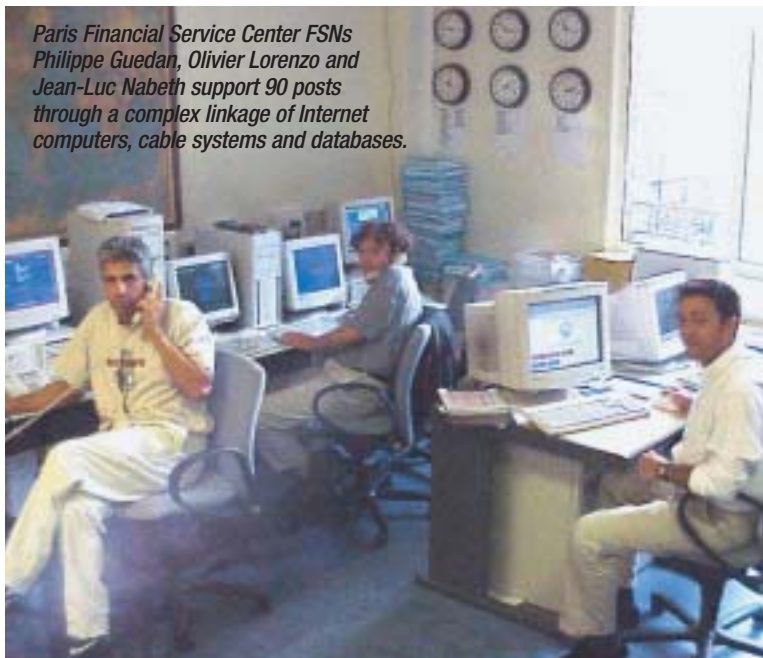


*FSN personnelists at the U.S. Embassy in Costa Rica include, from left, Marlon Avellan, Sara M. de Herrera and Ana Silvia Fernandez.*

Reductions in U.S. personnel staff created FSN Sara Herrera's position. A personnel specialist with the U.S. Embassy in San Jose for 32 years, she began as a budget and fiscal assistant, eventually becoming the embassy's principal authority on personnel matters. Today, she heads its personnel section, but her expertise has spread far beyond the embassy, making her a valuable resource for the Bureau of Western Hemisphere Affairs. "Under the personnel officer, I was performing the same duties, but on a more limited scale," she said. "Now I report to the administrative counselor and enjoy much more independence to carry out my responsibilities. For me, this is very rewarding and exciting. I have had a chance to show my true potential."

Some members of the Foreign Service view these changes warily, citing the disadvantages that sometimes accompany them. One officer who views the change with concern noted, "Although an FSN may be able to manage all of the technical aspects of a job, people should realize what is lost when a post makes these conversions."

*Djamila Bouyakoub, center, from the Paris Financial Service Center, travels to Pretoria to work with Pretoria FSNs Lesa Khitsane and Lebogang Ntailane.*



*Paris Financial Service Center FSNs Philippe Guedan, Olivier Lorenzo and Jean-Luc Nabeth support 90 posts through a complex linkage of Internet computers, cable systems and databases.*

An FSN, the officer pointed out, often does not have the network of contacts within the Department and the field developed during a Foreign Service career. Likewise, he said, "An FSN will not have the same appreciation for the importance that such items as timely EER [employee evaluation report] turn-around may have for American promotion prospects, nor can they provide the professional mentoring needed for junior officers."

Finally, he summarized, "very few FSNs

may feel comfortable inserting themselves equally in the embassy setting and telling an American officer to back down on issues that have important management or personnel implications to the embassy."

But at posts around the world, other former naysayers are becoming believers as they witness the increasing contributions FSNs are making, often in highly technical and ever-changing fields. One example of this is evident at the RAMC Offline Linkup System, an information hub based in the Paris Financial Service Center and operated by FSNs Jean-Luc Nabeth, Olivier Lorenzo and Philippe Guedan.

The service, a complex linkage of Internet computers, cable systems and databases, is one of the newest technologies in the Department and forms a vital link between State's financial management and the contingent posts serviced by the Financial Service Center in Paris. "We are the only State team offering this kind of service," said Mr. Nabeth, who was asked to reorganize his office when he joined it five years ago. Since then, technological advances have drastically changed the jobs of all three web operators, enabling them to contribute to the operation in more and increasingly creative ways.

The Financial Service Center in Paris also has several FSN course instructors, who teach more than a dozen courses to FSNs from 135 posts. These instructors receive high marks for their teaching, as evidenced by the outstanding evaluations they receive.

Financial Service Center Paris FSN employees also travel to other posts to troubleshoot problems and provide onsite training—an outreach effort once performed only by Foreign Service members. The benefits are mutual: posts gain the training and troubleshooting assistance they need, and the FSNs return to the Paris center more cognizant of the problems and solutions faced in the field.

Bob Nicholson, a 36-year FSN employee who works as a “roving personnel specialist/consultant for Europe,” is another employee whose projects and ideas have met with great acceptance by his Foreign Service counterparts. Mr. Nicholson is one of the primary initiators of London’s innovative Computer Assisted Job Evaluation system, which is expected to revolutionize the way the Department handles FSN position classifications. Starting his career as an FSN at the Financial Management Center in London, Mr. Nicholson followed several promotions to his current post, initiating projects and receiving numerous awards along the way.

“Acting as an adviser to seven posts that do not have an American personnel officer has provided me with a unique opportunity,” he said. “There are many talented Foreign Service Nationals who do not and will not get the opportunity to initiate projects that could be beneficial to many posts.

“Let’s not forget,” he said, “that FSNs not only provide continuity, but also have the critical knowledge and wherewithal of the country in which the U.S. government operates.”

These FSNs are exceptional individuals, but their stories are not isolated. They signal a trend at U.S. posts around the world—that FSNs are playing increasingly important roles in the success of embassy operations. To attract highly qualified FSNs to their staffs, some posts, including the U.S. Embassy in Tokyo, have launched talent-harvesting programs that place outstanding locals in both traditionally FSN and traditionally American embassy jobs.

The Tokyo embassy began an intern program in 1992 to draw bright Japanese university students to fill vacancies at the embassy with the hopes of later hiring them as full-time employees. The program had a symbiotic benefit as well: The intern-employees—chiefly women—took advantage of a favorable work and promotion environ-



*Bernard Lefevre, right, FSN from the Paris Financial Service Center, consults with Pretoria FSNs Lavergne Jordaan and Catherine Kgasi and American personnel officer Cheryl Caviello about Pretoria payroll issues.*

ment at the embassy, and the embassy gained highly motivated employees with cultural know-how.

Yoshiko Yokote, one of the first interns to participate in the program, described the FSN responsibility: “to assist the officers in every way for them to easily adapt into the customs...over the course of their tour of duty.” The program was considered very successful. The embassy saved significant money, and the officer initiating the program received an award for innovation.

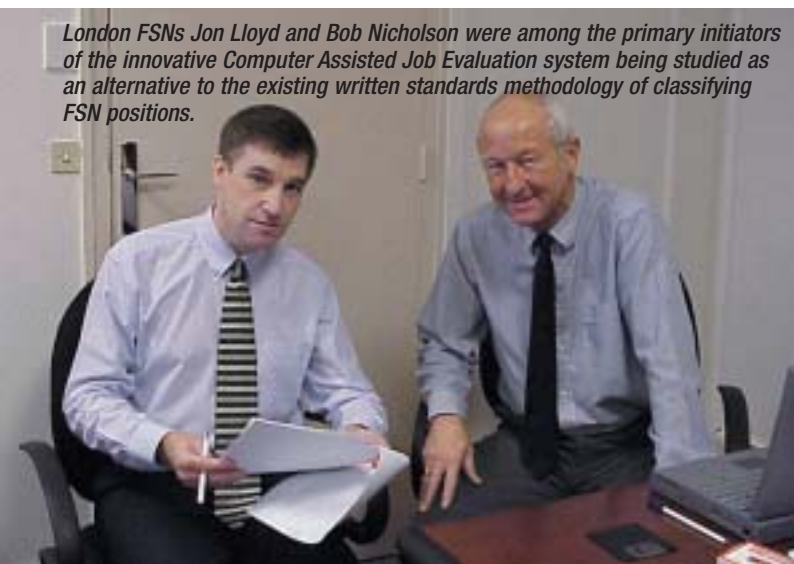
Other embassies have also, in recent years, offered internship programs, sometimes leading to eventual FSN employment.

As the United States changes its management strategies abroad, other nations’ missions are mirroring its actions. In fact, the Australian Embassy in Washington, D.C., actually preceded U.S. efforts by replacing its Australian Foreign Service personnel officer with an American local hire two to three years before the U.S. Embassy change in Canberra.

Other embassies in Washington, D.C., including the Canadian Embassy, have begun welcoming the increased leadership of local American employees. This development is significant, considering that, in general, other nations’ embassies are less likely than U.S. Embassies to hire local employees.

But it’s an important trend at U.S. posts, an important tool as missions deal with budget cuts and the elimination of American positions. Citing examples of a few posts’ recent successful talent-recruitment programs, Mr. West said, “We [PER/OE] are a policy office, but that does not mean that we have all the answers. All of us—central personnel, regional bureaus and the posts—need to work together in partnership to develop creative staffing solutions that better use all of the Department’s human resources.” ■

*London FSNs Jon Lloyd and Bob Nicholson were among the primary initiators of the innovative Computer Assisted Job Evaluation system being studied as an alternative to the existing written standards methodology of classifying FSN positions.*



*The author, a junior at Yale University, served as an intern at the U.S. Embassy in Paris last summer.*





# When it Comes to Electricity, Prepare Against Shocks!

By Lisa Levine

**W**hile it may sound like bad diplomacy, dealing with electricity requires isolation and resistance.








For like many other health and safety hazards, electrical injuries are easily preventable. They fall into four general categories: electrocution, which is fatal; electric shock; burns; and injuries suffered from falls secondary to contact with electrical current.

An injury's severity is primarily a function of the magnitude of the current. In this case, current is measured in Amps, the pathway of the current through the body and the length of time the current flows through the body. How minute a quantity (Amps) of electric current can kill a person is illustrated in the table accompanying this article. It lists the potential health effects of standard household current (110V–220V) that may occur when electricity passes through the chest upon contact with a live wire.

Currents as tiny as 20 milliAmps (1/50th of an Amp) can be lethal. Most

household circuits convey 15 to 20 Amps. For your protection, insulate wires and cords, turn off the power when working with electrical systems and maintain adequate distances from power lines that are not insulated. Ensure that electrical cords are in good condition. Obviously, appliance cords with cuts, cracks and broken insulation should not be used but taken instead to a qualified electrician for repair.

## Electrical Safety: A Shocking Story

	Current	Health Impact
 2 milliAmps		
 20 milliAmps		Barely perceptible
		Maximum current an average person can touch and let go of
		Paralysis of respiratory muscles
		Uneven pumping of the heart
		Cardiac standstill and internal organ damage

As for increasing resistance, electricity flows readily through materials that are good conductors—like metals and water. That’s why electricians avoid wearing rings or metal watches while on the job. It is a common mistake to use a metal ladder when changing a light bulb, for instance, or performing other household tasks near electrical wires. For these chores, use a wood or fiberglass ladder.

When it comes to water, the simplest strategy is to ensure that you and your work area are dry. Dry intact skin, for example, has an average electrical resistance of 100,000 units of electrical resistance, or Ohms. If the skin is wet from perspiration, clothes, high humidity or other sources, the skin’s resistance drops precipitously to 1,000 Ohms, which can change what would be an imperceptible or shocking experience with electricity into a deadly one. Wet conditions are common during electrocutions involving standard household electricity.

Common to all new U.S. construction is a safety device called a ground fault circuit interrupter, or GFCI. The GFCI trips when only 6 milliAmps of current leak from the system. Unlike conventional household breakers, GFCIs are designed to protect human beings from electricity. GFCI outlets are placed in kitchens, bathrooms and around swimming pools. In some countries, the entire house or a

subset of the circuits may be hooked up to a GFCI breaker located in the main electrical distribution panel.

Before resetting a GFCI or any conventional breaker, first determine the reason it tripped. An appliance may run without any problems when plugged into a standard outlet. When plugged into a GFCI outlet, however, the appliance may shut off, signaling an electrical leak. This is potentially dangerous to the user—especially if the appliance is being operated around water. When this happens, stop using the appliance and get it repaired.

Local building codes in many countries prohibit installing electrical outlets in bathrooms. While this may seem inconvenient, particularly for Americans accustomed to electrical appliances in these areas, the practice should not be circumvented by installing non-GFCI outlets.

Finally, it is abnormal to receive a shock from an electrical appliance. Personnel overseas should contact their post occupational safety and health officer if this occurs. When isolation and increased resistance are practiced, electricity should not cause undue harm to your health. ■

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*The author is with the Office of Safety/Health and Environmental Management.*

## Fellowship Honors 3 Who Died in Bosnia

**A**n academic fellowship honoring three U.S. government officials who died while on a peace-keeping mission in Bosnia in 1995 has been established at James Madison University in Harrisonburg, Va.

The fellowship honors Ambassador Robert C. Frasure, Joseph Kruzell and Air Force Col. Samuel Nelson Drew, who were killed when their vehicle overturned on a mountainous pass.

Robert M. Beecroft, senior deputy assistant secretary for Political-Military Affairs, inaugurated the Humanitarian Demining Fellowship during a recent ceremony at the Memorial Wall near the C Street entrance to the State Department. Standing before a memorial wreath, Mr. Beecroft recounted to their widows and others his memories of his fallen friends and his respect for their valuable work.

“They did not see themselves as heroes,” he said. “Rather, they were simply doing a job that needed to be done in the service of humanity and peace.”

Erin A. Snider, an international affairs major at James Madison, is the first recipient of the fellowship—established by the Office of Humanitarian Demining in the Bureau of Political-Military Affairs and the university’s Mine Action Information Center.

Ms. Snider, who recently returned from Djibouti, where she assessed demining efforts, was recognized for

raising public awareness of the global landmine problem and assisting other nations in eliminating the threat landmines pose to civilians.

Mr. and Mrs. Larry Snider of Hampton, Va., joined their daughter at the ceremony. ■



*Sandy Drew, left, Erin Snider, Katherina Frasure and Gail Kruzell.*

Photo by Ann Thomas.

# Caring for Its Own

The Department of State supports its employees and their families from infancy to maturity in many ways.

**Diplotots Child Development Center:** Diplotots, located in Columbia Plaza, provides a nurturing educational environment for children whose parents work at the Department of State. Governed by a volunteer board of directors, Diplotots supplies much more than child care. The center's highly qualified professional educators administer an enrichment program focused on education and social development in pleasant and safe surroundings.

An active tuition assistance program enables many children to participate whose parents might otherwise be unable to afford such a quality child care program. The board raises money to support needs-based scholarships through community fund raisers, the United Way/Combined Federal Campaign and private contributions. While Diplotots feels strongly that all State children deserve the very best possible educational opportunities, limited resources restrict the number of tuition grants avail-



able each year. Additional child care spaces are available for State Department children at the nearby National Science Foundation with whom State is a consortium partner. For more information, contact Linda Tagliatela at (202) 647-5591 or Michael Rafferty at (703) 875-6060.

**Foreign Service Youth Foundation:** The Foreign Service Youth Foundation supports young people moving from culture to culture with Foreign Service parents. Teens experience the disruptions of an internationally mobile lifestyle and face challenges as they enter new international communities and upon their return to the United States. FSYP offers programs, produces publications, presents an annual Foreign Service Youth Award and provides social activities for these young people. It also sponsors "Around the World in a Lifetime," a teen club for all young people whose parents have been members of an embassy or consulate community. AWAL members prepare a monthly newsletter, gather at a monthly "Basement Meeting" to explore values and concerns, enjoy training and social events and provide each other with a support network. The newest addition to FSYP is the pre-teen club, "Globe Trotters," which offers similar support and activities for younger children. For more information, contact Huong Bach at (703) 749-7742.





**Secretary's Scholarship Fund for the Children of the Nairobi Bombing Victims:**

Five American victims of the Nairobi bombing are survived by young children who range in age from 11 months to 16 years. In 1999, Secretary Albright established a scholarship fund to provide financial assistance for the children's college education. The fund is managed by the Federal Employee Education and Assistance Fund, a nonprofit organization that administers programs on behalf of

many government agencies and is supported primarily by private donations. For more information, contact Kendall Montgomery at (202) 736-4302.

**AFSA Scholarship Fund:** The American Foreign Service Association Scholarship Fund offers financial assistance to Foreign Service families through two programs. The Merit Award Competition, cosponsored by the Associates of the American Foreign Service Worldwide, is open to Foreign Service high school seniors. This one-time-only award recognizes students' academic and artistic accomplishments. Selected students receive \$1,500 cash awards.

The AFSA Financial Aid Program offers needs-based awards for Foreign Service college students. Aid ranges from \$500 to \$3,000 annually. Students must take a min-



imum of 12 credits a semester and maintain at least a 2.0 grade point average to qualify. Diplomatic and Consular Officers, Retired and AAFSW also support this program. For more information, contact Lori Dec at (202) 338-4045.

**The FSN Emergency Relief Fund:** The Foreign Service National Emergency Relief Fund responds on a permanent basis to general crises or humanitarian requests on behalf of FSN employees working for the U.S. government. In addition to grants to FSN colleagues and their families in Nairobi and Dar es Salaam, grants have been made to FSNs in Athens following the recent earthquake; in Caracas after the devastating floods in December of 1999; and in Freetown where FSN homes were destroyed during Sierra Leone's eight-year civil war. Four FSNs in Freetown wrote to say: "To tell the truth, we were shocked and overwhelmed and tears were shed realizing that we have colleagues who are so concerned about the welfare of others and giving us such a surprising support. Your contributions came in at a time when we needed such help. It was really appreciated because it is not easy to start a new life." For more information, contact Donna Bordley at (202) 647-5031.



**The Senior Living Foundation of the American Foreign Service:** The Senior Living Foundation assists elderly retired members of the Foreign Service and their family members who have become physically or mentally unable to cope with life's changes. In many cases, these people have barely enough financial resources to cover their normal living expenses. The foundation has provided a grant for home health care and durable medical equipment for a 76-year-old divorced Foreign Service wife; monthly support for groceries and transportation to medical appointments for a 64-year-old divorced Foreign Service wife; and a temporary grant to cover assisted living facility fees for a 90-year-old Foreign Service widow. For more information, write the Senior Living Foundation of the American Foreign Service, 1716 N St., NW, Washington, DC 20036, or call (202) 887-8170. ■

# If State Secrets Are Your Thing, WAE Can Be Your Gain

By Terry McNamara

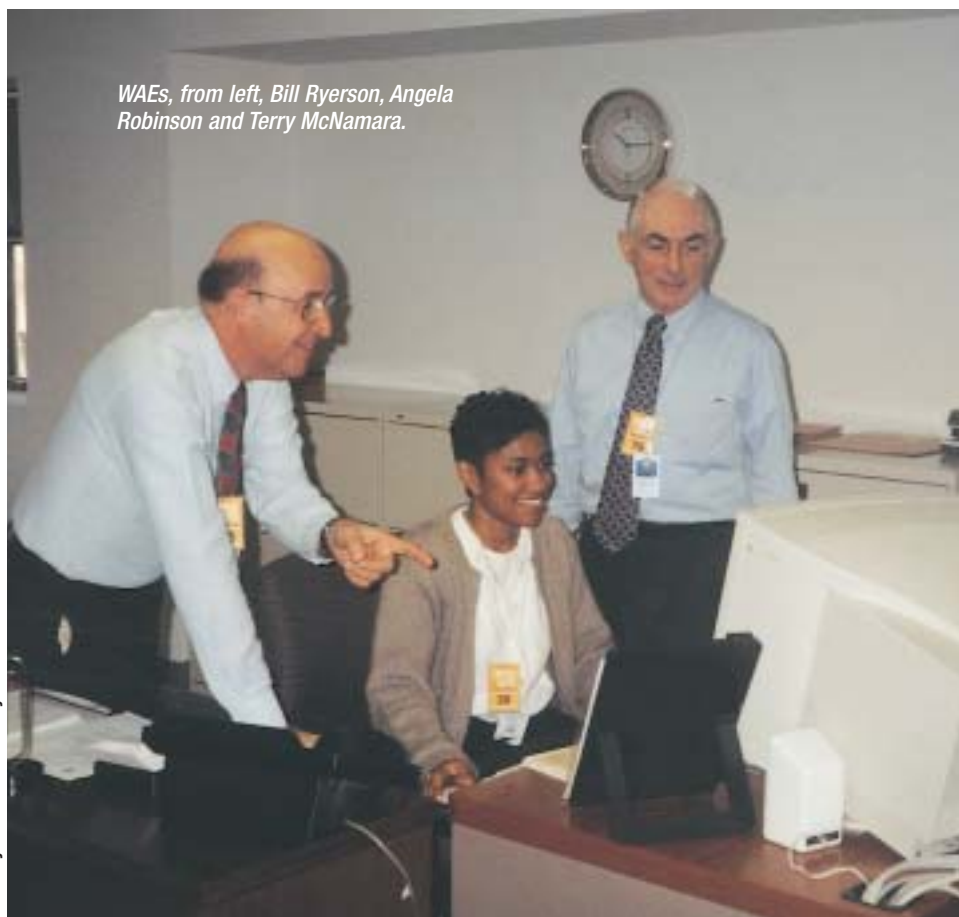
**A**re you interested in working part-time as a transition from full-time employment to full-time retirement? Do you still want to stay in touch with professional issues and old friends? If so, retired senior Foreign Service officers can work as WAEs (that's bureaucratsese, incidentally, for When Actually Employed). Indeed, the largest concentration of WAEs is now involved in a whole new industry accessing official records of the Department—an industry born of voluminous private and congressional requests, General Accounting Office investigations and lawsuits. Over the past 20 years, the Department has benefited from the services of retired

officers in meeting its information access responsibilities and other demands. At the same time, careers of a distinguished corps of retired officers have been extended.

Given the administration's emphasis on the public's right to know, State's declassification activities are more open than in the past. The Freedom of Information Office has commanded front-page attention. For example, documents about Chile's Pinochet years are only one of many high-profile cases disclosed in Department records. Documentation on El Salvador, Iraq, the John Foster Dulles papers at Princeton, human rights abuses in Latin America, War Crimes Tribunals and an exhaustive search for records relating to the Kennedy assassination have all been subjects of intense media attention and scrutiny in recent times. The office has released more than 15 million pages of material under systematic review and is fielding in excess of 5,000 Freedom of Information Act cases a year.

If this type of work appeals to you, the Bureau of Administration's Office of Information Resource Management Programs and Services is looking for retired Foreign Service officers with long professional experience to increase its stable of skilled document reviewers who process and decide what state secrets may safely be released to the public under FOIA. Based on past Department of State and Foreign Service experience, appointments are made at suitably senior temporary Civil Service grades. Under the WAE program, retired persons are paid for actual time worked but receive no fringe benefits. This, of course, presents no problems for retired FSOs who already have health insurance and other benefits in their retirement packages.

No retiree need worry about being deprived of too much well-earned leisure. Working time is limited to 1,020 hours per year. Additionally, WAEs can earn only the difference between their pension payment and their final



WAEs, from left, Bill Ryerson, Angela Robinson and Terry McNamara.

Photo by Robert Hennemeyer.

Foreign Service salary or the salary of the Civil Service pay grade in which they are working as WAEs—whichever is larger. Thus, “topped-up” annuitants are assured a pre-retirement standard of living. And there is an added bonus: income and time worked are credited to their Social Security account and may help them qualify for Social Security benefits.

Aside from the monetary advantages, the work can be professionally fulfilling and personally rewarding. Employees normally deal with documents about problems and geographic areas with which they are familiar. Indeed, one condition of appointment is that candidates obtain endorsements from two Department bureaus certifying confidence in their professional knowledge and ability to deal with documents under those bureaus’ purview.

FOIA’s new quarters in SA-2, on Virginia Avenue near Main State, once housed the old Visa Office. The building has been refurbished from top to bottom. Reviewers have up-to-date electronic systems with which to work and windows that open. WAEs working either at the new National Archives facilities in College Park, Md., or Newington, Va., have ample free parking.

Making decisions on documents that concern events and problems of historic importance is rewarding work. Consider the joy of reading correspondence between Winston Churchill and Dwight Eisenhower or Margaret Thatcher and Ronald Reagan. Not all documents are derived from such exalted levels, but there are daily



WAE Annie Artis.

Photo by Robert Hennemeyer.

opportunities to read the reporting of our best and brightest. The telegrams and memoranda are usually interesting in themselves and require a reviewer’s knowledge and judgment in making decisions whether to withhold them from the bank of publicly held knowledge. For those of us with a sense of the importance of the historic record, this is not an inconsequential responsibility.

We may all be proud of the Department’s record in observing both the letter and spirit of “the public’s right to know” as enshrined in the Freedom of Information Act and various pertinent executive orders. This is consistent with our national security responsibilities. We may all be pleased that we are able to contribute to this worthy endeavor.

These are employment opportunities for both those recently retired and those still on active duty. Both are sought. Although I have focused on opportunities for those already retired, there are equally attractive aspects of employment in declassification activities for active duty Foreign Service officers. Aside from the obvious substantial, professionally satisfying aspects of the work, the positions offer significant managerial responsibilities, regular working hours, high-tech work modes and preparations for post-retirement employment.

Check out our web site at <http://foia.state.gov> or call (202) 261-8303 to arrange a tour of our new digs and a chance to see what we do! If you would like to chat about what working here is really like, leave your telephone number and a current WAE will call you back. You may be pleasantly surprised with the vitality and new millennium prospects. Clearly, we cannot offer everyone employment, but we are looking for the right people to build our skill bank. Applications (on form OF-612) should be submitted directly to Peter Sheils, Deputy Office Director, Room 5081, SA-2. ■

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*The author, a former ambassador, co-chairs the Department’s Freedom of Information Appeals Panel. He retired from the Foreign Service after 40 years of service.*



State annex-2, location of main FOIA office.

Photo by Dave Krecke.

# People Like You

## Honest Abe South of the Border

Stephen W. Holgate, public affairs officer in Monterrey, Mexico, has discovered more than one way to reach out to the community. Mr. Holgate researched, wrote, directed and performed last November in a one-man show on President Abraham Lincoln at a local theater. He and his wife, Felicia, considered the project best suited for his future retirement. But he decided not to wait and a year and a half later had completed the play in his spare time. He was able to memorize the entire play during home leave in Oregon and upon his return to post found a local theater to host his dream. The local paper, *El Norte*, wrote of his performance, "To cover so much in such a short time is a challenge, even more so when this story is done as a monologue. But Holgate was able to achieve this." His audiences have been equally enthusiastic.



## Bach 'Suites' Her

Irene M. Miller, physician assistant in Kampala, Uganda, brings more than just her medical talent with her to post. She also brings a musical one. Ms. Miller began playing the cello in the seventh grade when her Russian music teacher in Berlin gave her a cello and a stipend. When she was 16, Ms. Miller auditioned with the Philadelphia Musical Academy (now the Philadelphia College of Performing Arts) and was awarded a four-year scholarship. She went on to play professionally in orchestras in the United States as well as Europe. Ms. Miller's favorite composer, particularly in Kampala, is Bach. "The cello 'Solo Suites' take on new dimensions when played in Africa. Their pristine clarity and beauty give a welcome relief from the chaos all around."

## Courses: National Foreign Affairs Training Center

# Education & Training

Program	May	June	Length
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### Language

Full-time Language Training, L-100			
French, Spanish	1	—	24 W
French, German, Italian, Portuguese, Spanish		30	
F.A.S.T. Language Classes, L-200			
French, German, Italian, Portuguese, Spanish	30	—	8 W

NOTE: Consult FSI course catalog or FSI web site for languages offered.

### Advanced Area Studies

During full-time Language Training—Weekly 3 H

Intensive Area Studies

**June 5—2W:** Africa, Sub-Sahara AR 210, East Asia AR 220, Europe AR 291, Inter-American Studies AR 239, Near East/North Africa AR 240, South Asia AR 260, Southeast Asia AR 270, Successor States-Soviet Union AR 281

**June 8—2D:** Balkans Module AR 293, Caucasus/Central Asia Module AR 282

**June 9—1D:** Caspian Sea Energy Module AR 283

**June 12—2D:** Europe Union Module AR 292

### Administrative Training

NEPA Tng. Domestic Operation PA 129	—	19	1 W
Mgt. Control Workshop PA 137	22	—	2 D
Customer Service PA 143	18	—	2 D
COR/Post-Award PA 174	—	6	3 D
COR/Post-Award PA 175	—	9	2 D
Purchasing Card Tng. PA 197	18	—	1 D
Budget & Financial Mgt. PA 211	8	—	6 W
Working with ICASS PA 214	9	21	4 D
Appropriation Law PA 215	9	—	4 D
General Services Operation PA 221	15	19	10 W
Overseas Contract Off. Warrant Tng. PA 223	—	26	4 W
Basic Admin. Mgt. PA 224	8	12	1 W
FSN Class. and Compensation PA 232	15	6	2 W
American Personnel Management PA 235	—	26	2 W
ICASS Executive Seminar PA 245	24	28	1 D

**Correspondence Course:** How to Be a Certifying Officer PA 291, How to Be a Contracting Officer Rep. PA 130, How to Write a Statement of Work PA 134, Intro. to Simplified Acquisitions & Req. Overseas PA 222, Mgt. Controls Workbook PA 164, Tng. for Overseas Cashier Supervisor PA 294, Tng. for Overseas Cashier PA 293, Tng. for Overseas Voucher Examiners PA 200, Overseas Cashier (CD-ROM Version) PA 295.

### Consular Training

Automation for Consular Mgrs. PC 116	8, 22	5, 19	1 W
Advanced Consular Course PC 532	—	26	3 W

**Continuous Enrollment:** Congen Rosslyn Consular PC 530, Consular Orient. PC 105, Overseas Citizen Services PC 535, Passport & Nationality PC 536, Immigrant Visas PC 537, Non-Immigrant PC 538, Consular Review & Automation PC 540

**Correspondence Courses:** Immigration Law and Visa Operation PC 102, Nationality Law and Consular Procedures PC 103, Overseas Citizens' Services PC 104 (6 Days), Passport Examiners' Correspondence Course PC 110

### Curriculum and Staff Development

Basic Facilit. & Delivery Workshop PD 513	17	—	3 D
Training Design Workshop PD 512	—	21	1 W

Program	May	June	Length
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### Orientation Training

Intro. to Working in an Embassy PN 113	22	—	2 D
Orient. for Civil Service Employees PN 105	—	20	3 D
Orient. for Foreign Service Specialist PN 106	—	19	3 W
Washington Tradecraft PT 203	8	—	1 W

### Leadership & Management Development

Deputy Chiefs of Mission PT 102	—	11	2 W
EEO/Div. Aware. for Mgrs. and Sup. PT 107	4, 11, 18, 22, 29	1, 8, 15	2 D
Managing People Problems PT 121	18	—	3.5 D
Team Building PT 129	23	—	1 D
Managing Change PT 206	25	—	1 D
Intro. to Mgt. Skills PT 207	—	26	1 W
Managing State Projects PT 208	22	—	1 W
Executive Intro. to Project Mgt. PT 209	—	29	2 D
Coaching PT 211	24	—	1 D

### Public Diplomacy Training

Public Diplomacy Tradecraft PY 100	8	—	3 W
Manag. Staff & Res. for Pub. Aff. Campgn. PY 101	18	—	2 D
Speechwriting and Present. Skills PY 102	24	—	1 D
Role of Spokesperson/How Media Wks. PY 103	25	—	1 D
Dealing with Electronic Media PY 104	26	—	1 D
Admin. Pub. Dipl. Opers. Overseas PY 105	16	—	2 D
Pub. Dipl. and Information Tech. PY 106	11	—	1 D
Pub. Dipl. Prog., Products and Svcs. PY 107	12	—	2 D
Cultural Training PY 108	22	—	2 D
Public Dip. Theory and Practice PY 109	8	—	3 D
An Evolving America PY 110	19	—	1 D
Accessing Info. Resources Overseas PY 202	—	19	1 D
High Level Visits and the Media PY 203	—	5	1 D
FSN On-Line Writing Lab PY 210	20	—	3 W
FSN PD Information Res. Centers PY 206	20	—	3 W

### Office Management Training

FS Sec.Tng. for Entering Pers. PK 102	8	—	3 W
Senior Secretarial Seminar PK 111	31	—	3 D
CS Sec.Tng. for Entry Personnel PK 104	—	5	2 W
Drafting Correspondence PK 159	15	—	1 W
Travel Regulations and Vouchers PK 205	—	27	2 D
Files Mgt. Retirement PK 207	—	2	1 D
Better Office English/Written PK 225	—	19	2 W
Writing Effective Letters & Memos PK 241	—	12	2.5 D
Supervisory Studies Seminar PK 245	22	—	1 W
Employee Relations PK 246	18	—	2 D
Professional Seminar for FS Office Mgt. PK 302	—	12	2 W
Office Tech. in the 21st Century PK 333	—	5	1 D

### Political Training

Negotiation Art & Skills PP 501	—	12	1 W
Advanced Negotiation: Solving Prob. PP 515	8	—	4 D
International Conflict and U.S. Policy PP 517	23	—	3.5 D



Program	May	June	Length
<b>Economic &amp; Commercial Training</b>			
Commercial Tradecraft PE 125	—	26	1 W
Country Data Analysis PE 504	—	19	4 D
Political/Economic Tradecraft PG 140	—	5	3 W
Science, Technology & Foreign Policy PG 562	—	26	1 W
Senior Communication Course PE 290	—	8	2 D

### Overseas Briefing Center

SOS: Security Overseas Seminar MQ 911	1	5, 26	2 D
Adv. Security Overseas Seminar MQ 912	23	20	1 D
TDY Security Overseas Seminar MQ 913	1	5, 26	1 D
Youth Security Overseas Seminar MQ 914	—	27	1 D
Regulations/Allowances/Finances MQ 104	16	—	3 D
DCM/Principal Off., Role of Spouse MQ 110	—	19	3 D
Making Presentations: Fr. Design to Del. MQ 111	8	—	1 W
Explaining America MQ 115	—	3	1 D
Going Overseas for Singles & Couples w/out Children MQ 200	20	—	1 D
Going Overseas for Families MQ 210	20	—	1 D
Going Overseas Logistics for Adults MQ 220	20	—	1 D
Going Overseas Logistics for Child. MQ 230	20	—	1 D
Young Diplomats Day MQ 250	—	26	1 D
Post Options for Empl. & Tng. (POET) MQ 703	—	10	1 D
Targeting Job Search MQ 704	—	8	2 D
Long Distance Relationships MQ 801	—	3	1 D
Communicating Across Cultures MQ 802	22	—	1 D
Realities of Foreign Service Life MQ 803	15	—	1 D
Legal Consid. in the For. Service MQ 854	31	—	1 D
Overseas Health Concerns MQ 857	—	21	1 D
US Tax & Foreign-Earned Income MQ 858	10	—	1 D
Emergency Medical Trauma MQ 915	6	—	1 D

### Information Management Training

Microsoft Project PS 180	2	14	3 D
PC/Windows NT 4.0 Fundamentals PS 201	2, 17, 31	12, 26	2 D
Access 97 Intro. PS 250	10, 22, 31	21	2 D
Access 97 Intermediate PS 251	4	7	2 D
Excel 97 Intro. PS 270	17	5, 26	2 D
Excel 97 Intermediate PS 271	24	19	2 D
Internet Concepts PS 218	9, 23	6, 20	1 D
Internet Concepts PS 318	11, 25	8, 22	1 D
PowerPoint 97 Intro. PS 240	8	5, 28	2 D
PowerPoint 97 Intermediate PS 241	2	12	2 D
Word 97 for Windows, Intro. PS 232	4, 15	14, 28	2 D
Word 98 for Windows, Intermediate PS 233	15	15	2 D
CableXpress Client PS 284	9, 24	7, 21	1 D
CableXpress Administration PS 285	1	5	4 D
Inform. Res. Mgt. Orien. for IM Specialist PS 380	3	—	3 D

Program	May	June	Length
CLOUT Administration PS 291	—	12	2 D
MS Outlook PS 298	12	2	1 D
CA Systems for IMS PS 310	15	26	1 W
IRM Specific Orientation PS 380	3	—	3 D
ALMA O'View—PC/Windows PS 501	8, 22	5, 19	1 D
ALMA O'View—Word PS 502	9, 23	6, 20	1.5 D
ALMA O'View—Client Network PS 503	10, 24	7, 21	0.5 D
ALMA O'View—Excel PS 505	11, 25	8, 22	1 D
ALMA O'View—PointPoint PS 506	12, 26	9, 23	1 D

### Professional Development Division

TEL/KEY SYS—Intro. to Tele. & Key Sys. YW 140	15, 22	5, 19	1 W
Refresher Communication YW 164	1, 8, 15, 22, 29	5, 12, 19, 26	1 W
DATACOMM—Intro. to DATACOMM YW 173	—	5, 19	2 W
CLan/Class Local Area Network YW 177	1	—	3 W
EXACOM YW 186	—	19	1 W
SC-7 Satellite Operation/Maint. YW 192	1	19	3 W
CIP-Current Instant Practice YW 203	8	—	4 W
Wide-Band Digital Transm. Networking YW 2138	—	19	2 W
SX-50—Mitel PBX SX-50 YW 219	22	26	1 W
SX-200D—Mitel PBX SX-200 YW 220	29	—	1 W
SX-2000—Mitel PBX SX-2000 Analog YW 2211	—	5	1 W
SX-20/200A—Mitel PBX SX-20/200 Analog YW 222	8	12	1 W
Network Essentials YW 228	8, 22	5, 19	1 W
CLOUT YW 230	—	5	1 W
FAST Backup YW 231	1, 29	26	1 W
FAST TERP V YW 232	8	5	1 W
Commercial Terminals YW 234	8	5	2 W
Advanced SMS/SQL YW 235	15	—	2 W
NT Advanced YW 240	8, 15	5, 12	3 W
Advanced Networking YW 241	—	5	2 W
NT Enterprise YW 242	—	19, 26	3 W
Exchange Enterprise YW 243	29	26	2 W
Radio YW 244	8, 15, 22	12, 19, 26	1 W
Wide-Band Net YW 250	8	19	2 W
BPS-Black Packet Switch YW 334	8	5	1 W
Meridan 61C YW 497	1, 29	26	2 W
Desktop Systems YW 642	1, 8, 15, 22, 29	5, 12,	2 W
Black Router YW 745	22	19	1 W
Microsoft Exchange YW 749	15, 29	5, 26	1 W

Length: H = Hours, D = Days, W = Weeks

For additional information, please consult the course catalog or contact the Office of the Registrar at (703) 302-7144 or visit the FSI web site at [www.fsiweb.gov](http://www.fsiweb.gov).

## Public Service Recognition Week

The week of May 1, 2000, marks Public Service Recognition Week. The Department will celebrate the occasion in several ways:

- ▼ **Tuesday, May 2, 2000**—Civil Service Day with guest speakers, awards and refreshments. Coordinating Office, PER/EX, 202-663-2300.
- ▼ **Thursday, May 4, 2000**—Department Awards Ceremony. Coordinating Office, PER/PE, 202-663-2060.
- ▼ **Friday, May 5, 2000**—Foreign Service Day. Homecoming for retirees with speeches, seminars, awards, and memorial plaque ceremony. Coordinating Office, PER/EX, 202-663-2300.

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## STATE OF THE ARTS

### Upcoming Performances



- ◆ **April 19:** Jazz vocalist Nancy Paris Hines and entertainer Frank Foster, East Auditorium
- ◆ **April 26:** International classical pianist Sunn Hee Kim
- ◆ **May 10:** Piano students from Georgetown University and the Department of State
- ◆ **May 17:** Award-winning composer and pianist Bob Orr
- ◆ **June 21:** Tango music of Asor Piazzolo by Manny Bobenrieth Sextet
- ◆ **June 28:** The City Dance Ensemble with Ludovic Jolivet, East Auditorium
- ◆ **July 12:** Washington Tango Trio
- ◆ **July 26:** Czech Orchestra with violin soloist Jorge Saade-Schaff

**NOTE:** *Unless otherwise indicated, all performances are at 12:30 p.m. in the Dean Acheson Auditorium. They are free to State employees.*

## Performers Close Out Year

By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association presented several high-caliber performances to close out 1999.

A concert titled "From Folk to Broadway, An Afternoon of Americana" featured George and Sherry Graveson, a husband-wife duo. A bass/baritone, Mr. Graveson has sung in many choirs, chorales and glee clubs. His wife accompanied him on the keyboard. The duo's selections covered Hammerstein, Bernstein, Rogers, Lerner and Lowe and Jerome Kern. The audience particularly enjoyed their rendition of "Ol' Man River."

A performance featuring violinist Ondrej Janoska, 14, a child prodigy also known as the Bratislava Paganini, honored the 10th anniversary of freedom in Czechoslovakia. This concert was jointly sponsored by the embassy of the Slovak Republic. Accompanied on the piano by Iveta Sabova, Mr. Janoska played passionately and sensitively.

In December, pianist Nicholas Carey, violinist Elizabeth Johnson and violist Amy Davis performed an original composition by Benjamin Boyle, a recipient of the Peabody Endowed Composition Scholarship. His composition, "Trio No. 3," was almost mournful and struck some emotional chords.

The State of the Arts Concert Series' Christmas treat to State Department employees featured Nick and Mary

Greanias along with guest artist Eleni Peyser and the vocal octet, Venus d Minor. Tom Mitts accompanied on the piano. Mr. Greanias, a Foreign Service officer on the Ukraine Desk, studied voice in Romania under baritone Dan Iordachescu. Their Christmas program featured many beloved holiday season songs, including the audience singing the familiar and traditional "Away in a Manager."

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*The author is a computer specialist in the Executive Secretariat.*



*Violinist Ondrej Janoska accompanied by pianist Iveta Sabova.*

## O B I T U A R I E S

*Montgomery Hill Colladay, 97, a retired Foreign Service officer, died Dec. 17 of pneumonia in San Diego, Calif. Mr. Colladay joined the Foreign Service in 1929 and served in Poland, Switzerland, Estonia, Canada, Ireland, Brazil, Trinidad and Spain. He served in London as second secretary of the Embassy to the Governments in Exile for the duration of World War II. He retired in 1953.*



*Arthur Compton, 81, a retired Foreign Service officer, died Oct. 29 in Auribeau-sur-Siagne, France. He joined the Foreign Service in 1941 and served in Washington, D.C., Vienna and Manila and as consul general in Antwerp. He retired in 1966 and established the first overseas office of the state of Illinois in Brussels.*



*Frank D. Durfey, 76, a retired Foreign Service officer, died Nov. 25 of cancer in Sequim, Wash. Mr. Durfey joined the Foreign Service in 1949 and served in the Diplomatic Courier Service until 1963. He then served as a Diplomatic Security agent in France, Egypt, Panama, the Philippines, Côte d'Ivoire, Greece, Congo, Indonesia, Kenya, Washington State and South Africa. He retired in 1984, then worked as an annuitant for the State Department. Mr. Durfey served with the U.S. Marine Corps during World War II.*

*William Hughes Hallman, 66, a retired Foreign Service officer, died Feb. 9, 1999, of cancer in Austin, Tex. Mr. Hallman joined the Foreign Service in 1957 and served in Mexico, Iran, Turkey, Afghanistan, Argentina and El Salvador. During World War II, he served as a communications officer aboard a Navy destroyer in the Pacific.*



*Patrick J. Henry, 25, an assistant regional security officer in Bogota, Colombia, died unexpectedly while jogging on Nov. 21. Mr. Henry became a special agent with the Bureau of Diplomatic Security in 1998 and served in the bureau's New York field office prior to his assignment in Bogota.*



*Leslie A. Klieforth, 75, a retired Foreign Service officer, died July 23 in St. Petersburg, Fla. He served as consular officer and commercial attaché in Germany, South Africa, New Zealand, Iran, Belgium, Morocco and Vietnam. Mr. Klieforth also served as an interpreter in the U.S. Army during World War II. He retired in 1978.*



*Wilma G. McElroy, 84, wife of retired Foreign Service officer Jesse D. McElroy, died Nov. 23 in Atlanta. From 1954 to 1970 she accompanied her husband to posts in Hong Kong, Bangladesh, Indonesia, Germany and Laos.*



*Wilma C. Patterson, 89, a retired Foreign Service officer, died Oct. 27 of congestive heart failure in Indianapolis, Ind. Ms. Patterson transferred from the War Agencies to the State Department in 1945. She joined the Foreign Service in 1956 and served in Ecuador, El Salvador and Mexico as well as on many temporary assignments, including the U.S. Mission to the United Nations. She retired in 1970.*



*David Garland Smith*, retired Foreign Service officer, died Jan. 14. Mr. Smith served in Laos, Thailand, Togo, Guinea, India and Washington, D.C. He received the USIA Career Achievement Award following his duty at the Foreign Press Center in Washington, D.C. Mr. Smith retired in 1985.



*Willie Jo (Williams) Vickers*, 74, a retired member of the Foreign Service, died Dec. 22 of Alzheimer's disease. She joined the Foreign Service in 1955 and served for 35 years. She was posted to Italy, Turkey, Lebanon, Sudan, India, China, Cuba, Guinea, Austria, Tunisia, Argentina and Washington, D.C.



*Peter James Terbush*, 21, son of Foreign Service officer James Terbush, died last June in a climbing accident in Yosemite Valley, Calif. Mr. Terbush, a geology student at Western State College in Gunnison, Col., traveled extensively with his Foreign Service family. He graduated from Singapore American School in 1996. He was an accomplished rock climber and

is credited with saving the life of his climbing partner during the accident that took his own life.



*Joseph Robert Yodzis*, 70, died Dec. 17 in Geneva, Switzerland. Mr. Yodzis joined the Foreign Service in 1960 and served in consular and personnel assignments in England, the Azore Islands, Washington, D.C., Switzerland, Norway and Guinea and as administrative counselor in Austria. Following his retirement in 1986, he began a

series of temporary assignments for the Foreign Service and worked part-time for the U.S. Trade Representative in Switzerland.

To report deaths of Foreign Service and Civil Service retirees, contact the Office of Retirement at (202) 261-8960 (voice) or (202) 261-8988 (fax). Obituary information, including photos, may be submitted by the family or their representative directly to *State Magazine*, U.S. Department of State, Bureau of Personnel, Office of Employee Relations, Room H-236, SA-1, 2201 C St. NW, Washington, DC 20522-0102. Fax: (202) 663-1769.

## PERSONNEL ACTIONS

### Foreign Service Retirements

**Carney, Timothy Michael**, in transit  
**Khatib, Ruby G.**, Career Transition Center  
**Martins, Linda Kay Gray**, Bangkok  
**Mclaughlin Jr., Michael J.**  
**Menyhert, Louis S.**  
**Moore, Ralph W.**, Florida Regional Center  
**Moore, Sidney R.**, European and Canadian Area Branch  
**Mullen, Sheila M.**, Nicosia  
**Planty, Donald J.**, in transit  
**Tyan, Thomas W.**, Harare  
**Shaw, Brigitte Ruth**, Berlin  
**Sullivan, Terence W.**, Multi-Media Production Div.

### Civil Service Retirements

**Carpenter, Frederick E.**, Applications Branch  
**Erb, William A.**, Oceans Affairs  
**Jones, Frances A.**, Classification Division  
**Noble, Patricia H.**, Civil Service Personnel Management  
**Payne-Fuller, Carolyn**, Grants Division  
**Randolph Jr., Tunis D.**, Automated Reproduction, Collation, Systems Branch  
**Roehrich, Daniel Edward**, Property Management and Procurement Div.  
**Snodgrass, Larry L.**, Systems Integration Office  
**Sontag, John Philip**, Russia Domestic Affairs Div.  
**Stuart, R. Wallace**, Public Diplomacy and Public Affairs  
**Thompson, Charles Henri**, Payroll Operations Branch

## APPOINTMENTS

**Alternate Representative to the U.S. General Assembly of the United Nations.** Irwin Belk of North Carolina is serving as an alternate representative to the U.S. General Assembly of the United Nations. Mr. Belk is president of the Belk Group and the Irwin Belk Educational Foundation. Mr. Belk served on the North Carolina Democratic Committee and for several years as a delegate to the National Democratic Conventions. He served in the North Carolina House of Representatives from 1959 to 1962, then as state senator from 1963 to 1966. He served in the Air Force during World War II. He and his wife, the former Carol Grotnes, have four children.



**Special Envoy for Holocaust Issues.** J.D. Bindenagel, a career Foreign Service officer, is the new special envoy for Holocaust Issues. Mr. Bindenagel joined the Foreign Service in 1975 and was posted in Korea, Germany and Washington, D.C. He served as deputy chief of mission in Germany from 1989 to 1990. In

1991, he became director of the Office of Emerging Countries in the Bureau of Economic and Business Affairs, then in 1992 director for Central European Affairs until 1994. He then took assignments with the German Marshall Fund, the office of the under secretary for Economic, Business and Agricultural Affairs, and the Washington Conference on Holocaust-Era Assets. He and his wife, the former Jean K. Lundfelt, have two children.



**Assistant Secretary of State for Arms Control.** Avis T. Bohlen, a career Foreign Service officer, is the new assistant secretary of State for Arms Control. Ms. Bohlen began her Foreign Service career in 1977, and she has served in various European and domestic posts. She served as executive director of the U.S. Delegation to Nuclear and

Space Talks in Geneva and as director in the Office of Western European Affairs and the Office of European Regional and Security Affairs. Ms. Bohlen became deputy assistant secretary of State for European and Canadian Affairs in 1989 where she served until 1991. She then served as deputy chief of mission in Paris until 1995, and most recently as ambassador to Bulgaria. Ms. Bohlen is married to David Calleo.



**U.S. Ambassador to New Zealand and Samoa.** Carol Moseley Braun is the new U.S. Ambassador to New Zealand and Samoa. Ms. Braun began her career as an assistant U.S. attorney in civil litigation. In 1978, she was elected to the Illinois General Assembly and became assistant majority leader. Ms. Braun was the first woman in the state of

Illinois to be elected to the U.S. Senate and was the sole African-American in the Senate from 1992 to 1998. Ms. Braun served on the Senate Finance Committee and Judiciary Committee, among other committee assignments.

**Deputy Permanent Representative to the United Nations.** James B. Cunningham of Pennsylvania, a career Foreign Service officer, is the new deputy permanent representative to the United Nations. He joined the Foreign Service in 1975 and has served in Stockholm, Rome, Brussels and Washington, D.C. In 1988, he was appointed deputy and later chief of staff to the U.S. Mission to NATO. He served there until 1990 when he became the deputy counselor for Political Affairs in the U.S. Mission to the United Nations. He returned to Washington, D.C., in 1992 as deputy and then director of the Office of European Security and Political Affairs. Mr. Cunningham most recently served as deputy chief of mission in Rome from 1996-1999. He and his wife, Leslie Genier, have two children.



**Special Envoy for Conventional Forces in Europe.** Craig Gordon Dunkerley of Massachusetts, a member of the Senior Foreign Service, is the new special envoy of the Secretary of State for Conventional Armed Forces in Europe. Mr. Dunkerley joined the Foreign Service in 1971 and has served in Vietnam, Japan, Belgium,

Austria and Washington, D.C. In 1981, he was named an international affairs fellow at the Council of Foreign Relations in New York. Mr. Dunkerley served at the U.S. Mission to NATO in Brussels and in 1992 was named deputy head of the U.S. Delegation to the Vienna-based Conference on Security and Cooperation in Europe. In 1995, he became director of the Office of European Security and Political Affairs in Washington, D.C. His wife, Patricia Haigh, is a former Foreign Service officer.

**U.S. Ambassador to Brazil.** Anthony S. Harrington of North Carolina is the new U.S. Ambassador to Brazil. Mr. Harrington was a senior partner of Hogan & Hartson, a law firm based in Washington, D.C. He chaired the President's Intelligence Oversight Board, served as vice chairman of the President's Foreign Intelligence Advisory Board and was a member of the congressionally created Commission on the Roles and Capabilities of the U.S. Intelligence Community. Mr. Harrington previously directed the Center for Democracy and served on the advisory board of the Center for Strategic and International Studies for Diplomacy in the Information Age Project.

**U.S. Representative to the United Nations for U.N. Management and Reform** with ambassadorial rank. Donald S. Hays, a career member of the Senior Foreign Service, is the new U.S. Representative to the United Nations for U.N. Management and Reform. Mr. Hays joined the Foreign Service in 1973 and served in Vietnam and Russia. He served as deputy chief of mission in Sierra Leone from 1978 to 1980, then returned to Washington, D.C., as executive director in the Office of Medical Services. Mr. Hays later served in Senegal, Germany and Pakistan. He returned to Washington, D.C., as executive director in the Bureau of European Affairs from 1996 to 1998, and most recently as director for the Office of Management Policy and Planning. Mr. Hays and his wife have two children.



**U.S. Ambassador to the Republic of Congo.** David H. Kaeuper, a career Senior Foreign Service officer, is the new U.S. Ambassador to the Republic of Congo. Mr. Kaeuper began his Foreign Service career in 1971 and has served in the Philippines, Burundi, France, Nigeria and Washington, D.C. He served as deputy chief of mission in

Gabon from 1984 to 1986 and later as deputy director for the Office of East African Affairs in Washington, D.C. His most recent assignment was as director of the Office of African Analysis, Bureau of Intelligence and Research. He and his wife, Brenda Bowman, have one child.

**Under Secretary of State for Economic, Business and Agricultural Affairs.** Alan P. Larson, a career Foreign Service officer, is the new under secretary of State for Economic, Business and Agricultural Affairs. Mr. Larson began his career in the early 1970s, serving in Sierra Leone and Zaire. In 1978, he returned to Washington, D.C., as deputy director of the Energy Policy Office. He then served in Jamaica and in Washington, D.C., where he became deputy assistant secretary of State for International Energy and Resources Policy and then principal deputy secretary of State for Economic and Business Affairs. In 1990, he became U.S. Ambassador to the

Organization for Economic Cooperation and Development, returning to Washington, D.C., in 1994 as principal deputy assistant secretary of State for International Finance and Development. He most recently was assistant secretary of State for Economic and Business Affairs. He and his wife have three children.



**U.S. Permanent Representative to the Organization of American States.** Luis J. Lauredo of Florida is the new U.S. Permanent Representative to the Organization of American States. He served as president of Greenberg Taurig Consulting, Inc. Mr. Lauredo was executive director of the Summit of the Americas in Miami in 1994 and

from 1992 to 1994 served as commissioner of the Florida Public Service Commission. He has also served as senior vice president of the Export-Import Bank of the United States and as city councilman in Key Biscayne, Fla. He and his wife, Maria Regina, have two children.



**U.S. Ambassador to South Africa.** Delano E. Lewis of New Mexico is the new U.S. Ambassador to South Africa. Mr. Lewis began his career in 1963 as an attorney with the U.S. Department of Justice before joining the Equal Employment Opportunity Commission. He served in the U.S. Peace Corps as associate director in Nigeria, as country director in

Uganda, then as director of the Peace Corps' East and Southern Africa Division in Washington, D.C. Mr. Lewis worked for Sen. Edward Brooke of Massachusetts and Delegate Walter E. Fauntroy of Washington, D.C. For 21 years, he was with C&P Telephone of Washington, D.C., rising to president and chief executive officer. He most recently served from 1994 to 1998 as president and chief executive officer of National Public Radio. He and his wife, Gayle Carolyn Jones Lewis, have four children.



**U.S. Ambassador to the Republic of Burundi.** Mary Carlin Yates of Oregon, a career member of the Foreign Service, is the new U.S. Ambassador to the Republic of Burundi. Ms. Yates joined the Foreign Service in 1980 and has served in Korea, the Philippines, Washington, D.C., Zaire and France. She served as director of the

public affairs office in the Bureau of East Asia and Pacific Affairs. She is married to John Melvin Yates, U.S. Ambassador to the Republic of Cameroon and the Republic of Equatorial Guinea.

# THINGS YOU JUST DON'T HEAR AT STATE...

GOSH, FILLING OUT THAT TRAVEL VOUCHER WAS A CINCH!



EVERYTHING I WEAR LOOKS BETTER WITH AN I.D. BADGE!



I'D LIKE YOU TO BE TOTALLY CANDID IN MY EVALUATION AND IF I'M NOT READY FOR PROMOTION, THEN BY GOLLY SAY SO!



MORE THAN WE ASKED FOR IN OUR BUDGET AGAIN THIS YEAR? FOR PETE'S SAKE, WHAT ARE WE GOING TO DO WITH ALL THAT EXTRA MONEY?



LOOK, I'M SET ON GOING TO A HARDSHIP POST FOR MY NEXT ASSIGNMENT. AND YOU CAN'T STOP ME!



Department of State, USA  
Bureau of Personnel  
Washington, DC 20520

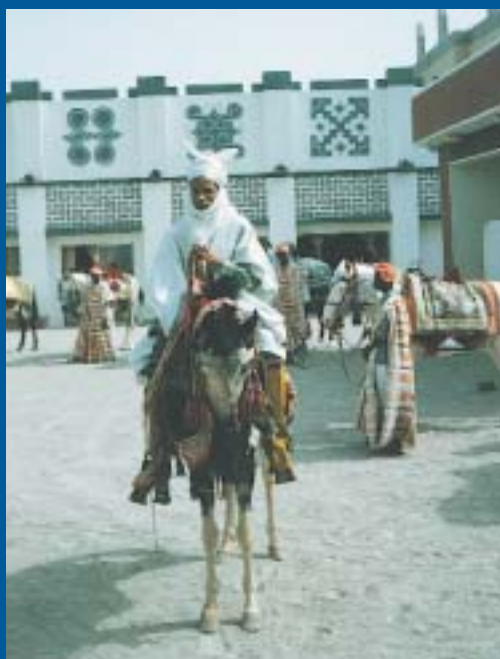
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