

UNITED STATES DEPARTMENT OF STATE

July/August 1998

State

Magazine

Kathmandu

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Wellington

State Magazine

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

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Photo by Joseph Furgal

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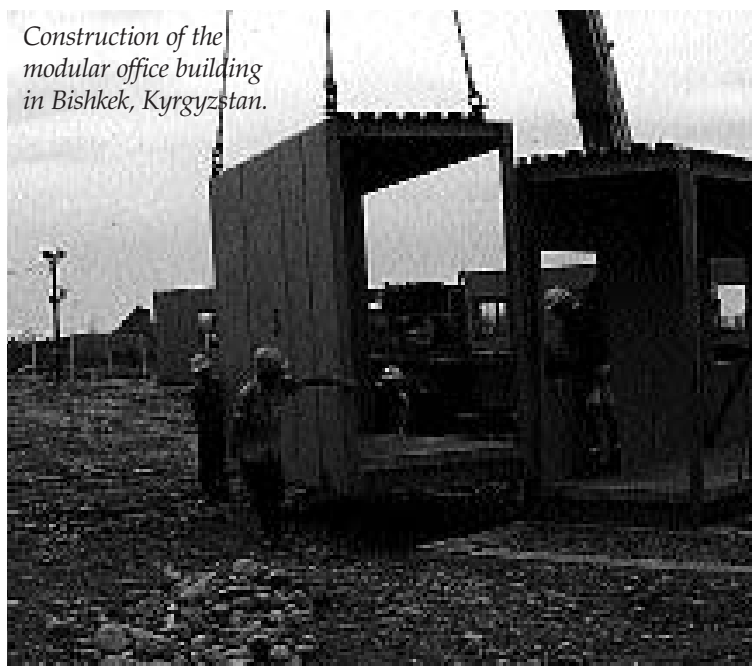
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On the Cover

Kathmandu's Patan Durbār Square

Photo
by Joseph Furgal



FROM THE SECRETARY

Nuclear Tests Test U.S. Diplomacy

The nuclear explosive tests by India and Pakistan continue to reverberate throughout the international community.

If you are like me, this crisis has affected you not only as a foreign policy professional, but as a parent and citizen.

These senseless blasts were a blow to the nuclear nonproliferation regime. But even more immediately, they added kindling to the tinderbox that is Kashmir.

Department officials have played a central role in formulating and carrying out the U.S. response to this crisis. My intensive consultations among the P-5, the G-8 and broader groups of countries were only the beginning. Clearly, we face a protracted global diplomatic challenge to ease tensions in South Asia, prevent further proliferation setbacks and ultimately to strengthen the international arms control regime.

I addressed the elements of this challenge June 11 in remarks to a gathering sponsored by the nonpartisan Stimson Center. My purpose was not only to set forth the Administration's response to those tests, but to articulate, in some detail, our broader diplomatic strategy to prevent the spread and limit the danger of the world's deadliest weapons.

The heart of my argument was that the South Asia tests had not—as some suggest—discredited the logic of nonproliferation. Instead, they validated that logic. The truth is, after all, inescapable that the tests left India and Pakistan less secure, less respected and less in control of regional events than they had been before their misguided decisions.

I then argued that it is now not less important, but more important than ever, for the United States to provide leadership and set the right example by approving promptly the Comprehensive Test Ban Treaty. And I spelled out a series of initiatives designed to exercise greater restraint over the full range of the world's deadliest weapons, from nuclear warheads to poison gas to the shoulder-fired missiles that have become a very real threat to civil aviation.

Developing these initiatives, building support for them, responding further to the crisis in South Asia, dissuading others from following the example of India and Pakistan, and maintaining our vigilance against "loose nukes" and unconventional threats to U.S. security is a very full plate of diplomacy to dig into this summer. Success will require all the energy, teamwork and creativity we can muster.

But I know that we all understand the stakes, and I am confident that we will see the strongest possible effort both in Washington and in missions around the world. This is a difficult test—but it is a test we cannot afford to fail.

Madeleine Albright
Secretary of State

Let's Try a Little Courtesy

Dear Editor:

I feel the need to comment on the lack of courtesy shown by many State Department employees. Over the years I have repeatedly observed some of the most discourteous behavior displayed toward one another, and the situation seems to be worsening. It is not uncommon to see individuals try to push their way onto an elevator past those attempting to get off without so much as an "excuse me." People routinely throw change on the counter instead of handing it to a cashier. Recently, I observed a half dozen people going through a cafeteria cashier's line without establishing any eye contact, identifying what they had purchased or uttering so much as a "good morning" or "thank you."

Individuals cut corners in the hallways, abruptly coming face to face with a person walking in the opposite direction, and fail to excuse themselves. Drivers nearly run over pedestrians as they enter the basement parking garage. Some individuals never greet the person who daily empties their trash can or delivers the mail. I find this lack of common courtesy and good manners appalling in an agency that prides itself on public diplomacy (of which good manners play a part). I can't help but wonder what example these individuals are setting for their children. Common courtesy takes but a minute and does much to improve the work environment. I urge my fellow employees to give some thought to how their behavior affects others with whom they come in contact and what it says to outside (especially foreign) visitors.

Ruth Lincoln

Bureau of Consular Affairs

Pull the Porn, Please

Dear Editor:

In your March issue, you devoted extensive coverage to women's issues, quoting one senior official as saying, "Advancing the status of women is not only a moral imperative; it is being actively integrated into the foreign policy of the United States." Several articles cited laudable efforts undertaken recently to that end.

A visit to one of the concessionaires at the Main State building, however, tells a different story to visiting diplomats and other dignitaries. There, available for sale in plain view of anyone visiting these establishments are *Playboy*, *Penthouse* and *Club* magazines. They are dedicated to showcasing women either in nude poses or engaging in sex.

I am not questioning the principle of whether adults should be able to purchase or view these materials. I am, however, questioning whether these publications, which offend women and many men as well, should be allowed within the primary edifice dedicated to promoting and pursuing U.S. foreign policy objectives. These objectives include, ironically, "harnessing the media" overseas to improve the status of women. Perhaps we should start at home.

Kirby W. Smith

Fairfax, Va.

Fallen FSNs Deserve More

Dear Editor:

I would like to respond to Linda Rhodes' letter in the May issue on honoring Foreign Service Nationals killed in the line of duty.

Ms. Rhodes stated that I "suggested that the Department and foreign affairs agencies consider establishing memorial plaques, both at posts and in Washington, to honor FSNs

who have given their lives in the service of the United States." I did not. It was suggested by Tex Harris, then president of AFSA, who commented on my proposal in a July 1997 letter to Secretary Albright.

Ms. Rhodes stated further that "it is impossible to list the names of all FSNs who have lost their lives, since records have not always been kept." That may be true, but I would venture that some geographic executive directorates have records that would reflect additional names and, if not, one need only ask the survivors of those unforgettable incidents to obtain them.

The "bronze memorial plaque in the courtyard adjacent to the diplomatic entrance" to which Ms. Rhodes refers is a nice touch, but hardly the recognition they deserve. I believe that more should have been and can be done to honor those fallen colleagues. The genesis of my suggestion to have the names of those FSNs on a wall inside Main State was a personal response to the flow of praise for FSNs from two successive directors general. I also believed then, as I do now, that if the names of Secretary of Commerce Brown and others killed in the Croatia air crash could be so honored, then so should those FSNs who were State employees and colleagues.

Bernard J. Woerz

*Retired Foreign Service officer
Coconut Grove, Fla.*

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request.

*You can also reach us at
statemag@pererwpoa.us-state.gov.*

DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.

There's good news on the recruitment front. We have just completed the work outlined in the Department's 1993-1997 Strategic Recruiting Plan, and are proud to have achieved most of our goals.

First, participation by women and minorities in the Foreign Service written exam and the oral assessment has increased steadily, with minority intake for fiscal year 1998 reaching its highest level since 1984. Second, our Student Programs, a critical recruitment pipeline, are attracting a very diverse and talented group of people to the State Department. Additionally, the Presidential Management Intern program—a prestigious program for up-and-coming Civil Service employees—has brought almost 90 new people into the Department over the last two years.

We're really pleased with these tangible signs of progress. Now we are gearing up for a new series of challenges. We know we must do even more to develop a diverse workforce truly representative of American society. By 2005, minorities and women will account for 51 percent and 62 percent, respectively, of those entering the U.S. workforce. This represents a huge pool of talent that we must reach.

We need to identify the next generation of Civil Service leaders who will be ready to fill the gaps left by retiring baby boomers in the early years of the next century. And we must devote more time to recruiting for such specialist skills as information and office management in both the Foreign Service and Civil Service. It's a tall order, and we are close to completing a new five-year strategic recruitment plan that will get us where we want to go. Here are some of the highlights of that plan.

In addition to continuing our efforts to diversify our workforce, we need to do more to attract people with management backgrounds or interest in global issues into the FS generalist corps. We will be publicizing opportunities in the global areas and targeting academic departments likely to produce talented people in these fields. While our recruiters and Diplomats in Residence continue to speak with political science and international affairs majors, now you are just as likely to see them in the halls of our country's business schools and departments of foreign languages and environmental science. Our senior officers who accept positions as DIRs will find that our increased emphasis on campus outreach will mean more challenges and responsibilities for them. Our long-standing deficits in information and office management personnel will also cause our recruiters to turn their sights



Good News on Recruiting

on technical colleges and community colleges. The new recruiting plan calls for increased cooperation between "client" bureaus such as the Offices of Information Management and Foreign Buildings Operations, and the Bureau of Personnel. I strongly support this.

We will also place renewed emphasis on the reinvigorated Foreign Affairs Fellows Program, which took on its fifth cohort of 15 undergraduate students in June. These students, chosen on the basis of academic achievement, professional promise and financial need, will receive financial support in their final years of school in return for a commitment to serve in the Foreign Service.

On the Civil Service side, we will continue to build on our success with the PMI program. This government-wide program

attracts outstanding graduate students to a wide array of federal agencies. We were so pleased with our recent crop of 30 PMIs that we will nearly double our intake to 59 in 1998. We will also strengthen the link between our student programs (internship, co-op and Stay-in-School programs) and recruitment into the Foreign Service and Civil Service career status by tracking our successful student employees and developing the kind of long-term relationships that will affect their subsequent career choices.

To accomplish all of this and to enhance our competitiveness in the job market, we will expand our Internet use to reach a broad pool of prospective employees, and we will monitor carefully the user feedback we receive from our web page. The Internet generation is accustomed to functioning on a "real-time" basis, and we are increasingly concerned that the long intervals associated with the traditional written Foreign Service exam (first waiting for the exam to be given, then waiting for results before the oral exam can be scheduled) may discourage some of our most competitive prospects.

To help streamline our process, we are planning to have on-line registration for the next written exam, scheduled for November 1999. We are also exploring the use of alternative (but equally rigorous) screening mechanisms to produce candidates for the oral examination, which would continue as an essential part of the candidate review process.

These are only a few of the steps we are taking to guarantee that your future colleagues (and eventual successors) will be talented, motivated and representative of the American people. It is one of the most important tasks on our agenda.

TSP Open Season Continues

The semiannual open season for the Thrift Savings Plan continues through July 31.

During this period, eligible federal civilian employees may enroll in the federal government's 401(k) investment fund. You must be a federal employee for at least six months before you can enroll in the plan. Current participants can change their future contributions or the way they invest their contributions.

Thrift Savings Plan participants can allot their investments to three different funds. The C fund, which diversifies investments in stock markets, is the riskiest but potentially the highest-yielding fund. The F fund invests in notes, bonds and other obligations that return the amount invested and pay interest at a specified rate over a period of time. And the G fund invests in short-term, nonmarketable U.S. Treasury securities specifically issued to the Thrift Savings Plan. Investments earn interest at a rate equal to average market securities with four or more years of maturity.

For the 12 months ending in May, the C fund returned 40.85 percent, the F fund, 10.8 percent, and the G fund, 6.46 percent.

All contributions to the plan come through payroll deductions. The amount you can invest depends on your employment status.

Under the old Civil Service and Foreign Service retirement systems, employees may contribute up to 5 percent of their basic pay. Under the new Federal Employee Retirement System, Civil Service and Foreign Service employees may contribute up to 10 percent of their basic pay and also receive matching agency contributions for the first 5 percent they invest.

The next open season runs Nov. 15 to Jan. 31.



You can take it with you!

Marrero Confirmed to OAS

Victor Marrero has been confirmed by the Senate as U.S. representative to the Organization of American States. From New York City, Ambassador Marrero has extensive experience in government service at the local, state and federal levels. He chaired the City Planning Commission, served on New York State's commission on the Division of Housing and Community Renewal, and as undersecretary of the U.S. Department of Housing and Urban Development. He was a member of two different law firms before being appointed U.S. representative on the Economic and Social Council of the United Nations in 1993.

Lottery Winners Notified

The National Visa Center at Portsmouth, N.H., recently notified the winners of the DV-99 diversity lottery. The annual lottery, conducted under the Immigration and Nationality Act, makes available 50,000 permanent resident visas to persons from countries with low rates of immigration to the United States.

Almost 90,000 applicants have been registered and notified, and may now apply for an immigrant visa.

During their visa interviews, principal applicants are required to provide proof of a high school education or its equivalent, or show two years of work experience within the last five years in an occupation that requires at least two years of training or experience.

Applicants registered for the program were selected at random from some 3.4 million qualified entries received during the one-month application period that began last October. An additional 2.4 million applications were disqualified for failure to follow directions properly.

The visas were apportioned among six geographic regions with a maximum of 3,500 visas, or 7 percent of the total number, offered to individuals born in any single country. The largest number of visas were apportioned to applicants from Ukraine, Russia, Bangladesh, Albania, Bulgaria, Ghana, Ethiopia, Pakistan, Romania, Egypt and Morocco.

Individuals who have not been notified of the lottery results are encouraged to try for next year's DV-2000 lottery. The mail-in period for applications will be Oct. 1 to Oct. 31. Instructions on entering the DV-2000 program will be widely publicized in August.

State Enters Electronic Commerce Agreement

State recently established a partnership with the U.S. Army to share work flow management technology, making government electronic commerce systems simpler, easier to use and less costly.

Under the agreement, contracting officers worldwide will be able to use a web browser to publish business opportunities and receive industry proposals from their own desktop computers.

Expanding upon its existing acquisition home page, found at www.statebuy.inter.net/home.htm, the Department will customize the Army Communications Electronics Command's on-line buying system for State's use. This will enable State to conduct electronic commerce over the Internet for actions valued over \$100,000.

Department officials say the system could eventually be expanded to provide electronic technical proposal evaluation from remote sites and access to past performance databases.

Retirement Open Season Begins

An open season for Civil Service employees enrolled in the Civil Service Retirement System to transfer to the Federal Employees Retirement System began July 1 and continues through Dec. 31.

The Personnel Bureau's Retirement Office recently sponsored several seminars about the plans to help employees decide if a switch is in their best interest.

In addition, the Office of Personnel Management recently posted the "Federal Employees Retirement System Transfer Handbook: A Guide to Making Your Decision" on its computer web site. The address is www.opm.gov.

The site was recently expanded to help employees calculate their benefits under the two systems. It is designed to help CSRS and FERS employees project their retirement annuities and determine if they should consider transferring their accounts.

Farmers' Market

The State Department will sponsor a farmers' market during this summer and early fall as part of the federal food recovery program, according to Larry Lazar, State's coordinator. Fresh vegetables, fruits and baked goods will be on sale July 17, Aug. 14, Sept. 11 and Oct. 9 between 10 a.m. and 2 p.m. on the 21st Street side of Main State in the semi-circular driveway. Employees are encouraged to participate and donate part of their purchases on-site to a local food kitchen that prepares about 2,700 meals daily for homeless people in the District of Columbia. For more information, contact the coordinator at (202) 647-3695.



Fresh produce will be offered at the State-sponsored farmers' market.

Ankara, European Command Sign Model Security Agreement

By William A. Eaton

With 50 percent of the Bureau of European Affairs' high-terrorist-threat posts located in Turkey, the U.S. mission there takes security seriously. So does the U.S. military, with some 57 distinct units stationed within Turkey's borders.

More terrorist groups operate in Turkey than in the rest of Europe combined. The three posts under Ambassador Mark Parris in Turkey have the largest residential guard force in the world, and the mission spends 17 percent of its budget to protect its people. Emergency Action Committee meetings are held about every six weeks to prepare a response to new security threats.

Proud of their security programs and emergency preparedness, the embassy and the U.S. European Command, or EUCOM, saw parallels between the security situation in Turkey and that of Saudi Arabia at the time of the 1996 Khobar Towers bombing. Mission management realized that no one in Turkey or Washington, D.C., had a clear picture of who had security responsibility for the many U.S. military units and Defense Department entities sprinkled throughout Turkey. In fact, no one even had an accurate inventory of all the military and defense elements in Turkey.

To start to define the problem and decide how to resolve it, the U.S. chargé in Turkey, Francis Ricciardone, and the senior defense representative in Turkey, U.S. Air Force Maj. Gen. John Welde, sponsored a country-wide security and terrorism conference in Ankara in August 1996. They invited representatives from the constituent posts and all known military activities in Turkey to develop a shared sense of the threat to their members and their vulnerabilities.

The conference offered an opportunity to share ideas, intelligence and best practices and to build team cohesion—proving so successful that it has become an annual event, now attended by representatives from Washington and military commands throughout Europe. The conferences also gave impetus and urgency to the mission's efforts to identify all official U.S. government personnel who fell outside the embassy and Defense Department security umbrellas.

After developing a comprehensive inventory of the military units in Turkey, the embassy and EUCOM formally divided security responsibilities for the units. Following the second countrywide force protection con-



Signing the implementing agreement dividing security responsibilities in Turkey are, from left, Deputy Chief of Mission Frank Ricciardone, Maj. Gen. Raymond Huot, Ambassador Mark Parris and Col. Tom Knowles.

ference in April 1997, then-Ambassador Marc Grossman sent Washington the message that he would initiate an action to remove from Turkey any U.S. military elements for whom neither EUCOM nor the chief of mission could provide adequate protection from terrorist attack.

This "Ankara Model" cleared a six-year interagency bureaucratic logjam and paved the way for a joint Department of State and Department of Defense memorandum of understanding on security, signed last December by Secretary of State Madeleine Albright and Defense Secretary William Cohen.

At Ankara's third countrywide counterterrorism and force protection conference in March, Ambassador Mark Parris signed an implementing agreement under that interagency MOU with General Wesley Clark, confirming a clear delineation of security responsibilities for all U.S. military units in Turkey. This made the U.S. mission in Turkey the first of U.S. missions in 32 countries that will eventually sign similar agreements under the Albright-Cohen memorandum.

The author is counselor of administrative affairs in Ankara.

Office of Foreign Buildings Operations

The Office of Foreign Buildings Operations in State's Bureau of Administration is focused on buildings. But FBO also focuses on people—U.S. government employees and their families abroad who live and work in those buildings, and the people in Washington, D.C., and at posts who play a role in providing and maintaining this essential infrastructure.

Simply stated, FBO's mission is to provide adequate, safe, secure, functional facilities for the people in U.S. diplomatic and consular missions abroad to help them achieve the United States' foreign policy objectives. Yet with more than 12,000 properties owned or leased by the Department and a wide range of supporting activities, getting the job done in the complex overseas environment is anything but simple.

It wasn't always that way. Close to the turn of the last century, when former President Grover Cleveland tried unsuccessfully to persuade Congress to provide funds for diplomatic residences, facility expenses and arrangements were usually paid by the diplomats themselves, many of whom were independently wealthy.

"The usefulness of a nation's diplomatic representative undeniably depends much

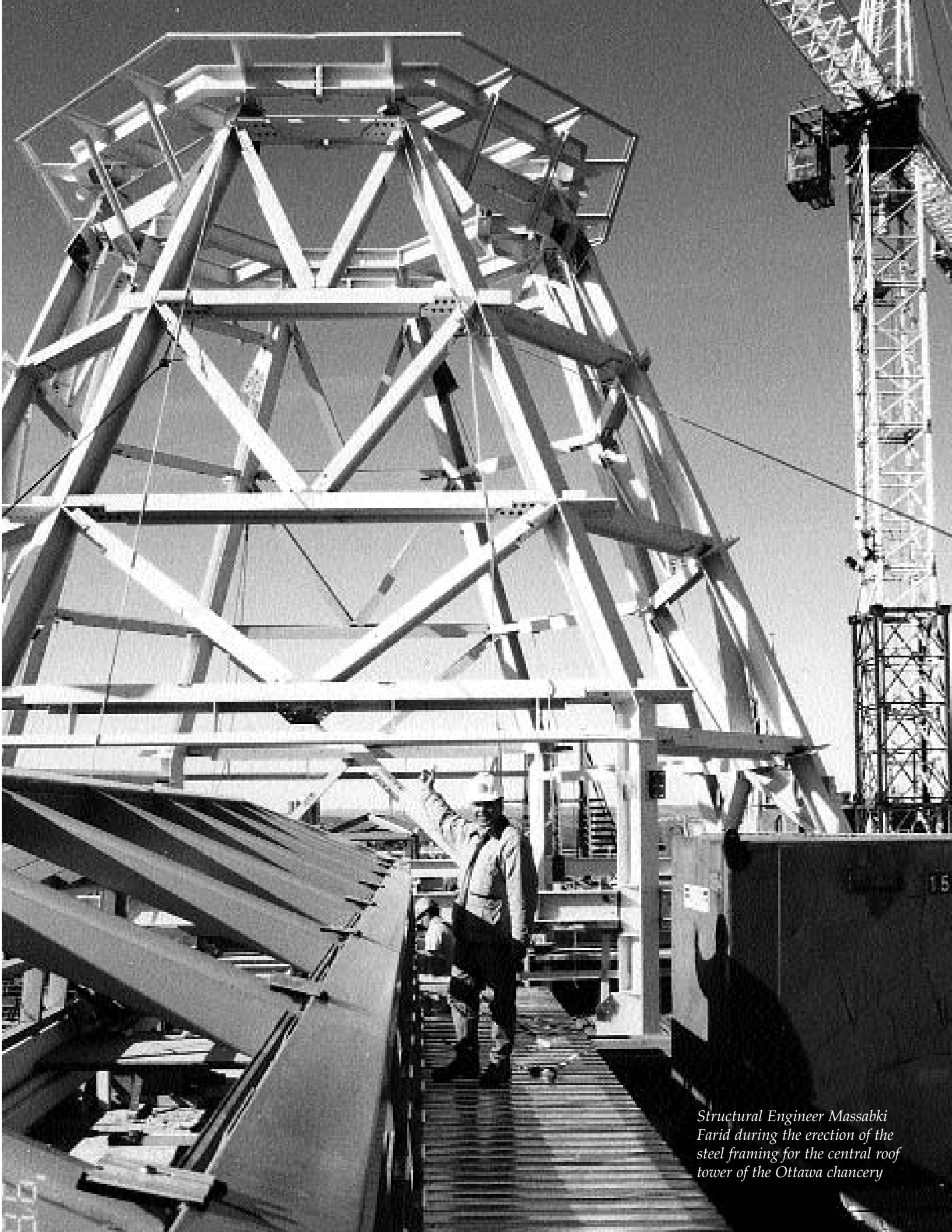
upon the appropriateness of his surroundings, and a country like ours, while avoiding unnecessary glitter and show, should be certain that it does not suffer in its relations with foreign nations through parsimony and shabbiness in its diplomatic outfit," President Cleveland told Congress in a 1895 message.

But it wasn't until the 1911 Lowden Act that the Secretary of State was authorized up to \$500,000 a year to buy, repair, renovate and furnish diplomatic and consular establishments abroad. The annual funding ceilings were raised to \$2 million by the Foreign Service Buildings Act of 1926, which also established the Office of Foreign Buildings Operations.

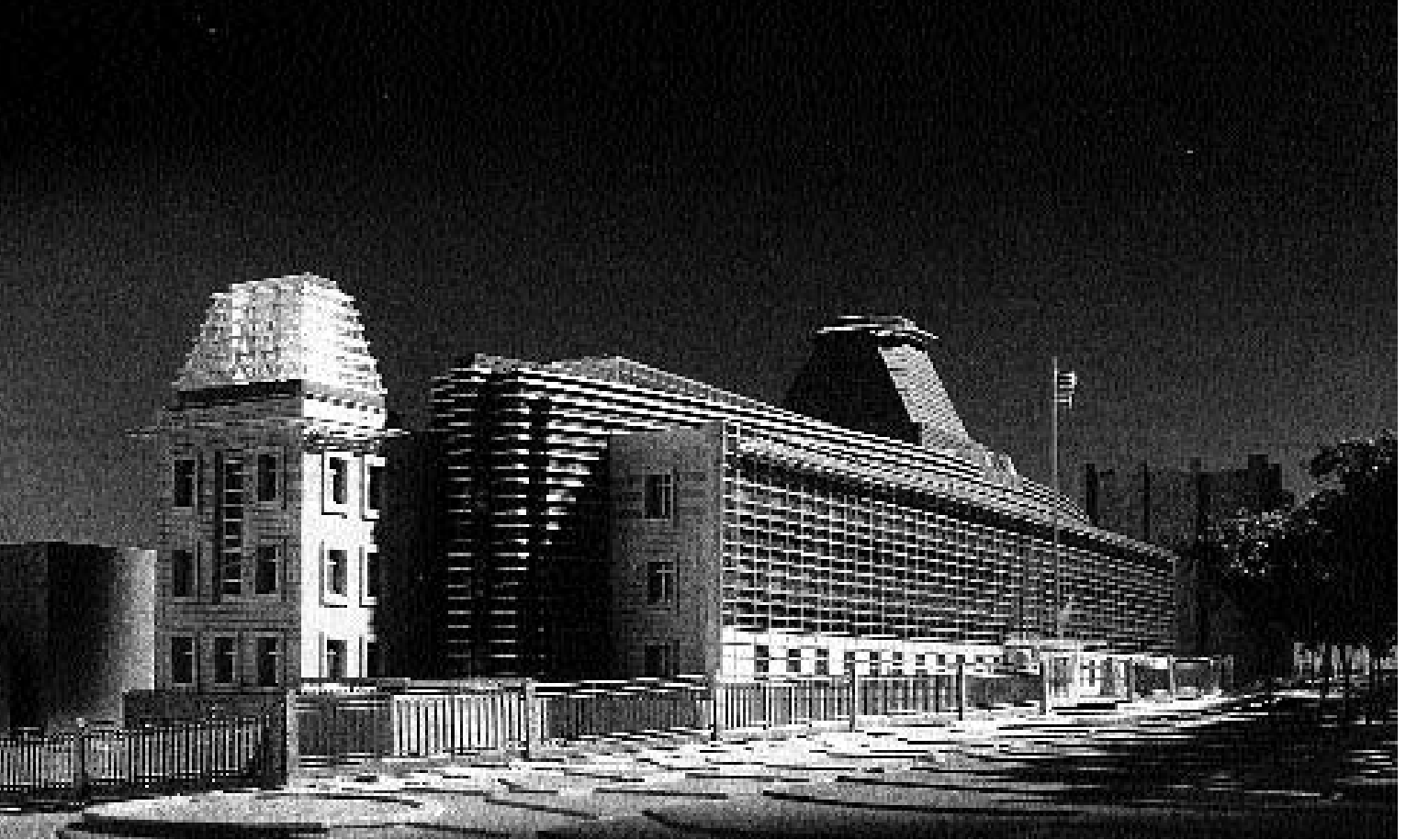
From 1926 to 1946, the number of government-owned office buildings increased from six to 31, and the residences, from 30 to 83. The facility program remained relatively simple until the end of World War II. In the early 1930s, for

The present U.S. chancery in Ottawa, designed in the early 1930s by Cass Gilbert Jr., who also designed the U.S. Supreme Court.





Structural Engineer Massabki Farid during the erection of the steel framing for the central roof tower of the Ottawa chancery



Architectural rendering of the new U.S. Chancery currently under construction in Ottawa, designed by Skidmore, Owings & Merrill—a two-time winner of the American Institute of Architects’ prestigious Architecture Firm Award.

FBO Architect Mike Minton, right, joins Ottawa project staff members Menzies Wilson, left, and Jeff Gates, center, after his on-site design presentation.



example, the embassy in Ottawa, with 17 employees, was housed in one fairly small chancery building.

Not so today. To replace the Ottawa chancery and the annexes acquired over the years, a much larger, more technically advanced, energy-efficient, barrier-free and secure structure is under construction for about 180 employees—many from agencies that didn’t exist in the 1930s.

Choreography of Skills and Talents

The best overview of FBO probably comes from looking at the variety of its employees. They range from program specialists and curators in the Art in Embassies Program to fire protection and health and safety officers. FBO has architects, planners, project managers, construction engineers and other engineers—civil, structural, electrical and mechanical—who provide a full range of specialized services. There are also technical specialists in energy conservation, construction security, roofing, elevators and other concerns; realty specialists, interior designers and area management officers who are the key intermediaries



Construction Security Management Division Engineer Sandra Donovan reviews the security design for a chancery with Security Specialist Don Kleinhample.

among FBO, the regional bureaus and the posts. Rounding out the FBO team are administrative, budget and finance, information management and policy and analysis employees.

FBO's major challenge is one of choreography. From standard construction and maintenance projects to caring for buildings that are historic treasures, all the organization's responsibilities require the skills of all employees working together within the FBO structure.

Design and Construction

For those with some FBO knowledge, seeing photographs of large new construction projects isn't surprising. More surprising would be modular office buildings, such as the one in Ashgabat, Turkmenistan, that was flown there in sections on gigantic cargo planes and assembled on-site in seven months in 1995. New office construction of any kind, while highly valuable and essential in some cases, constitutes only a small portion of FBO's work. New building construction is ongoing at eight posts—in contrast to about 21 current projects to renovate existing buildings.

Water—And Dollar—Conservation

The FBO energy survey in Oslo, Norway, revealed an opportunity to save 4.5 million gallons of water and about \$19,000 annually. The water was being used to cool 23 air-conditioning units and was being discharged down the drain. FBO's architect/engineer consultants recommended using a cooling tower instead of city water to cool the units, so FBO prepared a life-cycle cost study and determined that the project would have a six-year payback. By investing an initial \$91,000 for the cooling tower and the systems needed to operate it, State stands to save \$170,000 over a 20-year life cycle—not to mention the 90 million gallons of water that won't be drained away!



Big Energy Savings

New facilities abroad are being designed and built as models of energy efficiency. The new chancery under construction in Ottawa, for example, will take advantage of natural light and use the most efficient lighting available. Sophisticated controls will maintain optimum temperature, humidity and lighting conditions in occupied zones during working hours and conserve energy during unoccupied periods. On a square-foot basis, the Ottawa chancery and similar new facilities will use about half the energy of the average chancery.

But new facilities aren't the only ones saving energy. With more than 120 government-owned and long-term-leased buildings, the large U.S. embassy in Manila, Philippines, had an annual electric bill of more than \$2.5 million during 1994 and 1995. Through the efforts of post personnel and FBO, this cost has been cut by 30 percent—an annual savings of \$750,000! In recognition of this success, Embassy Manila was awarded an honorable mention in the 1997 Federal Energy and Water Management Awards competition.

Maintenance and Rehabilitation

With the average age of the Department's overseas buildings exceeding 39 years, maintenance and rehabilitation are critical functions that account for about 40 percent of FBO's budget. Greater post-level expertise has come from assigning more than 100 FBO maintenance specialists overseas, and from having visiting teams evaluate facility needs and practices. Project support has grown in the 1990s, and contract personnel from the Washington Maintenance Assistance Center now conduct secure-area repair and renovation work. And substantial funding increases have enabled FBO to direct more major rehabilitations and conduct more post-executed maintenance and repair projects—helping preserve, protect and extend the lives of its buildings and facilities.

Real Estate

Most of the funds devoted to real estate activities cover the leasing of more than 1,000 office and functional facilities and nearly 8,000 residential units. But FBO also helps posts acquire and dispose of properties and conducts the Asset Management Program, an ongoing evaluation of the best use of and most economical way to replace properties worldwide. Increasingly, proceeds from property



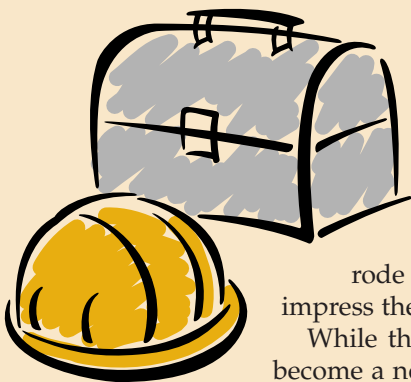
An air filtration device used to remove asbestos during an asbestos abatement project in Toronto

Safety and the Saga of the Hard Hats

Sometimes American work rules are hard to impose in places where FBO does business. An American general contractor found that out firsthand during a 1987 construction project in a less-developed country, where the contractor was required to apply U.S. employee safety standards -- at least as far as hard hats were concerned.

Despite the workers' unfamiliarity with safety equipment, the general contractor dutifully issued hard hats to each of them. While the workers were delighted to get the hats, they apparently thought they were much too nice to wear for work. So first thing in the morning, the workers carefully placed their shiny hard hats in the shade of a tree and went off to work. At the noon lunch break, also mandated by U.S. rules, they would lie down for an hour in the shade of the concrete perimeter wall they were building—although they had no food to eat for lunch. After "lunch" they picked up their shovels and worked until quitting time. Then they donned their hard hats and rode into town, doubled up on bicycles or mopeds, to let off a little steam and impress their friends with their novel hats.

While the difficulties of overseas construction work remain, safety in the 1990s has become a non-negotiable issue. All contractors submit written safety plans on how they will protect people and property. Workers undergo thorough safety orientations and all work rules are strictly enforced. FBO also ensures that contractors provide sanitary eating facilities. The result: Since 1992—with more than 30 million worker hours logged—there have been amazingly few serious construction-worker incidents and no significant loss of property at FBO project sites.



sales are used to finance the acquisition and renovation of other office and residential units.

Construction Security

Hostile intelligence and terrorism are not terms that generally bring FBO to mind, yet they permeate every major FBO activity. Cleared Americans—construction surveillance technicians, guards and secure-area maintenance workers—are frequently needed to ensure the security of FBO sites. And FBO employees regularly apply security principles as they incorporate blast-resistant walls and related security features in construction projects, conduct security upgrades in existing structures and evaluate the security aspects of new properties and building sites.

Safety, Health, and Environmental Issues

While FBO is not the only State entity interested in safety, health and the environment, its role is a larger one—focused on helping to ensure safe, hazard-free and energy-efficient overseas facilities. FBO employees offer post personnel training in fire prevention, health and safety and environmental areas, and conduct inspections, energy surveys and seismic assessments.

FBO also takes remedial actions as needed, such as managing or abating asbestos, providing fire protection systems, and upgrading existing energy equipment and incorporating energy-saving features into new buildings.



Dennis Martin, FBO fire training officer, instructs a class in Kinshasa.

Other FBO Activities

Rounding out the spectrum of FBO functions are the Interior Planning, Design and Furnishings Program, the Art in Embassies Program that arranges for loaned and donated American artwork to be displayed in ambassadors' residences, and the Power Support Program that supplies generators and uninterruptible power equipment.

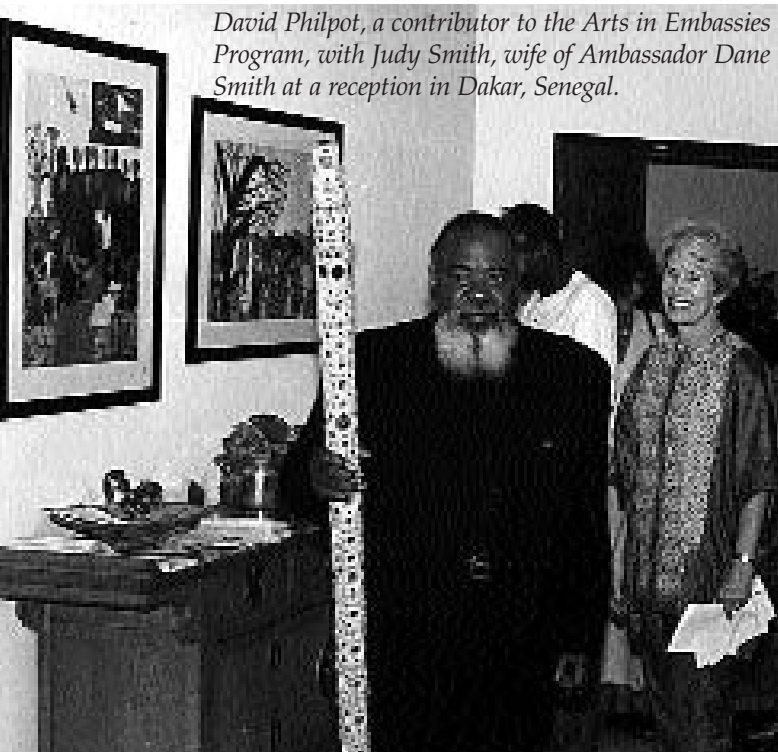
Choreography Remains the Theme

These activities, all integral parts of FBO's operations, demand teamwork and cooperation. Coordination is essential with the regional bureaus, the bureaus of Diplomatic Security, Information Resource Management and Consular Affairs, posts and tenant agencies.

To fully serve the posts, FBO must choreograph a broad array of in-house and contracted activities involving Departmental concerns, different post environments, a wide variety of projects and related challenges.

Patsy Thomasson, FBO's deputy assistant secretary, said the magnitude and complexity of the overseas facilities program—combined with the multitude of stakeholders with different interests and objectives—make FBO's challenges demanding. "But these challenges," she said, "combined with scarce resources, make FBO's work all the more important for America's physical presence overseas." ■

David Philpot, a contributor to the Arts in Embassies Program, with Judy Smith, wife of Ambassador Dane Smith at a reception in Dakar, Senegal.



Kathmandu



The "all-seeing eyes of Buddha" are painted on a tower in the center of Bodanath in Kathmandu.

Photo by Joseph Furgal

A Mecca in a Land of Legends

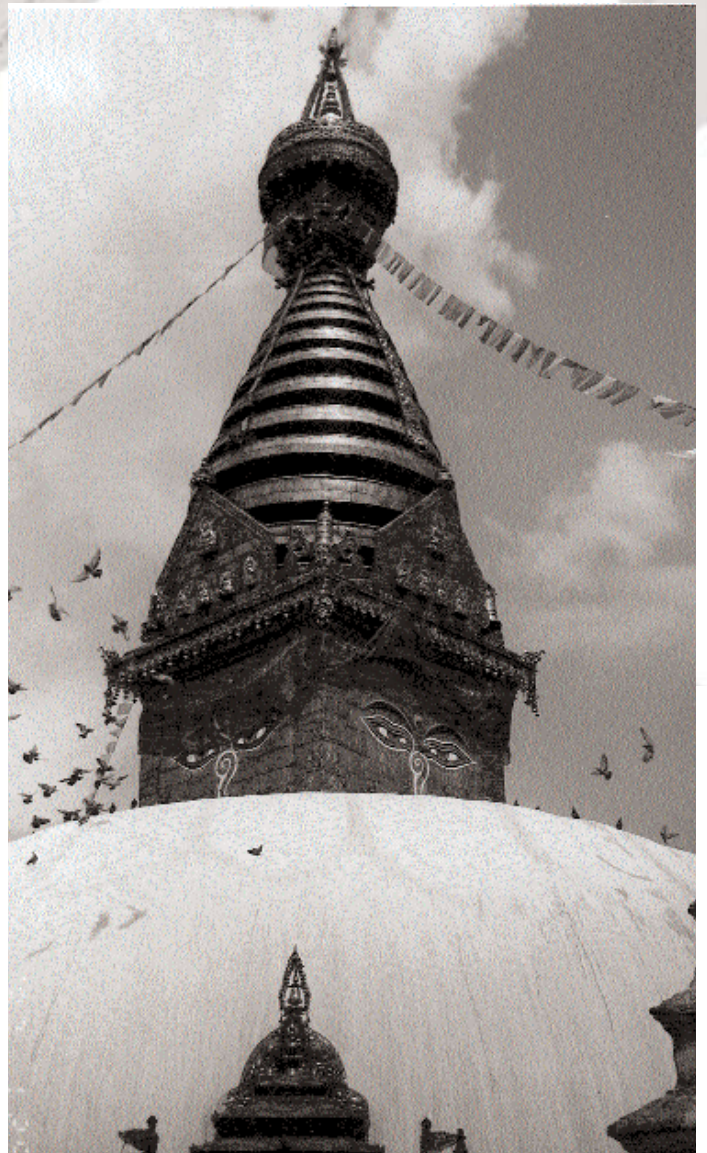
By Micaela Schweizer

Legend has it that the Kathmandu Valley was once filled by a massive lake. In the center sat an island where a giant blue lotus flower containing the flame of Buddha grew. When Manjushri, a manifestation of Buddha, crested the hills surrounding the lake, the beauty of the place captivated him. To gain access to the island and its sacred flower, Manjushri created a passage through the southern hills to drain the waters of the lake. Upon reaching the spot where the blue lotus sat, Manjushri cut off his hair, with each strand becoming a tree and each louse a monkey. Today, that site is graced by one of the most important Buddhist temples, Swayambunath, known colloquially as the Monkey Temple.

Kathmandu



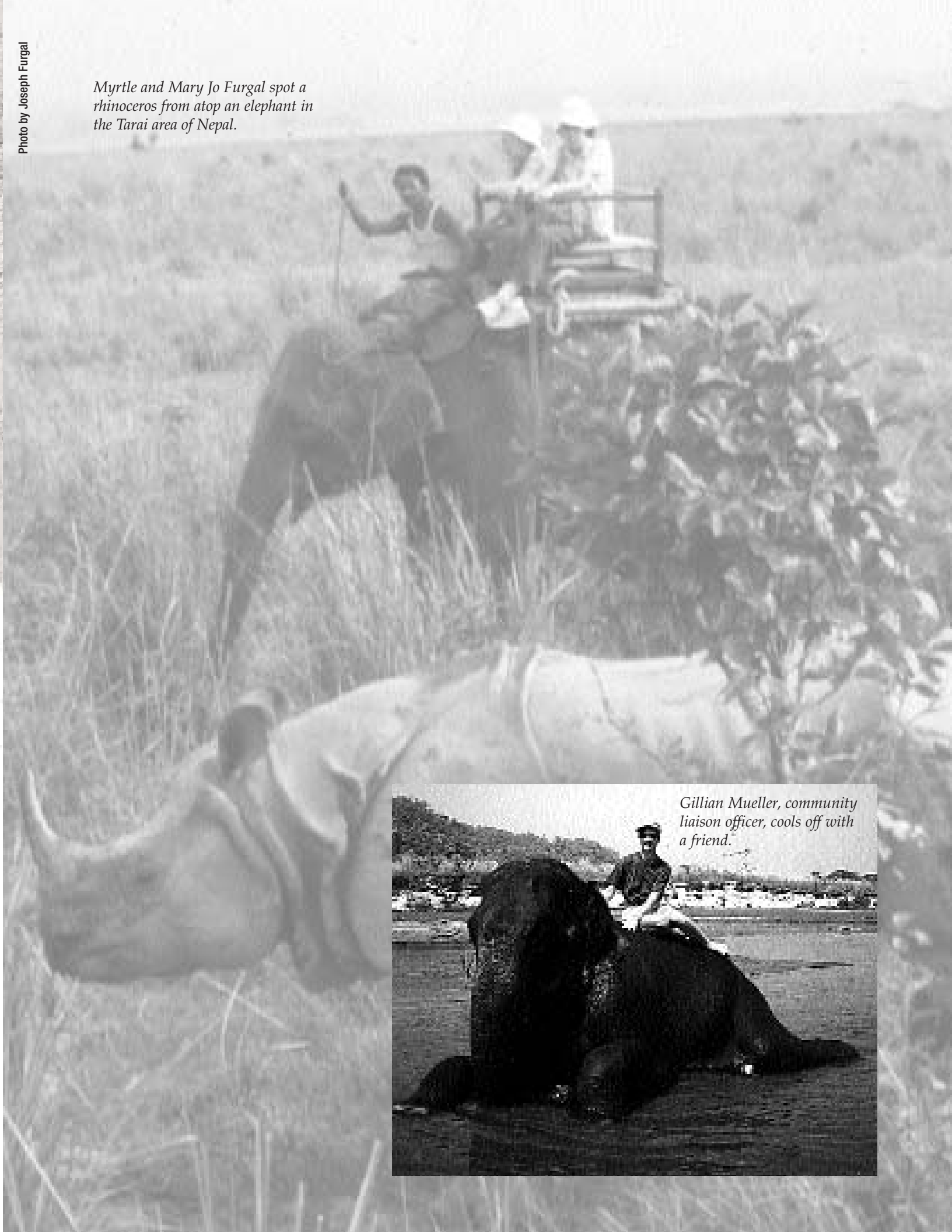
Swayambhu Stupa in the Kathmandu Valley is a holy shrine to both Hindus and Buddhists.



While the metamorphosis of the hair and lice may be questionable, that the Kathmandu Valley was once a lake and that the valley has a beauty capable of captivating a god are certainly fact. Though pollution clouds the air of the valley now, when the skies are clear and the Himalayas tower over the northern hills, one can imagine the splendor that evoked such devotion from Manjushri. Over the years, Kathmandu's beauty and magic have entranced many visitors. Many have been so captivated they're unable to leave. Approximately 3,000 American expatriates, for example, live full time in Kathmandu, and others return year after year. In all, more than 25,000 Americans tour Nepal annually.

Closed to all outsiders until 1951, Nepal has heartily embraced its role as a tourist hot spot and manages to offer something for everyone. For outdoorsmen, trekking in the Himalayas

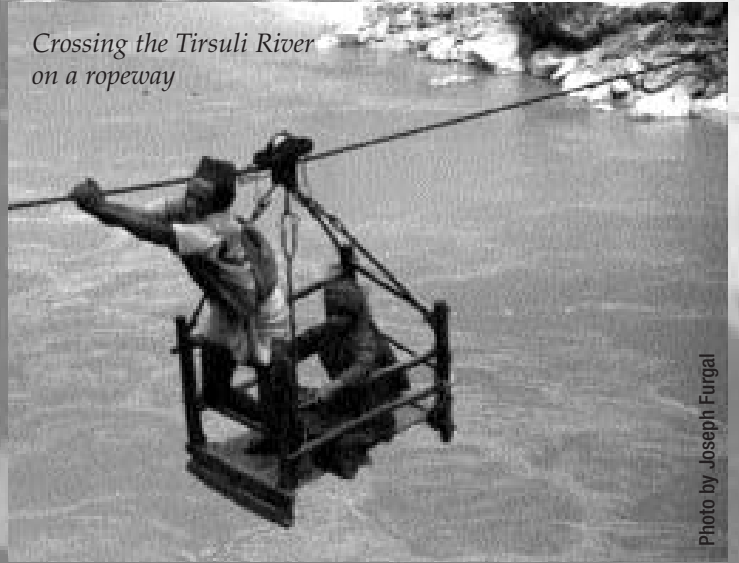
Myrtle and Mary Jo Furgal spot a rhinoceros from atop an elephant in the Tarai area of Nepal.



Gillian Mueller, community liaison officer, cools off with a friend.

*Pashupatinath, holy site of
Nepal's Hindus*

*Crossing the Tirsuli River
on a ropeway*



*Casting off on the Seti River in central Nepal
are, from left, Marcus Morsa, river guide;
Alexandra Mueller, daughter of Political-
Military Officer Albert Mueller; Phillip
Hoffmann, USIS public affairs officer, and
his son, Paul, and his wife Cheryl.*

provides spectacular views, breathtaking climbs and charming encounters with yaks and Sherpas, while trips down the sacred rivers from Tibet offer exciting white-water rafting and glimpses of unspoiled terrain. Those interested in less strenuous entertainment visit Nepal's grassland nature preserves in search of rhinos, tigers and bears or shop for precious gems, handwoven carpets and unique Nepalese crafts.

Nepal is certainly a place of contrasts. Its geography ranges from hot, steamy plains to glacial mountains. Although its people are friendly and welcoming, their culture and religion remain a mystery to most. Closed to the outside world for centuries, Nepal has since embraced the residence of many foreigners, including large populations of Tibetan and Bhutanese refugees. While Nepal has attracted investment from some of the biggest American firms, it remains one of the world's poorest countries.

Right: Sandra Schensted, daughter of Consul David Schensted, gets a basket ride across a suspension bridge.

Below: Maintenance Specialist Dale Kerksiek and his supervisor Ram Nepal give a lift during Take Your Sons and Daughters to Work Day to, from left, Lina Nandy, Hester Kerksiek, Elizabeth Daley, Omar Cole, Michael Daley, Hanna Kerksiek, Raju Ladley and Madeleine Kerksiek.





Photo by Joseph Furgal

Above: Carrying wood in Chitwan, a national park in the Terai area of Nepal

Below: Joyce Cobb, office management specialist, encounters calf and children on a village street.



Nepal's variety is reflected in the U.S. mission's work. The consular section, for example, has gained worldwide attention for assisting American mountain climbers, most recently in May 1996's dramatic helicopter rescue on Mount Everest. Other mission efforts, though less dramatic, include supporting Nepal's young democracy (the country was an absolute monarchy until 1990); promoting U.S. business, especially in developing Nepal's hydropower; and assisting more than 110,000 refugees.

Global issues, too, have taken on particular importance in this region. Kathmandu is the Department's regional environmental hub for South Asia. U.S. officials are conducting research to find a vaccine for hepatitis E. Nepal's famous soldiers, the "Gurkhas," find their modern-day counterparts in the Royal Nepalese Army, which staunchly supports U.N. peacekeeping. The U.S. Agency for International Development has a \$26 million annual program focused on agriculture, health and women's empowerment. The oldest and largest Peace Corps program in Asia is in Nepal, with about 150 volunteers doing everything from providing basic health education to creating wildlife data bases. (At least two Nepal Peace Corps alumni, Peter Burleigh and Peter Tomsen, became U.S. ambassadors.) The U.S. Information Service maintains active programs for a very receptive audience (*see USIS sidebar*).

Both at work and at play, Kathmandu, a mysterious city hidden among the world's highest mountains, offers a fascinating experience that makes it a popular post and that causes many mission members to seek repeat tours. ■

The author is a junior political/consular officer in Kathmandu.

By Phillip Hoffmann

For centuries, Nepal was a hermetic kingdom closed to all foreigners. With the fall of the Rana regime in 1951, the Himalayan state began to open to the outside world. By 1953, the first road connecting the capital to the outside world snaked down from the middle hills to the lowland jungles at Nepal's southern border. Mountain climbers came, followed by tourists. As Nepal's commerce and conversation with the West increased, so did the pressure for representative government. With the success of the People's Movement to Restore Democracy and the institution of parliamentary government in 1991, Nepal's engagement with the rest of the world accelerated.

Though still one of the poorest countries in the world, Nepal has a growing middle class and an elite, concentrated in Kathmandu Valley, who are thoroughly digital denizens of the world, connected by cable TV, CNN and globe-surfing Internet access.

The U.S. Information Service Kathmandu has been in Nepal almost from the start of the country's opening in the 1950s, and hopes to continue its small but diverse array of exchange and information programs well into the next millennium.

USIS Kathmandu focuses its daily efforts on four goals: the consolidation of Nepal's eight-year-old democracy, the evolution of free and responsible media to support democratic processes, improved understanding of American policy and society, and persuading Nepalis of the benefits of an open market economy. Of the tools USIS Kathmandu uses to pursue these goals, exchange programs like the Fulbright, Humphrey and International Visitor programs have proved particularly effective. Six members of Nepal's current Cabinet are alumni of these programs, as are five secretaries, the highest-ranking civil servants in each ministry; the speaker of the House; the secretary of the House of Representatives; and the personal assistant or chief of staff to the prime minister.

Most exchange participants return from their trips to the United States with a deep appreciation for the mechanisms and responsibilities of American democracy. Some return with new ideas of how to change Nepal for the better.

One International Visitor alumnus returned to Nepal convinced that America

had effective methods to check corruption. As a member of Nepal's Parliament, he subsequently championed the passage of Nepal's first financial disclosure law for politicians.

The tools USIS Kathmandu uses to publicize U.S. activities and policies are a mixture of the old and the new. Using its excellent relations with the local media, many of which have benefited from USIS materials and training on the role of the press, USIS distributes press releases and TV and radio programs. U.S. Agency for International Development Nepal has a large and active program on the cutting edge of development work, and more Peace Corps volunteers are based in Nepal than in any other Asian country. Keeping Nepal informed of what the U.S. mission is doing is a steady job all by itself.

To distribute U.S. government policy statements, USIS Kathmandu turns to the same new resource that allows it to provide rapid answers to questions about America posed by its Nepali audience: a new USIS Information Resource Center. With online access to data bases and the Internet, USIS' IRC staff is now able to provide rapid, thorough, authoritative information to key embassy officials and contacts. When the phone lines are working, USIS Kathmandu can even spare its motorcycle messenger another dangerous ride through the twisted, crowded lanes of Kathmandu and deliver the information by e-mail. ■

The author is public affairs officer at USIS Kathmandu.

A road winds through the terraced paddy fields common throughout Nepal.



Photo by Joseph Furgal

President Clinton's Foreign Service Day Message

On this 33rd annual celebration of Foreign Service Day, I am delighted to extend warm greetings to the men and women of the United States Foreign Service. We set aside this day each year to recognize the enormous contributions made by our diplomatic workforce, both domestic and overseas.

The importance of representing our nation and its interests throughout the world continues to grow with each passing decade. As I have traveled the globe, I have become increasingly convinced that the qualities of life we cherish—peace, freedom and individual prosperity—must be our goal for all the peoples of the world if we are to ensure our continued well-being. An effective Foreign Service remains vital to meeting this challenge, and I thank each of you for your hard work, loyalty and commitment to excellence in your demanding profession.

It is a mark of the intense dedication of our foreign affairs personnel that, on Foreign Service Day each year, hundreds of retirees devote the day to reacquainting themselves with current foreign policy issues through a series of seminars and plenary sessions conducted at the State Department. They also gather at the AFSA memorial plaque to pay tribute to those heroes of the Foreign Service who died while serving our country abroad. This year we honor Leslianne Shedd, who perished in the crash of Ethiopian Airlines Flight 961 on Nov. 23, 1996, after the aircraft had been hijacked. From the survivors' accounts, we know of her calmness and courage and of her compassion toward the other passengers during the flight's final descent. Leslianne leaves a legacy of dedication to her country that has always been the hallmark of the Foreign Service, and I join you in expressing sincere condolences to her family and friends.

I also extend my deepest appreciation to all Foreign Service professionals and their families who support America's values worldwide, whether through diplomacy, economic or military aid programs, public affairs or any of the other myriad activities so important to the continued success of our foreign policy. On behalf of a grateful nation, I commend and thank you, the Foreign Service of the United States of America.

Foreign Service Day Draws 352 Attendees

Thomas C. Luche, left, of Reston, Va., chats with Cecil S. Richardson of Washington, D.C., during the 33rd annual Foreign Service Day.



By Carl Goodman
Photos by Ann Thomas

Foreign Service Day brought retirees Thomas C. Luche of Reston, Va., and Cecil S. Richardson of Washington, D.C., together for the first time since the late 1950s when they served together in Southeast Asia.

A former State employee, Mr. Richardson, 71, retired from the Foreign Service in 1991. Mr. Luche, 64, a former employee of the U.S. Agency for International Development, retired in 1994.

Mr. Richardson was especially pleased to see his former boss, Ambassador L. Bruce Laingen, honored for a half century of public service (*see page 26*). In the late 1980s, the retired officer was based in Tehran, where Ambassador Laingen was chargé d'affaires when the embassy was overrun and those inside were held hostage for 444 days while the world watched. Mr. Richardson was watching, too, only from Amman, Jordan, where he was vacationing. He learned of the takeover in the embassy cafeteria. Despite the hostage situation, life continued, and Mr. Laingen completed Mr. Richardson's evaluation report and sent it out by the Swiss, who continued to maintain diplomatic relations with Tehran.

Mr. Luche and Mr. Richardson were among 352 attendees who traveled from 31 states and four countries to participate May 8 in the 33rd annual Foreign Service Day, co-sponsored by the State Department, American Foreign Service Association,

PUBLIC SERVICE RECOGNITION WEEK

Association of American Foreign Service Women and Diplomatic and Consular Officers, Retired. The day was part of the Department's observance of Public Service Recognition Week.

Rain may have kept some folks away, organizers speculated, but for those who braved the inclement weather, it was a rewarding day filled with renewing ties, listening to speeches and regional briefings and getting current on issues affecting the foreign affairs community.

In his State of the Foreign Service address, Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, reported the state of the Foreign Service to be "professional." He said that wherever he's traveled, employees have challenged conventional wisdom and shown eagerness to do their part in preparing the Department for the new millennium.

They understand the Foreign Service is a career-long commitment "that it is a way of life," he said.

Secretary Madeleine Albright knows that "diplomacy on the cheap" doesn't work, the director general said, and she is fighting for resources the Department needs. Hiring in fiscal year 1998, for instance, was up 100 percent over the previous year, he reported, a positive trend that is expected to continue.

Having human resources is one thing, he said, using them wisely quite another. The Department is committed to career-long training for all personnel even if it means gaps in staffing. "We have decided that getting our people the right training is even more important than getting them to post on time," he said.



Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, addresses Foreign Service Day delegates.

Addressing diversity, Mr. Gnehm said the Department is committed to recruiting women and minorities and has reinstated the Foreign Affairs Fellows Program. College students joining the program will be chosen based on leadership, academic qualifications and financial need.

The director general said that if the United States is to exercise its leadership in the world community in the next century, it must be prepared to lead on such issues as narcotics, international crime, terrorism and the environment, a theme echoed later by Department Counselor Wendy Sherman.

Yet 81 percent of the positions in the functional bureaus, including those with responsibilities for global issues, are non-Foreign Service. "This is unacceptable," Mr. Gnehm said, if the Foreign Service is going to lead America's foreign policy in the years ahead. Convincing the rank and file to serve in these areas won't be easy, he admitted, but "I aim to see that this happens."

Mary Ryan, assistant secretary of State for Consular Affairs, the morning's keynote speaker, told attendees about her bureau's initiative to modernize technology and identify and promulgate "best practices" to be more responsive to public demands and expectations. Customer service continues to be the focus for a bureau that last year issued more than 6.3 million passports and processed over 7 million applications for nonimmigrant visas.

Ms. Sherman, the Department counselor and luncheon speaker, also stressed the importance of outreach to the American public and the need to



Department Counselor Wendy Sherman

PUBLIC SERVICE RECOGNITION WEEK

Right: The family of Leslianne Shedd during memorial ceremony at Main State

Below: Color Guard files in for a memorial service for Leslianne Shedd, a young Foreign Service officer killed during a 1996 hijacking.



ask our domestic constituents how we are doing. "We must continue to educate the American public about our mission and solicit their support," Ms. Sherman said, "by maintaining open lines of communication and constantly reaching out for the public's opinion."

Deputy Secretary Strobe Talbott, the afternoon keynote speaker, talked about Secretary Albright's emphasis on the style of American leadership and the way she wants today's Foreign Service to represent U.S. policy. The most effective way to pursue our interests, he said, is through cooperation and consensus building. "Perceptions matter," the deputy secretary said, and even as we remain the preeminent world power, we must care more about the image we present to the international community.

"In this information age, what senior U.S. government officials say to an American audience is very likely to be heard or read around the world," Mr. Talbott said.

Delegates took time mid-morning to attend a ceremony in the Main State lobby, where the name of Leslianne Shedd, former commercial and economic officer in Addis Ababa, was added to the Memorial Plaque of those Foreign Service officers killed serving their country. Ms. Shedd died Nov. 23, 1996, in an airline crash while en route to Nairobi. Hijackers seized the plane in-flight and ordered the pilot to fly to Australia. The aircraft ran out of fuel and crashed in the sea, killing Ms. Shedd, 28, and 126 other passengers. Survivors remembered Ms. Shedd helping others with their lifejackets and seatbelts and offering encouragement.

The day's activities were capped by an evening reception sponsored by AFSA. ■

Foreign Service Day Honorees

DACOR presented its Foreign Service Cup to Ambassador L. Bruce Laingen for excellence during 50 years of public service. Ambassador Laingen served as a naval officer during World War II before embarking on a Foreign Service career that would span 38 years. Since leaving the Foreign Service, he served as executive director of the National Commission on the Public Service from 1987 to 1990. Since then he has served as president of the American Academy of Diplomacy, a nonprofit, limited membership society of 100 men and women who have held senior positions in the conduct of American foreign policy. Mr. Laingen also chairs the board of A Presidential Classroom for Young Americans, and has served on the National Commission on the State and Local Public Service. He was chargé d'affaires in Tehran when he and his staff were taken hostage and held for 444 days.

The Association of American Foreign Service Women's Secretary of State Award for Outstanding Volunteerism honors individuals serving overseas who have made a difference in their communities. Susan Baker, wife of former Secretary of State James Baker, initiated the award eight years ago. This year's winners were Teresa J. Kramer, Rabat; Cindy Murphree, Dar es Salaam; Brian Rudert, Santo Domingo; Jacqueline Schurman, Beijing; and Nida Tansey, Tashkent.

Ms. Kramer, not pictured, was cited for assisting the poor of Rabat and members of the American community in adapting to life in Morocco. She brought American and Moroccan women together through an English conversation group, taught French to illiterate Moroccan women and girls at the Nakasha Women's Cooperative and involved American students at the cooperative's day care center. She also edited and distributed a monthly newsletter and produced an international cookbook.



Ambassador L. Bruce Laingen, second from left, holds grandson Jackson Laingen during Foreign Service Day. With him, from left, are daughter-in-law Laura Laingen, son Navy Lt. Cmdr. Charles Laingen, granddaughter Libby Laingen and wife Penelope Laingen.

PUBLIC SERVICE RECOGNITION WEEK

Ms. Murphree, not pictured, helped to preserve and improve the American Club of Dar es Salaam, providing a center of social activity for Americans in Tanzania and vital services and facilities to the American community at large. As the club's president and manager, she returned the club to a sound financial footing, completed an investigation and implemented a new business plan.



Ms. Schurman traveled widely during her two years in China, helping to improve educational and health facilities. Focusing on children with special needs, Ms. Schurman began a support group for families in Beijing and provided counseling and assistance to numerous children and organizations. She also volunteered as a pediatric physical therapist at a kindergarten in Ulaanbaatar and obtained used orthopedic supplies from American donors.

orthopedic supplies from American donors.



Mr. Rudert, a USAID employee in the Dominican Republic, was cited for his work to improve the lives of orphan babies and children infected with the AIDS virus. To overcome local resistance to having any contact with the children, Mr. Rudert visited the Hogar Mari Loli Orphanage regularly and brought children to his home to play with his wife and three children. Following his example, other Americans and Dominicans joined him and

his family in these visits. He also raised funds to support the children and secured the active support of a cross section of doctors, lawyers and others to carry on his work.



Ms. Tansey volunteered as a medical assistant at the Tashkent International Medical Clinic, the only medical facility in the area approaching Western standards. She assisted in the clinic's day-to-day management, arranged home visits when needed, informed the community of disease outbreaks and organized social events for staff. She also volunteered her services at the Mother Teresa Home in Tashkent.

Scholarship winners, from left, are Elizabeth Nach, David Hutchinson, Ariana Guss and Katherine Stocking, with Ambassador Edward Dillery.



The American Foreign Service Association Scholarship Fund and the Association of American Foreign Service Women recognized the 1998 winners of their Academic and Art Merit Awards. (See the June issue for the complete list.)

State Observes 2nd Annual Civil Service Day

The skies may have been overcast and cotton candy in short supply, but the mood was merry and spirits high during the Department's second annual Civil Service Day in the courtyard at Main State.

Celebrated May 5 during Public Service Recognition Week, the event featured snacks and beverages, gospel singing, speeches and an awards presentation. Undersecretary for Management Bonnie Cohen was among the guest speakers. She recalled former President Jimmy Carter's description of the Civil Service profession: "Those who believe in government the most and who dedicate their careers to lives of public service have the greatest stake in making it work."

Ms. Cohen also announced that as part of the week's national celebration, the immigrant visa unit of the U.S. embassy in Moscow received the Public Service Excellence Award in the international category. (See story in the June issue.)

The competition was sponsored by the Public Employees Roundtable, based in Washington, D.C.

We can all be proud of the "standard of service" they set, said Ms. Cohen, who was introduced by Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel. Other guests included Fern Finley, president of Local 1534 of the American Federation of Government Employees; Gary Galloway, AFGE vice president; Dan Geisler, president of the American Foreign Service Association; and Ted Borek, Civil Service ombudsman.



Fern Finley, left, joins AFGE Cup winner Steve Truly.

AFGE presented its major new award, the AFGE Cup, to Steve Truly, a computer specialist in Information Resource Management, for his work in organizing AFGE Local 1534, which he serves as chief steward.

Entertainment was provided by the Inner Peace Choir, composed of State employees.

State Hosts Public Service Display



Christine Murray with students at the Department's Public Service Recognition Week exhibit on the National Mall.

"Kids, and many adults, too, really don't know much about what the Department of State does." That was Christine Murray's observation as she represented the Department at its Public Service Recognition Week exhibit in early May on the National Mall.

But Ms. Murray, an employee in the Public Affairs Bureau's Public Liaison Office, recently helped change that. She was among the State workers who staffed the display, chatting with visitors about the Department and answering their questions.

Visitors browsed through a variety of photos of Department employees and services, watched a video of Main State's C Street lobby and a security awareness tape and surfed the Department's web site.

Students visiting the exhibit joined in a "scavenger hunt," visiting exhibits at numerous government agencies to answer questions assigned them. Among the questions they found answers to at the State exhibit were, "What department has the highest-ranking woman in government?" and "What agency processed 6 million passports in 1997?"

And nobody left the exhibit empty-handed. They took home complimentary computer disk jackets and luggage tags to remind them of their lessons about State.

State Members Honored

Thirty-seven members of the State Department family were honored for their commitment to public service during the Department's annual awards ceremony May 7 in the Benjamin Franklin Room at Main State.

The honorees represented what Undersecretary for Management Bonnie Cohen called the best of the Department's Civil Service, Foreign Service and Foreign Service National employees. She applauded their accomplishments and dedication, as well as that of their colleagues throughout the Department, acknowledging that as resources are stretched, they "are consistently asked to do more with less."

"Be proud of your hard work," she told the group. "We certainly are."

Youth award winners and their families, from left, are Travis Dudley, Peter S. Wood, Carol Rose, Katheryn Dudley, Johnny Rose-Wood, Alyson Rose-Wood, Lily Hastings, Norman Hastings, Alex Hastings, Kenneth Kolb, Erik Kolb and Linda Kolb.



Foreign Service Youth Awards

The Foreign Service Youth Foundation, with the support of the Association of American Foreign Service Women, recognized five Foreign Service teenagers for demonstrating outstanding leadership in service to their communities or peers.

This year's annual awards ceremony was the first to include Foreign Service youths—recognizing, according to Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, "the vital role played by families in supporting objectives of the Department domestically and around the world."

Travis Dudley, 13, son of State Information Management Officer Randall Dudley at the American Embassy in Riyadh, was honored for forming an embassy youth ensemble. The group entertains the embassy community and provides a much-needed additional youth activity. Travis also was credited with writing to children of newly assigned personnel to welcome them to post and provide insights into teen life in Riyadh.

Daniel Penny, 16, son of Col. Daniel Penny Jr., at the U.S. embassy in Oslo, received a youth award for volunteer work at his school and in the embassy community. He is credited with organizing dances, talent shows and a fund-raising event at the Oslo International School, where he serves as president of the student council. In the embassy, he supported several organizations, including the U.S. Information Service, the Office of Defense Cooperation and the Community Liaison Office.

Three youths were awarded for their contributions to Around the World in a Lifetime teen clubs. Alyson Rose-

Wood, 16, daughter of State employee Peter S. Wood in Washington, D.C., was honored for demonstrating organizational skill, persistence and optimism in establishing the first Washington area school-based club for internationally mobile students. Under her leadership, the club created a welcome handbook for new students transferring from overseas, coordinated two international lunches in conjunction with the school's international club and hosted a visit by Peace Corps Deputy Director Check Baquet—all during its first year.

Foreign Service Youth Foundation President's Awards for Special Achievement were presented to two other youths instrumental in their clubs' activities. Erik Kolb, 16, son of State employee Kenneth Kolb, was honored for his efforts in creating the first school-based international club in the Washington, D.C. area and for service as co-editor of the club newsletter.

Alex Hastings, 17, son of State employee Norman Hastings in Washington, D.C., received honors for creating and maintaining the first web site supporting the club's activities, and for service as co-editor of its newsletter.

Foreign Service National of the Year Awards

Six Foreign Service National employees, one selected by each regional bureau, were honored for their contributions to the Department's overseas missions.

Daw Tin May Thein, the Bureau of East Asian and Pacific Affairs nominee, said she "couldn't believe it" when she learned she had been named the Department's top Foreign Service National employee.



Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, center, with Foreign Service National of the Year honorees. They are, from left, Edgar L. Saballos, Gulbarshin Bozheyeva, Inaam M. Attieh, Daw Tin May Thein, Mohammad Ajmal Khan and Tekeste Bereket.

Ms. Thein joined the American embassy in Burma just days before a military junta seized power and crushed a pro-democracy movement. Even when the National League for Democracy won the national elections, it was prevented from assuming office by the country's State Law and Order Restoration Council.

As a political specialist at the U.S. embassy in Rangoon, Ms. Thein has served as a bridge between Americans and Burmese, supporting the embassy's efforts to promote democracy despite an atmosphere of harassment and fear. She is credited with an encyclopedic understanding of, and contacts with, all sides in the Burmese political

drama and with an ability to interpret otherwise obscure events and political developments. Officials who work with her report that Ms. Thein possesses a keen sense of discretion and a special effectiveness in guiding new officers through Burma's complex political environment.

Tekeste Bereket from the embassy in Addis Ababa was named the Bureau of African Affairs' FSN of the Year. He was honored for his "indefatigable, sterling work" for the mission and U.S. citizens in Ethiopia. Officials credited his "sustained standard of excellence" in his duties, and his willingness "to help Americans in need of assistance, no matter when or where."

Edgar L. Saballos was honored as the Bureau of Inter-American Affairs' FSN of the Year for his support in detecting and reducing fraud and alien smuggling in Nicaragua. He is credited with designing and implementing computer information systems at the U.S. embassy in Managua that have strengthened the effort by improving information exchange among government officials.

Gulbarshin Bozheyeva from the U.S. embassy in Almaty was honored as the Bureau of European Affairs' FSN of the Year. Ms. Bozheyeva, the embassy's science affairs specialist since its founding in 1992, was lauded for her success in developing productive, professional relationships with key leaders in Kazakhstan's scientific community and government.

Inaam M. Attieh, travel and shipping section chief at the embassy in Beirut, was named the Bureau of Near Eastern Affairs' FSN of the Year. She was awarded for her efforts as ground support supervisor for the past eight years for the embassy's logistical lifeline, the Beirut Air

Brigade. Ms. Attieh's citation noted her "tireless energy, cheerful demeanor and skill in adapting to endlessly changing circumstances" that have ensured the smooth movement of passengers, freight and mail in and out of Lebanon.

Mohammad Ajmal Kahn was honored as the Bureau of South Asian Affairs' FSN of the Year for more than 30 years of outstanding contributions at the American consulate in Lahore. During the consulate's recent restructuring, Mr. Kahn demonstrated leadership in building a unified administrative services team and encouraging coordination across agency lines—building stronger U.S.-Pakistan relationships while operating within a smaller but more efficient organization.

PUBLIC SERVICE RECOGNITION WEEK

Outstanding DCM

The Baker-Wilkins Award for Outstanding Deputy Chief of Mission was presented to John F. Tefft of the U.S. embassy in Moscow. Mr. Tefft was honored for his success in negotiating a critical stage in relations among Russia, the United States and the international community while managing one of the world's most complicated missions.



Chief Financial Officer's Award

Eric L. Hembree, left, from the Office of Budget and Planning, was named this year's recipient of the Chief Financial Officer's Award for Distinction in Public Finance. Mr. Hembree was honored for his contributions to the Department's financial management, budgeting, systems development and internal controls.

Achievement in Global Affairs

Two State employees, Ralph Lynn Braibanti and Allen G. Jury, were named co-recipients of the Warren Christopher Award for Outstanding Achievement in Global Affairs. The annual award recognizes excellence and initiative in the policy areas of oceans, the environment and science; democracy, human rights and labor; population, migration and refugees; and international narcotics and crime.

Mr. Braibanti, right, from the Office of the Assistant Secretary for Oceans and International Environmental and Scientific Affairs, was honored for his key role in bringing Russia into the international space station program and for his effectiveness in integrating space activities with U.S. foreign policy objectives.



Mr. Jury was recognized for his efforts in the Bureau of Population, Refugees and Migration, where he has worked aggressively to integrate refugee issues with mainstream foreign policy objectives.

Excellence in Personnel Management

Sharon C. Bisdee in the Personnel Bureau's Office of Career Development and Training was named this year's recipient of the Director General's Award for Excellence in Personnel Management. The award, presented annually since 1989, recognizes employees in the personnel management field who demonstrate outstanding leader-



ship capabilities in planning, organizing and managing personnel programs. Ms. Bisdee was honored for her creativity as a human resources manager, her innovation in improving procedures, her sense of teamwork and dedication to her staff and her efforts to make the office's reorganization successful.

DG's Award for Reporting and Analysis

John F. Hoover from the American Institute in Taiwan and Robert A. Pollard from the U.S. embassy in Bangkok were named co-recipients of the Director General's Award for Reporting and Analysis.



Mr. Hoover, left, was honored for pivotal reporting in support of U.S.-Taiwan trade negotiations while assigned to Taipei and for his insightful analyses that laid the groundwork for a bilateral agreement on Taiwan's accession to the World Trade Organization. His understanding of Taiwan's culture and political life, as reflected in his reports, is credited with enabling

the U.S. delegation to develop new approaches that led to key diplomatic breakthroughs.

Mr. Pollard, right, was awarded for coverage of the Thai economic crisis while assigned as finance and development officer in Bangkok. His reporting is credited with forecasting major economic developments in the region and forming the foundation for U.S. policy decisions affecting the response. Mr. Pollard was also recognized for providing support to U.S. business under high-pressure circumstances that had far-reaching consequences for the U.S. domestic economy.



Diplomatic Security Awards

Berne M. Indah of the U.S. embassy in Moscow was named the Department's Security Professional of the Year. Mr. Indah earned the Bureau of Diplomatic Security's top award for employees in the security field for his initiative, leadership and performance as secure chancery facilities project security director in Moscow.



PUBLIC SERVICE RECOGNITION WEEK

Bernard A. Johnson, below, from Diplomatic Security's New York Field Office, was selected the Diplomatic Security Civil Service Employee of the Year for his leadership as chief of the office's Protective and Consular Liaison Unit. His efforts are credited with successfully closing more than 1,200 taskings involving the welfare and safety of 286 foreign missions and the United Nations.



Michael J. Gilmore was named the Diplomatic Security Courier of the Year for service as the first regional diplomatic courier representative in Manama. As the only assigned courier, he is credited with providing outstanding service in Bahrain, Egypt, Qatar, Kuwait, Oman, Saudi Arabia, the United Arab Emirates and Yemen.

Peter Phuong Pham from the U.S. embassy in Bangkok, was honored as the Diplomatic Security Engineering Officer of the Year. He was credited with overcoming severe staffing and resource limitations while providing top-quality service to eight posts in Burma, Thailand, Cambodia, Laos and Vietnam.

James Clement Dunn Award

William Braucher Wood, political counselor at the U.S. Mission to the United Nations, was awarded the James Clement Dunn Award for Excellence for mid-level officers. Mr. Wood was honored for demonstrating leadership, persistence and diplomatic skill in meeting the challenges of multilateral diplomacy.



Excellence in Environment, Science and Technology Reporting

David Francis Cowhig, left, of the embassy in Beijing and Mitchell Evan Optican, right, of the embassy in Mexico City were named co-recipients of the Award for Excellence in Environment, Science and Technology Reporting. Both winners were honored for in-depth reporting on issues and policies that affected U.S. foreign relations at their assigned posts.



Robert C. Frasure Memorial Award

Mark Minton of the Bureau of East Asian and Pacific Affairs was named winner of this year's Robert C. Frasure Memorial Award for peacekeeping. The award was established in 1996 in memory of the late former deputy assistant secretary in the Bureau of European Affairs and special envoy for the former Yugoslavia.

Mr. Minton was selected for the award based on his efforts to resolve the conflict between North and South Korea by persuading both parties to settle their differences through negotiation. He was instrumental in designing and building the forum for negotiation, and for keeping the communication channels between the parties open.

Human Rights and Democracy Achievement Award

Joseph S. Pennington from the U.S. consulate in Adana was presented the Human Rights and Democracy Achievement Award for his contributions to democracy and human rights in Turkey. Mr. Pennington was honored for his efforts to engage and report on the varied and complex human rights problems in the Southeast region and to advance U.S. policy in the region.



Leamon R. Hunt Award

Brian William Wilson from the consulate general in Ciudad Juarez was named this year's winner of the Leamon R. Hunt Award for Administrative Excellence. Mr. Wilson was honored for his skill and dedication as the sole American Foreign Service administrative officer at post. His initiative in handling a host of competing needs enabled him to replace an existing mainframe-dependent computer system with a new ALMA system, to obtain leased space for a new Drug Enforcement Administration operation and to expand an existing building to accommodate a new consular program.



PUBLIC SERVICE RECOGNITION WEEK

Thomas Morrison Award



Paul Arthur Converti of the Bureau of Information Management Resources and Leonard Travis Farris of the Bureau of Consular Affairs were named co-recipients of the Thomas Morrison Information Management Award.

Mr. Converti, left, received the award for providing innovative and creative leadership in formulating the recent Information Management reorganization plan and in the management of ALMA, the Department's most important information technology modernization program.

Mr. Farris, not pictured, was recognized for supervising the software development that won for the Department the 1997 Government Computer News Information Technology Award. He also was honored for moving such major worldwide applications as the second generation machine-readable visa program from the development to production stages and for implementing strategies to ensure all consular applications will continue operating effectively in the year 2000.

Arnold L. Raphel Memorial Award

Jeffrey Davidow, assistant secretary for Inter-American Affairs, received the Arnold L. Raphel Memorial Award. The award, named for the late Ambassador Arnie Raphel, recognizes mentoring, nurturing and leadership qualities among individuals in international affairs.



Luther I. Replogle Award for Management Improvement

John M. O'Keefe of the U.S. embassy in Moscow and Jerry Jordan of the U.S. Agency for International Development were named co-recipients of this year's Luther I. Replogle Award for Management Improvement.

Mr. O'Keefe, not pictured, received the award for overseeing construction of the new embassy building and the new Anglo-American School in Moscow and for restructuring one of the embassy's major staffing contracts at a savings of \$2 million a year.

Ms. Jordan, left, was honored for her leadership in meeting the vast challenges of 16 new USAID missions in Europe and the New Independent States. She was also credited



with helping establish the infrastructure required to maintain USAID's full implementation of U.S. government assistance commitments in Bosnia under the Dayton Accords.

Excellence in International Economic Performance

Donald E. Booth of the U.S. embassy in Athens was named this year's winner of the Herbert Salzman Award for Excellence in International Economic Performance. The award, named for the late ambassador to the U.S. Mission to the Organization for Economic Cooperation and Development, recognizes outstanding contributions in advancing U.S. international relations and objectives in the economics field. Mr. Booth was honored for distinguished service and creativity in furthering U.S. economic and commercial interests in Greece and for developing effective strategies for strengthening bilateral and regional economic ties.



Secretaries of the Year

Two State secretaries, one Foreign Service and one Civil Service, were recognized for outstanding performance that characterizes the service of secretaries in the Department and overseas. Laurie M. Major, left, of the Bureau of Consular Affairs was named this year's Foreign Service Secretary of the Year. Jennifer S. Schaaf, right, of the Office of the Legal Adviser, East Asian and Pacific Affairs, was named the Civil Service Secretary of the Year.



Barbara M. Watson Award for Consular Excellence

Kathleen A. Riley, chief of the consular section in Jerusalem, received the Barbara M. Watson Award for Consular Excellence. Ms. Riley won the award, named for former Assistant Secretary for Consular Affairs Barbara M. Watson, for her leadership in providing the highest-level consular services to U.S. citizens, Palestinians and Israelis in a turbulent political environment.



By Donna Miles

Photos by Kathleen Goldynia

The Department's Worker Trainee Program is bringing enthusiastic new talent to State while helping free people from the welfare system.

Sonia Parker was trapped in a vicious cycle. After graduating from business school, she said, she "got in with the wrong crowd" and "did some things I'm not proud of."

She went on and off welfare, struggling to hold down dead-end jobs that didn't pay the bills and raising two children alone. "I wanted more than I had, and I knew being on the system wasn't the answer," she said.

She went back to school to update her computer skills and started meeting with a county employment counselor to help her find a job with a future.

At age 29, Ms. Parker said she's feeling good about herself as well as her future. She was selected for a position

Sonia Parker said the program makes her feel good about herself and her future.

in State's Worker Trainee Program, one of the Department's responses to President Bill Clinton's Federal Welfare-to-Work Hiring Initiative.

The initiative is designed to move people from the welfare rolls to the federal employment rolls—giving them a new opportunity to build or improve their skills while gaining independence from the welfare system.

For Sandi Robinson, a worker-trainee in State's Bureau of Democracy, Human Rights and Labor, that independence came quickly when she accepted a GS-1 position at State last February. The 38-year-old mother of two lost her monthly checks, food stamps and Social Services medical benefits two months after she entered the program. Ms. Parker, too, watched her welfare benefits dwindle.

But both women say working at State has offered them far more than they've sacrificed. "I love my job," Ms. Parker said of her work in the Personnel Bureau's Office of Civil Service Personnel Management. She greets visitors to the office, answers telephones, posts job announcements in Main State and mails application packets to callers to State's employment information lines.

"I come to work every day looking forward to it," agreed Ms. Robinson, who handles the phones, runs the copy machine and types and distributes paperwork in her office. "My favorite part is getting telephone calls from people all over the world," she said. "It's so interesting. I feel like it's opened my eyes to so much in the world."

Ms. Robinson said the Worker Trainee Program has helped her look inward, too. "This job has totally changed the way I look at myself," she said. "I've learned things here I never thought I was capable of doing."

Supervisors and coworkers, too, say they're impressed with the program. Diane Alexander, a secretary in DRL, said Ms. Robinson brings to the office "an exuberance that helps keep morale high."

She said Ms. Robinson's excitement about her work and eagerness to learn "brings a sense of harmony to the office. We really enjoy having her."

Ann Thompson, chief of the Office of Civil Service Personnel Management's staffing division, said she never had a moment's hesitation about hiring a worker-trainee. "This office coordinated the initial recruitment and selection process, so we knew there were good-quality candidates for the program, some with knowledge of typing and computers," she said.





Mary Rucker, program manager, left, chats with Sonia Parker.

She called Ms. Parker "a quick learner and enthusiastic worker who's been a great asset to the office."

Ms. Thompson said managers at State are generally supportive of the Worker Trainee Program. "If there's one source of hesitation, it's probably a question of whether people with limited work experience are capable of doing the clerical tasks the Department has," Ms. Thompson said. "But we've seen first-hand that the worker-trainees are not only capable of doing these jobs, they're enthusiastic about them," too.

Mary Rucker, the personnel management specialist who manages the Worker Trainee Program, said most of the trainees are now temporarily assigned to the Personnel Bureau and the Washington Passport Office until they receive security clearances. Once the clearances

are granted, the worker-trainees will be available to fill clerical positions anywhere in the Washington, D.C., area.

In accepting a worker-trainee, a bureau agrees to offer the worker-trainee a full-time appointment at the end of the three-year program, based on satisfactory performance. That, Ms. Rucker said, is one of the problems in placing worker-trainees; many managers are reluctant to commit slots to entry-level positions when much of that work previously performed by entry-level employees has been contracted out.

But Ms. Rucker said State is committed to finding permanent positions for the latest class of worker-trainees—and for all additional worker-trainees the Department has agreed to hire before the year 2000.

The President's goal is 10,000 new hires government-wide by 2000. Vice President Al Gore reported last April that the program is moving forward steadily. Since government agencies made their federal welfare-to-work commitments in 1997, 3,600 new workers have used the program to move from welfare to productive federal employment.

Ms. Parker said she's "so grateful" for the opportunity State has offered her, and optimistic about her future in the Department. "People treat me with respect and don't look down at me because I'm a worker-trainee," she said. "And I know that by being here and working hard, I have a chance to work up the ladder—to some day become a GS-7 or -8 or even a -9."

She was promoted a grade level last March, three months after entering the program, and is eligible for one more promotion before she completes the three-year Worker Trainee Program. She acknowledges that her pay isn't what she'd like it to be, but it's more than she received through welfare checks and intermittent jobs. And she and all other worker-trainees receive full employee benefits.

Ms. Parker said the rewards of the program go beyond money and benefits. "Since I've been here, I've built up a lot of self-esteem," Ms. Parker said. "I'm more independent and more responsible and I'm learning something new every day."

Ms. Robinson, too, said she's excited about the doors the Worker Trainee Program could open for her. And as attractive as a promotion may sound, she said for now, she's content right where she is.

"I want to take my time, learn as much as I can, build my knowledge and grow," she said. "And that's what this program is giving me the opportunity to do." ■



Sandi Robinson said she looks forward to every workday.

Strong KSAs Increase Your Job Chances

State's Career Development Resource Center recently presented two noontime seminars on techniques employees can use to prepare strong ranking factor statements to document the knowledge, skills and abilities specified in Civil Service vacancy announcements. For those who could not attend the sessions, here are some of the suggestions.

By Robert Minor

One way to increase your chances of getting the Civil Service job you want is to develop strong statements describing your qualifications that are related to the "Ranking Factors" listed on the vacancy announcement.

When you apply for a Civil Service position, your application is reviewed first to see if you meet the qualification requirements established by the Office of Personnel Management. If you do, your application is further evaluated to determine the extent to which your education, experience, training, awards and supervisory appraisals indicate that you have the knowledge, skills and abilities, known as KSAs, identified in the announcement.

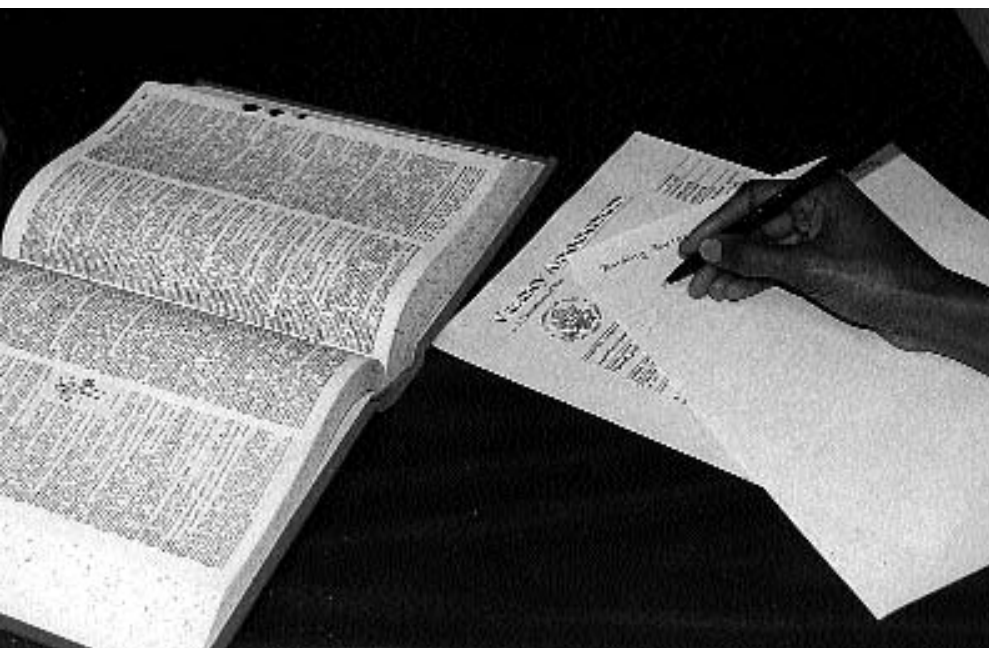
Although you should demonstrate that you have the required knowledge, skills and abilities in your application, it is good practice to write and submit independent statements documenting the extent to which you possess the KSAs listed in the announcement.

Some ranking factors focus on skills and abilities that tend to be generic and able to be applied in a variety of situations. Examples of these factors are skill in written communication, an ability to manage multiple projects and the ability to make oral presentations.

Other ranking factors focus on knowledge that is frequently specific to a family of jobs or to an organizational unit. Examples of these factors are knowledge of federal personnel regulations, government procurement policies and trade practices.

Improving your KSA statements requires you to focus your attention on both content and format. In drafting the content, consider beginning with a summary statement—three or four lines summarizing your qualifications with respect to each ranking factor.

Next, provide a list of specific accomplishments. Begin each brief, bulleted statement with one or more strong active verbs that document achievements pertinent to the ranking factor. Select verbs suggested by the text of the announcement. If possible, present accomplish-



ments that are recent and related to the job you seek, and that present you as a success. Provide enough detail so readers can sense the size, scope, significance or difficulty of the accomplishment. Be sure to identify the results you achieved. Don't forget to mention accomplishments resulting from unusual events such as details or internships, temporary duties or task force or project assignments. Your accomplishments as a volunteer may also be included if they relate to the KSAs you are documenting.

Next, describe both classroom education and informal training that helped you gain the KSAs you are writing about.

Next, when the KSAs you are writing about have won you praise in some form, tell about the award or commendation and why it was merited.

Don't forget to include other information such as language skills, licenses and professional certifications that document your KSAs.

You can also increase the impact of your statements by the format you use. Remember that your application is a sample of your work. Demonstrate that you can write

well, organize and present information and produce quality work that is neat and error-free.

Include your name, Social Security number, the announcement number and the job title on each page. Identify the ranking factor you are addressing by number and by restating it. Include, in most instances, only one or two factors per page.

Select an easily read font, usually 12 point, and use white space and spacing to make your information accessible to the reader. Present your text in short, easy-to-scan paragraphs. Headings, boldface, all capitals and underlining may be used with discretion to emphasize important information. If you anticipate that your document will be processed with a scanner, be sure to request special instructions.

An effective ranking factor statement will be honest, will emphasize your strengths, will address the needs of the position and will represent you well. ■

The author is a career management consultant at State's Career Development Resource Center.

An Effective Ranking Factor Statement (An Example)

E.Z. Winner Announcement 12-3456
SSN 123-45-6789 Personnel Assistant

Ranking Factor No. 1—Ability to communicate orally.

Over five years of recent experience providing information, in person and over the telephone, about insurance benefits to both employees and organizations.

Earlier experience included setting up appointments and speaking before groups as Vice President for Programs for a community organization.

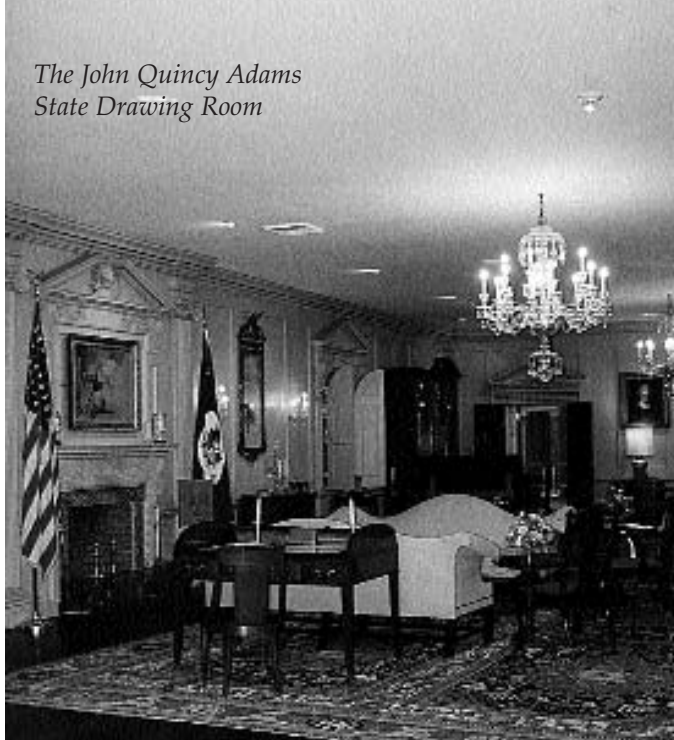
- Responded to 250 visits and telephone calls each week from employees seeking technical insurance plan information such as dates of enrollment, coverage and rights of appeal. Developed skills to handle difficult customers. Rated as "Outstanding" on this duty for three consecutive years.
 - Selected to serve as primary telephone contact between bureau and insurance carriers to research and report information needed by the firms to resolve complicated claims. Received letter of commendation from insurance firm for my "skill in responding to their requests for clarifying information."
 - Worked as Receptionist for a medical practice of five doctors. Scheduled, rescheduled and reconfirmed 800 appointments each week.
 - Elected and reelected to serve as Vice President for Programs for PTA. Introduced speakers to monthly meeting groups of up to 200.
- Completed two-day Customer Service Training program at Foreign Service Institute, 1997.
Selected to receive "On-the-Spot" award in 1997 for effective service to customers during unexpected loss of 50 percent of incoming telephone lines.

State's Tour Program Expands



*The Thomas Jefferson
State Reception Room*

*The John Quincy Adams
State Drawing Room*



By Donna Miles
Photos by Kathleen Goldynia

It's a highlight of David Cunningham's week. Most of his work hours are spent behind a desk at Main State's diplomatic entrance, greeting visitors, checking their identification and filling out the paperwork needed to grant them access to the building.

But one to three times a week, Mr. Cunningham transforms from receptionist to tour guide. He watches with delight as visitors step from the elevator onto the eighth floor and take their first glimpse of the Department's diplomatic reception rooms.

The tour of the rooms where the Secretary, Vice President and Cabinet members entertain some 80,000 people annually—many of them foreign and American dignitaries—is considered among the most popular in Washington, D.C. Some 60,000 to 80,000 tourists, including State Department members, visit the rooms each year during the three 45-minute tours offered every Monday through Friday, excluding holidays.

State's diplomatic reception rooms, all located on Main State's eighth floor, are among the world's most beautiful spaces for official entertaining. They're considered a masterpiece of 18th- and 19th-century architecture that boasts a \$90 million collection of American furniture, decorative arts and paintings, finely crafted antiques and opulent appointments—all donated or on loan to the Department. Visitors can see Paul Revere silver, Chinese export porcelain once owned by George and Martha Washington, and the desk on which the Treaty of Paris, ending the American Revolution, was signed in 1783.

"As people on the tour step off the elevator and into the rooms, they enter the world of the 18th century," said Georgia Williamson, director of the program. "You watch

their eyes light up as they begin to experience the beauty and history of these exquisite rooms."

Mr. Cunningham said he considers himself lucky to be able to share the rooms with the public. "When you walk through this area, you can't help but feel pride in America," he said. "I love being able to help other people experience that pride, and some of America's history. It gives me a lot of gratification."

The tour is just one of two offered at Main State. The History of Diplomacy Tour offers visitors an opportunity to learn about the State Department, how it works for U.S. citizens, and the role foreign policy has played in shaping the United States.

During the 30-minute tour, scheduled to begin after each diplomatic reception room tour, Foreign Service and Civil Service volunteers from throughout the Department bring foreign affairs alive through pictures, books and artifacts.

Shirley Taylor from the Bureau of Public Affairs, the program director, calls the tour an extension of Secretary Madeleine Albright's goal of taking foreign affairs to the American public. "It's a wonderful way to learn about what we do at the Department, and the significance of foreign policy in shaping our country's history," she said.

Tours are by reservation only, and fill up fast. To make a reservation, contact the tour office by phone at (202) 647-3241 or by fax at (202) 736-4232. To volunteer for the History of Diplomacy Tour program, contact Ms. Taylor at (202) 663-1125. ■

David Cunningham, top right, leads a tour group.





International Marriages and Relationships: Getting Heads and Hearts Together

By Beverly Schroeder

*“Love makes the world go round.”
“Love and marriage go together
like a horse and carriage.” These
sentiments—especially fitting during
the United States’ most popular
wedding season—ring equally true
for Foreign Service members.*

Increasing numbers of Foreign Service officers and specialists—by some accounts, about one in three—are finding their mates while serving overseas, and marrying men and women who were born in foreign countries.

The State Department has no intention of prohibiting or interfering with a blossoming romance. But when Cupid enters, the Bureau of Diplomatic Security is generally not far behind—to protect the U.S. government and help prevent the Foreign Service member from committing to a potentially career-damaging relationship.

That’s the impetus behind ground rules for Foreign Service members contemplating a permanent commitment. State requires Foreign Service members to notify the Department 120 days before marrying a foreign-born partner. And Foreign Service members who cohabit with a non-U.S. citizen—whether it’s in a platonic relationship

or a heterosexual or homosexual one—are required to report it within 30 days of entering into the arrangement.

Those who view the notification procedure as an intrusion into their personal affairs might be surprised to learn that State once had an outright ban on Foreign Service members marrying foreign-born partners. The Department



*Foreign Service officer
Joseph De Maria and his
wife Eridania in the
Dominican Republic.*

has come a long way since then, and the 120-day delay is considered by many a relatively minor price to pay for the peace of mind a background investigation offers both the employee and the U.S. government.

The 120-day “waiting period” puts the fiancé on notice that he or she is being investigated—theoretically discouraging people with questionable backgrounds or motives from going forward with plans to marry a Foreign Service member. And while the Department runs a background check on the fiancé, the couple gets what amounts to a mandatory engagement period to ensure that their heads and hearts are on the same frequency.

Background investigations generally proceed without incident. But on more than one occasion, a Foreign Service member has learned that a loved one was involved in crime, espionage or other unscrupulous activities—and has had to choose between the marriage and a Foreign Service career.

Recognizing that many couples choose to live together before or instead of marrying, State also has rules governing cohabitation. Diplomatic Security defines cohabitation as a “serious, long-standing relationship and commitment to another person—a continuing, ongoing relationship of longer than two weekends.” Because these arrangements can impose the same security concerns as a marriage, Foreign Service members are required to report them to the Department.

So what’s the notification procedure? Foreign Service members serving abroad are required to notify their principal agency representative at post in writing of their intent to marry. Ordinarily this is done through the administrative or personnel office. State’s Foreign Service members assigned in the United States must inform their counseling and assignments officer in writing. And Civil Service members are required to notify the Personnel Bureau’s Employee Relations Office in writing, both to initiate the clearance process and to receive a counseling session.

The employee is required to forward a packet of information to the Employee Relations Office within five days of notifying the post of plans to marry a foreign national. The packet should include a notice of intent to marry, a counseling memorandum of conversation, a biographical sketch of the intended fiancé, copies of divorce decrees, if applicable, and—because Diplomatic Security requires the same information contained in the federal Foreign Service National employment application—an OF-174 filled out by the intended.

The Employee Relations Office forwards the packet to the Bureau of Diplomatic Security. DS then launches a rou-

Information Program Officer Hector Torres with his bride Anireves Almeida Falcao at their reception in Brazil.



tine investigation to ensure that the marriage will not jeopardize the Foreign Service member’s top-secret clearance, and with it, a Foreign Service career. The Employee Relations Office notifies the employee when final clearance is granted.

If the investigation is not concluded before the 120-day notice period expires, couples are free to proceed with marriage plans—recognizing the potential career consequences they may encounter if the investigation results have an unfavorable outcome.

So what are the consequences for jumping into a marriage or long-term commitment without going through the required notification procedures? The case could be referred for disciplinary action. A letter of reprimand, for example, stays in the employee’s official personnel file for one year and is available for review by a promotion panel. The panel could deduce from the letter that an employee is unreliable, headstrong or impetuous—definitely not the most career-enhancing characteristics.

So whether you’re about to become involved in a serious relationship with a foreign-born individual, or simply know someone who is, don’t brush aside the Department’s notification requirement. It won’t hurt a solid, aboveboard relationship, and can help protect a Foreign Service career!

For more information, contact the author at (703) 516-1675 or via State’s unclassified e-mail system. ■

The author is State’s coordinator for marriage and naturalization issues in the Employee Relations Office.

OBC Supports Dual-Culture Families

It probably comes with the territory: Foreign travel, intrigue, diplomacy and... romance? For an increasing number of Foreign Service officers and specialists, men and women, a tour abroad means all of these things, and sometimes more.

By Barbara Ash

Romance can and increasingly does lead to intercultural marriages. In her book, *Intercultural Marriage: Promises and Pitfalls*, author Dugan Romano defines intercultural marriage as “a union of two people from diverse cultures as well as different countries, which may also, but not necessarily, indicate differences in race and/or religion.”

While all marriages require adjustments and compromises concerning friends, finances, children and husband/wife roles, intercultural couples often face even more challenges.

That’s because values, beliefs, traditions and social norms are formed and developed from earliest childhood—molded by family life, societal expectations, school and religion, among other contributing factors. When members of a couple enter a marriage with different beliefs and expectations, they may unknowingly be setting themselves up for a rocky road ahead.

Love might conquer all, but several courses offered by the Foreign Service Institute’s Overseas Briefing Center are designed to help ease the transition.

Dual-Culture Marriages (MQ 850)

The OBC will again offer this popular Wednesday evening course, Nov. 18. Participants learn how to define and identify intercultural differences. Also discussed are benefits and challenges of intercultural marriage, the impact of a mobile lifestyle on intercultural marriage and parenting and strategies for making the most of a good thing.

Transition to Washington for the Foreign-Born Spouse (MQ 302)

For the employee, coming home after several years abroad means a certain degree of adaptation and perhaps even culture shock. But for a foreign-born spouse, coming home to Washington, D.C., isn’t really coming home at all. It’s another new post, another round of adaptations and new challenges and stresses. The OBC will offer on Saturday, Oct. 24, a starting point for addressing these and other issues concerning the foreign-born spouse. Drawing on the experiences of other foreign-born spouses, both male and female, participants will create their individualized resource list for managing a tour in the United States.

So, before you know it, you’ve grown from an intercultural couple to an intercultural family. The OBC offers courses that address issues affecting the children of intercultural marriages.



Raising Bilingual Children (MQ 851)

The Foreign Service lifestyle provides opportunities for encouraging children to develop their language capabilities. This course, offered on Wednesday, Oct. 28, explores strategies for helping children become bilingual. Among the topics discussed are: differences in motivation for single and dual-nationality parents; what local schools are doing with multicultural programs; the effects of multicultural education on children;

immersion programs and their success rates; and support groups and resources.

These courses are free and open to executive branch U.S. government employees and family members planning or returning from an assignment abroad. For more information about or to register for these or other courses at the Overseas Briefing Center, call (703) 302-7268. Early enrollment is recommended, as space is limited. ■

The author is the training officer for the Overseas Briefing Center.

Counterintelligence:

Are You a Target?

By Thomas Haycraft

After a long and circuitous journey, a secret agent arrived in Paris to procure arms for a fledgling revolution. Through intermediaries the agent discreetly met with French government representatives, who directed him to Roderiquez Hortalez et Compagnie, a front company for the French government.

Sound like a familiar Cold War tale? The secret agent was Silas Deane, America's secret commercial agent to the Court of France. This first American emissary arrived in Paris in July 1776, months before Benjamin Franklin, after a lengthy transatlantic voyage by way of Bermuda. To maintain his cover, Mr. Deane vowed to speak only French, to which the French foreign minister quipped, "He must be the most silent man in France, for I defy him to say six consecutive words in French."

Recommended to Mr. Deane by Congress' Secret Committee for Correspondence was Dr. Edward Bancroft, a French speaker and insider in English politics. He arrived from England a day before Mr. Deane. In short order, Mr. Deane, with Dr. Bancroft acting as interpreter, was in serious negotiations for military supplies that the Continental Army desperately needed—some

200 brass canons, 30,000 muskets and 4,000 tents. Following the initial negotiations, and after choosing a method of secret correspondence, Dr. Bancroft returned to England to gather intelligence for the Americans. His true employer, however, was England. He was, in reality, a British double agent.

Spies and double agents have a long history in the U.S. government. Today many of those convicted of espionage—John and Michael Walker, Aldrich Ames, Steve Nicholson and Clayton Lonetree, among them—are practically household names. Unfortunately, the State Department has had its share of employees, too, who have been convicted of stealing secrets or spying for a foreign government. Geneva Jones, Steve L alas, Tyler Kent and Irvin Scarbeck might not be as widely recognized as some other convicted spies, but their crimes are equally threatening to U.S. national security.

The reasons for committing espionage are as varied as the people who carry it out. Mr. L alas, who spied out of a sense of adventure, is serving 14 years without parole for committing espionage. His handlers were not Russians or East Germans, but Greeks. By his admission, Mr. L alas spied from 1985 until his arrest in 1993 following a joint FBI and Diplomatic Security investigation. Ms. Jones, a

Continued on page 46



Commercial Attachés Support American Business Overseas:

Alfred J. White, a Foreign Service officer from 1957 to 1994, held economic and commercial positions in Bremen, Khartoum, Turin, Vienna, Ankara, Rome and Caracas. He was economic counselor in the last three posts. As chief of the Department's International Aviation Programs and Policy Division in the late 1970s, he chaired several U.S. delegations in bilateral aviation negotiations and actively promoted aerospace exports. He served from 1990 to 1993 as director of EB's Office of Commercial, Legislative and Public

Affairs. The following excerpts are from a 12-hour interview.

By John J. Harter

Q: What were your responsibilities as director of EB's Office of Commercial, Legislative and Public Affairs?

A: All three of these areas were important, but I focused mainly on the commercial function. My major objectives were to: establish a close working relationship with key people in the Department of Commerce's Foreign Commercial Service (FCS), enhance EB's commercial outreach program to business leaders, and

support State officers doing commercial work abroad. Remember, State officers still do all the commercial work in some 100 of our medium and smaller-sized embassies.

Q: Before FCS, State had primary responsibility for all commercial work abroad. Were there complaints that State did not give proper attention to American businessmen?

A: There were such complaints. State probably gave less attention to commercial work after World War II than it did before. Throughout our history support for American business was considered central to the Foreign Service mission. World War II

reordered our diplomatic priorities. During the Cold War our policymakers were preoccupied with containing communism and the Soviet Union. Also, after the war our European competitors and Japan were flat on their backs. We essentially lacked competition in world markets. While that situation was changing by the 1960s, our commercial interests were not yet perceived as having the same urgency as our political and strategic interests.

Q: Do you think American businessmen are better served since the FCS was created?

A: The American business community is the best judge of that. But an immediate consequence was that Commerce and State had to sort out their new relationships. When the FCS was created, a memorandum of understanding outlined the new relationships in general terms, but it couldn't cover every contingency. We had to resolve these problems on a continuing basis.

Q: What did you think of the people doing commercial work?

A: I found them highly qualified, dedicated and effective. The FCS had good morale, it was well-directed, and it had a sharp focus. It was also innovative, applying, for example, the latest computer and communications technology in its operations.

Q: How did you interact with the Department's geographic bureaus?

A: My job was to coordinate commercial matters with them. Each geographic bureau—and some functional bureaus—had a designated commercial coordinator, and we met periodically as a group to exchange information and ideas. The bureaus' performance in this area was spotty, since some took the commercial function more seriously than others. I felt strongly that all the bureau coordinators should have sufficient rank, clout and visibility to deal effectively with the business community.

Q: Do our embassies and consulates make a difference in promoting U.S. exports?

A: Absolutely! Our support for American companies at the government level can make a big difference, and I have seen countless letters from chief executive officers attesting to this. Consider the big-ticket infrastructure contracts awarded in developing countries, where governments are heavily involved. We're talking about billions of dollars. We need to ensure that American companies learn about these projects at the earliest possible time, and at every stage, we need to ensure that commercial decisions are made solely on commercial grounds.

Q: What kinds of companies take advantage of the commercial services our embassies provide?

A: It's mostly the large and better-known companies that generally know what the U.S. government offers. But not always. I once received a frantic phone call from a top executive of a large American company who had just learned that the French government was about to issue a decree that would cost his company lots of money. I asked him to fax me a brief memo with essential details. I relayed it to our embassy in Paris. When his Paris office contacted our embassy our key people there had taken care of the problem. Incredible as it seems, here was a major American company that had not made contact with our embassy on a major problem that had been developing for months.

Q: What about small and medium-sized companies?

A: It's hard for us to help them when they don't know what we can do. Unfortunately, the U.S. government doesn't communicate what we can do for American business very well. But I have seen many competitive products made by small U.S. companies do extremely well in for-

eign markets. The trick is to find a niche market—and these abound.

Q: Doesn't Commerce interface with U.S. firms domestically?

A: Yes, primarily. Trade opportunities reported by our embassies are widely disseminated by Commerce through its numerous field offices across the country, local chambers of commerce and trade organizations. The reach and quality of the field offices have been improving and modern computer technology makes rapid and effective retrieval of this information possible. All this has contributed to the impressive increase in American exports in recent years.

Q: Does State assign a higher priority now to commercial work than it did during the Cold War?

A: It certainly does. Our ambassadors now understand that their overall effectiveness is judged in good measure by how effectively they serve U.S. business interests abroad. In 1993 the Clinton administration designated a senior coordinator for business affairs to represent State to the American business community. Ambassador Paul Cleveland was appointed to this position, and he had an excellent background and a great deal of enthusiasm for the job. My office, in effect, was folded into his, I having advocated that the Office of Commercial Affairs be elevated and expanded.

Q: What can State do to motivate its commercial officers?

A: Let's face it. The payoff in any career is recognition in the form of promotion. The annual promotion list tells Foreign Service Officers how seriously State considers commercial work. Interest in commercial work will be enhanced if those who do it well are promoted. It's that simple.

Q: We often hear that the Foreign Service has no constituency. Do you think there is a potential constituency in the American business community?

A: Of course, but we have to work hard to build it. Our ambassadors can play important roles here. Several years ago, several of our East Asian ambassadors and their commercial attaches toured major U.S. cities to highlight opportunities for American business in their assigned countries. They spoke before business groups, gave television interviews and held press conferences. That was a public relations triumph. People in the American hinterland realized we had ambassadors in foreign lands who connected with their own interests. We should do much more outreach. The American Foreign Service Association's government/business conferences also demonstrated State's interest in helping American business. The astonishing fact remains that many senior executives of important American companies have little or no understanding of what our embassies can do for them.

Q: Any concluding thoughts?

A: Summing up, I found commercial work in the Foreign Service fascinating. The closer you get to business, the more creative the experience can be. A final point: While economic and commercial work can be separated to some extent in operational terms, they are two sides of the same coin. A good economic officer needs experience doing commercial work and vice versa. Our larger embassies now have separate economic and commercial sections. They need to be in daily—even hourly—contact with each other, cooperating and coordinating fully. I'd like to see junior FCS officers assigned to State economic sections and junior State FSOs assigned to FCS commercial sections, as well as Commerce slots in Washington or even the Commerce field offices. The important thing is not who does what but that American business gets the support and services it needs to compete in a very competitive global economy. ■

Counterintelligence

Continued from page 43

secretary serving in the United States, passed hundreds of secrets to a Cameroonian journalist for ideological reasons. One U.S. Information Service officer spied for love; he made a deal with the Socialist Republic of Vietnam to trade secrets for visas for his common-law wife and children.

But the vast majority of people convicted of espionage—including Mr. Ames, Mr. Nicholson, the Walkers and Jonathan Pollard—spied for money. Recently Kurt Lessenthien, a Navy petty officer, called the Russian embassy and offered to provide two packages of highly classified information about nuclear submarine operations for \$11,000. He was arrested by the FBI and is now serving a 27-year sentence—an average of \$408 a year!

Are You a Target?

Foreign intelligence services have a natural interest in State employees. When overseas, whether on temporary duty or permanently assigned, you may catch the prying eye of an intelligence service. Your phones may be monitored, your Internet e-mail read, your Internet browsing habits noted, and your home, hotel room, even your trash, searched. It's a fairly safe assumption that State employees overseas and their role within the embassy community are being profiled.

Identifying Vulnerabilities

But employees can use common-sense measures to protect themselves and others. Have you ever been asked to give an English lesson? At 2 in the morning in a hotel room while on temporary duty? Believe it or not, it has happened more than once. Sometimes agents serve alcohol at official and private

gatherings to make information easier to elicit, and they may offer letters and packages as a test of a person's security awareness. A common sport in intelligence circles is "dumpster diving," in which a person's trash is collected and sorted for nuggets of information, much as an archaeologist excavates a long-abandoned privy for discarded artifacts.



Have you considered your computer and the information it reveals, such as your Internet browsing habits? Electronic dumpster diving is a growing phenomenon. To protect yourself, it's important to limit information on your home personal computer. Finally—whatever you do—avoid using your home computer for work-related projects.

While the Cold War has ended, the intelligence skirmishes have not. The technologies have changed, the methods evolved and the nature of the information sought shifted, but the fundamentals remain the same. The threat, one that's existed since before the State Department was even established, continues and will persist into the future. ■

The author is a special agent assigned to Diplomatic Security's Counterintelligence Division.

A Look at NATO Enlargement



Secretary Madeleine Albright supports NATO expansion at a press conference in Brussels.

NATO Photo

The U.S. Senate's historic vote to support the admission of three former Warsaw Pact countries into NATO—a move Secretary Madeleine Albright calls “a moment of injustice undone, of promises kept and of a unified Europe begun”—has big implications as the alliance approaches its 50th anniversary.

By Linda D. Kozaryn

Hungary, Poland and the Czech Republic as members of the North Atlantic Treaty Organization? Why should the United States pledge to defend these countries? What's in it for us?

Peace and stability, according to Secretary Albright. She said the Senate vote “sends a message to our old and new allies that America will continue to defend its interest in the peace and security of Europe.”

Secretary Albright said the vote represents “a signal that America will defend its values, protect its interests, stand by its allies, and keep its word.”

As he signed the accession ratification documents on May 21, making the United States the fifth NATO nation to approve the expansion, President Bill Clinton said, “For the 60 million people who live in Hungary, Poland and the Czech Republic, they now know that what they build in peace they will be able to keep in security.”

At NATO headquarters in Brussels, Clarence Juhl, deputy defense adviser at the U.S. Mission at NATO, agrees that the first round of NATO enlargement is a strong positive step toward the stability of Europe.

Mr. Juhl, known among his American colleagues at NATO headquarters as “Mr. NATO,” has focused on the Atlantic security alliance during most of his 36-year federal career.

“After the Berlin Wall fell,” Mr. Juhl recalled, “people thought NATO would be relegated to the dustbins of history. The Cold War was over; the big threat was gone.” It was a new world and NATO now had to adapt its strategic concept, he said.

Standing combat defense forces were no longer needed in the Fulda Gap in Germany. The inner-German border was gone. But there were still threats to peace stemming from instability, uncertainty and proliferation of weapons of mass destruction, Mr. Juhl said. So the alliance still needed to maintain some form of collective defense.

NATO authorities developed a new reinforcing strategy based on the ability to immediately deploy forces when and where necessary. This ensures a credible collective defense capability within the context of the new security concerns without the expense of maintaining large standing forces, Mr. Juhl said.

A new problem also surfaced for NATO following the Soviet empire’s collapse, Mr. Juhl noted. Newly independent states were emerging in the East. How would they relate to the West?



Photo by Linda D. Kozaryn

Clarence Juhl is known as “Mr. NATO” at NATO headquarters in Brussels.

As NATO officials considered this question, they looked to the past and the future, Mr. Juhl said. They knew NATO had anchored peace in Europe for nearly 50 years; they also realized there was more to the equation than just a group of countries pledging to defend one another.

NATO is based on the concept “the whole is greater than the sum of its parts,” Mr. Juhl explained. Nations standing together are obviously stronger than one nation standing alone.

NATO also has served as a vehicle for members to resolve border disputes and other regional problems through peaceful consultation rather than military conflict, Mr. Juhl said.

“The nations of Western Europe no longer had any reason to go to war against each other,” he said. “They each had transparency in their defense planning and their national defense establishments contributed to the collective defense.”

NATO authorities concluded that drawing the newly transformed states closer to NATO could do the same in Central and Eastern Europe. Extending NATO’s reach could help ensure peace well into the 21st century, Mr. Juhl said.

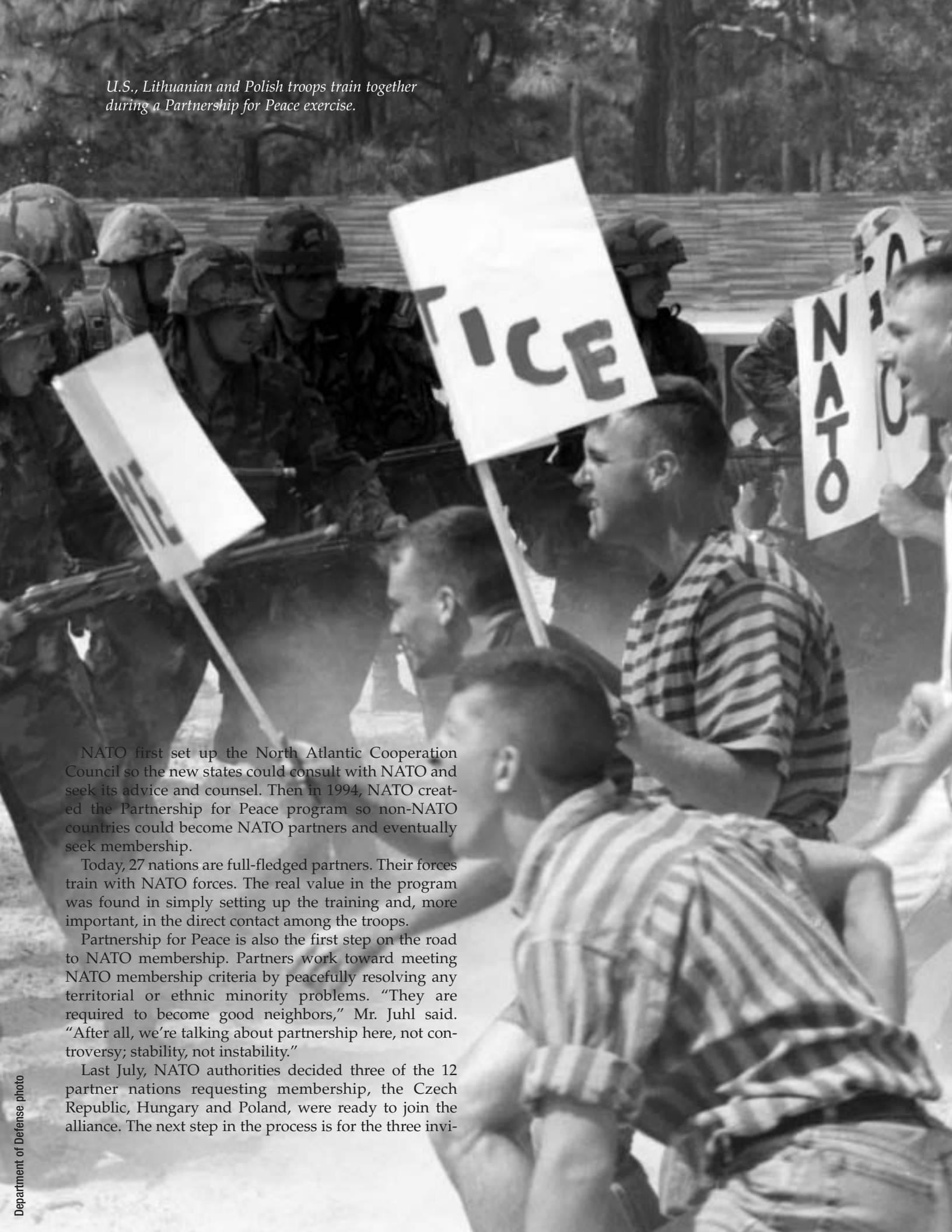
“The question then became, how do you export that kind of stability?” he said. “The only way you can do it is to make sure these nations don’t have to worry about their own security. If they don’t have to spend money—money they don’t have—on military forces, then economic and political dimensions can start to flourish.”

NATO Member Nations

Belgium	Luxembourg
Canada	Netherlands
*Czech Republic	Norway
Denmark	*Poland
France	Portugal
Germany	Spain
Greece	Turkey
*Hungary	United Kingdom
Iceland	United States
Italy	

* Subject to ratification by member countries

U.S., Lithuanian and Polish troops train together during a Partnership for Peace exercise.



NATO first set up the North Atlantic Cooperation Council so the new states could consult with NATO and seek its advice and counsel. Then in 1994, NATO created the Partnership for Peace program so non-NATO countries could become NATO partners and eventually seek membership.

Today, 27 nations are full-fledged partners. Their forces train with NATO forces. The real value in the program was found in simply setting up the training and, more important, in the direct contact among the troops.

Partnership for Peace is also the first step on the road to NATO membership. Partners work toward meeting NATO membership criteria by peacefully resolving any territorial or ethnic minority problems. "They are required to become good neighbors," Mr. Juhl said. "After all, we're talking about partnership here, not controversy; stability, not instability."

Last July, NATO authorities decided three of the 12 partner nations requesting membership, the Czech Republic, Hungary and Poland, were ready to join the alliance. The next step in the process is for the three invi-

Secretary Madeleine Albright meets with the North Atlantic Council in Brussels in December 1997.



NATO Photo

tees and the 16 current NATO members to ratify the protocols of their accession to the Washington Treaty. NATO authorities hope this will happen before April 1999, the 50th anniversary of the alliance.

In the meantime, member nations are debating the effects of enlargement. Mr. Juhl said one main question is what impact new members will have on NATO's collective defense capabilities.

New members must be prepared to defend the old. Under NATO's Article V, an attack on one member is an attack on all. "The big question we had for a lot of the countries seeking membership was, 'Are you prepared to go with us to defend Portugal?'" Mr. Juhl said. "It's not like putting a sign in your backyard saying, 'Don't mess with me, I've got powerful friends.' New members must contribute, not just consume security."

The cost of enlargement is another major area of concern. Secretary Albright noted that the costs appear to be far lower than initial estimates, that U.S. allies will bear the majority of the costs, and that "the price of preparedness is never as great as the consequences of failing to prepare."

NATO authorities estimate they will need about \$1.5 billion over 10 years for common contributions to upgrade invitees' existing facilities, Mr. Juhl said. While that amount might sound considerable, he said, NATO's annual budget already includes \$800 million a year for such common-cost projects, which are requested and planned 18 months to two years in advance.

No discussion of NATO enlargement would be complete without mentioning Russia, which has opposed

NATO's eastward expansion from the outset. Russia seems to be coming to terms with it, Mr. Juhl said, but it still needs to accept that NATO is a collective defense structure that creates stability.

"The Bosnia experience and the fact that Russian forces are part of that in a very positive way is an indication of how things could be in the future when our interests coincide," he speculated.

Bosnia—NATO's first military mission—proved the alliance can come together and act, Mr. Juhl said. It proved the NATO integrated command structure works, and it put NATO's reinforcement strategy into action. "You can move forces and sustain them," he said. It also demonstrated the usefulness of partnership. "You can form right-sized military forces to work certain contingency issues and be successful." While NATO's collective defense pledge remains the heart of the alliance, the peace-keeping mission in Bosnia demonstrates NATO can tackle other contingencies effectively, he remarked.

All in all, Mr. Juhl said, his long experience with NATO, witnessing the changing Atlantic security architecture, has been rewarding.

"It still blows my mind when I go down the hall and see all the partners. It fascinates me to no end that this has all come together this way," Mr. Juhl said. "I think we're a generation that really is standing on a threshold of opportunity to shape a very positive future. To be a small part of that, to have observed it, and to have had some experience with it—I pinch myself every day." ■

NATO-Russia: A Lasting Relationship



Although skeptics on both sides say the new NATO-Russia relationship is “a marriage that can’t last,” the new U.S. ambassador to NATO says it can.

By Linda D. Kozaryn

“I believe NATO and Russia are embarking on what has the potential to be a durable and long-term partnership,” Ambassador Alexander R. Vershbow told the Royal Institute of International Affairs in London in May. Both sides recognize the need to “get it right,” he said.

Ambassador Vershbow, a career diplomat since 1977, served for three years as special assistant to the President and senior director for European Affairs on the National Security Council before taking office in January. He helped develop U.S. policy on Bosnia, adapting and enlarging NATO, and forging a NATO-Russia partnership. His Foreign Service career has taken him to postings in Moscow and London, as well as to a previous assignment as deputy permanent representative to NATO.

When the Berlin Wall fell in 1991, Ambassador Vershbow was the Soviet Affairs director at the State Department. “We only joked about the Soviet Union reconciling with its archenemy, the North Atlantic Treaty Organization,” he recalled.

In 1989, for example, he said the Soviet desk's Christmas party invitation featured a cartoon depicting Ambassador Vershbow on the phone asking the Soviet ambassador: "Let me get this straight: The Soviet Union doesn't want to destroy NATO, it wants to join it?"

Only two years later, the Soviet Union ceased to exist and Russian President Boris Yeltsin astounded foreign ministers when he announced Russia was interested in joining NATO, Ambassador Vershbow said. "This episode only confirmed that the glacial, predictable course of events that characterized the Cold War had been cast on the ash heap of history."

"When the wall fell, someone hit the fast-forward button—for better and for worse," he continued. The Warsaw Pact dissolved. East and West Germany reunited. New democracies emerged in Central and Eastern Europe.

These were good news stories, the ambassador said, but there was bad news as well. War erupted in the former Yugoslavia, Nagorno-Karabakh and Chechnya. Political upheaval in Russia led to the shelling of Moscow's White House.

"These events all made it clear that we no longer have the luxury of being able to wait and see with the Russians as we did during the Cold War—to simply react to events," he said. "Our shared Western interests demand that we engage fully and immediately to shape relations between Russia and the West."

Lasting security in the Euro-Atlantic area depends on putting NATO's relationship with Russia on a sound footing, the ambassador said. "Fortunately, it is just as much in the Russian interest to get this relationship right, and I believe the leadership in Moscow understands this."

As NATO casts off its Cold War security cloak, reaching out to former adversaries and opening the door to new membership, Russia had to be convinced NATO posed no threat. NATO officials explained their post-Cold War goal was to "create a broad coalition of states—with NATO at its core—willing to act together in addressing common threats to European security," Ambassador Vershbow said. And Russia was to have a voice—albeit not a veto—in this process.

NATO and Russia signed the Founding Act in May 1997 creating a foundation for political and military cooperation and consensus building. What kind of partnership is NATO trying to build with Russia? According to Ambassador Vershbow, NATO hopes to see Russia complete its transition to a modern, democratic state, "abiding by its own constitution and laws, market-ori-

ented and prosperous in its economic development, at peace with itself and with the rest of the world.

"Quite simply, we want to see the success of Russia's reforms," Ambassador Vershbow said. "We are not trying to isolate or punish Russia. We are not 'declaring victory' in the Cold War."

NATO wants to help Russia become part of the European and global political, security and economic structures, Ambassador Vershbow said. "Ultimate responsibility for this historic task lies, of course, with the Russian people and its elected leaders," he said. "But our message to Russian reformers is that the door is open to Russian cooperation with NATO on the full spectrum of security issues."

Cooperation and mutual respect form the basis for European security; "intimidation of one's neighbors must

be consigned to the past," Ambassador Vershbow said.

NATO-led peacekeeping operations in Bosnia gave the new NATO-Russia relationship a head start, Ambassador Vershbow noted. And the Permanent Joint Council, a consultative body formed under the auspices of the Founding Act, has spawned six working groups on such issues as nuclear weapons, military-to-military cooperation, and scientific and environmental cooperation.

NATO and Russian officials are discussing peacekeeping, nuclear nonproliferation, terrorism and environ-

mental cleanup. Russia has a permanent representative to NATO and Russian troops participated in 10 Partnership for Peace exercises last fall. "The progress we have made, and the seriousness with which both sides are treating the Permanent Joint Council, bode well for the future," Ambassador Vershbow said.

He foresees a "dynamic" relationship developing between NATO and Russia. "This is an unprecedented relationship, one that recognizes that Russia is itself grappling with many of the same security challenges that face the rest of Europe," he said, adding that continuing collaboration will "break down the barriers of mistrust and establish new patterns of practical cooperation and transparency."

Granted, there's a long way to go, Ambassador Vershbow said, but he's optimistic both sides will work to give the relationship real substance and meaning. "In the end," he said, "I believe we can say with some pride that the NATO-Russia relationship—a year after the signing of the Founding Act—is off to a better start than most people predicted." ■



Ambassador Alexander R. Vershbow, right, confers with NATO Secretary General Javier Solana.

The author is a Defense Department reporter based in Brussels.

ASK DR. DUMONT

BY CEDRIC DUMONT, M.D.

Q. Is there a new strain of hepatitis? I know about A, because before the vaccine, we used to get gamma globulin shots to protect against it. I know about B, because we had lots of warnings about how serious this infection could be. I know that there is a vaccine to prevent infection with B, too. Recently, newspapers have reported on Hepatitis C. Is this a new strain? How do I protect myself and my family? Is there a vaccine?—SA



This column appears monthly in State Magazine. Whether you are serving overseas or at home, you are encouraged to get your questions answered in these pages. Write to the editor or to Dr. Dumont directly. In either case, your post will not be identified.

A. Hepatitis is a general term that refers to inflammation of the liver. Hepatitis C is one of the six viruses (A, B, C, D, E and G). Together, they account for the majority of all viral hepatitis. Hepatitis A used to be called infectious hepatitis; B, serum hepatitis; and C, non-A, non-B hepatitis. Currently, 20 percent of all acute hepatitis is caused by the hepatitis C virus, the leading reason for liver transplantations in the United States.

Hepatitis C is transmitted primarily through the blood. Sources of infection include injection drug use, needle stick accidents and transfusions of blood or blood products infected with the hepatitis C virus. There is no effective vaccine to prevent hepatitis C. Most people do not have symptoms and do not have jaundice, although some may develop weakness or appetite loss. In about 85 percent of infected individuals, the hepatitis C virus persists and causes chronic hepatitis.

The risk that a person who develops chronic hepatitis C will develop liver cancer is about 1 to 5 percent after 20 years. Chronic hepatitis C is typically an insidious disease, progressing, if at all, slowly and generally without symptoms or physical signs during the first two decades after infection. Depending on the severity of infection and the duration of the disease, treatment may be recommended in patients at the greatest risk for progression to other liver disease conditions such as cirrhosis and liver cancer. Blood transfusions used to be the most frequent method of transmitting the virus. This is no longer true in the United States since laboratories began testing all donated blood for the virus. Direct exposure through the skin is the most frequent way the virus is now transmitted, through needle sticks with unclean needles, whether for illicit drug use or because of inadequate health facilities. An increased risk for contracting hepatitis C is seen in

individuals having unprotected sex with multiple partners, a history of sexually transmitted diseases or previous use of intranasal cocaine. Exposures such as body piercing and tattooing are potential sources of transmission if contaminated equipment or supplies are used.

As for protection against hepatitis C: Health care workers should avoid needle sticks and people known to be infected with hepatitis C should not donate blood. I also advise people to practice safe sex, avoid sharing toothbrushes and razors with infected people, and use universal precautions for all sharp objects and needles.

Q. When my child is ill, her health care professional always asks me her temperature—previous, current and following my efforts to bring it down. I hate to take my 3-year-old's temperature, and she doesn't like it either. Since I cannot trust her to hold the thermometer in her mouth and she wiggles out of the armpit method, I'm left with the rectal method. This is a sorry solution for both of us. Is there another way?—DC

A. Researchers from Children's National Medical Center in Washington, D.C., have found that the ear is even more accurate than the bottom for checking a fever. The readings from an ear scan are better than standard rectal temperatures in monitoring the rise and fall of children's temperatures. In all patients, ear temperatures obtained using infrared scanners are more accurate than those from rectal readings. These scanners can be purchased in many commercial drugstores and from mail order catalogues. The devices use infrared heat generated by the eardrum and surrounding tissue to measure body temperature. To use one, place the probe for the device just inside the ear. Pull the outer ear back and make sure the probe points toward the opposite temple. If you suspect an ear infection, use the other ear, as moving the external ear may cause pain. To ensure the accuracy of the reading, repeat the readings.

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

From the Artist's Palette

The former Ottawa Community Liaison Office coordinator approaches her easel as she approaches life—by instinct.

By Donna Miles

She said she takes her painting a lot less seriously than many of her fellow students. While they plan their assignments in advance, determining the best way to balance the piece and selecting their colors, she simply dives into a project and goes by instinct—the same way she said she approaches life. “I just put down what I think is right for that spot at that moment,” she said. “Whatever happens, happens.”



Joan Slaght at Lake Mistissini in Quebec

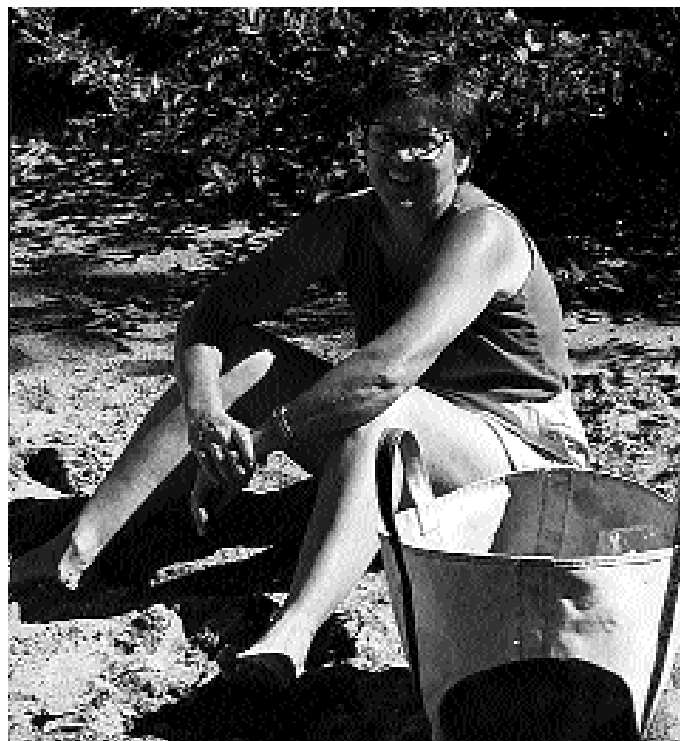
Everyone on Joan and Dale Slaght's Christmas card list knows to expect a little surprise when they receive their annual holiday greetings from wherever the couple happens to call home at the time.

Joan Slaght, who just finished her tour as Community Liaison Office coordinator at the U.S. embassy in Ottawa, personalizes her family's cards with a watercolor depiction of their current post. She's painted scenes from Munich, Toronto, Moscow and Ottawa for past Christmases.

Ms. Slaght discovered her love of painting as a high school student in New Jersey, but said she never thought of herself as having artistic ability until she started taking art courses in the mid-1970s.

Even now, after years of practicing her craft, she's slow to discuss her talent. She said she selected watercolor as her medium because she loves soft, transparent colors, but that her paintings usually turn out dark and dramatic. “I guess I paint the way I drive,” she joked. “I have a heavy foot and a heavy hand.”

And Ms. Slaght finds it humorous that people enjoy her abstract interpretations of her subjects. “It's really just my lack of skill,” she laughed. “Because when I paint, what I'm really trying to do is capture a scene as if it were a photograph. I just can't do it!”



STATE OF THE ARTS



Top: Skaters on Ottawa's Rideau Canal

Below: A church at Peridelkino



A street scene near Moscow



Ms. Slaght said she takes art classes whenever she can—including when she worked as a personnel assistant in Moscow from 1992 to 1995 and when she was an embassy nurse in Montevideo in the late 1970s. She said her art teacher in Ottawa is teaching her to stretch her efforts by incorporating collage, acrylics and gesso techniques into her watercolors.

The results—some as large as 2 feet by 3 feet—are displayed throughout her home and in a lounge in the basement of the Ottawa embassy, along with works of other embassy employees.

Having other people see and enjoy her work, Ms. Slaght said, is where she gets the most gratification from her painting. “I enjoy the process of painting and then seeing the result,” she said. “But until someone else sees it and says that they like it, a painting just doesn’t feel finished to me. Other people’s reactions are what give me the most satisfaction.”

STATE OF THE ARTS

Artists Offer Rich Selections

Ambassador to the Slovak Republic Branislav Lichardus and his wife introduce the Moyzes Quartet.



By John Bentel

Rosanne Conway and Dr. Robert Snyder recently dazzled State employees with “4 Hands and a Piano” in the Dean Acheson Auditorium. Ms. Conway is a performing member of the Friday Morning Music Club and has appeared on many local and regional concert series as a recitalist, chamber musician and accompanist. Dr. Snyder is the music director of the James Monroe Society.

The concert, presented by the State of the Arts Cultural Series and the Foreign Affairs Recreation Association, began with Mendelssohn’s Andante and Variations and went on to feature two pieces from Opus 11 by Rachmaninoff and several selections from Samuel Barber’s “Souvenirs.”

The pair’s coordination and precision belied the fact that their playing was technically challenging. I couldn’t help but think that we at the State Department would surely benefit from watching the teamwork displayed by this talented duo.

Rosanne Conway and Dr. Robert Snyder present “4 Hands and a Piano.”



STATE OF THE ARTS

Two weeks later, the Moyzes Quartet, one of the most famous chamber ensembles in Slovakia, performed in the East Auditorium. All members of the quartet have graduated from the Bratislava College of Music and Drama, and the ensemble has performed in many international shows and recorded more than 20 compact discs.

Branislav Lichardus, ambassador to the Slovak Republic, introduced the quartet and briefed the audience on the life of Nicholas Moyzes, a Czech organist, teacher and composer.

The group began its performance with a Mozart selection, then treated the audience to a skillful rendering of several Slovakian pieces.

The Center for Ballet Arts, Inc., featured selections from "Paquita," "Masquerade" and other dances during a mid-May performance in the Dean Acheson Auditorium. The school's directors, Bennett and Debra Savage, have performed with many ballet companies in this country and overseas.

These ballet students, ranging from elementary school to high school age, provided the audience with a glimpse of traditional dance complete with costumes, tutus and tights. The light, sound and choreography were in complete synchronization throughout the delightful performance, particularly during the troupe's rendering of "Masquerade," which conveyed the mystique and sensuousness of the music of Khachaturian.

Ben Savage choreographed the closing number to the music of Patrick O'Hearn's "Amazon Waltz," complete with jungle sounds and energetic but graceful dance.

As part of the State of the Arts kickoff outreach program, the audience included a senior group from Arts for the Aging and "diplo-tots" from the State Department day care center. Stay tuned for future concerts that will provide outreach into the local and international communities. ■

The author is a computer specialist in the Executive Secretariat.

What's the State of the Arts at your office or post?

State Magazine is looking for artists within the Department: musicians, singers, creative writers, photographers, actors, painters and the whole range of other gifted individuals we collectively refer to as artists. We'd like to showcase their talents in a monthly feature story. If you or someone you know fits this bill, contact us by regular mail or e-mail. Both addresses are on the inside front cover.

Upcoming State of the Arts Concerts

Concerts are scheduled for 12:30 p.m. at Main State.

- July 22: Second Story, retro and progressive world-beat blues group, with Meagan Lane and Geoff de Mer
- Aug. 5: Leonid Sushansky on violin with Myron Makris on viola and pianist Vera Danchenko-Stern
- Aug. 19: *A Cruise to Somewhere: Titanic Revisited*, a film by Sid Know
- Sept. 2: Chiara Selby and James Litzelman in "Piano Four Hands"
- Sept. 16: An American Recital with pianist Carmen Danbrava and vocalist Suzanne Ganvreau
- Oct. 7: Pianist Maria Carias from Honduras
- Oct. 21: Bruce Hartley and his band
- Nov. 4: The New England Symphonic Ensemble with conductor/composer Marcus Galvany and concertmaster Naomi Burns
- Nov. 18: Trombone Quartet from the Peabody Conservatory

Katie's Gift of Life

Molly Westbrook's Mother's Day this year was bittersweet. Friends of her daughter Katie stopped by the house in Mount Angel, Ore., to deliver cards, flowers and loving wishes. But their visits brought back painful memories, too, of an earlier family tragedy, the way the U.S. consulate in Guadalajara stepped in to help, and how the family's loss has given hope to others.

By Shirley A. Long

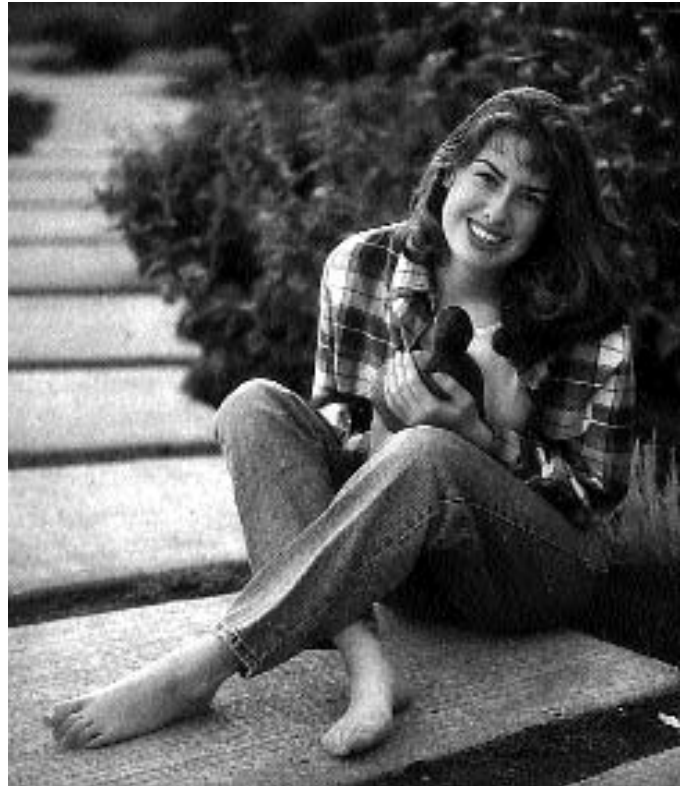
Ana Rosa at the U.S. consulate in Guadalajara, Mexico, had been poised to wish a "Merry Christmas" to Dean Westbrook as he entered the consulate's American Citizen Services section last Dec. 24.

But the words were never spoken because Mr. Westbrook quickly explained that his family had been involved in an accident and his 17-year-old daughter, Katie, had been critically injured. She had suffered a head injury, had undergone reconstructive surgery and was in a coma. While she seemed to be improving, she would have to remain in a local hospital.

Mr. Westbrook wanted to get in touch with a lawyer and set up an account to pay the doctor and hospital bills. The ACS staff discussed several options and as he left, their prayers and best wishes went with him.

The Westbrook family had gone to Guadalajara at the invitation of a Mexican seminarian. A truck had side-swiped their car as they traveled on a local highway with their host and his brother. Although all were hurt, only Katie suffered life-threatening injuries.

The consulate's ACS section was closed Dec. 25 through 28. When it reopened Dec. 29, the staff learned that Katie was still in a Guadalajara hospital and had



Seventeen-year-old Katie Westbrook had a last wish, and the U.S. consulate in Guadalajara helped carry it out.

been declared brain dead. Her parents, remembering her statement that if anything happened to her she wanted to donate her organs, had arranged for the hospital to sustain her life as they attempted to make her wish a reality.

At the consulate, Chela and Jose Luis started calling contacts in Guadalajara to locate doctors or a university that could perform the surgeries. After 45 minutes of phoning, it became clear that the doctors on the transplant teams were unavailable due to the holidays, and that Guadalajara did not have an organ bank or centralized list of patients needing transplants. To complicate matters, officials at University Hospital in the San Antonio area reported that they generally received donors through the South Texas Organ Bank.

By this time, there was an urgency to my voice. The importance of fulfilling Katie's wish had become an obsession for everyone in ACS.

Staff members at the South Texas Organ Bank immediately grasped the urgency of the situation. They told us, however, that they had never made arrangements internationally, and wondered aloud about the legality of bringing someone declared brain dead into the States. I put them in touch with the Westbrooks and hoped and prayed for the best.

The ACS' part in the story ended there, at least until Jan. 3, when the Westbrooks called and filled in the missing details.



Members of the American Citizen Services office in Guadalajara, from left, are Maria Esther Polhiho, Howard Betts, ACS chief; Adriana Gonzales, Shirley Long, Chela Manzanaras, Ana Rosa Salazar, Joe Wis Palacios and Yolanda Macias.

After Mrs. Westbrook received the call from the organ bank—about 4 p.m. on Dec. 29—events moved rapidly and by midnight Katie was in Texas at University Hospital.

Katie's donation resulted in life-saving organ transplants for three people, as well as tissue donations for dozens of others, Mexican and American.

When I hung up the phone, I shared Katie's story with everyone in the office. There wasn't a dry eye in the group. Maria Esther Polhiho said, "It's time like these that make all the bad times worthwhile." Katie had made our holidays special, too.

The story has a postscript. On Super Bowl Sunday, right after the game, a San Antonio TV station aired a special about Katie. Afterward, the South Texas Organ Bank had a record number of people call and ask to be donors. The story was repeated Feb. 8 in the *Sunday Oregonian* and on Oregon television with information about the Oregon Donor Program and steps to take to become a donor.

Mr. and Mrs. Westbrook still cry when they talk about Katie. But they're thankful that Katie got her last wish, and both, despite initial reservations, have chosen to become organ donors. "She has strengthened and inspired us," her mother said.

"Katie was our gift from God," Mr. Westbrook said, his voice breaking. "And even now after she's gone, she's still giving to people." ■

The author is a Foreign Service office management specialist on an excursion tour as vice consul in Guadalajara.

Passing the Torch in Brussels



Philip Lader, U.S. ambassador to the United Kingdom, left, accepts the torch from Clay Constantinou, U.S. ambassador to Luxembourg.

Dealing effectively with the European Union demands close cooperation among the U.S. Mission to the European Union and U.S. embassies in EU member states, particularly in the presidency country.

To encourage strong working relationships, USEU developed the tradition of "torch passing." Every six months, the U.S. ambassador to the outgoing presidency country "passes the torch of U.S.-EU relations" to the U.S. ambassador to the incoming presidency country. Currently, the troika—made up of past, present and future EU presidency countries—consists of Luxembourg, the United Kingdom and Austria.

A. Vernon Weaver, the U.S. representative to the European Union, presided over the most recent torch passing in January. The event gave the four ambassadors an opportunity to discuss U.S.-EU relations face to face. Ambassador Weaver reviewed the political structure of the EU as well as the mission's continuing efforts to manage the U.S.-EU relationship. Clay Constantinou, U.S. ambassador to Luxembourg, outlined the accomplishments achieved during Luxembourg's presidency, including the signing of a bilateral agreement on science and technology and a declaration promoting free trade in electronic commerce. Philip Lader, U.S. ambassador to the United Kingdom, expressed his enthusiasm for the challenges of moving the U.S.-EU relationship forward during the British presidency and preparing for the spring U.S.-EU summit. Ambassador Kathryn Walt got a preview of the Austrian presidency that begins this summer. All three ambassadors consulted with commissioners, European parliamentarians and member state representatives during their stay in Brussels.

SAFETY SCENE

BY STEPHEN URMAN

Q. Are emergency tire sealers and inflators safe and effective for fixing flat tires?—D.C.

A. According to the Tire Industry Safety Council, care should be taken when using aerosol-type tire sealers. Some contain a flammable gas such as propane, butane or isobutane as a propellant and should be treated carefully. For example, do not puncture or incinerate the can or expose the contents to a spark. These products are designed for temporary emergency use to get you off the road and to a tire repair facility. If you read the label and follow the precautions printed on the container, these products should perform satisfactorily. Be sure to keep the can so you can show it to the tire repair personnel. Service technicians can be injured if they mishandle the tire, causing the flammable gas inside to explode.

Q. I have heard that there are water purifiers that use ultraviolet radiation for making water safe to drink. Can you tell me how these devices work?—AF

A. Generally, UV devices are effective in destroying bacteria and viruses when operating at full efficiency on clean water with a low particulate level. You can expect high-flow capacity with relatively low-power consumption. Some of the concerns about UV devices are their inability to remove chemicals, tastes and odors. Also, cysts such as giardia and cryptosporidium are resistant to UV due to their thick walls. The water must be clear with very low sediment for effectiveness; otherwise a filter to remove particulates should be installed upstream of the UV device. A carbon block filter will remove particulates, chemicals, taste and odor. If the pore size is one micron or less, it will filter out cysts.

UV devices are energy-dependent and could fail with power outages. If the local water has a high level of dissolved iron, it could be deposited on the UV lamp, which will interfere with the penetration of UV light in the water. As with all water purification devices, operational and maintenance requirements are important.



This column is written by Stephen Urman, director of the Office of Safety/Health and Environmental Management. You may send questions to Mr. Urman at A/FBO/OPS/SAF, SA-6, Room L-300, Washington, DC 20522, or write to the editor. (Your privacy will be respected.) Department policy prohibits reprisal actions against employees who express concerns regarding unsafe or unhealthful working conditions.

Q. I am a security engineering officer assigned to Consulate General Frankfurt with a background in electrical engineering. I read your response in the April issue to the question raised about safe transformers, and I would like to provide a few more suggestions:

It's sometimes difficult to visually determine the polarization of an alternating current outlet. An electrical shock hazard can exist, even if the case of the transformer is grounded, by inserting an improperly polarized plug in an outlet. This hazard can be eliminated by checking the polarization with a voltmeter, referenced to ground, to determine how the plug and outlet are wired. This can be performed by a qualified general services officer electrician. Transformers should always be fused below the capacity of the main circuit breaker. To guarantee safety, an isolation transformer, vice an autotransformer, should be used for voltage conversion because the primary and secondary windings are independent with no direct connection to each other. Unfortunately, autotransformers are the preferred choice because of their lower cost. However, isolation transformers are available from major electrical distributors in the United States.— EUR

A. Thank you for your interest and comments. To be sure that a transformer is safe it should be listed and labeled by a recognized testing organization such as Underwriters Laboratories.

Q. We're using the recommended bait stations for cockroaches, but don't see any dead roaches inside. Is this normal?—NEA

A. The cockroaches enter the bait stations to get the poison bait, but don't die instantly. This allows time for them to share the poison with other cockroaches. Remember to use large bait stations for larger roaches; don't use or store any repellent pesticide near the bait stations; and place bait stations in corners and next to walls where cockroaches are most active. Use at least four to six bait stations per 100 square feet and replace them every three months. The population should decrease within two weeks and you will have avoided the potential hazard associated with chemical treatment.

O B I T U A R I E S



Burton O. Allen, 59, General Services officer in Lima, Peru, died April 10 at post. Mr. Allen joined the Foreign Service in 1978 and served in Tegucigalpa, Madras, Managua, Karachi, Guatemala, Buenos Aires and Washington, D.C., before reporting to Lima in October 1997.



Kathryn Anne Barbour, 43, a State Civil Service employee since 1976, died April 14 in Fairfax, Va. Ms. Barbour was a computer specialist in the Bureau of European Affairs.

Ambassador Donald Clayton Bergus, 78, a 38-year member of the Foreign Service and former dean of the Foreign Service Institute, died April 12. Ambassador Bergus joined the Foreign Service in 1942 and served in Iraq, Greece, Lebanon, Saudi Arabia, Paris, Egypt, Turkey and the Sudan. Fluent in Arabic, Greek and French and a scholar of Middle East history, he also taught and did research as a Diplomat in Residence at the University of Southern California and the University of South Carolina. He received the Arthur A. Flemming Award before retiring in 1980.



Sandra Grua Harcourt, 37, died of a heart attack April 19 in Arlington, Va. Mrs. Harcourt joined State in 1989 and was a budget analyst in the Office of the Deputy Assistant Secretary for Budget and Planning. Her husband, Todd Harcourt, thanked "The Friends of the Department" for their gift of a savings bond for the Harcourt's 7-year-old daughter, Sarah.

Gen. Herbert Powell, 94, ambassador to New Zealand from 1963 to 1967, died April 3. He retired from the military in 1963 as commanding general of Fort Monroe, Va., and was appointed ambassador by then-President John F. Kennedy. He retired from the New Zealand post in 1967, when he moved to Williamsburg, Va.



Jeani Rafferty, 43, wife of Foreign Service officer Mike Rafferty, died of breast cancer April 30 in Vienna, Va. She was posted with her husband in Panama, Bonn, Moscow, Almaty and La Paz. Mrs. Rafferty, a registered nurse, worked in the embassy medical unit at each post, except in Panama, where she was employed at Gorgas Army Hospital. She was also employed in the Community Liaison Office in Moscow and was the CLO in La Paz.



J. Phillip Rourk, 83, died Feb. 13 in Miami, Fla. Mr. Rourk joined the Foreign Service after World War II and served in Nicaragua, Lebanon, Holland, Colombia, Panama, Venezuela and Washington, D.C. After retiring from the Foreign Service, he served as a consultant to State, the Department of Agriculture and other government agencies, working in some of the most remote corners of Asia, Africa and the Americas.

Malcolm Thompson, 78, a retired diplomat, died Feb. 27 of progressive supranuclear palsy in Concord, Mass. Mr. Thompson joined the Foreign Service in 1949 and was assigned to overseas posts, including Germany, Syria, Greece and Turkey. He retired in 1970.

Ivy L. West, 47, wife of Bob West, personnel specialist in the Bureau of Personnel, died Jan. 18 in Falls Church, Va. Mrs. West was the daughter of the late Melville Sanderson Jr., a Foreign Service officer, and Ilse Sanderson. Before her marriage to Mr. West in Sudan, Mrs. West accompanied her parents to postings in Japan, Vietnam, Sri Lanka, Greece, Iraq, Iran, Pakistan and the Sudan. She also worked for the Department as a secretary in the Office of the Inspector General and the Bureau of Inter-American Affairs from 1977 to 1980.

FOREIGN SERVICE PERSONNEL

Transfers

Alsop, Carolyn Patricia, Foreign Service Institute to Economic and Business Affairs
Anderson, Donna J., Personnel to Under Sec. for Management
Bauduin, Leonard E., Tbilisi to Personnel
Beaman, Mark E., Karachi to Personnel
Brown, Roger L., Diplomatic Security to FBO (China People's Rep.)
Cadogan, Darwin D., Inter. Narc. and Law Enfor. Affairs to Tokyo
Campbell, Ian Patrick, Almaty to Operations Center
Chavez, Walter, FS Specialist Intake to Managua
Collins Jr., Bernhard B., Office of the Secretary to Diplomatic Security
Colyvas, Angela, Pre-Assignment Training to Havana
Ellsbury, Allan Vincent, Personnel to International Org. Affairs
Emory, Daniel Wright, Near Eastern Affairs to Kuwait
Escobar, Gabriel, Buenos Aires to Office of the High Representative to Bosnia
Eyre, Alan E., Pre-Assignment Training to Abuja
Finegold, Joni Alicia, International Org. Affairs to Medical Complement
Finston, Susan Kling, Foreign Service Institute to Economic and Business Affairs
Flohr, Eric Alan, Kingston to Merida
Garrity, Mary Kay, Rome to Personnel
Gedney, Roy C., Intelligence and Research to Athens
Hampton, John R., European Affairs to Foreign Service Institute
Hecklinger, Richard E., Inspector General to Economic, Bus. and Agricultural Affairs
Jacobs, Susan S., Foreign Service Institute to Legislative Affairs
Jones, Margaret Carnwath, Political-Military Affairs to International Org. Affairs
Kenney, Kristie Anne, Geneva to Office of the Secretary
Klemp, Karen D., Administration to Foreign Buildings
Krage, Fred W., Chief Financial Officer to Near Eastern Affairs
Larochelle, Keith R., Kiev to Diplomatic Security
Lawless, Gregory F., Bangkok to Vientiane
Lee, Mary E., Tbilisi to Dublin
Lehman, James A., FS Specialist Intake to Foreign Buildings Opns.

Retirements

Brittian, Robert M., Other Agencies
Broner, David H., Information Resource Management
Di Meglio, Genevieve T., Personnel
Lofstrom, William L., Foreign Service Institute
McCormick John B., Information Resource Management
Takacs, Marilyn H., Paris

It is Department policy to promote and recognize deserving employees for their contributions to the foreign affairs mission. As the Department's principal employee publication, *State Magazine* is provided with monthly lists of Civil and Foreign Service employees promoted, assigned, hired, retired or reassigned. As a public document subject to full disclosure under the law, these lists are subject to only minor editing for style purposes by *State Magazine*. Department policy is to publish the lists in their entirety.

Appointments

Lieberman, Patricia A., Yerevan to Tbilisi
Lienhart, Theodore M., Kingston to Frankfurt
Marchiano, Natale J., Warsaw to San Salvador
Marine, Michael W., Moscow to Nairobi
Marks, Patricia L., Bridgetown to Colombo
Massinga, Ervin J., Santo Domingo to Santiago
McCracken, James E., Personnel to Economic and Business Affairs
McCumber, Patricia E., London to Personnel
McGowen, Katherine M., Rome to Bogota
McNeal, Douglas B., Prague to Addis Ababa
McQueen, James C., FBO (Cuba) to Foreign Buildings Opns.
Mejia, Gustavo Alberto, Mexico City to Kigali
Monroe, Evangeline O., Inter. Narc. and Law Enfor. Affairs to Foreign Service Institute
Nichols, Stacy Rene, Near Eastern Affairs to Operations Center
O'Brien, Sheila Moran, Bangkok to Islamabad
Philo, William H., Bangui to Yaounde
Price, Thomas L., Islamabad to European Affairs
Queen, Guilford C., Personnel to Tel Aviv
Razer, Kelley, FS Specialist Intake to Jerusalem
Rentz, Richard E., Information Resource Management to Havana
Renz, Karl J., Frankfurt to Tel Aviv
Robinson, Max Newton, London to Personnel
Ross, Elbert G., Pre-Assignment FS Officer Training to Ankara
Rowland, William Scofield, Brazzaville to Bogota
Saifullah, Mohammad, FS Specialist Intake to Rabat
Schools, Jonathan A., Pre-Assignment FS Officer Training to Mexico City
Stutzman, Michael J., Diplomatic Security to Sarajevo
Sullivan, Barbara J., Bucharest to Chief Financial Officer
Sullivan, Daniel, Bucharest to Foreign Buildings Opns.
Thompson, Cameron S., Kiev to European Affairs
Weidman, Steven, European Affairs to Almaty
Wright, Glenda, Kolonia to Manila
Yoder, Michael L., Personnel to Oceans and Int'l. Envir. and Sci. Affairs
Young, Etta J., Athens to Personnel

Anthony, Frank D., FS Specialist Intake
Bauer, Paul A., Diplomatic Security
Bergman, Thomas J., Diplomatic Security
Blais, Joseph A.L., FS Specialist Intake
Bower, Lisa M., Diplomatic Security
Brown, James S., FS Specialist Intake
Brown, Micheline, Near Eastern Affairs
Buentello, Irene, FS Specialist Intake
Bultrowicz, Karl, Diplomatic Security
Burke, Jeffrey, Diplomatic Security
Carter, Judy L., FS Specialist Intake
Choldin, Daniel L., Diplomatic Security
Dinoia, Peter A., Diplomatic Security
Domagas, Benjamin J., Diplomatic Security
Doyle, Jason P., Diplomatic Security
Dumas, Timothy, Diplomatic Security
George, John, Diplomatic Security
Gooch, William A., FS Specialist Intake
Guy, Kelly B., FS Specialist Intake
Helm, Cheryl L., FS Specialist Intake
Hill, Jeffery C., FS Specialist Intake
Horning, Monica A., FS Specialist Intake
Kopchak, Robert J., FS Specialist Intake
Manuel, William J., FS Specialist Intake
McCauley, Brian, FS Specialist Intake
Medrano, Roberto M., Diplomatic Security
Moore, Jessica M., Diplomatic Security
Murphy, Thomas M., FS Specialist Intake
Nordstrom, Eric A., Diplomatic Security
Perry, Kevin, Diplomatic Security
Prock, Benton, Diplomatic Security
Reistad, Craig R., Diplomatic Security
Ross, Christopher W. S., Amb.-at-Large for Counter-Terrorism
Rowles, David John, FS Specialist Intake
Strachan, Nancy B., FS Specialist Intake
Ward, Ronnie C., FS Specialist Intake
White, Franklin E., FS Specialist Intake
Youmans, Bruce A., FS Specialist Intake

Resignations

Arnold-Colby, Debora D., Adana
Best, Sonia Marie, Singapore
Bowen, Tanya Leigh, Santiago
Carragher, Danadee E., Harare
Chan, Elizabeth M., Managua
Cheves, Hanna E., Manila
Fennell, Linda I., Tegucigalpa
Fish, Brenda M., Tokyo
Gray, Ian Sinclair, Bonn
Greenberg, David C., Tijuana
Johnson, Cheryl Ann, Moscow
Jordan, Mosina H., Yaounde
Kimmel, Stephen C., Istanbul
Kirk, Katherine A., Rome
Kogut, Julia, Leave Without Pay
Leonnig, Rosemary H., Sofia
Manzie, Agnes Maria, The Hague
Meeker, Jackie H., Sofia
Owen, Bouchra, Belgrade
Paul, Iris C., Bonn
Perry, Steven J., Islamabad
Ross, Christopher W. S., Damascus
Shuck, Randall E., Lima
Strader, Diane Lynn, Jeddah
Tymorek, John L., Diplomatic Security
Worthington, Sherie R., Manama
Yap, Anne D., Dublin

CIVIL SERVICE PERSONNEL

Resignations

Ayer, Catriona Maida, Foreign Service Institute
Baker, James E., Near Eastern and South Asia Affairs
Barton, Joanna M., Diplomatic Security
Bernstein, David S., Democracy, Human Rights and Labor
Clinton, Cheri, Consular Affairs
Cooke, Stephen Marshall, National Passport Center (Portsmouth, N.H.)
Espinosa, Rose E., Los Angeles Passport Agency
Garcia, Richard A., Houston Passport Agency
Glazier, Maureen M., Los Angeles Passport Agency
Greene, Richard L., Chief Financial Officer
Grier, Robin Y., Consular Affairs
Hart, Lori J., Consular Affairs
Hendrix, Kathleen D., International Org. Affairs
Huey, Iris N., Medical Director
Lawrence, Koren A., Chief Information Officer
McKenna, Francis P., Legal Adviser
Morris, Darcell O., East Asian and Pacific Affairs
Murrell, Maurice A., Consular Affairs
Nichols, Crystal M., Consular Affairs
Olive, Tamara A., Information Resource Management
Overly, Allison R., Diplomatic Security
Peoples, Kenneth Morgan, Political-Military Affairs
Reynolds, Pamela M., West Hemispheric Affairs
Richardson, Aisha K., Consular Affairs
Sadlack, William J., Medical Director
Schomburg, Leigh Ann, Chief Financial Officer
Sermons, Sandra R., Personnel
Stroot, Cynthia Alice, Inspector General
Vazquez, Martha R., Foreign Buildings
Wheeler-Wilcox, Shannon L., Consular Affairs
Williams, Carla A., Inter. Narc. and Law Enfor. Affairs
Williams, Steven, Consular Affairs

Appointments

Brown, Daniel J., Intelligence and Research
Button, Paige C., National Passport Center (Portsmouth, N.H.)
Carlucci, Donna Elizabeth, East Asian and Pacific Affairs
Higgins, Fiona M., International Org. Affairs
Kelly, Sharon Therese, Foreign Buildings Opns.
Kendrick, Djenaba A., Inspector General
King, David J., Inspector General
Kivlehan, Lorna V., Chief Financial Officer
Kushner, Irina R., Inspector General
McMinn, Kristene M., Inspector General
Mendizabal, Martha L., Los Angeles Passport Agency
Mullen, Steven J., Honolulu Passport Agency
Purgiel, Mary Ellen, National Passport Center (Portsmouth, N.H.)
Schiff, Debra A., Chief of Protocol
Sullivan, David B., Legal Adviser
Vetter, Christopher M., Legal Adviser

Retirements

Davison, Carole Sawyer, Intelligence and Research
Hardman, Miriam O., Political-Military Affairs
Lukas, Joseph M., Inspector General
Nelson, Madeleine M., Foreign Service Institute
Romagnoli, Julius S., Diplomatic Security
Settle, Janice L., Public Affairs
Wilson, Gwendolyn Viola, Miami Passport Agency

Promotions

GM-14

Roach, Gary S., Washington Passport Agency

GS-2

Horton, Samonya Cherie, Worker Trainee Initiative Program
Parker, Sonia Y., Worker Trainee Initiative Program

GS-4

Fleming, Harry D., Miami Passport Agency
Lai, Joleen G., Honolulu Passport Agency
Lee, Alfoncina E., Chicago Passport Agency
Russell, Darlene, Chicago Passport Agency

GS-5

Best, Marcus, Medical Director
Daugherty, Maria M., Seattle Passport Agency
Hunter, Phyllis G., Seattle Passport Agency
Salvacion, Jocelene, Los Angeles Passport Agency
Smith, Dick J., Seattle Passport Agency
Weaver, Terry H., New Orleans Passport Agency

GS-6

Garcia, Leyda M., Records and Publishing Services
Graves-McAllister, Doris, Philadelphia Passport Agency
Morina, Tia L., Consular Affairs
Munoz, Jolene A., Foreign Service Institute

GS-7

Abrash, Lisa Joan, Washington Passport Agency
Affleck, Jeffrey A., Miami Passport Agency
Burley, Ann, Miami Passport Agency
Bush, Mary Jo, Foreign Buildings
Callahan, Catherine A., Miami Passport Agency
Easley, Caroline, Chicago Passport Agency
Exum, Ronald S., Los Angeles Passport Agency
Ferguson, James M., Boston Passport Agency
Gerrald, Blanchie V., Consular Affairs
Gonzalez-Scroggy, Sharon K., Philadelphia Passport Agency
Hoshour, Margaret Ann, Consular Affairs
Juliwala, Firoz A., Miami Passport Agency
Jolly, Debra R., New Orleans Passport Agency
Laguerre, Pierre-Richard, Miami Passport Agency
Lopez, Jorge L., Miami Passport Agency
Miller, Carla J., Chicago Passport Agency
Norwood, Patrick A., Los Angeles Passport Agency
Peniston, Mary A., Miami Passport Agency
Prince, Catherine E., Los Angeles Passport Agency
Ray, Tiye C., Foreign Buildings Opns.
Sinha, Brahma C., Miami Passport Agency
Swain, Durrón C., Miami Passport Agency
Taylor, Matthew, Consular Affairs
Tieu, Aileen Ngocmai, Los Angeles Passport Agency

GS-8

Ford, Melinda M., Special Representative for Bosnia
Jimenez, Alicia, Miami Passport Agency

GS-9

Antrobus, Randolph C., Seattle Passport Agency
Farrior, Paula L., New Orleans Passport Agency
James, Mary F., Consular Affairs
Jones, Darius D., Personnel
Mellenger, Cynthia L., Consular Affairs
Seeley, Douglas A., Miami Passport Agency
Staton, Michelle Marie, Intelligence and Research
Van Dorn, Joan Stanley, Boston Passport Agency

GS-11

Gilbert, Stacy Ann, Population, Refugees and Migration
Postell, Barbra J., Inter. Narc. and Law Enfor. Affairs
Ward, Donna F., Miami Passport Agency

GS-12

Brown, Janine M., Personnel
Cato, Derek, Oceans and Int'l. Envir. and Sci. Affairs
Crehan, Timothy P., Diplomatic Security
Hickson, Danita, Personnel
Lee, Carolyn Elaine, Personnel
McCoy, Gale A., Consular Affairs
Olewnik, Ryszard S., Personnel
Perkins, Katherine K., Population, Refugees and Migration
Thomas, David M., Inter. Narc. and Law Enfor. Affairs

GS-13

Bacon, Nellie J., Miami Passport Agency
Downing, Ruby A., Office of the Secretary
Edmunds, Christine J., Office of the Secretary
Green, Gloria, Los Angeles Passport Agency
Greene, Roy Bernhard, Diplomatic Security
Herbert, Dion L., Information Resource Management
Mullican, Denise V., Political-Military Affairs
Paz, Maria Teresa, Miami Passport Agency
Somma, Christina L., African Affairs

GS-14

Boluda, Gladys, European Affairs
Botts, Eric Christopher, Houston Passport Agency
Cook, Janis D., Chief Financial Officer
Jankovits, Kevin Ross, Chief Financial Officer
Kerr, Donna L., Intelligence and Research
Martin, Richard C., Consular Affairs
Perros, Frances E., Information Resource Management

GS-15

Thomas, Peter Owen, Oceans and Int'l. Envir. and Sci. Affairs

Reassignments

Alfred, Tia D., Records and Publishing Services to Personnel
Coates, Stephanie L., Office of the Secretary to Information Resource Management
Cole, Bernadette S., Administration to Personnel
Cook, Daphne Wilson, Consular Affairs to Legal Adviser
Ho, Song C., Information Resource Management to Chief Financial Officer

Hobgood, Teresa D., International Org. Affairs to Oceans and Int'l. Envir. and Sci. Affairs
Houck, Monique C., Inter. Narc. and Law Enfor. Affairs to Intelligence and Research
Lambert, Robin Denise, Chief Financial Officer to Oceans and Int'l. Envir. and Sci. Affairs
Nordstrom, Susan D., International Org. Affairs to Personnel
Williams, Elizabeth A., Foreign Buildings Opns. to Administration

Too Many Books? Never!

By Dan Clemmer

You may be surprised that the staff of the Ralph J. Bunche Library, with its collection of some 600,000 books, spends a good bit of time acquiring more books. “What could you possibly need?” you might ask. If you are a prospective donor—and we hope you are—this is what we would tell you.



The library can buy the “meat and potatoes” books, those solid biographies, histories and economics texts that the staff knows will be used, but it can seldom afford the supplementary books. These are the fiction and nonfiction works that provide vivid details of people in a certain time and place: a merchant in Kyoto in the early 20th century, an English girl growing up in India in the 19th century, or the sinking of the *Titanic*. “Coffee table” books on such subjects as Muslim art in Spain or Greek architecture are also useful. Call our selection officer, Liina Keerdoja, at (202) 647-2053 if you wish to donate books like this.

The library staff is always on the lookout for works by Foreign Service members and other State Department employees, particularly if the books are about foreign affairs topics or memoirs about their years in the Department or at posts. Unfortunately, the library’s selection officer sometimes misses books in this category when they are first published because neither the review nor the publisher’s announcement mentions a State connection. If the library doesn’t have your book in its collection, please give or sell the library two copies—one for its special collection in the Rare Book Room and one for its circulating collection. Authors are invited to autograph their books. You can check the catalog in the library or on the Internet to see if the library has your book.

Strange as it may seem, the library staff sometimes has a hard time getting official Department of State publications, even though 5 FAM 1415 requires bureaus to send three copies of each publication to the library. To help the

library build a complete collection, offices should send three copies to the Ralph J. Bunche Library, Room 2442, Attn: Selections Officer. The library also welcomes copies of old Department publications.

Customers inside and outside the Department frequently ask for organizational histories of the Department and its bureaus, but few exist. Three examples of this type of book are *Outline of the Functions of the*

Offices of the Department of State 1789-1943, prepared by the National Archives in 1943; *The Priorities Policy Group*, a dissertation completed in 1978 by Ambassador Edward J. Perkins at the University of Southern California; and the *History of the Department of State*, prepared by the Office of the Historian in 1985 in typescript. If you are aware that your bureau has published such a history, please let us know.

Special books that are always in demand—and sometimes cannot be found no matter how many copies we buy—are those by the giants of diplomacy such as Dean Acheson, George F. Kennan and Henry Kissinger. Also in demand is *The Wise Men: Six Friends and the World They Made: Acheson, Bohlen, Harriman, Kennan, Lovett, McCoy*, by Walter Isaacson. The library staff is always eager to get additional copies of books like this.

In addition to these books, the staff likes to get any book about Thomas Jefferson or Ralph Bunche; the pre-World War II Baedeker guidebooks; anything by or signed by prominent State figures; any book printed in America before 1800; and books printed elsewhere before 1801 and dealing with diplomatic missions, relations between countries, histories and voyages of discovery. Also, if you receive copies of books to review, please send them to the library if you don’t wish to keep them.

Finally, 5 FAM 1422 requires all bureaus to contact the library before discarding surplus publications bought with government funds. Normally the staff is not interested in taking English-language dictionaries, grammar handbooks, fiction, poetry, medical books and other publications unrelated to the Department’s mission. Posts are not required to send books back to the library unless they have been printed in the host country, they appear to be of reference value and the library asks for them. ■

The author is State’s chief librarian.

LETTERS TO THE EDITOR

The author is a retired Foreign Service officer and oral historian. The interview took place under the auspices of the Association for Diplomatic Studies and Training's Foreign Affairs Oral History Program.

THE ULTIMATE BLOATED BUREAUCRAT...

WONKZILLA!



IN A SECRET STATE DEPARTMENT ANNEX, THE ULTIMATE BUREAUCRAT IS BEING CREATED...



MORE! MORE! ALL HIS BRAIN WITH THE FOREIGN AFFAIRS MANUAL!

SAVE ROOMS FOR SULTANS...



THE EXPERIMENT GOES WRONG - IN AN EXPLOSION OF PAPERWORK, WONKZILLA IS BORN!



IT'S GOT ME! HELP!

HANG ON! I'LL WRITE AN ACTION MEMO!



I WONDER WHAT HIS ONE IS...

AT LAST WONKZILLA FINDS HIS PEAK: STAFF ASSISTANT TO UNDER SECRETARY "KING" KONG GO STAMP THOSE BUILDINGS FOR ME, WOULD YOU? FIGHT AWAY, SIR!



URGENT ACTION IS NEEDED TO STOP WONKZILLA!

WRITE A STRONGLY WORDED MEMO IN HIS PERSONAL FILE...

WHAT IF HE GRIEVES?



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