

February 1998

State

Magazine

**“We have to spend smarter
and train better.”**



— Undersecretary for Management Bonnie Cohen
at Town Hall Meeting, Jan. 14, 1998

Also in this Issue:

**Building a
New Future
in Vietnam**



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ATHENS

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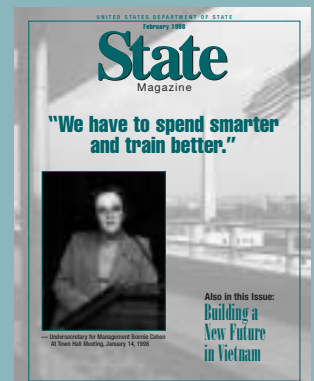


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On the Cover

Undersecretary for Management Bonnie Cohen hosts her first town hall meeting.

Photo by Shawn Moore



FROM THE SECRETARY

Key Challenges for 1998

As we begin a new season of congressional testimonies and budget rollouts, let me highlight some of the key challenges for our 1998 foreign policy agenda on Capitol Hill.

The first is money. We must build on progress made last year in gaining bipartisan support for the President's full request for funding international affairs. Although we were unable to achieve this objective last year, I still believe a consensus is possible.

Next, the President needs "fast track" authority to negotiate new trade agreements that create better jobs for Americans and help our economy grow. Fast track is also a foreign policy imperative. In many capitals, if we have nothing to say on trade, we will find it harder to have influence on other issues of direct importance to the American people.

A third challenge is gaining congressional support to further implement the Dayton Accords.

Shortly before Christmas, I traveled to Bosnia with the President, former Senator Bob Dole and members of Congress to visit our troops and to have frank conversations with local leaders. I have visited Bosnia several times, but I was greatly encouraged by the positive changes I saw. The psychology of peace is beginning to catch up with the reality that the fighting has stopped.

This year, we have a broad agenda for further progress in Bosnia on economic, political, legal and security issues. We expect our allies to do their part, and we will insist that Bosnians meet their own responsibilities. We also ask Congress to support our continued presence in Bosnia to help consolidate peace, and to ensure that when our forces leave, they do not have to return.

The multinational effort to build peace in Bosnia reflects the importance of a fourth test for 1998: to gain the Senate's consent to enlarge NATO, perhaps the best friend peace has ever had. The choice Congress will be asked to make is whether to reject NATO enlargement and leave the alliance aligned to fight an enemy that no longer exists, or to maintain America's role in a new NATO, bolstered by new democracies, sustained by enduring principles and dedicated to deterring and overcoming new threats.

In the weeks ahead, we can expect the Senate to ask questions about the costs of including Poland, Hungary and the Czech Republic within our alliance. Our reply will be that the costs now appear far lower than earlier estimates, that our allies will bear the vast majority of those costs and that the price of preparedness is never as great as the consequences of failing to prepare.

I hope and believe that Congress, with support from leaders of both parties, will make the right choice and allow the first round of NATO enlargement to proceed.

A fifth legislative test for 1998 is whether we will pay what we owe to the United Nations and the International Monetary Fund. Currently, we are hundreds of millions of dollars behind in our payments to both. This hurts America. It makes it harder for these critical organizations to conduct and support programs that serve our interests. It undermines our influence within the organizations. And it is an open invitation to those around the world hostile to our leadership to run America down.

That is why we were pleased last year with strong bipartisan support for legislation that would bring us closer to meeting our obligations. Unfortunately, the proposals did not receive final approval. This year, we will renew our call for action.

A sixth test of foreign policy leadership this year is whether Congress approves the proposed Africa Growth and Opportunity Act. The Administration strongly supports this initiative, drafted by Republican and Democratic leaders, to support a new American approach to a new Africa.

Obviously, this is not a complete list of the foreign policy tests Congress and the Administration will face in the months ahead. There will be many others, including receiving legislative authority to reorganize our foreign policy institutions. I ask your help in developing and maintaining the strongest possible relationship with Congress on these and other issues that directly affect the security, prosperity and freedom of the American people.

Madeleine Albright
Secretary of State

The New Format: Pros and Cons

Dear Editor:

I just received the September/October issue, my first look at the new format. I don't like it at all, much too elaborate and busy. But above all, where are the obituaries? I certainly hope this is not a permanent omission.

Ellen Turner
Eugene, Ore.

The obituaries, which resumed in the November/December issue, are being condensed to help reduce the backlog. As for the new format, reader response has been overwhelmingly positive.

—The editors

Dear Editor:

For the first time in a few months (the usual hiatus accompanying transfer), I read *State Magazine*—the November/December 1997 issue. I was most pleasantly surprised. The whole thing (or most—what can you do with transfer lists?) is much better reading than before. I particularly enjoyed the Bureau of the Month feature on Consular Affairs. I was also very pleased to see the editorial by Director General Skip Gnehm. Our Foreign Service National colleagues are all too often treated as second-class citizens or simply ignored by Foreign Service officers. Keep up the good work in the new year!

Dan Gamber
Retired Foreign Service Officer
Brussels

Keep Up the Good Work

Dear Editor:

I enjoyed reading *State Magazine* some years ago at another library.

Reading the stories, I became impressed by the people who are working so hard to conduct the foreign affairs of the United States. One of the stories was about a lady who lived in my apartment building. She was top-notch at her job, and I was pleased to discover that she was working for our nation through the State Department. I hope that her career has been successful and personally rewarding to her. My thanks to all of you who are doing such great work conducting our nation's foreign affairs.

Thomas K. Lindsey
Government Publications Librarian
University of Texas at Arlington

Brasilia, Here I Come!

Kudos to Matthew Dever on his very descriptive article about Brasilia. He makes me want to run out and buy a plane ticket to see for myself!

Natoschia Scruggs
Former Intern, Embassy-Abidjan
Côte d'Ivoire

A Memorial for FSNs

Dear Editor:

Your June/July 1996 issue ran an article by former Director General Quainton stressing the commitment to service and citing as an example the "fidelity, bravery, leadership, initiative and dedication" of the FSN of the Year.

In a previous Letter to the Editor, I wrote: "Now that recognition by AFSA of another category of individuals, the Croatia crash victims, has been established, one might ask why similar steps are not being taken to memorialize our FSN colleagues who have given their lives in support of U.S. interests?"

In July 1997, former AFSA President Tex Harris wrote to Secretary Albright to support the Department's program of recognizing a worldwide FSN of the Year chosen from regional winners. Mr. Harris also suggested that "the Department of State and other foreign affairs agencies consider the establishment of memorial plaques, both at posts and in Washington, to honor Foreign Service Nationals who have given their lives in the service of the United States. In Washington, there could be a combined plaque in the State Department for FSNs of all agencies."

In the November/December 1997 issue, Director General Gnehm referred to FSNs in writing, "the Secretary and the Department are fortunate to have a workforce devoted to accomplishing its mission, often under adverse conditions."

Given the flow of praise for the FSN community, shouldn't the Department translate those words into action by establishing a Department memorial for those who have given their lives to support U.S. interests? The five FSN regional winners of FSN of the Year might then be asked to participate in a wreath laying at that memorial each year and so carry home a very meaningful experience that will evidence our pride, thanks and remembrance of those fallen colleagues named thereon.

Sincerely,

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.

You can also reach us via e-mail at statemag@perms.us-state.gov.

DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.

Many Foreign Service "old-timers" bemoan the current state of affairs, claiming they joined State "when giants walked the earth." Somehow the belief that those hired recently are not "the best and the brightest" continues among some old-timers. Although an "old-timer" myself, I strongly disagree. I've seen firsthand that we are attracting colleagues who are smart, dedicated and talented. But I am the first to say that we can—and MUST—do better.

I know from my New York days with Secretary Albright that she has strong views about our current and future needs. "We need people with language skills, economic talents and global issues backgrounds!" she would tell me. When I first met Undersecretary Bonnie Cohen, we discussed at length the need to attract the highest-caliber employees to Department careers. We also talked about the importance of hiring in increased numbers, so we can alleviate the chronic staffing gaps severely affecting overseas posts. And, finally, we discussed the Secretary's and our mutual commitment to increasing diversity throughout the Department's workforce, especially the need to reach out to universities, minority communities and organizations across the United States to attract the best minority candidates to State Department careers.

I'm excited to tell you what we're doing on these three fronts. We are hiring new employees across the entire spectrum of the State workforce in fiscal year 1998. Our projections call for hiring 285 Civil Service employees, 301 Foreign Service specialists and 234 Foreign Service generalists. These new hires are absolutely critical to relieve chronic staffing gaps worldwide.

Increasing the number of new hires, however, is only half the story. The quality of the people we bring on board is every bit as important as the quantity. Our Office of Recruitment, Examination and Employment has implemented a Strategic Recruitment Plan to attract the best possible candidates to Department careers. Several student programs are a key component of that plan to reach students in the formative stage of their careers.

The Presidential Management Intern Program, administered by the Office of Personnel Management, recruits talented graduate students into the federal government.



My goal in this column is to discuss issues I am devoting my time to and about which I feel strongly. This month's is a "bread-and-butter" issue that's absolutely central to my job: recruiting, selecting and hiring our future workforce.

When their internships end, these individuals are eligible for conversion to a career or career-conditional appointment to the Civil Service. In September, we initiated the first formal class at State. Members of the group have educational backgrounds running the gamut from foreign affairs to law enforcement sciences, and they are likely to be our next generation of Civil Service leaders.

The Student Intern Program is the largest of our student efforts, open to college juniors, seniors and graduate students. We had 516 placements, 304 of them overseas, last year. The program is a proven pipeline for career employees. Former interns pass the Foreign Service written exam at a rate 50 percent greater than that for the general population, and they arrive with foreign affairs experience. As noted in a story on black history beginning on page 16 of this issue, one of our best, Ambassador George Moose, who will represent us at the European Office of the United Nations, began his career as an intern in 1966.

A full range of other, less-visible programs, such as Stay-in-School and Cooperative Education, also employ young people and expose them to Department careers.

I'm especially excited about our planned reinvigoration of the Foreign Affairs Fellowship Program. Call it State's own ROTC program. It targets high-caliber college sophomores and guarantees them tuition assistance for the final two years of college and first year of graduate school. The fellows, who must meet Foreign Service entry requirements to come on board, serve a minimum of 4 1/2 years as Foreign Service generalists. We will make a concerted effort to recruit a diverse group, with special consideration given to students who demonstrate economic need. This program is extremely resource-intensive, but it is a necessary investment if we are to make foreign affairs careers accessible to a talented group of young people who might not otherwise be attracted.

You can help attract the best employees to the Department of State. Each of you reaches a wide audience of potential State employees in your personal and professional lives. I hope you will encourage talented and ambitious people to consider a career at State. Our Recruitment Division has more information on the above programs or any of our recruiting efforts, and would be glad to assist one and all. ■

APPOINTMENTS

ALGERIA: *Cameron R. Hume*, of New York, joined the Foreign Service in 1970, following service as a Peace Corps volunteer in Libya. His overseas assignments include Palermo, Tunis, Damascus, Beirut and the Holy See. He served on the Secretary's planning staff and as a desk officer for South Africa and has had three tours of duty at the U.S. Mission to the United Nations. Ambassador Hume graduated from Princeton University and American University's Washington College of Law. He has been an international affairs fellow at the Council on Foreign Relations, a fellow at Harvard's Center for International Affairs, and a guest scholar at the U.S. Institute of Peace, and has written two books and numerous articles on diplomacy and diplomatic history. His nomination was confirmed by the Senate Nov. 6.



AUSTRIA: *Kathryn Walt Hall*, of Texas, began her career as assistant city attorney in Berkeley, Calif., before joining Safeway, where she developed and administered one of the nation's first and largest affirmative action programs. She has worked as an attorney and businesswoman in Dallas, Texas, and served as executive vice president

and managing director with Hall Financial Group, Inc., an investment firm. In 1995, Ms. Hall was appointed to the National Advisory Council for Violence Against Women, and in early 1997 she became a trustee for the Woodrow Wilson International Center for Scholars. She earned a bachelor's degree in economics and a law degree from the University of California. Her nomination was confirmed by the Senate Nov. 6.



BELIZE: *Carolyn Curiel*, of Indiana, was special assistant to the President and senior presidential speechwriter before being nominated ambassador to Belize. She joined the Clinton Administration in February 1993 after a career in journalism editing, writing and producing both print and broadcast news. She headed the Caribbean Division

of United Press International, worked at the *Washington Post* and at the *New York Times* as an editor and was a writer-producer at ABC News. At the White House, Ms. Curiel specialized in domestic issues, including race relations. Ambassador Curiel earned a bachelor's degree in radio-TV-film from Purdue University in 1976. Her nomination was confirmed Nov. 10.



BOLIVIA: *Donna Jean Hrinak*, of Pennsylvania, served as ambassador to the Dominican Republic from 1994 until her appointment to Bolivia. She joined the Foreign Service in 1974 and has served in the U.S. embassies in Mexico City, Warsaw, Bogota, Caracas and Tegucigalpa. She also served as deputy consul general in São Paulo

and in Washington as deputy assistant secretary of State for Caribbean and Mexican Affairs in the Bureau of Inter-American Affairs. Ambassador Hrinak received a bachelor's degree from Michigan State University and attended George Washington University and the University of Notre Dame School of Law. The Senate confirmed her nomination Nov. 10.

COLOMBIA: *Curtis Warren Kamman*, of Washington, D.C., has been a Foreign Service officer since 1960 and has served as ambassador to Bolivia since 1994. He was ambassador to Chile from 1991 to 1994. He previously served as deputy assistant secretary for European and Canadian Affairs, as deputy assistant secretary for intelligence and research, and as chief of the U.S. Interests Section in Havana. He was political counselor and deputy chief of mission in Moscow and director of East African Affairs in Washington, and has held diplomatic positions in Mexico, Hong Kong, Kenya and the former Soviet Union. In 1991, he received the President's Distinguished Service Award for career officials, and two years later he was accorded the rank of career minister. Ambassador Kamman graduated from Yale University in 1959 and has continued his studies at Stanford University and the University of Washington. The Senate confirmed his nomination Nov. 3.



CROATIA: *William Dale Montgomery*, of Pennsylvania, began his Foreign Service career in 1974. He served in Belgrade, Moscow, Dar es Salaam and Bulgaria, where he was ambassador from 1993 to 1996 until being named State's special adviser for Bosnian peace implementation. Ambassador Montgomery has a bachelor's degree from Bucknell

University and a master's from George Washington University. His nomination was confirmed Nov. 10.

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HAITI: *Timothy Michael Carney*, of Washington state, served as ambassador to Sudan from 1995 to 1997. He previously served as deputy assistant secretary for South Asian Affairs and held assignments in Vietnam, Cambodia, Thailand, Indonesia, Lesotho and South Africa. He directed U.N. peacekeeping in Cambodia and served as a U.N. consultant in Somalia and South Africa. Ambassador Carney has a bachelor's degree from the Massachusetts Institute of Technology, has pursued advanced Southeast Asian studies at Cornell University, and has held diplomatic positions in Mexico, Hong Kong, Kenya and the former Soviet Union. The Senate confirmed his nomination Nov. 10.

JAMAICA: *Stanley L. McLelland*, of Texas, served 16 years as a senior executive of Valero Energy Corp., an independent refinery based in San Antonio. He has participated in several civic, international and charitable activities, co-chaired the 1991 U.S.-Mexico Border Attorneys General Conference, and served in trade delegations to Mexico in 1991 and 1995. He also serves on the United Way of America's National Corporate Associates Council. Ambassador McLelland graduated in 1967 from the University of Texas at Austin and received his law degree in 1970 from the University of Texas Law School. In 1991, he graduated from Stanford University's Graduate School of Business' Executive Program. His nomination was confirmed Nov. 10.

MONGOLIA: *Alphonse F. La Porta*, of New York, entered the Foreign Service in 1965. He is experienced in Asian affairs and has held assignments in Malaysia, Indonesia and Turkey. His most recent overseas assignment was as deputy chief of mission in Wellington, New Zealand, from 1987 to 1991. In Washington, Ambassador La Porta directed the Office of Cambodian Genocide Investigation, was executive assistant to the President's special representative for the Philippine Multilateral Assistance Initiative, and was deputy director of the Office of Indonesia, Malaysia, Brunei and Singapore Affairs. He was with the Office of Management Operations from 1985 to 1987 and contributed to the State 2000 and other management reform reports. Ambassador La Porta became vice president of the American Foreign Service Association in 1995, and president last year. He is a graduate of Georgetown University's School of Foreign Service and New York University. The Senate confirmed his nomination Oct. 21.



MOZAMBIQUE: *Brian Dean Curran*, of Florida, joined the Foreign Service in 1973 and has served in Niger, Guinea-Bissau, Belgium, France and Ireland. He was deputy assistant secretary for Legislative Affairs from 1994 to 1996. Ambassador Curran received a bachelor's from the School of Foreign Service at Georgetown University in 1970 and a master's degree in 1972 from the John Hopkins University School of Advanced International Studies. The Senate confirmed his nomination Oct. 21.

POLAND: *Daniel Fried*, of Washington, D.C., began his career with the Foreign Service in 1977. He served in State's Economic Bureau, in its Office of Soviet Affairs and as desk officer for Poland, and held assignments in Leningrad, Belgrade and Warsaw. Ambassador Fried served on the staff of the National Security Council from 1993 until 1997, first as director and then as special assistant to the President and senior director for Central and Eastern Europe. He received a bachelor's degree from Cornell University and a master's in international affairs from Columbia University and is the recipient of several group and individual superior and meritorious honor awards from State. The Senate confirmed his nomination Nov. 6.

SRI LANKA/MALDIVES: *Shaun E. Donnelly*, of Indiana, has been with the Department since 1972, specializing in international economic affairs, including international trade, energy, development finance and economic sanctions policy. He previously was an economic officer in Senegal, Ethiopia and Egypt, and deputy chief of mission in Mali and Tunisia. Since September 1994, Mr. Donnelly has served as deputy assistant secretary of State in the Bureau of Economic and Business Affairs. Ambassador Donnelly is a graduate of Culver Military Academy and earned a bachelor's degree in economics from Lawrence University and a master's in economics from Northwestern University. The Senate confirmed his nomination Nov. 6.



TRINIDAD AND TOBAGO: *Edward E. "Terry" Shumaker III*, of New Hampshire, was a senior partner with the law firm of Gallagher, Callahan & Gartrell before his ambassadorial appointment. He was appointed to the National Commission for Employment Policy in 1994 and was elected in 1996 as one of the first 100 fellows

APPOINTMENTS

of the American College of Labor and Employment Lawyers. Ambassador Shumaker also served on the New Hampshire Supreme Court Rules Advisory Committee, the New Hampshire National and Community Service Executive Board and New Hampshire's electoral college. He graduated from The Choate School in 1966 and earned a bachelor's degree from Dartmouth College in 1970 and a law degree from Boston University in 1973. His nomination was confirmed by the Senate Oct. 23.



TUNISIA: *Robin Lynn Raphael*, of Washington, D.C., began her career as a lecturer at Damavand College in Tehran. She was an economic analyst for the Central Intelligence Agency from 1973 to 1975, then worked for the U.S. Agency for International Development in Pakistan before joining the Foreign Service. In Washington, Amba-

sador Raphael worked at State in several capacities. She was an economist in the Office of Investment Affairs, an economic officer on the Israel desk, a staff aide for the assistant secretary for the Near East and South Asian Affairs Bureau, and special assistant to the under secretary for Political Affairs. She covered Middle Eastern, South Asian, African and East Asian issues in London, and was a counselor for Political Affairs in South Africa from 1988 to 1991 and in India from 1991 to 1993. Before her latest appointment, she was assistant secretary for South Asian Affairs. Ambassador Raphael received a bachelor's degree in history and economics from the University of Washington and attended the University of London. She also did graduate work at Cambridge University and earned a master's in economics from the University of Maryland. Her nomination was confirmed Nov. 5.

ASSISTANT SECRETARY FOR POPULATION, REFUGEES AND MIGRATION: *Julia V. Taft*, of Washington, D.C., is a leading authority on refugee affairs and humanitarian assistance. She began her career as a White House fellow, later became special assistant to the Secretary of Health, Education and Welfare, and then became a deputy assistant secretary. She directed the U.S. Indochinese Refugee Resettlement Program and later served as State's acting U.S. coordinator for refugees. From 1986 to 1989, Ambassador Taft was director of USAID's Office of U.S. Foreign Disaster Assistance. Before her latest appointment, she was president and CEO of InterAction, the American Council for Voluntary International Action. Ambassador Taft received her bachelor's degree in 1964 and master's in 1969 from the University of Colorado in Boulder. The Senate confirmed her nomination Nov. 6.

ASSISTANT SECRETARY FOR INTELLIGENCE AND RESEARCH: *Phyllis Elliott Oakley*, of Louisiana, served as the Department's first female deputy spokesperson from 1986 to 1989. She later served with the Agency for International Development, working with the Afghanistan Cross-Border Humanitarian Assistance Program in Islamabad, then as State's Afghanistan desk officer. She was deputy assistant secretary for regional analysis in the Bureau of Intelligence and Research from 1991 to 1993 before being named assistant secretary of the Bureau of Population, Refugees and Migration. Ambassador Oakley earned her bachelor's degree from Northwestern University in 1956 and a master's from the Fletcher School of International Law and Diplomacy at Tufts University in 1957. The Senate confirmed her nomination Nov. 6.



REPRESENTATIVE OF THE UNITED STATES TO THE EUROPEAN OFFICE OF THE UNITED NATIONS: *George Moose*, of Washington, D.C., has served as assistant secretary for African Affairs since 1993. He previously served as alternate representative to the U.N. Security Council from 1991 to 1992, as ambassador to

Senegal from 1988 to 1991, and as ambassador to Benin from 1983 to 1986. Ambassador Moose joined the Foreign Service in 1967. His other assignments have included postings to Vietnam and Barbados and various positions in State, including director of the Office of Management Operations and deputy director of the Office of Southern African Affairs. He has received numerous awards, including the Department's Superior Honor Award and the Meritorious Honor Award. The Senate confirmed his nomination Nov. 6.

Officials Describe Growth, Modernization Efforts at State

By Donna Miles
Photos by Shawn Moore

Undersecretary for Management Bonnie Cohen said she felt “shocked” after taking a good, hard look at the Department’s operations last August when she took the reins as Management chief.

She found that the slogan of the federal streamlining effort, “doing more with less,” had become a way of life at State—perhaps, she said, too much so.

Ms. Cohen said she was struck by the scope of the Department’s mission. She said she was equally struck, however, by the demands the Department places on its 23,000 employees struggling to fill the gaps left by workforce cuts and shrinking budgets.

But things are looking up, said Ms. Cohen and Edward W. “Skip” Gnehm Jr., director general of the Foreign Service and director of Personnel. Deputy Secretary Strobe Talbott introduced the officials to a standing-room-only crowd of about 1,000 State employees who attended the Jan. 14 town hall meeting. Both officials said nobody is more committed to strengthening the Department than Secretary Madeleine Albright, who has made rebuilding the Department’s resources one of her highest priorities.

Ms. Cohen said the Department’s fiscal 1998 budget is just under \$2.9 billion—representing the first time in five years that State’s budget is larger, rather than smaller, than the previous year’s. The Department can now focus on what she called her five top priorities: preparing for



Deputy Secretary Strobe Talbott, left, reviews notes before the town hall meeting. With him, from left, are Larry Mandel, special assistant to Undersecretary for Management Bonnie Cohen; Edward W. “Skip” Gnehm Jr., director general of the Foreign Service and director of Personnel, and Undersecretary Cohen.

the integration of the Arms Control and Disarmament Agency, the U.S. Information Agency and some Agency for International Development functions under State; filling personnel vacancies and providing more training opportunities for workers; and providing employees with better computer systems to do their jobs and better working conditions, especially overseas.

Ms. Cohen acknowledged that the anticipated integration of the Arms Control and Disarmament Agency and U.S. Information Agency into State has some people concerned about their jobs. She said State is committed to protecting the three organizations’ budgets to ensure that resources dedicated to foreign affairs, including positions, aren’t cut during the integration.

Ms. Cohen called filling vacancies throughout the Department a top priority. She said State will increase by 820 employees this year—a 100 percent increase over last year’s rate. The fiscal 1998 hiring plan calls for recruiting 234 Foreign Service generalists, 301 Foreign Service specialists and 285 Civil Service employees.

Mr. Gnehm said the new hires will help reinvigorate and restore confidence in the system and bolster the Department’s role in foreign policy.

The undersecretary said State needs to do more to provide fair salaries and benefits to Foreign Service Nationals, the Department’s largest group of employees. She said her staff is seeking to improve the way FSN wages are adjusted and to resolve long-standing FSN pension issues.

IN THE NEWS

Ms. Cohen said State needs to put more emphasis on employee training to better prepare its people to confront the challenges ahead. "It's important that we assure ourselves that everyone who needs training gets the training and that people get training for their entire careers, not just at the point when we bring them into the State Department," she told the audience.

The director general agreed that an increased emphasis on training will help keep qualified people from leaving the Department, while underscoring the concept of State service as a career. "We are a profession," he said, "and by instituting a continuum of training for Civil Service and Foreign Service workers, we'll do a better job of conveying that message."

Ms. Cohen told the audience her staff is also working to improve the Department's information and communication systems. This fiscal year, \$117 million is earmarked for information technology investments, and Main State is being wired now for building-wide Internet access. While it modernizes its systems, the Department needs to take some les-



Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, outlines his plan to promote training at State as Undersecretary for Management Bonnie Cohen looks on.

sons from private industry, she said, to learn how to use its technology more efficiently. "We have to spend smarter and train better," she said.

After visiting several overseas embassies, the undersecretary said she found buildings to be in "a condition I think that would surprise the American public." Ms. Cohen

said she and Secretary Albright are committed to improving working conditions for the 60 percent of State's workforce assigned overseas. The fiscal 1998 budget allocates \$800 million for improvements, but Ms. Cohen said that falls far short of what's needed, and State will need to ensure that money is directed where it's most needed. "We won't be able to do everything," she acknowledged, "but we will be able to tell you what we are doing and when we will do it."

Ms. Cohen said she is taking to heart the challenge posed by Secretary Albright: to help us all to function better, faster and with more flexibility. Our goal is to make the Department "a place where the best people are excited not only about the work they do, but also about the support and tools we give them to do it with."

Ms. Cohen encouraged employees to send their suggestions to her, signed or unsigned. "You live the system and experience the system. We need your input to help us make the system work better for you." ■



About 1,000 employees packed the Dean Acheson Auditorium to hear about State's plans for the future.

Russians Visit NFATC



Photo by Bob Kaiser

Former Russian Ambassador Anatoly Dobrynin greets State officials at the National Foreign Affairs Training Center. FSI Director Ruth Davis, right, looks on.

The ceremonial gate of the National Foreign Affairs Training Center in Arlington, Va., recently swung wide to welcome a delegation headed by former Russian Ambassador and Dean of the Diplomatic Corps Anatoly Dobrynin.

Mr. Dobrynin served as ambassador from the Soviet Union to the United States from 1962 to 1986, under six presidents, from John F. Kennedy to Ronald Reagan. Now adviser to the Russian president, Ambassador Dobrynin was accom-

panied by the current Russian ambassador, Yuliy Vorontsov, and Russia's cultural affairs counselor, Anatoliy Zukekhin.

Ambassador Ruth A. Davis, director of the Foreign Service Institute, greeted the delegation, along with Deputy Director Ruth A. Whiteside and Executive Director for Management Catherine J. Russell. Discussion centered around the challenge of training diplomats of the 21st century. The group discussed future cooperation on training, research and development issues.

While touring the facility, the Russian guests visited the Consular Training Division's "visa window" and the "jail," sites of scenarios conducted to simulate real-world consular work. Ambassador Dobrynin got hands-on experience with FSI's multimedia and web-based training tools used in Russian language and area study. Before leaving NFATC to accompany the group to the Russian Embassy, Ambassador Dobrynin visited the Stephen Low Library to autograph his 1995 book, "In Confidence: Moscow's Ambassador to America's Six Cold War Presidents." ■

~ Martin Luther King Remembered ~

State employees in Washington celebrated the achievements of the late Dr. Martin Luther King Jr. during a Jan. 15 ceremony in Main State's Dean Acheson Auditorium.

Secretary Madeleine K. Albright hosted the event, with the theme "Remember! Celebrate! Act!," commemorating past struggles to attain equality and calling on Americans to continue seeking ways to achieve racial harmony.

The Rev. Wintley A. Phipps, an internationally known composer and singer of American gospel music, was the keynote speaker. Students from Bailey's Elementary School for the Arts and Sciences in Falls Church, Va., were scheduled to perform, but inclement weather closed many area schools. President Clinton has called the school a model for racial harmony.

Mister Mayor

A Foreign Service career provided a retiree with the foundation he needed to run a city government.

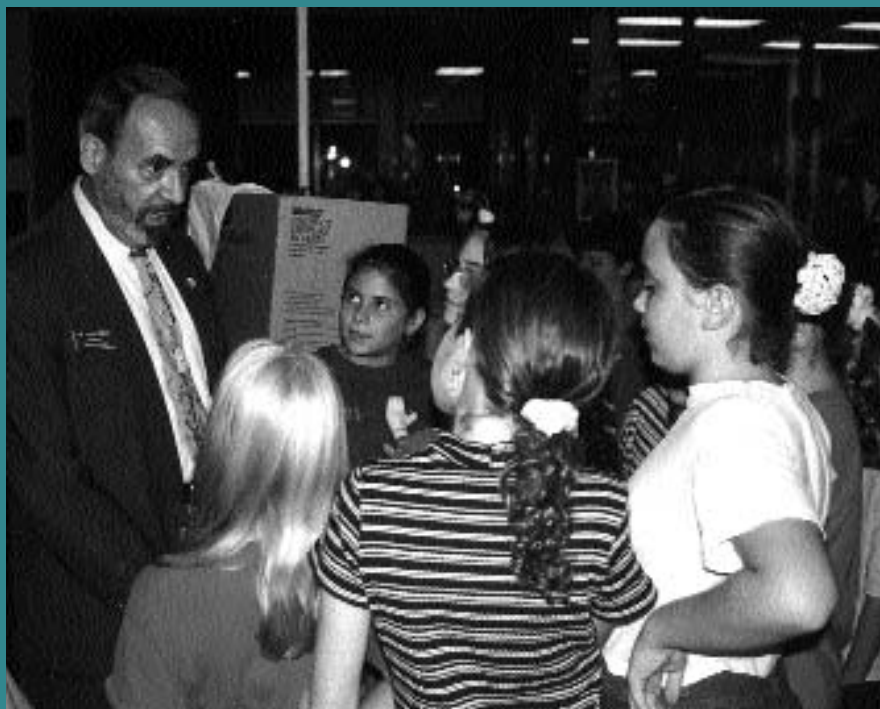


Photo by Lucy Little

Mayor Joe Terranova meets with children in Winter Park, Fla.

By Donna Miles

Twenty-eight years in the Foreign Service taught Joe Terranova a lot about managing budgets, running administrative offices and working with a wide variety of people.

But little did the Washington, D.C., native realize when he retired as executive director of the Foreign Service Institute in 1980 that he'd built the perfect résumé for a new career as mayor of Winter Park, Fla.

"There's a great similarity between what I did in the Foreign Service and in running a city," said Mr. Terranova, whose State assignments included duty in Monrovia, Madrid, Belgrade, Karachi, Saigon and Paris. He said he learned at those posts about many of the services his 425 employees provide Winter Park residents: police, water purification, sewer and trash removal services, among them.

"When you're in administration in an embassy operation, you work with the full range of services, particularly at hardship posts," Mr. Terranova said. "My Foreign Service experience has helped me quite a bit in understanding the operation of running a city."

Mr. Terranova said he wasn't thinking about a future in politics when he and his wife, Pat Killarny, retired to central Florida. But as he got active in the local community—

as president of the city's university club, a trustee on the library board and a Chamber of Commerce member—Mr. Terranova found himself increasingly involved in city politics.

He entered politics in 1993, winning a seat on the Winter Park City Commission. Two years later he was appointed vice mayor. When he thought about running for mayor, he said he had a long discussion with his wife and she said, "Joe, go for it."

He admits the campaign was tough, with three other Winter Park residents in the race. Mr. Terranova said Pat, whom he married after she retired from the Foreign Service in 1979, stood by him all the way.

When the polls closed on election day, Mr. Terranova had won by just one vote.

"The election was so close, they had to recount it. Turns out they had made a mistake and I had one additional vote," he said, adding with a laugh, "That doubled my lead."

After almost a year in office, Mr. Terranova is still enjoying the challenges of the job. He called it "a great career for people who enjoy working with all sorts of people on all sorts of contentious issues, and working to reach a consensus."

"Being a city mayor has been a great opportunity and a great challenge for me," he said. "It's a job I'd definitely recommend for other Foreign Service people." ■

By George Clack

Inside USIA's Information Bureau

The last thing Steve Prieto does each night before going to bed is to check his e-mail. The overseas posts Mr. Prieto is responsible for as a field service officer with the East Asia Team in the U.S. Information Agency's Information Bureau are 12 or 13 hours ahead of Washington time. Before another day passes he wants to see whether he can answer any queries quickly or let a post know that a problem involving some I Bureau product is being worked on.

Perhaps not everyone in the I Bureau is as obsessed with tending to the field's needs as Mr. Prieto, but his approach—wired and ready to provide customers with whatever their jobs require—is typical of the bureau's 367 employees. Their job, in a nutshell, is to help agency staff members overseas reach foreign opinion makers with policy information, quickly and authoritatively.

"Across the board in the I Bureau," said Marrie Schaefer, a Foreign Service officer who works with Mr. Prieto on the East Asia Team, "people see themselves as professionals. There is a can-do attitude, and initiative is genuinely encouraged. You become more creative, you work harder, and you see results."

These views are a relatively recent outgrowth of the team-oriented management style the bureau adopted when it was launched Oct. 1, 1994. Facing a downsizing directive from the Office of Management and

Budget, USIA Director Joseph Duffey concentrated the cuts—not 3 percent across the board but 30 percent in one part of the agency. Four task forces of nearly 100 employees met for five weeks to discuss how to cope with the required cutbacks and how best to structure the new organization. Several long-standing agency products like the Washington-based magazines and exhibits service were phased out, and many employees took buyouts.

"Very early on," Barry Fulton, the I Bureau's first associate director, remembered, "someone suggested a team-based approach, and everyone agreed after only 10 or 15 minutes of discussion without really understanding what a radical transformation this would mean. Union representatives liked the idea of cutting out layers of bureaucracy. Management saw it as a way of continuing to do the work with fewer people."

The I Bureau's structure and management style are nothing new to American corporations. In recent years, many have adopted a similar set of ideas, ranging from W. Edward Deming's Total Quality Management concept to those in such business best-sellers as Michael Hammer's *Reengineering the Corporation* or *The Wisdom of Teams* by Jon Katzenbach and Douglas Smith.

In the I Bureau approach, cross-disciplinary teams of professionals working in small groups provide products and services to USIA's field posts. One type of team is "geographic." I/GNEA, for example, takes care of Near East/South Asia posts. Its 16-person staff consists of a team leader, writer-editors, field service officers, Arabic translators, a book officer, information resource officers and a program assistant. Each day the team puts together in both English and Arabic a regional edition of the *Washington File*, the compendium of official texts and transcripts by U.S. government officials that goes to all missions. The team's two information resource officers spend much of their time traveling throughout the region to advise posts on transforming agency libraries overseas into information resource centers. Smaller and less costly than libraries serving the public, these centers use on-line technology to get the U.S. position on key issues to an elite audience of foreign officials, journalists and academics.

A second kind of permanent team, "thematic," deals with specific sub-



Bureau employees test digital videoconferencing equipment. Videoconferences with overseas posts jumped from fewer than 20 a year in the early 1990s to 104 in 1997.

ject matter. For example, I/TDHR produces information on democracy and human rights via *Washington File* pieces, electronic journals, web sites on the Internet and U.S. experts who travel abroad to discuss issues with invited audiences at posts. The team's 12-person staff includes a team leader, writer-editors, speaker programmers, reference specialists and a program assistant.

The bureau also has ad hoc teams that pool in-house expertise to tackle a particular project or problem, then disband when the issue is closed. One group, for example, created a multimedia CD-ROM to answer prospective foreign students' questions about attending U.S. colleges. During the 18-month project, more than 20 different employees—graphic designers, writer-editors, computer experts, photo editors, speaker programmers, a reference specialist and a TV producer—from eight permanent teams worked on the task.

On a smaller scale, other ad hoc teams formulated bureau-wide policies on telecommuting, devised a career ladder system for translators and built web sites on such topics as the Denver Economic Summit.

More than a buzzword in the I Bureau, "empowerment" is probably the key to making the culture work. "Things are definitely less bureaucratic," said Estelle Baird, a speaker-programmer with the Democracy and Human Rights Team. "When you see there is a problem, you take action to solve it."

"We don't simply do our own thing, though," said Peg McKay, a writer-editor with the Political Security Team. "When I was managing editor for an issue of our team's electronic journal, I spent a lot of time consulting with area offices about the authors, approaches, manuscripts. Someone at my level never would have done that pre-I Bureau."

In the I Bureau, empowerment is also a logical consequence of downsizing and delayering. The employee-to-supervisor ratio went from 4:1 in its predecessor organization to 13:1 today. So team leaders see themselves more as coaches, facilitators and direction setters than as traditional managers who need to know all the answers. Decision making on most matters is shared, and top-down decisions are rare.

A second basic principle is bureau leaders' commitment to the latest information technology. "This was an underlying assumption of the new bureau," said Myron "Mike" Hoffmann, current acting associate director and the deputy bureau chief from the beginning. "With shrinking resources, the best way to

Continued on next page

The author is leader of the I Bureau's Copyright and Print Publications Team.

USIA Continued

maintain operations in the field is to exploit technology to deliver information rapidly and efficiently. Technology is not an end in itself, but a way to make up for deficiencies in resources.”

This high-tech approach has a variety of consequences. Every employee, for instance, is expected to spend at least 12 hours a month learning new work-related skills—primarily computer skills. Everybody in the bureau has had full desktop accessibility to the World Wide Web for more than a year, and for most staff, information gathering on the Internet is now a routine part of their jobs. Because of its speed, e-mail has replaced cables as the preferred mode of communication with field posts. One of the very few diktats from senior management requires all inquiries from posts to be answered within 48 hours, a principle that’s taken deep root in the bureau’s culture.

Another major push has been in developing the agency’s Internet presence. The agency’s international

home page, consistently rated as one of the best government web sites, includes an archive of the daily *Washington File* as well as special sections on trade issues, NATO enlargement and the Atlantic Community, the global environment, the Middle East peace process, U.S. relations with China and U.S. commitment to democracy and human rights. The Electronic Media Team has primary responsibility for this home page and works with knowledgeable staff from the geographic and thematic teams to create new material. But virtually every team has developed at least one Internet expert skilled enough to launch or update a web site.

Because empowerment requires the right kind of leadership, the bureau devotes much effort to selecting new team leaders and office directors and training them in its culture. “Leadership in the I Bureau calls for some qualities not always shared by otherwise excellent leaders,” said Mike Hoffmann. “People who have hyperactive egos, who feel impelled to be involved in

all decisions, will probably not be the best possible leaders for the I Bureau. You must have the confidence as a leader to set directions and establish parameters and then allow the very smart people around you to do their jobs.” To ensure that leaders get good, systematic feedback on their performance, all team leaders, all office directors and even the bureau associate director and deputy go through an annual 360-degree evaluation by their peers, staff and supervisors.

Every effort is made to ensure that focus on the I Bureau’s management practices is reflected in its bottom line: results in the field. “We’ve had two major successes,” said Barry Fulton, who left the bureau last spring. “First, the innovation and creativity we unleashed in the shape of new and better products, and, second, the fact that productivity is up as well. Today the bureau’s staff is 38 percent smaller, but there’s no doubt the amount of work accomplished is 80 to 90 percent of what it was before.” ■



Workers at the U.S. consulate general in Hamilton, Bermuda, don denim to raise money for diabetes awareness education.

Bermuda Shorts Go Denim

Employees at the U.S. consulate general in Hamilton, Bermuda, recently traded their Bermuda shorts for denims and joined a community effort to highlight the dangers of diabetes.

The island-wide observation of “Denim Day” was sponsored by the Bermuda Diabetic Association to raise funds for diabetes awareness education. Consulate general staffers joined local businesses in donating funds to the cause in exchange for wearing jeans to work for the day. The event was hailed as a big success.

—Jamie W. Carlington

SAFETY SCENE

BY STEPHEN URMAN

Q. I've read a lot about air pollution and smog, and that the air in Los Angeles is improving. What exactly is smog?—EUR

A. According to Webster's New World Dictionary, the original meaning of smog was "a noxious mixture of fog and smoke." Over the years, it has come to mean a "low-lying, perceptible layer of polluted air." It's produced by complex photochemical reactions of a combination of pollutants from many sources, including smokestacks, vehicle exhaust, curing paint and solvents, and sunlight. Ground-level ozone is the primary pollutant associated with smog. Weather and geography greatly influence how bad smog gets and where it accumulates. Wind may blow smog-forming pollutants some distance from their sources, and lack of wind can cause smog to stagnate for days.

Q. I'm concerned about pesticide use in our home overseas. How can I learn more about safe pest control?—ARA

A. An excellent place to start is a recently developed 16-page booklet, *Pest Management in Your Home—A Guide to Integrated Pest Management of Common Household Pests for Overseas Families*. It looks at integrated pest management and describes safe, effective and long-lasting measures for combating common household pests including roaches, ants and rodents. The booklet is being printed now and should be available soon in your post's Community Liaison Office.

Q. I've noticed a number of strange brands of bottled water available locally. Should I assume they're safe to drink?—AF

A. No. In some parts of the world, drinking bottled water can be risky. A few years ago, a regional medical officer reported a case of an American who developed typhoid from drinking bottled water while working for the United Nations in an African city. It turned out that an unscrupulous business-



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, D.C. 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.

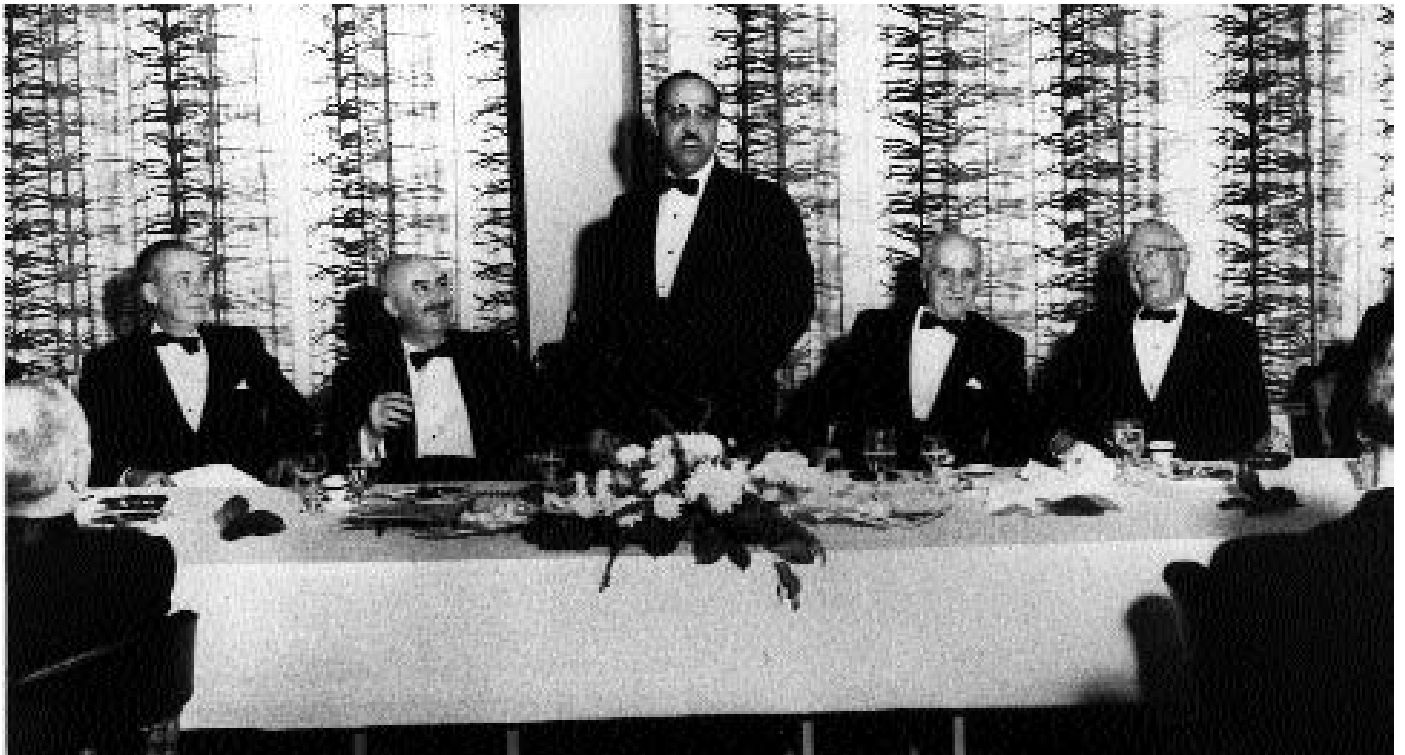
man was filling used bottles of a local brand of water with tap water and resealing them. In the United States, the Food and Drug Administration oversees bottled water quality, enforcing Environmental Protection Agency standards. There's no assurance that bottled water purchased locally is not microbiologically contaminated. So when in doubt, check with your health unit regarding local suppliers or boil water for three minutes before drinking it.

Q. I'm an information management specialist who spends 90 percent of the workday at my computer. In recent years, I've heard many of my colleagues complain about numbness, pain and tingling in their hands and wrists, and some have been diagnosed with carpal tunnel syndrome. I, on the other hand, have been experiencing pain between my neck and right shoulder for about six months. Could my computer use be the problem?—DC

A. Yes, it's possible that your condition is computer related. In the past year, our office has conducted numerous ergonomic workstation assessments for employees who reported symptoms of carpal tunnel syndrome and other cumulative trauma, including shoulder pain. These employees were all intensive mouse users and invariably had been using their mouse on their worktables instead of on their keyboard trays—producing awkward and stressful positions.

The goal of ergonomic assessments is to adjust and arrange your work area to help you work comfortably and productively. To help relieve some of the strain on your shoulder, try placing your mouse on your keyboard and position the tray to the neutral position. The mouse, like the keyboard, should be positioned so that as you type or use your mouse, your elbows rest comfortably at your sides and your hands and wrists become a natural extension of your forearms. When you use your mouse in the proper position, your shoulders should relax as your arms fall naturally at your sides. Of course, you should see a physician to get a professional evaluation of your condition.

Celebrating Blacks in Foreign Affairs



Friends and colleagues join Ambassador Clifton R. Wharton on his retirement in 1964.

The Civil War was barely over when Ebenezer D. Bassett declared his intention to become the United States' first black diplomat. Born in Litchfield, Conn., in 1833, the son of a mulatto and a Pequot Indian had built an impressive résumé for the job: honor student, teacher and principal.

In 1869, Mr. Bassett's dreams were realized when President Ulysses S. Grant named him minister resident and consul general to Haiti. In accepting the job of overseeing U.S. diplomatic relations with Haiti as it struggled against strife and revolution, Mr. Bassett forged the first of many milestones for black Americans within the State Department.

Those milestones are being celebrated throughout Black History Month as State observes the contributions of black Americans to U.S. foreign policy.

As of Dec. 31, 1997, 67 black Americans—46 of them career officers—have served as chiefs of mission. And several black Americans hold top principal officer posts. Ruth Davis was named director of the National Foreign Affairs

Training Center last July, David R. Andrews became the Department's legal adviser last September and Susan Rice is now the assistant secretary for African Affairs.

The road that led to these appointments had its share of bumps. Two years after Mr. Bassett's appointment to Haiti, President Grant named James Milton Turner ambassador to Liberia. For many years, State limited its appointments of black consular and diplomatic officers to these two countries.

But the assignments of three career consuls in 1906, together with a fourth black career officer appointed in 1899, slowly expanded the Department's policies about assignments for its black diplomats. James Garneth Carter, tailor, letter carrier and newspaper manager, was appointed to the consulate at Madagascar in 1906. William J. Yerby, a medical doctor, was appointed to Sierra Leone in 1906 and transferred to Senegal in 1920. James Weldon Johnson, songwriter and poet, was appointed consul at Puerto Cabello, Venezuela, and later to Corinto, Nicaragua.

These posts were small, in tropical countries, and unpopular with most officers. Black clerks and vice consuls went as support staff. When black personnel were transferred, it was usually to another post where blacks

were posted: the African countries, the Canary Islands, the Azores, Portugal and France.

After passage of the Rogers Act in 1924—legislation that established a career service in which merit alone was the basis for appointment and promotion—William H. Hunt, Yerby and Carter became the first black career officers in the new Foreign Service.

That same year, Clifton R. Wharton began a career with the Department that was to span more than four decades, during which he would rise from a law clerkship to become the first black career minister in the Foreign Service. When he arrived at State, Mr. Wharton was the Department's only black employee in a professional position.

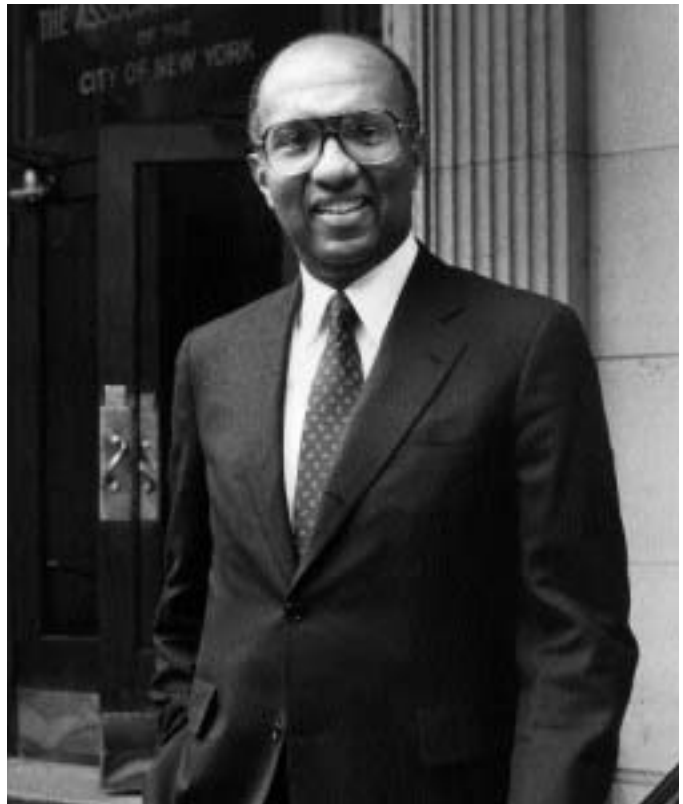
After passing the Foreign Service examinations, he reported to Monrovia, Liberia, where he served for five years before becoming the first black officer to be posted to Las Palmas in the Canary Islands. He later served in Madagascar; Oporto, Portugal; and the Azores.

Ambassador Wharton's first break from the pattern of assignments for blacks came in 1949, when he was assigned as consul general and first secretary at Lisbon. Soon after, he also became supervisory consul general for Portugal and the adjacent Portuguese islands. The posting represented a double victory. Not only was he the first black officer at Lisbon, he was the senior officer as well. From that post, Mr. Wharton continued his list of firsts: first black Foreign Service officer at Moron, Argentina, next Romania, then Norway.

Loy Henderson, deputy undersecretary for Administration, recalled in a letter to Mr. Wharton, "One of the most unforgettable moments of my Foreign Service life was my conversation with you when you flew from Marseilles to Washington in order to make sure that your appointment as minister of Romania was based on merit and qualification—not on racial considerations." He continued, "You made it clear to me that if the matter of race had been one of the criteria, you would not be able to accept the appointment. I was deeply touched and glad to tell you that race had not been a factor."



Ted Perkins is sworn in as ambassador to South Africa. Also pictured are Mrs. Perkins and Secretary George Schultz.



Conrad K. Harper, State's first African-American legal adviser.

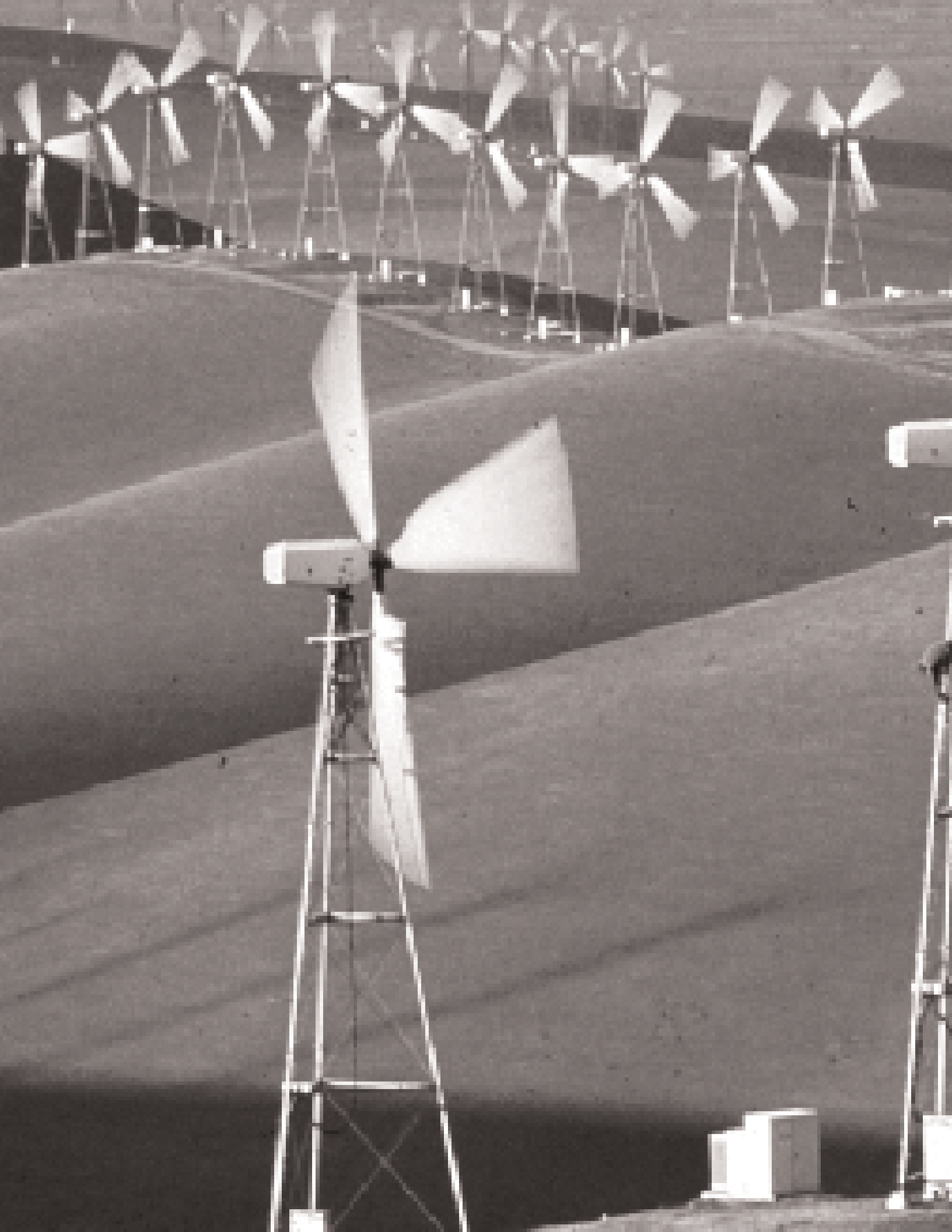
Again, when Mr. Wharton was appointed ambassador to Norway, the *Washington Post* ran an editorial that read, "The post goes to Mr. Wharton because he deserves it, not because he happens to be a Negro."

After he retired in 1964, Mr. Wharton credited persistence, stamina and faith for helping him overcome racial hurdles to forge a successful Foreign Service career. His son, Clifton Wharton Jr., followed in his father's footsteps, becoming the first African-American to serve as deputy secretary of State in 1993, although he resigned after just nine months on the job.

Mr. Wharton Sr. also paved the way for a long list of other black Americans to assume top-level positions within the Department. Edward Perkins became the first black director general of the Foreign Service and director of Personnel in 1989.

Aurelia Brazeal, now principal deputy assistant secretary for East Asia and Pacific Affairs, was the first African-American woman in the career Foreign Service to advance from entry level to the senior ranks and, in 1990, to an ambassadorship. In 1993, George Moose became the first African American to serve as assistant secretary for African Affairs. That same year, Conrad K. Harper was named State's first African-American legal adviser. ■

This article was compiled from several feature stories written in the late 1970s and 1980 by Homer L. Calkin, a former member of the Department's Historical Office.





Bureau of the Month:

Economic and Business Affairs

The Bureau of Economic and Business Affairs is a baby boomer. It was born in December 1944, when the Department created an assistant secretary for Economic Affairs to oversee its economic staff. The Bureau played a key role in establishing the major post war institutions of Western economic recovery and continuing prosperity. They include the International Monetary Fund, World Bank and General Agreement on Tariffs and Trade, now the World Trade Organization, among others.

Like all baby boomers, the Bureau has been shaped by the ever-changing postwar environment. Initially, there were offices, then later deputy assistant secretaries, for International Trade Policy, Financial Development Policy and Transportation and Communications Policy.

International resources were added to the Bureau's responsibilities in response to material needs associated with the Korean War. The Cold War brought an Office of Economic Defense and Trade Policy to restrict communist access to strategic goods and technologies. Much later, détente would see this part of EB evolve into the Office of East-West Trade, and defense-related trade controls moved to the Bureau of Political and Military Affairs. Growing energy imports added fuels and energy to the resources portfolio, and the oil embargo of the 1970s led the Bureau heavily into international energy policy.

The steady growth of international trade and investment, together with the growing interdependence of foreign policy issues and multinational business activities, increasingly engaged the Department in dialogue with the U.S. and international business communities and domestically oriented economic agencies. In 1972, "E

The Bureau actively promotes programs that reduce U.S. dependence on oil to enhance U.S. energy security.

Photo courtesy of Department of Energy

Bureau" became the Bureau of Economic and Business Affairs—"EB." Its offices today maintain close ties with a vast range of U.S. businesses and trade and labor organizations, providing the Department's main day-to-day interface with the commercial private sector. These offices also serve as the Department's main representatives in the interagency economic policy forums.

As de facto home base for the Department's 1,000-plus economic officers, EB serves as the unofficial custodian of the Foreign Service economic function. Its management works with the undersecretary for Economic and Agricultural Affairs, the Bureau of Personnel, the National Foreign Affairs Training Center and the regional bureaus to ensure that the Department recruits and trains talented economic officers to fill its domestic and overseas needs. EB also works with the regional bureaus and the director general to ensure that officers with strong track records on economics



Photo courtesy of International Monetary Fund

The Bureau's International Finance and Development Office represents State at the International Monetary Fund, above, and a variety of other economic and financial organizations.

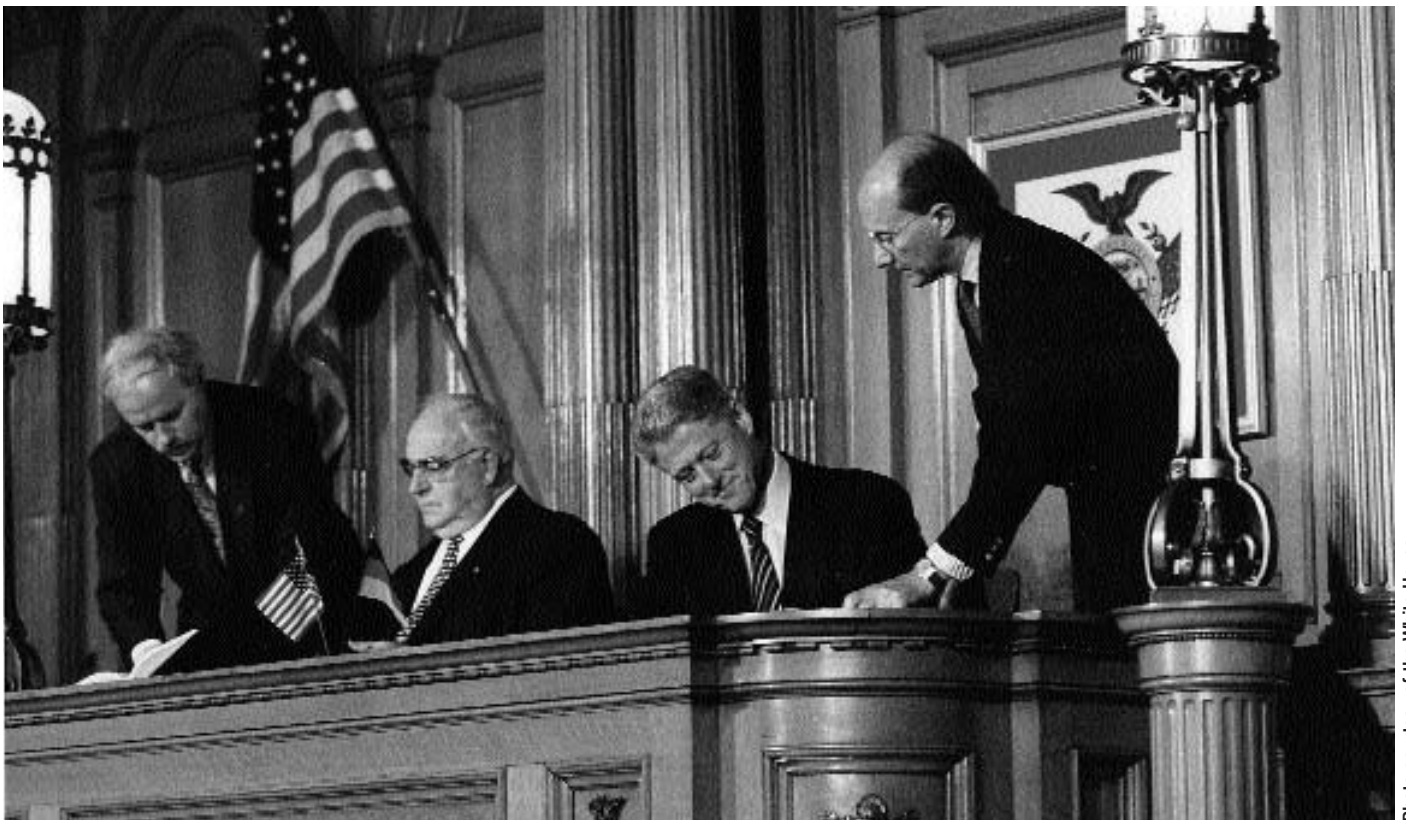


Photo courtesy of the White House

German Chancellor Helmut Kohl and President Bill Clinton sign the "Open Skies" bilateral aviation agreement. The Economic Bureau served as lead U.S. negotiator.

are placed in key leadership positions in posts where these issues are central to the relationship.

The vast range and complexity of today's global economy and the specialized nature of some international economic organizations involve EB in a host of fascinating issues, from regulating the processing of pet food to allocating radio frequencies to new satellite-based global mobile telephone companies to managing the current Asian economic upheavals. Managing such a far-ranging portfolio requires EB's organization and staffing to reflect the diversity of domestic agencies, private sector groups and international institutions involved. EB has some 200 officers and support staff organized along functional lines under five deputy assistant secretaries.

International Communications and Information Policy manages the Department's involvement in policy for the booming telecommunications and information industries. CIP, an independent bureau from 1983 until joining EB in 1995, oversees and coordinates policy for U.S. participation in international organizations involved in communications and



EB's Steve Miller and Peg Caton visit the port facilities in Baltimore as part of the Bureau's focus on foreign policy aspects of maritime issues.

information policy, satellite and cable policy and a variety of telecommunications trade and infrastructure development initiatives.

Energy, Sanctions and Commodities plays a key role in developing and implementing U.S. economic sanctions, such as embargoes and export controls, that aim to achieve

foreign policy objectives while taking into account U.S. competitiveness. Congress and policy makers in the post Cold War era look more and more to economic sanctions as the tool of first resort to achieve foreign policy objectives when persuasion fails. ESC also develops and supervises policies to enhance U.S.



Enhancing diversification of energy supplies is a goal of the Energy, Sanction, and Commodities Office.

Photo courtesy of the U.S. Department of Energy



Photo courtesy of the Energy Department

A tanker offloads oil into underground storage areas—an effort to reduce U.S. vulnerability to shortages of petroleum. The Bureau maintains dialogue with oil-producing nations to help prevent supply disruptions.

energy security through diversification of supply, conservation, consumer country cohesion and preparation for supply disruptions, as well as dialogue with individual producer nations, including OPEC, the Newly Independent States, Canada and Mexico.

International Finance and Development provides the Department's financial analysis and economic policy recommendations in response to specific regional needs such as the Asian financial crisis and to guide the overall thrust and composition of bilateral and multilateral development assistance. IFD works closely with the Treasury Department and Agency for International Development on the foreign policy aspects of monetary issues, development finance, investment policy and economic reform in developing countries

and economies in transition. It represents the Department in the U.S. Export-Import Bank, the International Monetary Fund, the World Bank and regional development banks, and the financial and investment committees of the Organization for Economic Cooperation and Development.

Trade Policy and Programs takes the lead for the Department in pursuing trade liberalization through bilateral and multilateral trade negotiations. It represents the Department in the formal and informal interagency trade policy coordinating processes, such as the National Economic Council and Trade Policy Review Group. TPP develops and implements Department policy on multilateral trade issues in the World Trade Organization and in regional or bilateral forums such as the Asia-Pacific Economic Cooperation forum, the

North America Free Trade Agreement and the Japan Framework talks. It also handles important industrial sector issues such as intellectual property, competition policy, agricultural trade and the textile program.

State, in cooperation with the Transportation Department, has special responsibility for negotiating bilateral aviation agreements with foreign governments, and Transportation Affairs is the chief aviation negotiator for the United States. TRA is pressing for the liberalization of international aviation policies of U.S. partners by building on the "Open Skies" principles it has negotiated into agreements with 28 countries. TRA is also responsible for coordinating and implementing foreign policy aspects of aviation safety and security policies, as well as maritime and land transportation issues. ■

Awards Highlight Advocacy of U.S. Interests, Policies

By Alan P. Larson

This year I chaired the selection committee for the Salzman Award for Excellence in International Economic Work and served on the selection committee for the Cobb Awards. This was a special honor, for I've known and worked with both Ambassador Charles E. Cobb and the late Ambassador Herb Salzman. While many factors contributed to the conspicuous success of the outstanding officers we reviewed, a single theme emerged: Strong, effective advocacy of U.S. economic policies and commercial interests is the key to success.

As ambassador to the Paris-based Organization for Economic Cooperation and Development from 1977 to 1981, Ambassador Salzman established the Salzman Award in 1981 to recognize outstanding contributions in advancing U.S. international relations and policy objectives in the economic field. Rita Fredericks Salzman and the Salzman family continue to support the award in his memory. In 1997 Ambassador Salzman's son Anthony presented the award to Mary Janice Fleck in Kuala Lumpur.

The committee was impressed with 1997's Salzman nominations, covering 12 officers and the first nomination of a team of two officers working on the same or closely related issues. The choice among the three finalists was especially difficult, and the committee recognized outstanding contributions by all three. The committee chose Ms. Fleck for policy advocacy, key to securing Malaysian support for vital U.S. policy objectives in the



Mary Janice Fleck in Kuala Lumpur was awarded the 1997 Salzman Award. With her is the late ambassador's granddaughter.

World Trade Organization's Information Technology Agreement and for U.S. "Open Skies" civil aviation policies. She also encouraged Malaysian leadership to support our common interests with other countries in the region.

The Cobb Awards, one for chiefs of mission and another for officers below the rank of chief of mission, are funded by Mr. Cobb, former ambassador to Iceland.

The two winners, Michael Delany and Ambassador A. Elizabeth Jones, represent radically different working environments. But their nominations highlight a common focus on identifying interests and opportunities for U.S. business, exercising leadership in working with U.S. business and foreign customers, and taking the initiative to develop cre-

ative solutions overcoming obstacles to growth of U.S. trade and investment overseas.

As section chief at the embassy in Helsinki, Mr. Delany refocused the embassy's economic section from traditional economic reporting toward a more aggressive direct advocacy of U.S. international economic policies and commercial interests. In the process, he developed an extensive network of economic contacts and more in-depth knowledge of the Finnish economy.

In Kazakstan, Ambassador Jones brought her energy, creative imagination and dynamic leadership to bear on promoting U.S. commercial interests in a developing country making the transition to a market economy. The Caspian Basin, with oil and gas reserves rivaled only by the Persian Gulf, has attracted nearly \$1 billion in U.S. investment in its energy sector.

The nominations clearly demonstrated not only that economic and commercial officers around the world are working hard to deliver our policy message and support our commercial interests, but also that ambassadors everywhere are involved more deeply than ever in our economic advocacy. The Cobb and Salzman Awards recognize the significance of these efforts. I urge chiefs of mission and regional assistant secretaries to nominate more officers and ambassadors for these awards, to recognize their outstanding efforts on behalf of U.S. economic and commercial interests. ■

The author is assistant secretary of State for Economic and Business Affairs.

Combating International Bribery



Secretary Madeleine Albright signs the anti-bribery treaty in Paris. Looking on are Finland's deputy minister of finance, Juko Skianari, left, and Rodrigo de Rato-Figaredo, vice president of Spain's government and trade ministry.

By Thomas White

Twenty years ago the U.S. Congress passed the Foreign Corrupt Practices Act, which prohibits Americans from bribing foreign public officials to obtain business. The problem of corruption internationally has received considerably greater attention as recognition has grown of the tremendous costs it imposes on good governance, fair competition, economic development and efficiency. U.S. business has adjusted to operating within the terms of the anti-bribery law over the past two decades, but the lack of comparable prohibitions on off shore bribery in other countries has created an uneven playing field for American companies engaged in international business. American firms estimate they lose billions of dollars in international commercial contracts each year because of bribery by competing foreign firms.

But the situation is about to change dramatically for the better. On Dec. 17, at the headquarters of the Organization for Economic Cooperation and Development in Paris, Secretary of State Madeleine Albright signed a binding international Convention on Combating Corruption in

International Business Transactions. The agreement requires the United States and 33 other major industrialized countries to enact legislation by the end of this year to criminalize and provide "dissuasive" sanctions for business-related bribes to foreign public officials.

The anti-bribery convention marks a major achievement for the United States, which worked for more than 20 years to reach such an agreement with major U.S. commercial competitors. It's also a major achievement for the Department and for the Bureau of Economic and Business Affairs, which led the negotiation effort.

This diplomatic victory hinged on a team concept. Former Secretary Warren Christopher and then-EB assistant secretary Daniel Tarullo led a broad, multi-agency effort in 1994. They forged with the United States partners a general anti-bribery recommendation and an agreement to a program for the new OECD Working Group on Bribery.

The State team was broad based, since the anti-bribery effort touched on legal, international commerce, accounting, procurement, taxation and other issues, and the

The author is director of the Office of Investment Affairs.

application of these concepts from Australia to East Asia to Europe to Latin America to North America.

The Bureau worked closely with the Office of the Legal Advisor, the Bureau for International Narcotics and Law Enforcement Affairs and the Bureau of International Organizations Affairs, and with the Department's regional bureaus, particularly the Bureau of European Affairs, including the U.S. Mission to the OECD.

Overseas posts also contributed to the effort, both in terms of analysis of local attitudes, laws and regulations and through frequently testy exchanges with foreign government representatives as key decisions approached.

The EB-led team concept was replicated at the inter-agency level. A clear and compelling national interest in advancing this issue, shared by all involved agencies, set the tone for this process. Representatives from the Justice,

Commerce and Treasury Departments and from the Office of the U.S. Trade Representative and the Securities and Exchange Commission played important roles, including their Cabinet-level leadership. Secretary of Commerce Robert Daley chaired the U.S. delegation to the annual OECD ministerial meeting last spring, setting the course for December's historic anti-bribery convention. The signing of the anti-bribery convention is an important achievement for U.S. diplomacy, and illustrates the key role the Foreign Service performs in advancing concrete American economic interests abroad. The outcome will directly benefit honest American companies doing business overseas—with all the attendant job and export implications—while furthering U.S. efforts to foster economic reform, development and the democratization process internationally. ■

Technology Blues

By Audrey B. Huon-Dumentat

These days, we have too many communication choices. As efficient as many of these choices can be, they also have their failures. Faxes disappear into thin air. Phone messages left on answering machines go mysteriously unanswered. E-mails are left hanging in thin air with no acknowledgment or answer.

Any communication exchange is only as good as the lowest-technology equipment used to conduct it. Your super-duper fax machine can't "talk" to your counterpart's 1960s version. Your slower-than-molasses modem downloads gorgeous, full-color graphics from the web, when all you needed was one address! You distribute something on paper because the Internet is not yet the rage, and the Secretary of State publishes the same thing electronically. Then you discover that the Secretary's version went out differently from yours because the word processing program didn't convert the table right or the last-minute change didn't get hand-entered correctly. Is technology working for us or against us?

E-mail is everyone's favorite technology, but it seems to be overrated. It can take days for a message to get to me through the SMTP censor. Who is SMTP anyway? The IM personal mail gestapo?

Sometimes e-mail goes down for days, leaving most of us wondering why those folks in the Department are ignoring us. There are also the spooky electronic fits and starts. The phantom "this vs-mail user is unknown to the system" message appears, and you never find out whether the "unknown" user received it or not. Or you get a message indicating non receipt and find out later that the person got it anyway.

Just what do you do when someone's e-mail box is full and won't accept your message? You could always

resort to sending it by fax, if you can find a fax number. They're unlisted in most white pages. You could, as a last resort, send your message through the slow-boat pouch, but that hardly qualifies as a real communication solution these days.

Have you ever played e-mail and audix tag? Ever wished that secretaries were not becoming an endangered species at State? I've spent days trying to catch someone on the phone when a complicated problem required a real conversation.

I guess this is just part of doing business globally. There's no secret recipe for making sure a message gets passed well and answered. At least they don't kill the messenger anymore as they did in the old days of diplomacy, although I've been sorely tempted to take a bat to my computer when I get the message that someone's e-mail box is full.

For most routine things, e-mail is the way to go, but I admit this only with a sigh of resignation. It's quick enough for most purposes, and qualifies as more or less "record" traffic since it can be documented.

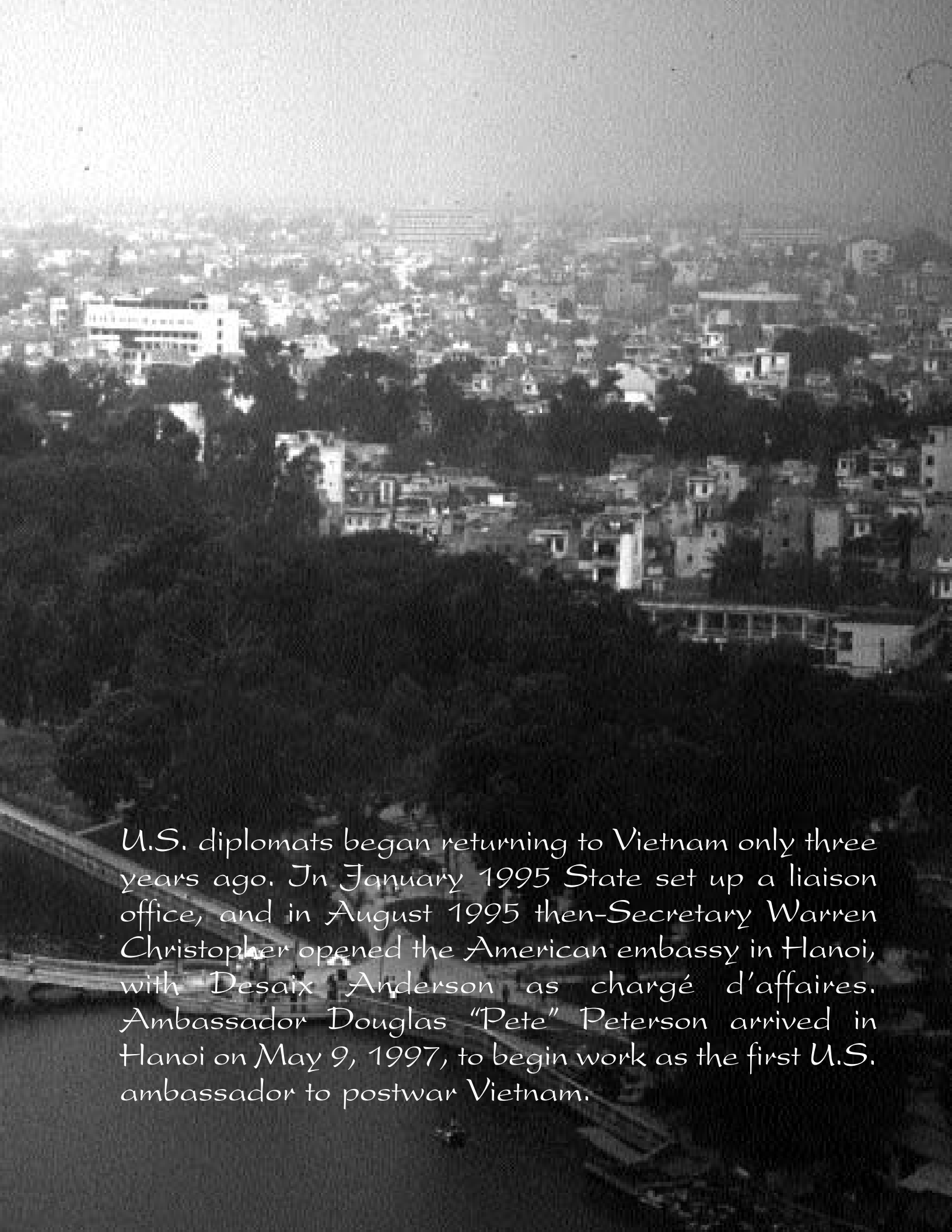
I used to prefer cables, but nowadays they seem to tick people off, so I've joined the kinder-and-gentler bureaucratic ranks. Now, when action is necessary and needs to be traceable, my personal preference is the Stone Age yellow routing and transmittal slip, Optional Form 41, to be precise. My second choice is the tried-and-true interoffice memo, though I don't go so far as to use the standard form because it's an oddball size that won't work with my printer. And even if it could, I can't figure out how to format it correctly so it prints out right.

The author is assistant general service officer at the embassy in Dakar, Senegal.

Post of the Month:

Hanoi

Building Toward a New
Future in Vietnam

An aerial, black and white photograph of Hanoi, Vietnam. The city is densely packed with buildings and trees, with a prominent white building visible on the left side. The image is slightly hazy, suggesting a high-angle view from a distance. The text is overlaid on the bottom portion of the image.

U.S. diplomats began returning to Vietnam only three years ago. In January 1995 State set up a liaison office, and in August 1995 then-Secretary Warren Christopher opened the American embassy in Hanoi, with Desaix Anderson as chargé d'affaires. Ambassador Douglas "Pete" Peterson arrived in Hanoi on May 9, 1997, to begin work as the first U.S. ambassador to postwar Vietnam.

Post of the Month: Hanoi



Photos by Robert Carlson

Ambassador Peterson was an inspired choice for the position—a former congressman and a former prisoner of war who spent more than six years at the Hoa Lo prison, dubbed the “Hanoi Hilton” by some POWs.

Since the early 1990s, Ambassador Peterson, a former Florida congressman, had returned to Vietnam several times to bolster reconciliation efforts, and even visited his old jail cell.

“This is a historic event and the beginning of a new era of constructive relations between Vietnam and the United States,” he said as he arrived at Hanoi’s Noi Bai international airport to assume his ambassadorial post.

Vietnamese well-wishers, American veterans and business representatives welcomed the ambassador under the sweltering sun, as he told them his top diplomatic priority was to seek “the fullest possible accounting of persons missing from the war.” More than 2,000 Americans are officially missing from the war.

Ambassador Peterson also called for the conclusion of a trade agreement with Vietnam. “Simply put, the U.S. policy is to help Vietnam become a prosperous country, at peace with its neighbors and fully integrated into this most dynamic region of the world,” he said.

Since his latest arrival in Vietnam, he has worked with Foreign Service and Department of Defense personnel to implement U.S. foreign policy, protect American citizens, advance American business interests and provide a working and living environment able to support this active mission.

Since January 1995, the embassy staff has grown to include some 50 direct-hire American and 130 local employees, representing State, the U.S. Information Service, the Foreign Commercial Service, the Foreign Agricultural Service, the Defense Attachés Office, the Joint Task and the Force–Full Accounting, and a Centers for Disease Control physician. The embassy’s constituent post in Ho Chi Minh City, with a dozen Americans and nearly 40 Vietnamese employees, also includes representatives of the Immigration and Naturalization Service.

The embassy’s work is exciting, but hectic. In the last year, owing to the United States’ constructive engagement with Vietnam, the two countries signed a copyright agreement and are making progress toward science and technology, trade, and aviation agreements.

The gratification of helping make a difference for both countries is a much-needed compensation for the difficult working conditions. The chancery is in the third year of reconstruction, and before the project is completed, the search is already on for a site for a new embassy.

The embassy’s housing pool includes apartments and single-family homes. Only seven employees reside at the diplomatic compound built by the host government. In the urban European tradition, the houses are tall rather than sprawling. It’s not unusual for a 1,000-square-foot house to have three levels.

Much of Hanoi has an almost medieval flavor. Different guilds have different streets on which they hawk their wares. To this day, there is a silk street, a metalworkers’ street, a goldsmiths’ street and the newcomers: streets devoted specifically to plumbing fixtures, tiles, rubber hoses, bookbags, wedding dresses, TVs, kitchen appliances, raincoats, sports equipment, water tanks and other goods.



A street vendor offers yams for sale.

The full range of what's available is within one block, and the proximity keeps the prices in check. There are also Western incursions, such as the Czech crystal stores with Western prices and local supermarkets with counterfeit electronic goods.

Although most Americans' images of Vietnam are of a nation at war 20 years ago, today's Vietnam is a dynamic, changing young nation. Sixty percent of its 77 million citizens were born after 1975. Vietnamese youth frequent discos with names like Metal and Roxy, speak or are studying English and cruise the streets on Honda Dream motorbikes.

Hanoi's traffic is a mixture of bicycles, motorcycles, cars and trucks going at different speeds, no traffic lights, and pedestrians walking across all of this. There are several theories of roadway survival. One theory is that the traffic is a river and you are a rock it flows around; another advises never to look back since no one else does; still another, never stop because you'll cause an accident.

"Never stop" is the advice the entire embassy staff in Hanoi appears to be following as it strives to expand the relationship between the United States and Vietnam and to advance U.S. national interests in Southeast Asia. ■



Right, the U.S. embassy in Hanoi. Below, bicycles and motorbikes serve as the primary transportation on Lan Ha Road, the street outside the embassy.



Post of the Month: Hanoi

Vietnam on two Wheels



Political Officer Ted Osius and Information Management Specialist Daniel Fern on the trip with just over 900 miles to go.

By Daniel Fern

An information management specialist and political officer posted in Hanoi explored the heart of Vietnam during a 1,200-mile bike ride from Hanoi to Ho Chi Minh City.

The sun was just starting to rise. It was Saturday, and I was among a group of nine bicyclists—one Australian, one Vietnamese and seven Americans—en route to Highway 1. By the time we reached the highway, it was already congested with vehicles. Since the road was completely blocked by traffic, we picked up our bikes and walked on the railroad tracks along this stretch

of highway, bypassing the traffic. The farther we rode from Hanoi, the quieter it became. There were fewer horns honking, fewer cars and motorbikes.

In the countryside, we were greeted by children who came out of nowhere to greet us and ask our names. They waved their little arms vigorously and jumped with joy. I often found that the children's enthusiasm helped me forget my frustrations with the Vietnamese bus drivers who sometimes intentionally tried to run us off the road. Bus and truck drivers were fast and reckless and constantly honked their horns—reminding me of what I disliked about living in Vietnam. But then a young child would run up to the side of the road with a big smile and greeting, and my frustrations

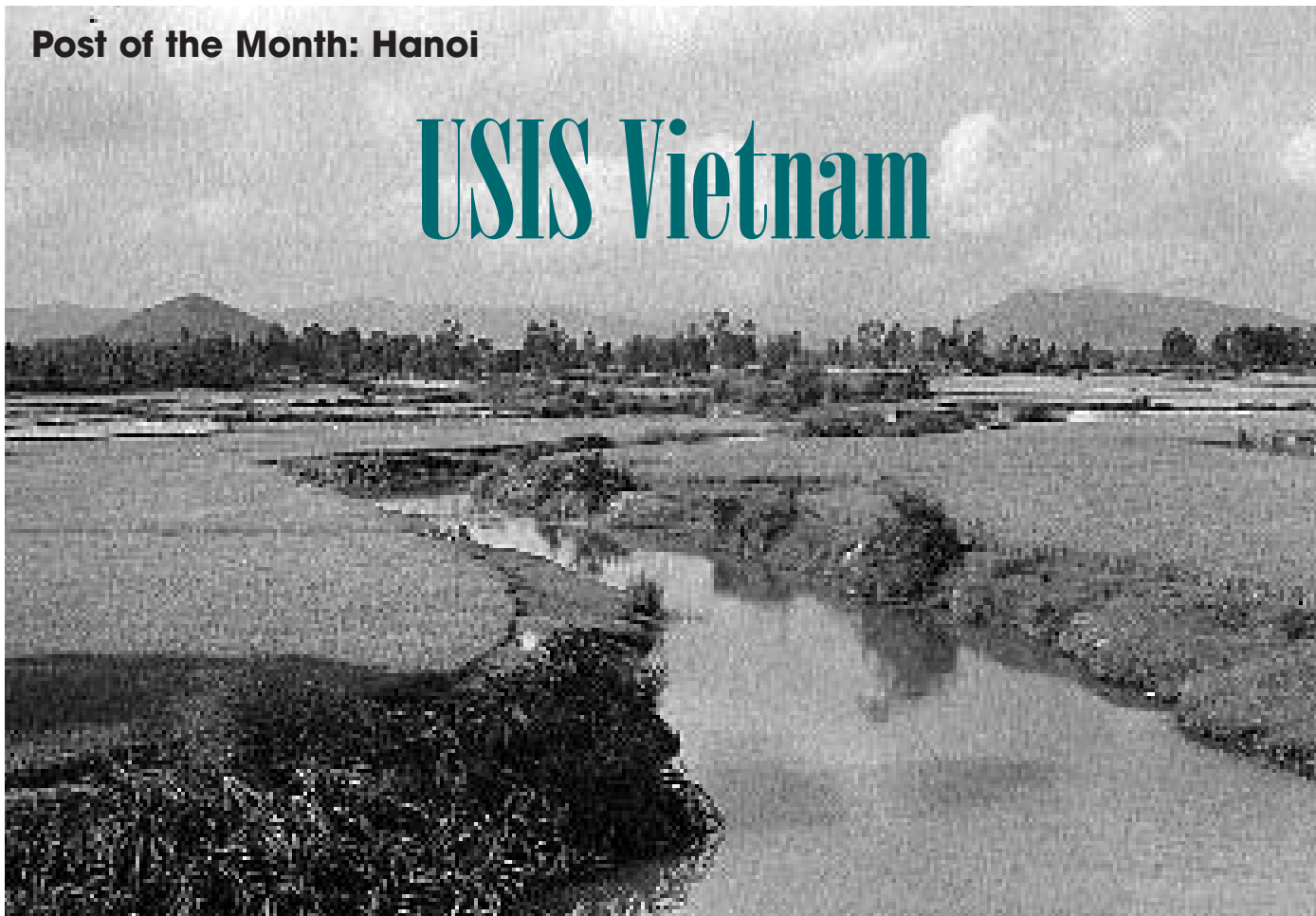
disappear. The children became the highlight of the trip.

It rained for less than two hours during the entire 14-day trip. We stopped often to take photos and got to know several of the beautiful cities as we passed through them—Hue, Da Nang and Hoi An, among them.

On the final day of our trip, horrific traffic forced us to concentrate on just riding the final 50 kilometers into Ho Chi Minh City. It wasn't until we crossed the Saigon Bridge that we knew we'd made it, one flat tire, two bruises and 400 pictures later. Only a climb up Mount Everest could exceed the feeling of accomplishment. I wonder if Ted Osius will put that trip together, too? ■

The author is an information management specialist in Hanoi.

USIS Vietnam



By Elizabeth Kauffman

When Public Affairs Officer William Bach arrived in Hanoi in September 1995, every task needed attention: furnishing office space, hiring and training a staff, mapping a public diplomacy plan and explaining to Vietnamese counterparts how educational exchange and information programs contribute to building a solid relationship. In addition, Mr. Bach acted as embassy press liaison, arranging press releases, briefings, media interviews and press conferences for U.S. officials.

By 1997, an American assistant and six Vietnamese employees had joined Bach in administering exchange and information programs focused on market-oriented economics and the legal foundations of a civil society. Plans are under way this year for a Ho Chi Minh City branch.

A 20-year hiatus in State's Vietnam presence creates gaps in mutual understanding that can be filled only by two-way personal exchanges. The Fulbright Program, initiated in Vietnam in 1992, enrolls some 30 Vietnamese officials, scholars and professionals annually in graduate programs at leading American universities. At the Fulbright Learning Center in Ho Chi Minh City,

American Fulbright lecturers offer rigorous coursework in principles of market economy decision making to more than 150 business executives and economic policy makers from throughout the country. In 1997, the program began funding American graduate student research in Vietnam. Plans for 1998 include placing American lecturers at seven universities throughout Vietnam to teach and consult in various disciplines.

Besides academic exchanges, the U.S. Information Service annually funds up to 30 one-month international visitor programs, matching selected Vietnamese opinion leaders—lawmakers, educators, editors, artists and journalists—with their American counterparts. They discuss such issues as consumer rights, sustainable development, U.S. commercial law or the role of women in U.S. politics. American speakers and specialists travel to Vietnam to discuss specific issues with counterparts.

In one such program, the suggestions of an American expert in commercial law, conferring with lawmakers on Vietnam's draft commercial code, resulted in a code more compatible with international norms. Other programs have

The author is a country affairs officer with East Asian/Pacific Affairs.

included seminars on intellectual property rights protection or American regionalism. Under the Citizen Exchange Program, projects initiated by American non governmental organizations and academic institutions result in learning and institutional links. A growing Information Resource Center in Hanoi provides timely articles and policy information to key Vietnamese opinion makers.

USIS promotes understanding of the United States through book donations to Hanoi University, an English Teaching Fellow at the Institute of International Relations, a Library Fellow at Can Tho University, a

series of book translations, and a university affiliation between the University of San Francisco and Hanoi National University Law School.

The agency also promotes U.S.-Vietnam cooperation in the fields of educational reforms, and encourages privately funded educational exchange. Under a cooperative agreement with the Institute for International Education, USIS provides information on higher education in the United States to Vietnamese students and institutions and promotes contacts between American and Vietnamese universities. ■



By Robert Richard Downes

I've taken on many different assignments and tasks during my Foreign Service career. I investigated murders and visited prisons during my consular days, accompanied local police as they ran steam-rollers over hundreds of pirated tapes and watches, and engaged in all-night negotiating sessions involving literally billions of dollars of multilateral assistance programs.

But I never expected to represent my country by driving in a sulky race as I did at the Mariendorf Trabrennbahn in Berlin on German-American Friendship Day.

A sulky is a seat suspended over two wheels and pulled by a horse at up to 40 miles per hour. In many respects, sulky racing is similar to the chariot races in *Ben Hur*, but the horses trot rather than run and it's considered bad form to hit your opponents with a whip or run into their sulkies with spiked wheels.

I was introduced to sulky racing during a staff meeting at the U.S. embassy in Berlin. The mayor of

A Day at the Races

Templehof was looking for American representatives to drive in the special German-American Friendship Cup race. As a Texan who had done some minor rodeo riding in high school, I found this was too intriguing an opportunity to pass up.

Germany requires eight to 10 hours of instruction before you can drive a sulky, even in an amateur race. I squeezed in the training time before work and on weekends.

The race was 1,900 meters, or one-and-a-half times around the track, and I was fortunate to have the coveted first-place position in the center of the track. As the only American among the nine drivers, I felt extra pressure to do well.

As we passed the crowd for the first time, I was in third place and gaining on the second horse. Suddenly a horse's head appeared over my shoulder, and the horse began to kick my cart. My own horse, Jump for Joy, picked up speed. As we completed the first lap, I was still in third place and moving faster to overtake number two. The crowd went wild as we neared the finish line, but sadly the cheers were not for me. In the last 300 meters while I was zipping along at 65 kilometers per hour, three other horses slipped by me. Yet for the only beginner in the race, fifth place wasn't so bad. After all, there's always next year!

The author is a Foreign Service officer assigned as treasury representative to the embassy in Berlin.

STATE OF THE ARTS



Focusing on Art



Rosalie Dangelo

By Donna Miles
Photos by Rosalie Dangelo

During 21 years at State, Rosalie Dangelo has been a public information specialist, a personnel specialist and an ombudsman for Civil Service employees. But it wasn't until 1980, when she bought a new camera, that she realized she's something else, too—an artist.

"Once I got that camera, I started to see things through a different set of eyes," said Ms. Dangelo, now serving a detail in the Department's Africa Bureau. "Photography gave me an opportunity to focus my mind in a totally different way, to be free to get closer to things and see beauty in them."

Much of Ms. Dangelo's work centers around nature—birds, flowers, light dancing on bodies of water. She's

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traveled extensively pursuing her art, to Italy, New Zealand, Sweden, Belgium and The Netherlands, as well as Florida and the American Southwest. Most recently, she traveled to Albuquerque, N.M., to capture images of holiday luminaries.

But Ms. Dangelo considers herself a simple photographer. She owns just two lenses, prefers taking her film to a lab over processing it herself, and bought a tripod only after she realized she needed one in the darkness of the rain forest. "I don't work with a lot of gadgets," she said. "All I need is my camera and whatever it is that touches me visually."

"Photography provides me a creative outlet, a chance to expand myself beyond what I do at the office each day," Ms. Dangelo said. "I've had people come up to me when I'm shooting and say, 'You look so happy!' And I realize that when I'm photographing, I'm smiling."

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. If you or someone you know fills the bill, drop us a note at the mailing or e-mail address on the inside front cover.



Lynton, England

Department Hosts Concerts

By John Bentel

The State of the Arts Cultural Series recently hosted Chechen-born cellist Tanya Anisimova, who won first prize at the prestigious Prague Young Artists International Competition at the age of 15. Ms. Anisimova's program of Bach compositions, played on an Italian cello over 100 years old, began with Suite I, Prelude. She segued into Suite II, Prelude Sarabande in D minor, and concluded with Partita III, Preludio Loure. The program continued with improvisational music, concluding with an encore of "The Flight of the Bumble Bee" performed at a breakneck speed.

Returning for his fifth appearance at the State of the Arts Cultural Series, former Foreign Service Officer Steven Alan Honley performed a recital of "Music by American Composers." An accomplished instrumentalist, singer, and composer, Mr. Honley directs music at an Alexandria, Va., church, is assistant conductor of the Washington area Friday Morning Music Club Chorale

and has long been part of the choral program at George Washington University.

Mr. Honley started his most recent State performance with several Edward MacDowell selections, including "New England Idyls," "In Puritan Times" and "Sea Idyls". He also played his organ version of Charles Ives' "Variations on America," then offered short selections from Leonard Bernstein's "Anniversaries" series and the Dutch hymn "We Gather Together."

Mr. Honley was a Foreign Service officer from 1985 to 1997. Following postings in Mexico and New Zealand, he served in the Bureau of Political-Military Affairs, the Bureau of African Affairs and the Board of Examiners. He led the Ambassadors of Song and played French horn in the Diplomatic Brass Ensemble and was *State Magazine's* first regular music critic from 1990 to 1994. He left the Foreign Service to pursue a career as a freelance musician and writer.

The author is a computer specialist in the Executive Secretariat.

ASK DR. DUMONT

BY CEDRIC DUMONT, M.D.

Q. Our baby is now sitting up and crawling, and my family and friends buy lots of toys for her. I'm not sure about the general safety considerations when buying toys for infants and toddlers. What should we be looking for before we give our infant something new to play with?—ARA

A. You're correct in recognizing that there are different safety concerns for each stage in a baby's development. In general, all infant toys should be washable because they are mouthed frequently and passed around, spreading germs. Toys with hard plastic, rubber or other cleanable surfaces should be washed and disinfected in a mild bleach solution at least once a day. Another safety guideline is to be sure that all parts of any infant toy are at least 1 1/4 inch in diameter so they can't be swallowed, and that stuffed animals are not so large or heavy that they could suffocate children.

Shatterproof mirrors washable dolls and stuffed animals with riveted eyes soft stacking blocks and nesting toys and cloth, vinyl or board books are safe and appropriate toys for the first year. But rattles warrant special consideration. The Product Safety Commission recommends against giving a rattle smaller than 1 3/8 by 2 inches to a baby because it could lodge in the baby's windpipe and cause suffocation. For 1- to 2-year-olds, pull toys with strings no longer than 12 inches books with cloth or cardboard pages large-sized snap-together beads and blocks banging musical instruments such as xylophones large-sized crayons, watercolors or nontoxic markers and puzzles with knobs and a few large pieces are both safe and appropriate choices.

Q. I have the distinction of being a male "baby boomer." As I age, I'm wondering if there are any particular health risks for my generation. Are there specific things, besides maintaining normal weight, not smoking or drinking to excess and keeping an active lifestyle, that I should be doing to protect my health?—NEA

A. Male baby boomers, that group of men born between 1947 and 1954, have no specific health risks other than those of the normal aging process. The big four risks are skin cancer,



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.

prostate cancer, colon cancer and diseases of the heart and blood vessels—diseases that are curable when diagnosed and treated in the early stages. Yet some people, particularly men, don't take advantage of the screening and preventative measures their doctors offer, and seek out medical attention only when a problem arises.

Beginning at about age 40, it's advisable to have a blood pressure reading yearly, and more frequently if it's abnormal. Also recommended are annual checks for colon and prostate cancer, with either a rectal examination, a blood test or a special visual colon exam. Testicular self-exams should be conducted every three months. In addition, maintaining a weight near the ideal, sticking to a regular exercise program, and eating a low-cholesterol diet that's rich in vegetables, fruit and grains all contribute to a healthy lifestyle.

Q. I get cold sores when I'm sick, if I have a fever, if I'm out in the sun and if I get very angry or upset. Sometimes I get them for no apparent reason. I've heard of at least 100 treatments, from applying ice to smallpox vaccinations to painting the lesions with a variety of ugly, bad-tasting liquid concoctions. Is there a cure? Is there anything that will help reduce the frequency or the pain or the length of time I have these miserable sores?—AF

A. The bad news is that there's no cure for the herpes simplex virus, the one responsible for cold sores and fever blisters, and some 20 percent of American adults are affected and have an average of three eruptions each year. Recently introduced medicines such as Acyclovir, also called Zovrax, have been associated with shortening the course of the outbreak. A new medicine called Peniclovir has been particularly promising. It comes as an ointment and is applied directly to the sores to block the virus from replicating its DNA. The pre-eruption pain is lessened, and the course of the outbreak is shortened by as much as 25 percent. As the sores are healing, it's important to avoid letting fluid from the blister come in contact with others, as the virus can be transmitted to others.

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

O B I T U A R I E S



Karl Ackerman, 70, former assistant secretary of State for Security, died Sept. 21 in Bethesda, Md. He joined the Foreign Service in 1949, serving as a security officer in Rome, with later postings in Paris, Taipei, Oslo and Bangkok. In Washington, Mr. Ackerman was deputy executive secretary, executive director of the Bureau of Inter-

American Affairs and director of Foreign Service assignments. He retired in 1982.



Earl A. Ambre, 68, a retired personnel management specialist, died Nov. 12 in Phoenix, Ariz. Mr. Ambre joined the Department in 1979, managing its retirement planning and career transition programs until his own retirement in 1995.



Barbara Candelaria, 67, died Aug. 8 in Prescott, Ariz. While accompanying her husband, retired Foreign Service Officer Benjamin Candelaria, on overseas tours, Mrs. Candelaria worked for the Department. She served in several offices in Nairobi and headed up health units in Havana and Maputo. She left State when her husband retired in 1990.



Gabrielle Teresa DeThomas, 15, daughter of Joseph DeThomas, deputy chief of mission in Vienna, and Karen DeThomas, died Dec. 1 in Vienna. She was a student at the American International School in Vienna and had accompanied her parents to assignments in Mexico and Addis Ababa before arriving in Vienna last August. (See related story, page 39).

Dwight Dickinson III, 80, ambassador to Togo from 1970 to 1974, died Sept. 24 in Newport, R.I. Mr. Dickinson entered the Foreign Service in 1946 and served in Mexico City, Curaçao, Beirut, Rabat, Paris, New York and Washington. He retired in 1974.



Robert L. Gingles, 62, a retired Foreign Service officer who served in the Bureau of Administration, died Sept. 4 in Buenos Aires. He joined the Foreign Service in 1966 and served in Washington, Yaounde, Sofia, Islamabad, Paris, Buenos Aires, Rome, Tehran, Mexico City and Paris. He retired in 1984.



Parker T. Hart, 87, former assistant secretary of State for Near East and South Asian Affairs from 1959 to 1961 and ambassador to three countries, died Oct. 15 in Washington. He spent 31 years in the Foreign Service, serving as ambassador to Saudi Arabia, Turkey and Kuwait and minister to Syria and Yemen before being named director of the Foreign Service Institute. He retired in 1969.

Billy N. Hughes, 73, died Sept. 18 in Nashville, Tenn. Mr. Hughes joined the Department in 1951, with postings in Hong Kong, Panama, Washington and Orlando, Fla. He retired from the Office of Diplomatic Security in 1987.

Richard T. Kennedy, 78, undersecretary of State for Management from 1981 to 1982 and ambassador-at-large from 1982 to 1993, died Jan. 12 in Washington. After 30 years in the Army, he held positions on the National Security Council staff, and served as deputy assistant to the President for National Security Planning and on the Nuclear Regulatory Commission. Ambassador Kennedy became special adviser to the Secretary of State for Non-Proliferation Policy and Nuclear Energy Affairs, and the U.S. representative to the International Atomic Energy Agency in Vienna, where he chaired the board of governors. He chaired the steering committee of the Organization for Economic Cooperation and Development's Nuclear Energy Agency, serving as the U.S. representative. He retired from State in 1993.

O B I T U A R I E S



Goodwin Shapiro, 76, a retired Foreign Service officer, died June 25 in El Paso, Texas. Mr. Shapiro joined the Department after World War II in an administrative capacity before becoming an aide to Ambassador Daniel Bell and Ambassador Arthur Dean. He entered the Foreign Service in 1956 and served in Mexico, South Korea, Spain and Argentina before

becoming deputy director of the Office of Special Consular Services. He retired in 1980.

Henry L. Taylor, 79, a retired Foreign Service officer, died Aug. 25 in Jacksonville, Fla. Mr. Taylor joined State in 1943 and served in Bogota, Buenaventura, Grenada,

Tegucigalpa, Sao Paulo, San Luis Potosi, Mexico City, Panama, Islamabad, Tehran and Washington, D.C. He was a desk officer for Costa Rica, Guatemala and Nicaragua, served in Panama City during the 1964 riots and coordinated Cuban Affairs in Miami during the first airlift. He retired in 1974.

State Magazine welcomes contributions to the obituary column in the format displayed. Every effort will be made to return photos. Magazine policy is to publish obituaries of State Department employees or retirees and immediate family members of current Department workers at the family's request.

Berg Celebrates Golden Anniversary

John H.R. Berg, chief of the Travel and Visitors Unit at the U.S. embassy in Paris, recently celebrated 50 years of federal service—48 with State.



Ambassador and Mrs. Felix G. Rohatyn commend John H.R. Berg for 50 years of U.S. government service. Mrs. Berg is on the left.

Mr. Berg began his government service in 1947, working for the U.S. Army after fleeing Nazi Germany. He joined the embassy staff in Paris two years later.

To commemorate his golden anniversary, Ambassador Felix G. Rohatyn presented Mr. Berg with a 50-year Length of Service Award and the Secretary's Career Achievement Award. His service was commended on the floor of the U.S. Senate, with the Congressional Record entry: "... be it resolved, it is the sense of the Senate that John H.R. Berg deserves the highest praise from the Congress for his steadfast devotion, caring leadership and lifetime of service to the United States government."

State Workers Rally to Comfort Grieving Family

By Joseph M. DeThomas

Our 15-year-old daughter, Gabrielle, went to bed early Nov. 30 feeling nauseous and achy. We put her to bed, made her as comfortable as we could, agreed she should stay home from school in the morning and told her we would take her to the doctor in the morning if she still felt ill. She went to sleep and died of bacterial meningitis during the night, devastating our family, diminishing the amount of light in the world, but also unleashing a surge of support from the American community in Vienna, the Foreign Service and the Department. Our family lost its brightest light and greatest hope, but it was rescued by the Foreign Service and expatriate American family.

I returned home from the office to be told the news about Gaby by my wife. Our first moments of agony were spent alone. Within minutes, however, members of the embassy community began to arrive. First, Robbi Keyes came to hold my wife and comfort her, while I tried to make sense of this disaster and provide information to the rescue squad and the Vienna police. Thereafter, a stream of embassy personnel and family members arrived to take us and the situation in hand. Regional Psychiatrist Janet Mules, Regional Medical Officer John Keyes, Regional Security Officer Tony Richards, Consular Foreign Service National Michael Strahberger and Administrative Counselor Steven White assumed the practical tasks of dealing with the Austrian authorities.

Perhaps more importantly, an army of embassy and nonofficial Americans organized themselves by some magic unapparent to us, keeping us functioning, healthy and, above all, company. Ambassador Kathryn Hall and her husband, Craig, and their fellow Vienna chiefs of mission John Ritch and Sam Brown led the way. In particular, Ambassador Hall and her husband encouraged embassy personnel and families to visit us, rather than keep the traditional distance and space neither of us wanted or needed.

Christina Ritch and Alison Teal Brown spent the next four days holding the our hands and warding off despair with patience, conversation and hugs. Anne Snyder and her husband, Deputy Chief of Mission Joe Snyder of the U.S. mission to the U.N. organizations in Vienna, with the omnipresent and tireless Dr. Mules, ran the equivalent of a four-day wake—organizing hundreds of visits, phone calls, prayer services, meals and crying jags. The English-speaking clergy and churches of Vienna galvanized and focused the prayers of hundreds of well-wishers. Each carried at least a small piece of our grief away with them.

Robbi Keyes and other mothers recognized that our 9-year-old son, Ben, needed a break from the drama playing out in our residence. They organized play dates to

allow him time with children his own age. One little fourth grader who lived down the street invited Ben to play. He followed up with a special written invitation designed to appeal to the mind of a 9-year-old boy.

Calls from the Department and other U.S. government agencies began as soon as Washington awoke to the news of Gabrielle's death. Our gang of embassy spouses and FSNs, including Donna Craven, Marilyn Wipple, Waltraud Lenzhofer and Margit Kubinecz, ensured that we were not overwhelmed by the phone, but managed to keep a flow of visitors and calls coming to us to keep us talking. They took their job seriously. When the Secretary called one night after we had gone to bed, it took some serious negotiation with our phone screener to get her put through to our bedroom. And above all, my secretary, Margie Douglas, my driver, Eric Fuchs, and the DCM residence staff refused to rest if there was a single burden they could lift from us.

My own past came back to haunt me in a most positive way. Colleagues from UNVIE, including Mark Fitzpatrick, Ira Goldman, Roy Simpkins and Sam Boskin, took turns sitting with me, letting me rage at the universe or reminisce about Gaby. The same continued after we left Vienna. We accompanied our child's body home Dec. 5, and were met at Washington's Dulles Airport by John Feeney and Ruth van Heuven of the European Bureau's Austria, Germany, Switzerland office. Colleagues from 20 years of Foreign Service life called, visited and sat with us at the visitation and funeral for Gabrielle. My assistant secretaries, deputy assistant secretaries and ambassadors from current and past assignments all stepped forward.

Gaby's burial Dec. 8 in Arlington, Va., marked the end of the longest and most disastrous week of our lives. We would not have survived it without the support and care of an extended Foreign Service family accumulated without our knowing it over 20 years. Karen and I often complained that our transient lifestyle and my position as DCM deprived us of friends and companionship. At our darkest moment, however, the bonds of our special community tightened and held us up.

In our effort to recover from our loss, we have been reading about how to deal with bereavement. Whether by design or intuition, it is clear that our community did precisely what the experts say should be done to comfort the grief-stricken. We were borne through this worst of personal disasters by hundreds of hugs and thousands of prayers from a unique and extraordinary family. While we know we have mentioned only a few of the people who called, wrote, touched, hugged or prayed for us, each gesture was a gift beyond price. We will never forget them. We love them all.

The author is deputy chief of mission at the U.S. embassy in Vienna.

ACCENT ON OUTREACH

BY DIANA WESTON

Giving Back to the Community

For the past six years, dozens of Department employees have been practicing the tenets of both Secretary Madeleine Albright and President Clinton by bringing their specialized skills to a Washington, D.C., inner-city school.

The Washington High Schools International Studies Partnership, the outreach program instituted and run by our colleagues in partnership with multi-ethnic Cardozo High School, meets the Secretary's mandate that Department employees enthusiastically reach out to the American people to create a greater understanding of how foreign policy affects their daily lives, and how the Department goes about serving the public's needs and interests. The program also meets the President's education initiative to ensure high-quality education for all Americans.

When their help was declined at a district food shelter on Christmas Eve in 1991, the Tom Miller family learned that holidays can produce more volunteers than are needed. That experience helped Mr. Miller, currently ambassador and special envoy for Cyprus, decide that meaningful volunteerism should last longer than the holiday season and should use volunteers' special skills and talents.

He and Jock Covey, now senior director for Bosnia at the National Security Council, recognized that the Department's rich resources could enhance district students' lives, so they initiated a program to bring Department officials and district high school students together. The two agreed that a Model U.N. program would be an ideal venue for their purposes, but learned that the district lacked the resources and budget to run one. They proposed a partnership with them supplying the foreign policy experts and raising private funding if the district would create a Model U.N. program.

The Washington High Schools International Studies Partnership was launched in 1992 with 10 Department volunteers, 30 Cardozo High School students and two teachers. The program consists of two or three 10-week sessions during the school year. Over the last six years, hundreds of students in grades 9 to 12 have participated, and more than 100 Department employees and seasoned Model U.N.ers at George Mason, George Washington and Georgetown universities help with simulation exercises.

Ambassador Miller views the Model U.N. format "as an opportunity for students to build skills, learn and have fun." Through discussions with teachers and sub-

stantive officers, visits with country desk officers, tours of State's operations center and visits to foreign embassies, the students prepare themselves for simulation exercises where they role-play as country representatives at a U.N. Security Council meeting and attempt to resolve a typical international challenge. They leave the experience with a greater awareness of, interest in and appreciation for other cultures, foreign policy issues and the Department. They also develop many diplomatic skills useful in daily life: communication, cooperation, leadership, teamwork, conflict resolution, negotiation and persuasion abilities.

The volunteers also provide more immediate and tangible rewards: a briefing by Recruitment's Russell Taylor about job and career opportunities, pizza and soft drinks in the Operations Center or Treaty Room, T-shirts, a trip for some participants to the U.N. General Assembly to meet the U.N. Secretary General and retail gift certificates.

After returning from a three-year tour abroad, the ambassador wants to expand the program to involve students at all 13 district high schools. Through this effort, he hopes to encourage students to participate in the Department's work-study and college scholarship programs and, ultimately, to consider pursuing careers in foreign affairs. He and other long-term participants hope to encourage more people in the Department to volunteer an hour or two each month to coach, mentor, role-play, share experiences, coordinate or provide administrative skills.

As Ambassador Miller said, "Tell us your strengths and we'll find a need." Bureau of Inter-American Affairs' Annie Pforzheimer described the program as "an opportunity to become more connected with, and to give something back to, the community where we work." Interested persons may contact Elmira Bayrasli at (202) 647-0684. ■

The "Accent on Outreach" page highlights the various ways our colleagues fulfill the Secretary's mandate to reach out to the American people. If you have a story to share, contact Diana Weston, PA/PC, at (202) 647-5826.

The author is a public affairs specialist in PA's Office of Communication.

FOREIGN SERVICE PERSONNEL

Appointments (January)

Crittenberger, Katharine C., Arms Control and Disarmament Agency
Hadda, Katherine B., European Affairs
La Fleur, Christopher J., Tokyo
Oleszycki, Charles R., Arms Control and Disarmament Agency
Smith, Glenn A., SUVA

Retirements (January)

Burns, Grace B., Canberra
De Vos, Peter Jon, Intransit-Costa Rica
Emond, Richard Bernard, Administration, Information Management
Gralnek, Maurice N., Jakarta
Hamic, George A., Osaka Kobe
Harrison, Carl D., Diplomatic Security
Hayes, Joseph E., East Asian and Pacific Affairs
Hendrickson Jr., E. Mason, Manila
Howard Jr., Edwin W., Diplomatic Security
Huff, James Gerhard, Personnel
Kellner, Kenneth J., Diplomatic Security
Lecker, Frederick Charles, Diplomatic Security
Mackie, Nancy J., Nairobi
McCray, Jimmie L., Jerusalem
McDonald, Richard Henry, Tirana
McGhee, Joseph R., Rome
McGuire, Roger A., Canberra
Mutch, Frank K., Panama
Quainton, Anthony C. E., Dir. Gen. of For. Ser. & Dir. of Personnel
Quinones, Carlos Kenneth, Intelligence and Research
Ransom, David M., Intransit-Bahrain
Reams, Ronald Aubrey, Cairo
Simpkins, Leroy C., Vienna—U.N. Mission
Swenson, Roger G., Political and Military Affairs
Waight, James W., Diplomatic Security

Resignations (January)

Agiewich, Erica S., Bucharest
Atherton, Betty Chiang, Bamako
Bloom, Ricky M., Mexico City
Bock, Andrew M., Budapest
Boyle, Teresa Jeanene, Abidjan
Bradshaw, Mutsumi R., Rangoon
Dinger, Paula G., Suva
Goodman, Julie, Windhoek
Grant, Ward G., Belize City
Johnson, Natalie A., Executive Secretariat
Keshap, Karen Young, Rabat
Laney, James T., Seoul
Lyew, Lloyd Yancy, Moscow
McHugh, Carol Weitz, Sanaa
Mitchell, Sondra R., Manama

Transfers (January)

Allt, Emily J., Pre-Assignment Training to Tirana
Arriaga, Robert D., Damascus to Tunis
Asdourian, Jon Dwight, Sofia to Diplomatic Security
Bailey, Laura A., Montevideo to San Jose
Bakas, Mary Ann, Budapest to European Affairs
Bandler, Donald Keith, Paris to National Security Council
Barron, Frederike A., Personnel to Tokyo
Bates III, Frank, Moscow to Diplomatic Security
Broadway, Jamuna D., Public Affairs to Athens
Bryan, Carol A., Istanbul to Lima
Burnworth, Richard L., Bogota to Administration
Campbell, Piper A., European Affairs to Croatia
Catt, Michael S., Moscow to European Affairs
Chalupsky, Steven J., Harare to Lagos
Chatelain, Timmie Thomas, Phnom Penh to Banjul
Conte, Francis M., Bucharest to Port-au-Prince
Corn, Glenn, European Affairs to Moscow
Davies, Joyce, Nairobi to La Paz
Dee, Diane, Beijing to Sofia
Deslover, Michel M., East Asian and Pacific Affairs to Rangoon
Ellis, Elizabeth Ann, Belgrade to Near Eastern Affairs
Escobedo, George L., Diplomatic Security to Administration, Information Management
Evers, Alan, FS Specialist Intake to Office of Foreign Buildings
Failla, Sebastian R., Vienna (OSCE) to Moscow
Fasciglione, Richard J., Port of Spain to Damascus
Flanagan, Ellen M., Bonn to Frankfurt
Flintrop, Martina T., Lomé to Johannesburg
Foynes, Melissa Claire, London to Ho Chi Minh City
Franke, Durwood L., Quito to Administration, Information Management
Gabler, Bradley D., Brazzaville to Phnom Penh
Gelbard, Robert S., Personnel to Office of the Secretary
Gill, William, Mumbai to Casablanca
Glaser, Kathleen M., N'Djamena to Tel Aviv
Glover, Kira Maria, Foreign Service Institute to St. Petersburg
Gonzales, Rebecca E., Athens to Bogotá
Goodman, Andrew Lewis A., Miscellaneous Other UO Agencies to Office of the Secretary
Grooms, James W., Hanoi to Bogotá
Guerrero Jr., Raymond J., Lima to La Paz
Hahn, Helen H., Muscat to Paramaribo
Hamilton Jr., Hugh G., Personnel to Frankfurt
Hampson, John M., Dublin to Foreign Service Institute
Harley, Joyce E., Phnom Penh to Budapest
Harrison, Beverly O., Lisbon to Amman
Harter, Dennis G., Foreign Service Institute to Hanoi
Hatfield, Thomas, Shanghai to Chennai (Madras)
Hayes, Patricia G., European Affairs to Mexico City
Hedges, William L., La Paz to Moscow
Heileman, Carolee, Bamako to Foreign Service Institute
Herbst, John E., Office of the Secretary to Jerusalem
Hermann, David C., Oceans & Int'l. Envir. & Sci. Affs to Foreign Service Institute
Hollander, Sharon C., FS Specialist Intake to Beijing
Hon, Laura T., Shanghai to Jakarta
House, Christopher, Lagos to Nairobi
Howard, Linda S., Caracas to Nairobi
Hoyesen, Harald G., Diplomatic Security to Foreign Buildings Office
Hughes, Lisa B. Schreiber, Foreign Service Institute to Calgary
Hughes, Sue A., Athens to Bonn
Inemer, Timothy P., Inter-American Affairs to Managua
Jackson, Linda L., Vienna (UNVIE) to Accra
Jackson, Marilyn F., Nairobi to Caracas
Jackson, Robert P., Foreign Service Institute to Lisbon
Jaworski, Andreas O., European Affairs to Belgrade
Johnson, Mark, Office of the Undersecretary for Management to Office of the Inspector General
Jojola, Rudolph R., Personnel to Kuala Lumpur
Jones, John M., Ouagadougou to Office of the Secretary of Defense
Jones, Phyllis M., Muscat to Nicosia
Jones, Teresa Chin, Personnel to Administration, Information Management
Jordan, Catherine A., Maputo to Jakarta
Jorgenson, Mary C., Kuwait to Ankara
Kash, Lesley, Paris to Bucharest
Kaufmann, Judith R., Foreign Service Institute to Personnel
Kennedy, Laura-Elizabeth, European Affairs to Foreign Service Institute
Kennedy, Stephen W., Tokyo to East Asian and Pacific Affairs
Kerr, Laurence M., Tbilisi to European Affairs
King, Frederick Edward, Manila to Rangoon
Kirkpatrick, Alexander T., Personnel to Administration
Klinger, Ross Leland, New Delhi to Islamabad
Knotts, Bruce Fred, Karachi to Sudan
Kornbluth, David A., Non-Governmental Organizations to Personnel
Korpi, Ryan F., Lomé to Cairo
Kritenbrink, Daniel Joseph, Sapporo to Kuwait
Kubiske, Lisa Jean, Office of the Secretary to Dep. Spec. Rep. for Trade Negotiations
Kwong, Ralph S., Berlin to Sarajevo
Lambert, George G., Sarajevo to Frankfurt
Lampitt, Edwin J., Almaty to Moscow
Lampkins, Kenneth J., Bangui to Yaounde
Lang, Stephan Allen, Havana to Bangkok
Lapenn, Jessica, Riyadh to Paris
Leather, Edmund R., Hamilton to Bern
Leberknight, Cheri J., Harare to Moscow
Lee, Jennifer M., European Affairs to Budapest
Liebersohn, Donna P., Ottawa to Personnel
Lowder, Todd S., Paris to Warsaw
Magoon, Beth L., Kiev to Vienna
Mahmood, Najib, FS Specialist Intake to Office of Foreign Buildings
Malzahn, Karen Lee, Office of the Secretary to Manama
Manley, David P., Foreign Service Institute to Diplomatic Security
Maybarduk, Gary H., Inter-American Affairs to Havana
McIntosh, Brian H., Nassau to Kuwait
McWhirter, James A., Port-au-Prince to Beijing

FOREIGN SERVICE PERSONNEL

Transfers Continued

McCann, Jennifer A., Inter-American Affairs to Lima
McCracken, James E., Ulaanbaatar to Personnel
McEldowney, Nancy E., Bonn to National Security Council
McHale, Jonathan R., Tokyo to Dep. Spec. Representative for Trade Negotiations
Meagher, Patrick Joseph, Yaounde to Dhaka
Memler, William H., Inter-American Affairs to Sarajevo
Milasi, Paolina, African Affairs to Harare
Million, Adda J., Frankfurt to Wellington
Mitman, Matthias J., Economic & Business Affairs to Office of the Secretary
Montgomery, Denise Dell, Diplomatic Security to Mexico City
Montgomery, Steven A., Manila to Nairobi
Mooney, William F., Intelligence and Research to Oceans & Int'l. Envir. & Sci. Affs.
Moore, Alice C., East Asian and Pacific Affairs to Bangkok
Moore, Gloria L., FS Specialist Intake to Lima
Morris, Margaret T., Personnel to Office of the Secretary
Myers, Martin H., Cairo to Abidjan

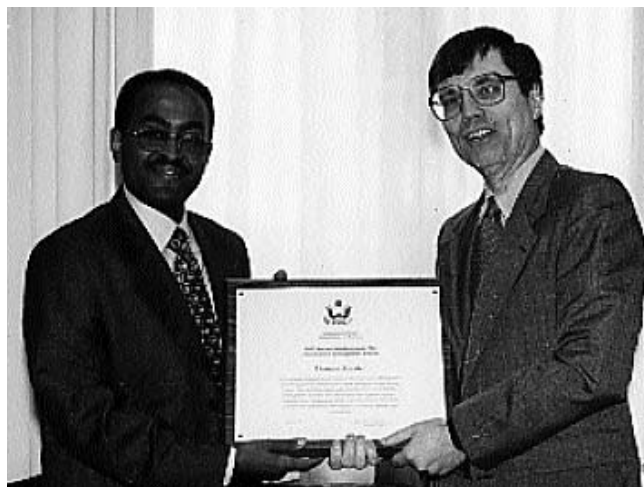
Myles, Marianne M., Personnel to Naples
Nash, Louise A., Lima to Georgetown
Nelsen, Larry A., Bern to London
Nemeth, Robert J., Inter-American Affairs to Mexico City
Nigro Jr., Louis John, Vatican to Conakry
Noble, Aline Johnson, Brussels (USEU) to Madrid
Nolan, Stephen James, Harare to Nairobi
Norton, James C., Seoul to Bonn
Nuland, Victoria Jane, Non-Governmental Organizations to Office of the Secretary
O'Brien, Geraldine H., Office of the Sec. to Personnel
Olson, Allen Kieth, Office of Foreign Buildings to Hungary
Page, Harriett E., Tunis to The Hague
Pates, Bonnie J., Amman to Kuwait
Perina, Rudolf Vilem, European Affairs to Foreign Service Institute
Pinzino, Luigina E., Rome to Vatican
Powers, Aubrey, Bangkok to Frankfurt
Rabette, David M., Near Eastern Affairs to Riyadh
Robinson, Ronald Sinclair, Asmara to Rio de Janeiro

Ross, Shannon M., Pre-Assignment Training to Rio de Janeiro
Sack, Larry A., FS Specialist Intake to Office of Foreign Buildings
Saloom III, Joseph A., African Affairs to Bonn
Shea, Debra L., FS Specialist Intake to Dhaka
Shear, Dean K., Santo Domingo to Diplomatic Security
Smith, Jacqueline R., Lisbon to Guangzhou
Stein, Jerry A., Freetown to Damascus
Steinmetz, Ingeborg B., Madrid to Rome
Stern, Edward D., European Affairs to Vienna
Strickler, Theodore Eugene, Consular Affairs to Office of the Undersecretary for Management
Tadie, Eugene Phillip, European Affairs to Tel Aviv
Walker, Thomas G., Caracas to Port-au-Prince
Wasilewski, Roman Hugh, Intelligence and Research to Bogota
Wharton, Royal M., Port Moresby to International Org. Affairs
Wick, David Steven, Paramaribo to Foreign Service Institute
Wilkins, Catherine, Office of Foreign Buildings to Colombia
Wolfe II, James Andrew, Berlin to Sarajevo
Wright, Glenda, East Asian and Pacific Affairs to Kolonia
Yacenda, Frank J., Tirana to Brasilia
Yacovoni, Rosemarie C., Lahore to Guangzhou

Resignations Continued

Monger, Judy A., Jerusalem
Nasri, Fares Z., Damascus
O'Connor, Edward W., Guatemala
Pauly, Pamela E., Monrovia
Poison, Virginia K., Congo
Rozinov, Rinat, Tel Aviv

Rumold, Cindy L., Caracas
Shearer, Derek N., Helsinki
Walker, William Graham, Dept. of Defense
Wharton, Ann Maria, Port Moresby
Wotring, Joan K., La Paz



Demsas Abraha, left, from the embassy in Addis Ababa, receives the Marion Middlebrooks Foreign Service National Information Management Award from Patrick F. Kennedy, assistant secretary for Administration.

Information Management Winners Named

Demsas Abraha, a computer management specialist at the U.S. embassy in Addis Ababa, recently was named the second winner of the Marion Middlebrooks Foreign Service National Information Management Award. Mr. Abraha was selected for the award based on his service as de facto systems manager in Addis Ababa, and for the support he provided to the embassies in Asmara, Djibouti and N'Djamena. He also instituted a training schedule and enhanced various systems that increased the posts' networks and technological abilities with limited funding.

Dario Valori from the U.S. embassy in Rome was runner-up in the competition. He was recognized for his database work and for his sustained initiatives and technical expertise in planning and implementing upgrades.

CIVIL SERVICE PERSONNEL

Promotions (January)

GG-11

Chen, Ying Chih, Foreign Service Institute

GM-14

Guzowski, Danuta U., Office of Civil Service Ombudsman

GS-4

Carson, Julie A., New Orleans Passport Agency
Keita, Kamilah, Information Resource Management
Singleton, Ocenetta, New Orleans Passport Agency

GS-5

Ellis, Beverly A., Houston Passport Agency

GS-6

Adams, Karen, Office of Career Development & Assignments
Waako, Margaret R., Houston Passport Agency

GS-7

Carter, Paula M., Bureau of Consular Affairs
Rilley, Joyce Ann, Bureau of Population, Refugees and Migration

GS-8

McDuffie, Sherry Ann, Office of the Chief Financial Officer

GS-9

Abramson, Sherrill M., Office of Foreign Buildings
Alexander, Mildred L., Washington Passport Agency
Canady, Monica A., Office of the Inspector General
Dowd, Delores D., Office of the Inspector General
Feltes, Katrina N., Bureau of Inter-American Affairs
Hartranft, Amy E., Office of Audits
Hilley, Carol R., East Asian and Pacific Affairs

Hughes, Joyce, Bureau of Consular Affairs
Martin, Suzanne, Office of the Inspector General
McDonald, Angela R., Office of the Inspector General

GS-11

Bazemore, Lisa C., Office of the Chief Financial Officer
Cook, Michael Allen, Bureau of Consular Affairs
Washington, Doretha K., Office of the Chief Financial Officer
Williams, Britany D., Washington Passport Agency

GS-12

Creeser, Gregory J., Bureau of Political-Military Affairs
Fox, Barbara T., Foreign Service Institute
Gimondo, Ronald L., Bureau of International Org. Affairs
Laing, Peter, National Passport Center, Portsmouth, N.H.
Martin, Timothy P., Bureau of Consular Affairs
McNeilly, Sandra J., Undersecretary for Political Affairs
Urbanski, Sandra K., Bureau of Administration

GS-13

Atkins, John B., Bureau of Consular Affairs
Ferry, Brenda W., Bureau of Diplomatic Security
Kieffer, Carolyn Anne, New Orleans Passport Agency
Lee, Melanie Louise, Office of Foreign Buildings
McKenna, Patricia L., Office of the Chief Financial Officer
Workman, Carol A., Bureau of Diplomatic Security

GS-14

Davis, Stacy B., Bureau of Political-Military Affairs
Deshong, Christopher L., Office of the Inspector General
Hoffman, Michael A., New York Passport Agency
Johnson, Bernard A., Bureau of Diplomatic Security

GS-15

May, Nancy C., Bureau of Intelligence and Research
White, Craig M., Bureau of Political-Military Affairs

XP-7

Powell, Earl L., Bureau of Administration, Information Management
Swann, Dale G., Bureau of Administration, Information Management

XP-8

Lyles, Carolyn M., Bureau of Administration, Information Management

XP-9

Cheatham, Donald, Bureau of Administration, Information Management
Holsendorff, Earl F., Bureau of Administration, Information Management
Poole, Raymond B., Bureau of Administration, Information Management
Young, Ralph E., Bureau of Administration, Information Management

Retirement (January)

Epstein, David G., Diplomatic Security
Marshall, Gloria Marie, Economic, Business and Agricultural Affs.
McCloughan, Jean G., Administration, Information Management
Pfund, Peter H., Office of the Legal Adviser
Ross, Russell R., Diplomatic Security
Russell, Bessie L., Office of the Chief Financial Officer

Resignations (January)

Ahrens, Ruth E., Office of the Chief Financial Officer
Bohnet, Anne Virginia, Foreign Service Institute
Choffel, Julie, Consular Affairs
Clinton, Cheri, Consular Affairs
Grayson, Desean C., Population, Refugees and Migration
Grier, Robin Y., Consular Affairs
Heald, Lisa W., Inter. Narc. and Law Enforcement Infor. Aff.
Ioffreda, Angelo S., Economic & Business Affairs
Kramer, Cheryl L., Office of the Inspector General
LaFleur, Vinca Showalter, Public Affairs

Mols, Diana Lynn, Office of Foreign Buildings
Montgomery, Vivian E., Inter-American Affairs
Nalepa, Gregory A., Office of the Chief Financial Officer
Nichols, Byron L., Washington Passport Agency
Quickenden, Christine L., Office of the Legal Adviser
Sinacore, Nicole, Office of the Inspector General
Williams, Steven, Consular Affairs
Withey, Alison, Asst Sec, Oceans & Int'l. Envir. & Sci. Affs.
Woods, Lamar G., Office of the Chief Financial Officer
Yu, Wai-Ming, Los Angeles Passport Agency

Appointments (January)

Brooks, Maren, Office for Inter, Narc. and Law Enforcement
Calvert, Veronica, Office of the Chief Financial Officer
Goriup, Attilio E., Office of Foreign Buildings
Hammes, David J., Office of Foreign Buildings
Lytell, Melissa D., Consular Affairs
Martin, Mary Darlene, Office of Foreign Buildings
Mavlian, Sally H., Dir. Gen. of For. Ser. & Dir. of Personnel
Padlan, Emmanuel D., Diplomatic Security
Prince, Jonathan M., Public Affairs
Sanders, Sharon A., Diplomatic Security
Scotti, William H., Office of Overseas Schools
Wheeler-Wilcox, Shannon L., Consular Affairs

Reassignments (January)

Brown, Sandy D., Public Affairs to Population, Refugees and Migration
Farwell, Janet E. L., Political-Military Affairs to Office of the Legal Adviser
Leibbrandt, Susan D., Political-Military Affairs to East Asian and Pacific Affairs

Parris, Lisa G., African Affairs to East Asian and Pacific Affairs
Roach, Gary S., Dir. Gen. of For. Ser. & Dir. of Personnel to Washington Passport Agency
Shaw, Sharon T., Economic & Business Affairs to Office of the Undersecretary for Global Affairs

Education & Training

Program	June	July	Length
Intensive Area Studies			
East Asia (AR 220)	8	—	2 Weeks
Europe (AR 291)	8	—	2 Weeks
Inter-American Studies (AR 239)	8	—	2 Weeks
Near East/North Africa (AR 240)	8	—	2 Weeks
Russia/Eurasia (AR 281)	8	—	2 Weeks
South Asia (AR 260)	8	—	2 Weeks
Southeast Asia (AR 270)	8	—	2 Weeks
Sub-Saharan Africa (AR 210)	8	—	2 Weeks

Advanced Area Studies

Albania (AR 563)	Insular Southeast Asia (AR 571)
Andean Republics (AR 533)	Italy (AR 594)
Arabian Peninsula/Gulf (AR 541)	Japan (AR 522)
Baltic States (AR 588)	Korea (AR 523)
Benelux/EU/NATO (AR 568)	Lusophone Africa (AR 514)
Brazil (AR 535)	Mainland Southeast Asia (AR 572)
Central America (AR 539)	Mexico (AR 531)
Central Asia (AR 586)	Mongolia (AR 524)
China/Hong Kong/Taiwan (AR 521)	Nordic Countries (AR 596)
East Central Europe (AR 582)	Northern Africa (AR 515)
Eastern Africa (AR 511)	Poland (AR 587)
Fertile Crescent (AR 542)	Romania (AR 569)
Former Yugoslavia (AR 562)	Russia/Belarus (AR 566)
France (AR 567)	South Asia (AR 560)
Francophone Africa (AR 513)	Southern Africa (AR 512)
German-Speaking Europe (AR 593)	Southern Cone (AR 534)
Greece/Cyprus (AR 589)	The Caribbean (AR 538)
Haiti (AR 536)	Turkey (AR 543)
Hispanic Caribbean (AR 538)	Ukraine (AR 565)
Iberian Peninsula (AR 591)	

These courses are integrated with the corresponding languages and are scheduled weekly for 3 hours. Starting dates correspond to language starting dates.

SLS, Basic Language Courses (Full-Time Training)

French (LFR100)	29	—	24 Weeks
Spanish (LQB 100)	29	—	24 Weeks
Arabic Refresher (LAD 201)	29	—	6 Weeks
Chinese Refresher (LCM 201)	29	—	6 Weeks
Hebrew Refresher (LAD 201)	29	—	6 Weeks
Japanese Refresher (LJA 201)	29	—	6 Weeks
Korean Refresher (LKP 201)	29	—	6 Weeks
Russian Refresher (LRU 201)	29	—	6 Weeks
Vietnamese Refresher (LRU 201)	29	—	6 Weeks

SLS, Familiarization & Short-Term (F.A.S.T.) Language Courses

Albanian (F.A.S.T.) (LAB 200)	29	—	7 Weeks
Amharic (F.A.S.T.) (LAC 200)	29	—	7 Weeks
Arabic (Egyptian) (LAE 200)	29	—	7 Weeks

Program	June	July	Length
Arabic (Modern Standard) (LAD 200)	29	—	7 Weeks
Armenian (F.A.S.T.) (LRE 200)	29	—	7 Weeks
Azerbaijani (F.A.S.T.) (LAX 200)	29	—	7 Weeks
Bengali (F.A.S.T.) (LBN 200)	29	—	7 Weeks
Bulgarian (F.A.S.T.) (LBU 200)	29	—	7 Weeks
Burmese (F.A.S.T.) (LBY 200)	29	—	7 Weeks
Byelorussian (F.A.S.T.) (LBL 200)	29	—	7 Weeks
Chinese (Standard) (F.A.S.T.) (LCM 200)	29	—	7 Weeks
Chinese (Cantonese) (F.A.S.T.) (LCC 200)	29	—	7 Weeks
Croatian (F.A.S.T.) (LHR 200)	29	—	7 Weeks
Czech (F.A.S.T.) (LCX 200)	29	—	7 Weeks
Danish (F.A.S.T.) (LDA 200)	29	—	7 Weeks
Dutch/Flemish (F.A.S.T.) (LDU 200)	29	—	7 Weeks
Estonian (F.A.S.T.) (LES 200)	29	—	7 Weeks
Finnish (F.A.S.T.) (LFJ 200)	29	—	7 Weeks
French (F.A.S.T.) (LFR 200)	29	—	8 Weeks
Georgian (F.A.S.T.) (LGG 200)	29	—	7 Weeks
German (F.A.S.T.) (LGM 200)	29	—	8 Weeks
Greek (F.A.S.T.) (LGR 200)	29	—	7 Weeks
Haitian Creole (F.A.S.T.) (LHC 200)	29	—	7 Weeks
Hebrew (F.A.S.T.) (LHE 200)	29	—	7 Weeks
Hindi (F.A.S.T.) (LHJ 200)	29	—	7 Weeks
Hungarian (F.A.S.T.) (LHU 200)	29	—	7 Weeks
Icelandic (F.A.S.T.) (LJC 200)	29	—	7 Weeks
Indonesian (F.A.S.T.) (LJN 200)	29	—	7 Weeks
Italian (F.A.S.T.) (LJT 200)	29	—	8 Weeks
Japanese (F.A.S.T.) (LJA 200)	29	—	7 Weeks
Kazakh (F.A.S.T.) (LKE 200)	29	—	7 Weeks
Khmer (Cambodian) (F.A.S.T.) (LCA 200)	29	—	7 Weeks
Korean (F.A.S.T.) (LKP 200)	29	—	7 Weeks
Kyrgyz (F.A.S.T.) (LKM 200)	29	—	7 Weeks
Lao (F.A.S.T.) (LLC 200)	29	—	7 Weeks
Latvian (F.A.S.T.) (LLE 200)	29	—	7 Weeks
Lithuanian (F.A.S.T.) (LML 200)	29	—	7 Weeks
Macedonian (F.A.S.T.) (LMA 200)	29	—	7 Weeks
Malay (F.A.S.T.) (LML 200)	29	—	7 Weeks
Mongolian (F.A.S.T.) (LMV 200)	29	—	7 Weeks
Nepalese (F.A.S.T.) (LNE 200)	29	—	7 Weeks
Norwegian (F.A.S.T.) (LNR 200)	29	—	7 Weeks
Persian/Dari (F.A.S.T.) (LPG 200)	29	—	7 Weeks
Persian/Farsi (F.A.S.T.) (LPF 200)	29	—	7 Weeks
Pilipino/Tagalog (F.A.S.T.) (LTA 200)	29	—	7 Weeks
Polish (F.A.S.T.) (LPL 200)	29	—	7 Weeks
Portuguese (Brazilian) (F.A.S.T.) (LPY 200)	29	—	8 Weeks
Romanian (F.A.S.T.) (LRQ 200)	29	—	7 Weeks
Russian (F.A.S.T.) (LRU 200)	29	—	8 Weeks
Serbian (F.A.S.T.) (LSR 200)	29	—	7 Weeks
Singhalese (F.A.S.T.) (LSJ 200)	29	—	7 Weeks
Slovak (F.A.S.T.) (LSK 200)	29	—	7 Weeks
Spanish (F.A.S.T.) (LQB 200)	29	—	8 Weeks

Education & Training

Program	June	July	Length
(F.A.S.T.) Language Courses, Continued			
Swahili/Kiswahili (F.A.S.T.) (LSW 200)	29	—	7 Weeks
Swedish (F.A.S.T.) (LSY 200)	29	—	7 Weeks
Tajik (F.A.S.T.) (LTB 200)	29	—	7 Weeks
Thai (F.A.S.T.) (LTH 200)	29	—	7 Weeks
Turkish (F.A.S.T.) (LTU 200)	29	—	7 Weeks
Turkmen (F.A.S.T.) (LUB 200)	29	—	7 Weeks
Ukrainian (F.A.S.T.) (LUK 200)	29	—	7 Weeks
Urdu (F.A.S.T.) (LUR 200)	29	—	7 Weeks
Uzbek (F.A.S.T.) (LUX 200)	29	—	7 Weeks
Vietnamese (F.A.S.T.) (LVS 200)	29	—	7 Weeks

Administrative Training

NEPA Training Domestic Operations (PA 129)		27	1 Week
Property Management for Custodial Officers (PA 135)	—	23	2 Days
Appropriations Law (PA 215)	23	—	4 Days
Customer Service (PA 143)	11	—	2 Days
Budget & Financial Management (PA 211)	22	—	5 Weeks
FSN Classification and Compensation (PA 232)	—	13	2 Weeks
General Services Operation (PA 221)	22	20	12 Weeks
ICASS Executive Seminar (PA 245)	15	15	1 Day
Overseas Contracting Officers Warrant Trng (PA 223)	8	—	4 Weeks
Personnel Course (PA 231)	22	—	7 Weeks
Overseas Administrative Management Course (PA 243)	1	13	2 Weeks
Working with ICASS (PA 214)	2	28	4 Days
(International Cooperative Admin. Support Services)	16	—	
How To Be a Contracting Officer Repres. (PA 130)	Correspondence Course		
How To Write a Statement of Work (PA 134)	Correspondence Course		
How To Be a Certifying Officer (PA 291)	Correspondence Course		
Intro to Simplified Acquisitions & Req. Overseas (PA 222)	Correspondence Course		
Management Controls Workbook (PA 164)	Correspondence Course		
Training for Overseas Voucher Examiners (PA 200)	Correspondence Course		
Training for Overseas Cashier (PA 293)	Correspondence Course		
Training for Overseas Cashier Superior (PA 294)	Correspondence Course		

Consular Training

Automation-Consular Managers (PC 116)	1	20	1 Week
	15	—	
	30		

Program	June	July	Length
Advanced Consular Course (PC 532)	—	14	3 Weeks
Congen Rosslyn Consular (PC 530)	Continuous Enrollment		
Consular Orientation (PC 105) (6 Days)	Continuous Enrollment		
Immigration Law and Visa Operation (PC 102)	Correspondence Course		
Nationality Law and Consular Procedures (PC 103)	Correspondence Course		
Overseas Citizens Services (PC 104) (6 Days)	Correspondence Course		
Passport Examiner Correspondence Course (PC 110)	Correspondence Course		

Curriculum and Staff Development

Basic Facilitation & Delivery Workshop (PD 513)	11	—	3 Days
Strategic Planning & Performance Measurement (PD 529)	17	—	2 Days
Training Design Workshop (PD 512)	25	—	3 Days
Visual Aid Basics (PD 520)	6	—	1 Day

Economic & Commercial Training

Advanced Economic Review Seminar (PE 501)	—	13	5 Weeks
Applied Economics/Non-Economic Officers (PE 280)	—	6	6 Weeks
Aviation Policy and Negotiation (PE 130)	—	20	3 Days
Country Data Analysis (PE 504)	—	20	2 Weeks
Economic Tradecraft (PE 124)	—	6	2 Week
Energy and the Environment (PE 128)	22	—	1 Week
Export Promotion (PE 125)	29	20	1 Week
Political/Economic Tradecraft (PG 140)	8	27	3 Weeks
Resource Reporting Officer Training (PE 103)	—	21	2 Weeks
Science, Technology & Foreign Policy (PG 562)	15	—	1 Week
Senior Commercial Course (PE 290)	29	27	2 Days
Telecommunication Policy (PE 131)	—	23	1 Day
US Commercial Interest in the Power Sector (PE 132)	—	27	1 Day
US Environmental Technology Industry (PE 133)	—	28	1 Day

Leadership & Management Development

Deputy Chiefs of Mission (PT 102)	7	12	2.2 Weeks
EEO/Diversity Awareness for Managers and Supervisors (PT 107)	4	9	2 Days
	11	15	
	18	22	
	25	30	
Introduction to Management Skills (PT 207)	22		1 Week

Education & Training

Program	June	July	Length
Leadership & Management Development, Continued			
Managing State Projects (PT 208)	22	20	1 Week
Political/Economics Counselors Seminar (PT 127)	—	20	1 Week
Executive Introduction to Project Management (PT 209)	29		2 Days
Information Management Training			
Introduction, Word 97 for Windows (PS 232)	3	1	2 Days
	10	8	
	17	15	
	18	17	
	24	22	
	—	29	
Intermediate, Word 97 for Windows (PS 233)	9	8	2 Days
	24	22	
Advanced, Word 97 for Windows (PS 246)	11	9	1 Day
	25	23	
Word 6.0 Workshop (PS 252)	5	10	0.5 Days
Introduction, Access 97 for Windows (PS 250)	3	1	2 Days
	17	15	
		29	
Intermediate, Access 97 (PS 251)	8	6	2 Days
	25	22	
Corporate Systems & Administration (PS 654)	22	—	4 Weeks
Introduction, Excel 97 for Windows (PS 270)	1	13	2 Days
	15	27	
	29	—	
Intermediate, Excel 97 for Windows (PS 271)	4	20	2 Days
	17	—	
Excel 5.0 Workshop (PS 254)	12	17	0.5 Days
Introduction, PowerPoint 97 for Windows (PS 240)	1	13	2 Days
	15	27	
	29		
Intermediate, PowerPoint 97 for Windows (PS 241)	23	30	1 Day
PowerPoint 5.0 Workshop (PS 253)	19	24	0.5 Days
Information Management Seminar (PS 217)		20	3 Weeks
Internet, Concepts (PS 218)	5	10	1 Day
	12	17	
	19	—	
Managing Information Programs (PS 213)	1	—	3 Weeks
Network Essentials (PS 214)	7	3	
Microsoft Project (PS 180)	22	—	2 Days

Program	June	July	Length
PC/Windows Network 4.0 Fundamentals (PS 201)	8	13	2 Days
	15	20	
	23	—	
	29		
Windows NT 4.0 Advanced End User (PS 202)	1	14	1 Day
	—	13	
Windows NT 4.0 Administration (PS 261)**	—	13	2 Weeks
Workgroups for Windows Administration (PS 262)	17	—	3 Days
		27	
MS Exchange Administration (PS 269)**		27	1 Week

** Registration for PS 261 and PS 269 requires pre-approval from SAIT/IMT. Please submit your DS-755 to the Office of the Registrar.

Warrenton—Information Management Training

Backup-Limited Communications Operations (YW-119)	22	20	2 Weeks
TEL/KEY SYS—Intro to Telephone & Key Systems (YW-140)	8	13	1 Week
Satellite Operations/Maintenance (YW 149)	8	—	3 Weeks
C-LAN—Classified Local Area Network (YW-177)	8	13	4 Weeks
TERP V-Terminal Equipment Replacement Prog. V (YW-184)	8	6	2 Weeks
Refresher Communication (YW-164)	1,8	6,13	1 Week
	15,22	20,27	
	29	—	
ADP—Automated Data Processing (YW-190)	15	27	4 Weeks
SC-7 Operations & Maintenance (YW 192)	—	20	3 Weeks
Air Con-Air Condition Systems (YW 205)	15	20	2 Weeks
	29		
CIP Current Installation Practices (YW 203)	22		4 Weeks
Generators Power Generator Systems (YW 206)	—	6	2 Weeks
Networking with Windows for Workgroups 3.11 (YW-210)	8	6	1 Week
Commercial Terminal CT-7/9 (YW 212)	22	13	1 Week
Wide-Band Digital Transmission Networking (YW 213)	8	20	2 Weeks
SX-50—Mitel PBX SX-50 (YW-219)	15	20	1 Week
SX-200D—Mitel PBX SX-200 Digital (YW-220)	23	28	1 Week
SX-2000—Mitel PBX SX-2000 Analog (YW-221)	1	6	1 Week
SX-20/200A—Mitel PBX SX-20/200 Analog (YW-222)	26	—	1 Week
Basic PC Maintenance (YW 224)	1	13	1 Week
Windows NT 4.0 Local Administration (YW 225)	16	14	2 Weeks
BPS Black Packet Switching (YW 334)	2	20	1 Week

Education & Training

Program	June	July	Length
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Warrenton—Information Management Training, Continued

Meridian 61C (YW-497)	15	20	2 Weeks
Banyan LAN-Local Networks (YW 640)	15	—	2 Weeks
PC B/A—Personal Computer Basics/ Advanced (YW-641)	8	6	3 Weeks
Microsoft Exchange (YW 749)	1	27	1 Week
	29	—	
IDNX/90 EXS, IDNX/20 and IDNX MICRO/20 (YW-850)	23	21	1 Week

Junior Officer Training and Orientation Training

Orientation for Foreign Officers (PG 101)	—	6	7 Weeks
Orientation for Designated Posts (PN 112)	—	9	2 Days
Orientation for Civil Service Employees(PN 105)	16	—	3 Days
Orientation for Foreign Service Specialist (PN 106)	—	27	3 Weeks
Introduction to Working in an Embassy (PN 113)	3	—	2 Days
Washington Tradecraft (PT 203)	—	20	1 Week

Office Management Training

Better Office English: Written (PK 225)	1	—	2 Weeks
Better Office English: Oral (PK 226)	—	13	2 Weeks
Civil Service Training for Entering Personnel (PK 104)	—	10	2 Weeks
Professional Development Seminar (PK 302)	1	—	2 Weeks
Drafting Correspondence (PK 159)	—	27	1 Week
Office Management 2000 (PK 330)	—	6	2 Weeks
Files Management and Retirement (PK 207)	8	—	1 Day
Proofreading (PK 143)	—	9	2 Days
Travel Regulations and Vouchers (PK 205)	23	1	1.5 Day
Writing Effective Letters and Memos (PK 241)	—	13	1 Week
Senior Secretarial Seminar (PK 111)	—	29	3 Days

Political Training

Negotiation Art & Skills (PP 501)	15	—	1 Week
Labor Officer Functions (PL 103)	—	13	3 Weeks
Political Tradecraft (PP 202)	—	6	3 Weeks
Political Military Affairs (PP 505)	—	15	3 Days
Workers Rights Reporting (PP 504)	—	17	1 Day
Orientation for Narcotics Control Officers (PA 202)	—	20	2 Weeks

Program	June	July	Length
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Security Overseas Seminar

Advanced Security Overseas Seminar (MQ 912)	9	14	1 Day
	23	28	
SOS: Security Overseas Seminar (MQ 911)	1	6	2 Days
	15	20	
Youth SOS (MQ 914)	16	7	1 Day
	23	14	
	—	21	
	—	28	

Overseas Briefing Center (non-SOS)

Deputy/Chief of Mission (MQ 110)	15	20	3 Days
Long-Distance Relationships (MQ 801)	6	—	0.5 Days
Communicating Across Cultures (MQ 802)	5	—	1 Day
Spouse to Spouse (MQ 803)	6	31	1 Day
Life After the Foreign Service (MQ 600)	—	7	2 Days
Post Options for Employment and Training (MQ 703)	13	—	1 Day
Promoting United States Wines (MQ 856)	—	15	0.2 Day
Protocol and US Representation Abroad (MQ 116)	27	—	1 Day
Overseas Health Concerns (MQ 857)	17	—	0.2 Day
Regulations, Allowances and Finances (MQ 104)	—	28	3 Days
Targeting the Job Market (MQ 704)	11	—	2 Days

Career Transition Center

Job Search Program (RV 102)	—	6	13 Weeks
Retirement Planning Seminar (RV 101)	29	—	1 Week

Credit Union Scholarships Announced

The deadline for applications for the State Department Federal Credit Union scholarship competition is April 10.

Over the past 22 years, the credit union has awarded more than \$100,000 in scholarships to academically outstanding members who need financial assistance. To qualify, a student must demonstrate financial need, be a credit union member in good standing and be enrolled in a degree program with a minimum grade point average of 2.5.

For more application details and application forms, stop by any of the five SDFCU branch offices or credit union liaisons overseas call (703) 706-5000, or write: SDFCU, Attn: Marketing Department, 1630 King St., Alexandria, VA 22314.

All computer classes fill quickly. Please contact the Office of the Registrar at (703) 302-7147 to find out about enrollment status. Students should check with the Office of the Registrar (703-302-7144) to confirm course dates.

Reference Books off the Beaten Track

By Dan Clemmer

Most people who use libraries know certain categories of reference books: dictionaries, quotation books, statistics, gazetteers, business directories, political handbooks, usage guides, encyclopedias and who's whos, among others. But some very useful books are not easily categorized and can be overlooked. They can all be found in the library reading room in 1239 Main State.

Parents worried about financing a college or university education for their children may find comfort in *Peterson's College Money Book*, a guide to financial aid at 1,700 colleges and universities. Included are indexes of non-need scholarships for undergraduates, athletic grants for undergraduates, co-op programs, ROTC programs, tuition waivers and tuition payment alternatives. (LB2337.2.P34 1998 Ref.)

If you've run across an old book you think might be valuable, *Collected Books: The Guide to Values*, by Allen and Patricia Ahearn, may clarify whether you have a precious object or just an old book. The reference provides estimated retail prices as of 1991 and identifies first editions, which are generally more valuable than later editions. (Z987.5.U6A36 Ref.)

How to Say It Best: Choice Words, Phrases, & Model Speeches for Every Occasion, by Jack Griffin, offers a helping hand to frightened or novice speakers. It gives advice in handling a variety of situations, including the best way to make a presentation. (PN4121.G7195 Ref.)

Although the word "letters" does not appear in *How to Say It: Choice Words, Phrases, Sentences, and Paragraphs for Every Situation*, by Rosalie Maggio, the book offers most "everything you need to know to write an effective business or social letter in little more time than it takes to hand write, type or input it." It includes sample letters of apology, sympathy, appreciation and congratulation, as well as cover letters, letters to the editor and get-well letters. (PE1483.M26 Ref.)

Would-be-writers—and there are plenty of them in the Department—frequently turn to the *Writer's Market: Where and How to Sell What You Write*, edited by Kirsten C. Holm and Don Prues, for help in identifying a market for their memoirs or novel. A listing of book publishers includes information on the types of manuscripts sought, the average amount of advances and the number of sub-



missions received each year. Similar information is provided for magazines. (PN161.W83 1988 Ref.)

If you've ever been curious about the old Russian Embassy building in Washington at 1125 16th St., N.W., or any of the other buildings on or near 16th Street, *Sixteenth Street Architecture*, by Sue A. Kohler and Jeffrey R. Carson, will satisfy your curiosity. (NA735.W3U62 Ref.)

Library users with questions about book preservation, papers, photographs and other objects of sentimental or monetary value regularly refer to *Caring for Your Collections*, edited by Arthur W. Schultz. The book also includes information on storing, securing, appraising, insuring and donating collections and obtaining professional conservation services. (AM303.C37 Ref.)

When speakers at retirement parties seek our help finding interesting events that happened the year or the day that "Good Ole Bob" came to work for the Department, we refer them to *Famous First Facts*, by Joseph Nathan Kane. It indexes significant "firsts" by subject, name, year and day—from the first female ambassador to sign a treaty to the first time a patent was issued for chewing gum. (AG5.K315 1981 Ref.)

Another useful reference book for Department speakers and writers is *"Emperor Dead" and Other Historic American Diplomatic Dispatches*, edited by Peter D. Eicher. The book, written by a Foreign Service officer, is the first in the *Diplomats and Diplomacy* series sponsored by the Association for the Diplomatic Studies and Training and by Diplomatic and Consular Officers Retired. The book is arranged chronologically and includes dispatches about the most significant events from 1776 to the early 1960s. (E183.7.E525 Ref.)

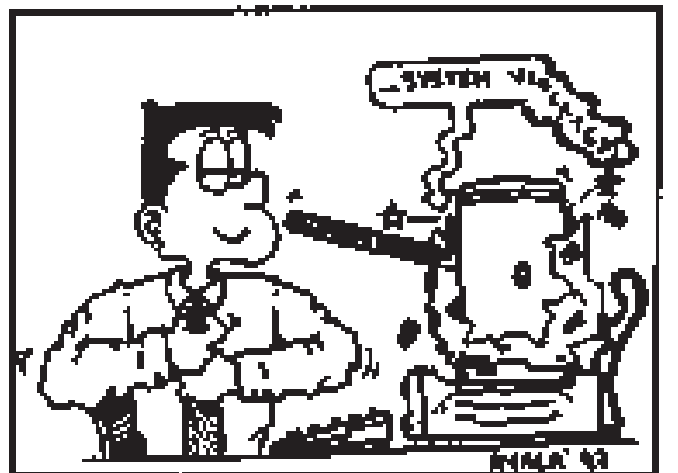
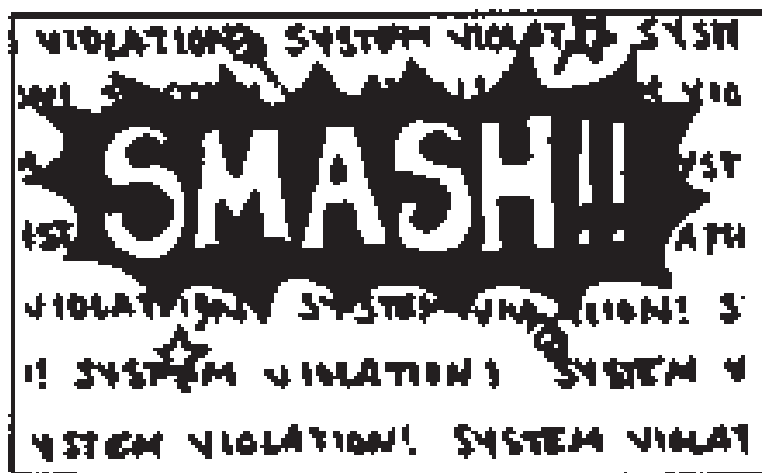
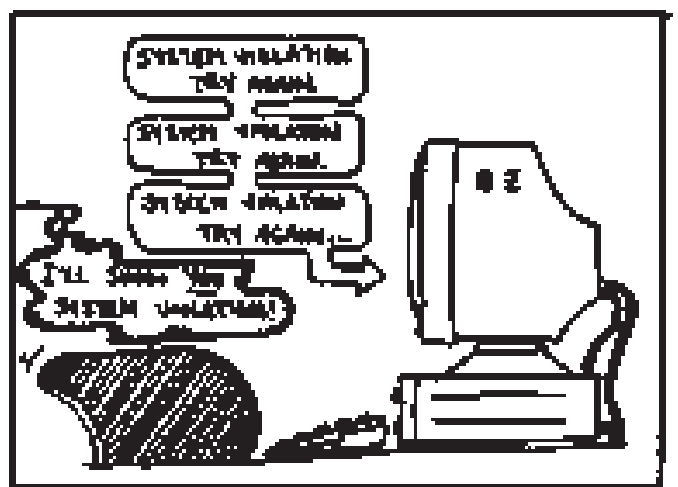
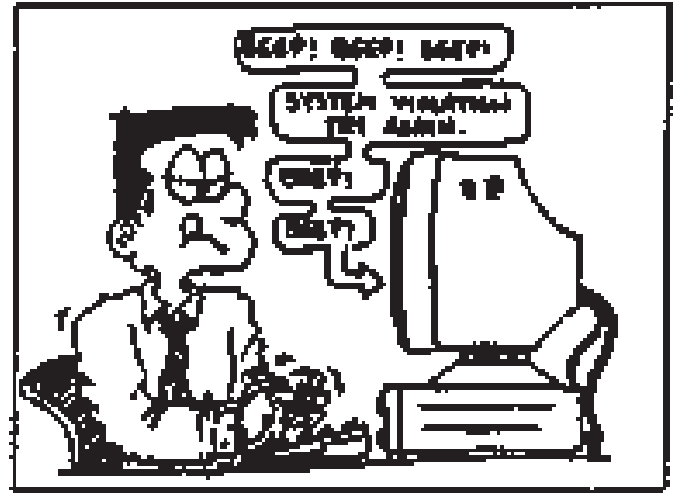
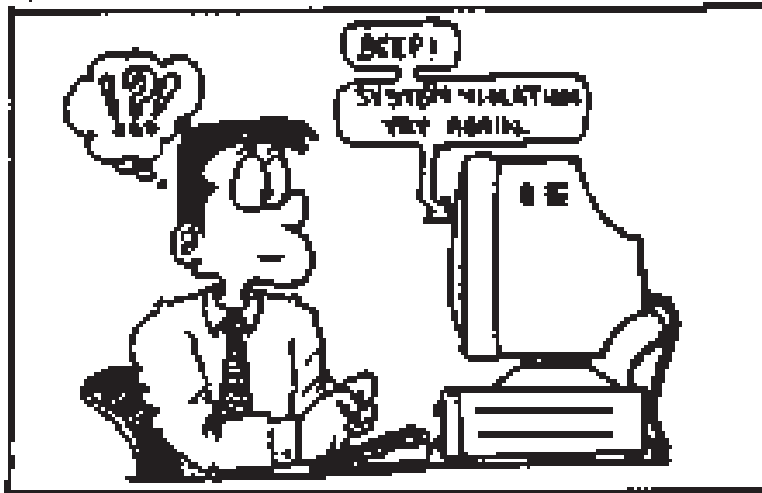
Although quotation books are plentiful, one devoted to an ethnic group is unusual. *Contemporary Quotations in Black*, compiled and edited by Anita King, collects quotes by or about blacks ranging from Rosa Parks to Nelson Mandela. (E184.6.C665 Ref.)

And for those times when a speechwriter can't remember the name of the Jimmy Stewart character in "It's a Wonderful Life" or the actor who played Mahatma Gandhi in "Gandhi," a helpful reference is *Memorable Film Characters: An Index to Roles and Performers, 1915–1983*, compiled by Susan Lieberman and Frances Cable. (PN1995.9.C36L5 Ref.)

The author is the Department's chief librarian.

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BY: TOMMY V. AYALA



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