

UNITED STATES DEPARTMENT OF STATE

January 2000

State

Magazine



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State Magazine

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

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Secretary of State
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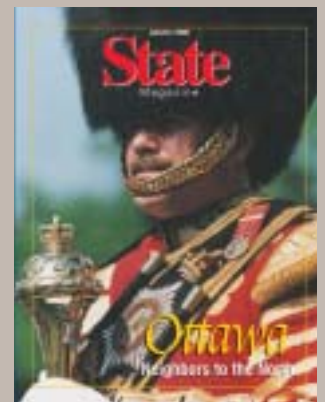
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Chief of the Governor
General's Palace Guard.
Photo by Raul Alferez



FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

We Must Use Our Influence and Power

For World Security and Stability

This column is being written during the final months of one century for publication in the next. So I begin with congratulations. If you are reading this, you have survived both Y2K and Third Millennium Eve.

The start of a new year, let alone a new millennium, should bring forth optimism in all but the sourest of souls. It is certainly exciting to me.

This January, we begin a new chapter in the story of American leadership. Our nation embarks upon the new century strong and respected in a world being transformed by globalization, democratization and integration.

Our challenge in the year 2000 will be to use our influence and power to guide these forces, while cementing our alliances and other key relationships, which serve as the basis for our own security and for stability around the world.

We will also strive for further progress toward a Middle East peace, stability in the Balkans, democratic gains in key countries such as Nigeria and Indonesia and greater international cooperation in countering the global threats of proliferation, terror, crime and disease.

These and other tasks may seem disparate, but each relates to our vision of a safer America within a world in which freedom, prosperity and peace are everywhere accessible. Our friends overseas should know they are part of that vision and that they help to make it real whenever they strike a blow against lawlessness, in support of political and economic openness or on behalf of basic human rights.

A challenge to our leadership both abroad and here at home is to demonstrate how all the pieces fit together, to help people understand the connections that exist in our global era.

For example, we must convince advocates of ballistic missile defense to understand the parallel importance of

our security of arms control. We should urge supporters of human rights to appreciate the potential value of China's integration into the world economy. To those most concerned about terrorism, we should point out the stabilizing effects of sustainable development. And to those focused on American prosperity, we should stress the linkage between our well-being and the dynamism of economies around the world.

We also need to back our principles and prescriptions with resources. Here again, we must show how the big picture comes together.

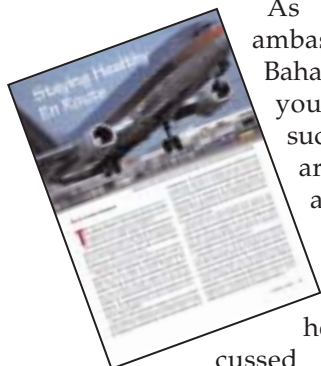
In testimony before Congress and in talking to the public, we must make the case that when we invest in programs that provide alternatives to drug production or that curb terror, our streets are safer. When we devote resources to preventing conflict or building peace, our armed forces are less likely to face combat. When we contribute to initiatives that open markets or promote democracy, our businesses and workers find more opportunity. When we do our part to stop pollution or fight disease, we build for our children a healthier world.

The new year affords us the opportunity to tell our story again, and to tell it well: to our citizens and their elected representatives, so that American leadership is supported; to friends and potential adversaries overseas, so that American interests and intentions are clearly understood.

Because of the strength of our foreign policy team in Washington and on every continent, I am confident that we will succeed not only in telling our story, but also in authoring new pages of accomplishment to support democracy, prosperity and peace.

So let us celebrate the new year, the new century and the new millennium. But let us also understand that although the numbers on our calendars have changed, the need for a strong and successful American foreign policy has not. ■

On TB and Air Travel



As the former ambassador to the Bahamas, I applaud your selection of such topics as the article on flying and staying healthy en route in the October issue. Of the health risks discussed in the article, tuberculosis is the most serious.

To date, however, no case of active TB has been confirmed by my association or the World Health Organization as a result of exposure while on a commercial aircraft. As the article states, close proximity and duration of exposure increases the risk of transmission.

Coughing and breathing on one's neighbor can certainly transmit disease. This is not unique to an airplane. It can happen in any public environment. For this reason, passengers with contagious diseases should not travel by air.

Carol Hallett
*President and Chief Executive Officer
Air Transport Association of America*

Color Makes a Difference

The November 1999 issue is a very professional and attractive product. Color certainly makes a difference.

Paul S. Ashby
*Western
Hemisphere
Affairs*

Really Stunning

Congratulations on a beautifully designed and conceived November

issue. It was really stunning. *State Magazine* just gets better and better.

Gary Pergl
Foreign Service Institute

Watch Those Participles!

Your story on the National Passport Information Center in October's issue has a problem with participles.

You state, "Located in a former textile mill with a river running through it, the center's 60 employees handle thousands of passport inquiries...."

"Located" is a past participle, which must be tied to the subject of the sentence. In this case, the subject is not the "center" but "employees."

I can't picture a river running through all of those employees.

Richard Patrick Wilson
Mobile, Ala.

Metro Subsidy—Revisited

William Duffy asked in the October issue about the Department's commitment to a Metro subsidy program. The under secretary for Management advised that the Department continues to be "supportive" of this program. State has been supportive of this program for more than four years—without results. This sort of support makes one appreciate outright opposition.

Daniel P. Sheerin
Information Resource Management

From the Editor

This is the time of year when editors are under intense pressure to say something profound, even prophetic. It is even more so this year, as we begin the new millennium.

Let's begin with some down-to-earth basics. After many years of residing "across the river," we are relocating from Rosslyn, Va., to Washington, D.C., in what is commonly called Columbia Plaza and officially known as State Annex 1, where we will join the rest of the Office of Employee Relations. It's not Main State, but it's more Main Street. We'll miss the many Rosslyn eateries and the solemn noon walks in Arlington National Cemetery, but we won't miss the bone-chilling, winter waits on the Nash Street ramp for the shuttle.

In tandem with our move, we will be seeking to update our desktop publishing capability so that we can take full advantage of the advances in printing and digital photography. Many of you overseas have digital cameras and are eager to transmit your photos and text to us electronically. We are just as eager to accommodate you.

Just as important, we're also considering candidates for a deputy editor, a position that has been vacant since October. Even when fully staffed at three, it's difficult to provide comprehensive coverage of Department activities. With only an editor and an art director, it's all but impossible. To their credit, our advisory board has played a very helpful role in identifying stories and persons to write them.

But it's you, our readers, who play the most significant role in the ongoing life of the magazine. It's your continued loyalty and contributions that keep us going and producing a publication that informs and entertains and, perchance, inspires.

Happy Year 2000 to you all.

Overseas Presence Advisory Panel Releases Its Report

By Michael Latham

Recent events both here and abroad have caused many in Washington, D.C., to question the value of the U.S. government presence overseas: Is it vital to our national interest or is it time to reorder federal resources and do business in a dramatically different way?

That was the crux of the issue for the Overseas Presence Advisory Panel, or OPAP. The high-level panel, established by the Secretary of State in February 1999, took as its mandate to evaluate that very issue—the number, composition and management of all U.S. embassies and consulates worldwide. The panel wholeheartedly endorsed the need for an even more dynamic, flexible and creative presence abroad, subject to restructuring but none the less more in demand than ever before. The November 1999 release of the panel's findings and recommendations provides the opportunity for a bipartisan effort by the White House, Congress and U.S. government agencies to improve the management of the nation's overseas presence.

OPAP (described in the June 1999 issue of *State Magazine*) was an independent panel chaired by New York attorney Lewis Kaden. The panel's composition included ambassadors (present and former), high-ranking military officers, senior representatives of other federal agencies, former members of Congress, chief executive officers of large multinational corporations and members of key nongovernmental organizations.

After listening to a range of governmental and private sector groups, the panel strongly endorsed a substantial and active overseas presence. Its report, however, also highlights the need for a number of improvements in many organi-

zational and management aspects of that presence. Many of these actions can be accomplished only on an interagency basis, while others can be carried out by individual agencies, including the Department of State.

Given the great diversity of U.S. interests, almost every federal agency has employees overseas. These activities include, among others, promoting American values, serving U.S. citizens abroad, providing assistance to other countries as they build modern economies and democratic institutions and serving as the front line of defense against the international flow of crime, terrorism, narcotics and disease. Such missions can only be accomplished by having people stationed in countries around the world. This multiagency presence raises a host of coordination issues that the panel believed need to be addressed.

The panel found that the current composition of interagency staffing overseas is a product of historical legacy rather than a unified governmentwide examination of how best to meet our foreign policy priorities. The result has been a misallocation of personnel and resources. The panel recommended that an interagency committee, chaired by the Secretary of State or her designee, be established to evaluate

the number of personnel and the necessary expertise required at each post. The interagency nature of the committee would allow for a comprehensive review of the overall staffing needs of a particular post.

The condition of many of the government's overseas facilities disturbed the panel. The buildings are often inadequate, crowded and poorly maintained. This hampers staff productivity and is hardly the national image the United States wants to project. The panel endorsed the findings of the Accountability Review Boards (which looked at the Nairobi and Dar es Salaam bombings) on the need for substantial security upgrades.

Panel chair Lewis Kaden, left, meets reporters along with Under Secretary for Management Bonnie Cohen and Assistant Secretary for Political Affairs Thomas Pickering.



Photo by Carl Goodman

To improve this situation, the panel proposed both increased funding and a reorganization of the administration of overseas facilities. In the panel's view, Congress should allocate substantial funding to perform deferred maintenance, upgrade overseas facilities and—in some cases—construct new facilities. Further, the panel recommended that other agencies that currently occupy government-owned office space overseas for free pay a share of the capital costs.

The panel decided that Foreign Buildings Operations, or FBO, which manages the construction and maintenance of overseas facilities, faces too many restrictions in its current form to adequately perform its mission. Therefore, FBO should be reorganized as a federally chartered government corporation—called an Overseas Facilities Authority—under the Secretary of State. This would provide increased management flexibility and additional financing options, while maintaining the Secretary's authority over policy-related building decisions.

The talent and dedication of employees overseas impressed the panel. Staff, however, are often burdened by inefficient human resource policies and administrative procedures; the quality of life in many countries has deteriorated; and staff receive insufficient managerial and leadership training.

On the positive side, the panel cited initiatives State has begun in the area of human resources, including additional training and consideration of different evaluation procedures. Consular Affairs has also improved its services. Additionally, the implementation of the International Cooperative Administrative Support Services (see related story on p. 16) is improving coordination among agencies and is an important first step in equitably sharing the real costs of our overseas presence.

In addition to the historical and cultural barriers to interagency coordination, obsolete and incompatible computer systems often prevent the electronic communication and collaboration that is now commonplace in the private sector. Panel members from the private sector were especially surprised, for example, when an ambassador could not email all personnel at an embassy. To meet this challenge, the panel recommended that a common interagency unclassified Internet-based system be developed. The agencies should then work toward improving shared access to classified systems.

Simply having the right people and facilities overseas will not be sufficient: the members of the different agencies need to coordinate their efforts. The panel found that the effectiveness of coordination among agencies varies from country to country. In some places interagency teams effectively manage their overlapping and sometimes conflicting missions, while in others the coordination is more ad hoc. Ambassadors' authority over all agency personnel should be reinforced and those agencies with similar issues should form cross-agency teams.

The report includes a proposed implementation strategy to carry out its recommendations. Failing to change the way the federal government organizes its overseas presence will erode America's global leadership, and that change will require unprecedented interagency cooperation and strong support from the White House and the Congress, the panel said.

For the complete OPAP report, visit [www.state.gov](http://www.state.gov/www/publications/embassy_security.html) (www.state.gov/www/publications/embassy_security.html). ■

The author is a Foreign Service officer who supported the OPAP.

YMCA Cabin Dedicated to Diplomat's Memory



Sue Bartley, widow of Julian Bartley Sr., tours Camp Letts with Herman Gohn, president and chief executive officer of the YMCA of Metropolitan Washington.

Twenty-eight YMCA campers from the Washington, D.C., area will enjoy a new cabin next summer on the banks of the Rhode River in Edgewater, Md., a facility dedicated to the memory of former diplomat Julian Bartley Sr. and his son Julian Bartley Jr., both killed in the bombing of the U.S. Embassy in Nairobi on Aug. 7, 1998.

Mr. Bartley was consul general and his son a college student and summer employee at the embassy when the attack occurred.

About 60 family members, friends and colleagues of the Bartleys attended the Nov. 20 dedication at Camp Letts, sponsored by the YMCA of Metropolitan Washington, D.C., an organization both father and son served at various times as volunteer and counselor. Julian Jr. was a camper at Camp Letts before becoming a counselor there.

Under Secretary of State for Political Affairs Thomas Pickering spoke at the outdoor ceremony, describing the cabin's dedication as a fitting tribute to father and son. Others shared memories and offered prayers. Herman Gohn, president and chief executive officer of the YMCA of Metropolitan Washington, directed tours of the cabin. Attendees enjoyed a light brunch and music by the Y Winds.

—by Kendall Montgomery

Talking Training

Editor's Note: Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, and Ruth A. Davis, director of the Foreign Service Institute, discuss the future of training in the Department of State.

EWG: The year 2000 has arrived, we've survived the Y2K transition, and now it's time to look ahead to the New Year and beyond. A number of recent reports—including the McKinsey War for Talent and the report of the Overseas Presence Advisory Panel—have underscored the importance of increased training if the State Department is to continue its preeminent role in foreign affairs leadership.

We see ourselves as professionals. To remain professionals, however, we must be committed to training and development throughout our careers. Just as doctors, lawyers, teachers and other professionals participate in continuing education programs on a regular basis, so must we.

With this in mind, I have invited my colleague and A-100 classmate, Ruth A. Davis, to join me in charting our future training goals for all Department employees. As we begin to formulate our new training agenda, we'll be looking for your ideas, too. Feedback on this issue from our colleagues in the field is essential, don't you agree, Ruth?

RAD: Yes, indeed, Skip. The world has changed enormously in the 30 years since you and I joined the Foreign Service. With dozens of agencies resident overseas, managing our missions is much more complex. Global issues, arms control, nonproliferation and multilateral issues often eclipse more traditional bilateral activities. One thing has not changed. People are still our most important resource, and managing and leading them in the 21st century is perhaps our greatest challenge.

FSI's New Leadership and Management School

EWG: I agree, and that is why I'm so excited about FSI's new Leadership and Management School. Its role will be critical in our efforts to put stronger emphasis on developing these very important skills in our Civil Service and Foreign Service personnel throughout their careers. For Civil Service employees, we are moving rapidly ahead with our Leadership Competencies Development Initiative and the Senior Executive Service Candidate Development Program. We are also looking at ways to imple-

ment the training recommendations for Foreign Service officers, including the possibility of making certain courses mandatory for promotions and onward assignments.

RAD: I do have some comments about mandatory training, but first I want to be sure that everyone knows about a key resource for all our employees—FSI's recent publication, "Leadership and Management Training Continuum." This booklet is kind of a road map for employees to attain the competencies and skills required at each career level. It can also help Civil Service employees identify the training opportunities they will need to meet the requirements of their leadership competencies. Foreign Service employees can use it in conjunction with satisfying the promotion precepts. The primary goal of FSI's new Leadership and Management School is to refine and expand the leadership continuum to ensure that we remain focused on the Department's critical managerial requirements.

Training Requirements for Foreign Service Officers

EWG: I know that required training is a hotly debated topic, but the fact is that many of the recent studies on the future of the State Department have advised us to set mandatory training benchmarks in the Foreign Service promotion precepts. I believe that such a system could relieve busy employees and their harried supervisors from having to make tough decisions about work versus



Director General "Skip" Gnehm with FSI Director Ruth Davis.

Photo by Ann Thomas

training. Clearly, if certain courses became mandatory for promotion, then there would be no choice. Employees would have to be released for the required period of time.

The OPAP report does note that the private sector and the military have proved that leadership and management skills can be required and taught. Of course, we would still need enough personnel moving through the system to fill staffing gaps created by mandatory training and right now we just don't have enough people to accomplish that. Ruth, what are your thoughts on this subject?

RAD: If you think about it, Skip, we already have "mandatory" training for certain positions, such as A-100 for new Foreign Service employees, the deputy chief of mission course and the ambassadorial seminar. Consular and administrative officers, too, have required training to fulfill many of their responsibilities. I believe the time has come to ensure that all of our employees in leadership positions—program directors, section and division chiefs, office directors, deputy assistant secretaries—receive training if they are to manage people, policy and resources effectively. I also believe we should build on the mandatory training we already have to ensure that all our employees—Foreign Service and Civil Service—receive adequate managerial training as they progress through their careers.

Senior Seminar and Other Senior Training

EWG: It might be useful to highlight a number of our current training initiatives. This year, for example, we have a very diverse, high-quality group of Foreign Service and Civil Service officers participating in the Senior Seminar, at the War College and in other senior training opportunities. The correlation between these programs and highly successful careers is very strong. I urge all employees to consider these very competitive programs as soon as they become eligible. Are there specific programs you would like to highlight, Ruth?

RAD: Yes, Skip, I would like to underscore three courses in particular—courses at the very heart of our leadership and management continuum. They are Introduction to Management, for first-time supervisors; Advanced Management Skills, tailored specifically for mid-level supervisors; and the Foreign Affairs Leadership Seminar, our flagship course for O-1s and GS-15s. Details on all these courses may be found in the continuum booklet and in the FSI catalogue, which are available on FSI's web page on OpenNet.

Distance Learning

EWG: I know you are also doing more with distance learning programs at FSI, and I want to urge our colleagues overseas to take full advantage of them. Ruth, I'm sure you'd like to elaborate on some of these programs.

RAD: We are indeed excited about the increasing number of training resources available on FSI's OpenNet web page. To mention just a few, we now have home pages for a number of foreign languages and more than 90 area studies web pages. These are invaluable resources for employees. We are midway through a very successful

Internet training pilot through the University of Maryland, where five of our overseas colleagues, including employees and family members, are enrolled in beginning Spanish. We are also very happy about our new online Russian maintenance course. Our School of Applied Information Technology also has an extensive array of online training opportunities for information resource management professionals, including certification courses for the new incentive pay program. We plan to expand these distance learning programs in every area, including support for management and leadership training.

Specialist Training

EWG: I'm pleased with the success we've had in enhancing the training opportunities and increasing the professional qualifications of our Foreign Service specialists, including our office management specialist corps. We are making a concerted effort to enroll all new and transferring specialists in the appropriate language training and area studies courses before they go overseas on assignment. In meeting with our colleagues overseas, I have already begun to see the payoff in terms of morale and a greater sense of professional satisfaction for our specialists.

Foreign Service National Training Opportunities

RAD: I definitely agree that we get enormous return on our investment when we provide all our employees overseas—generalists and specialists alike—with the language and area studies skills they need to be successful. Another "growth" area for us is Foreign Service National (FSN) training. In the last year, we trained more than 1,000 FSNs at FSI. We are now training FSNs in crisis management as a part of our overseas training.

Prior to its integration with the State Department, the U.S. Information Agency had a very active training and orientation program for its FSNs. Public diplomacy FSNs will continue to benefit from those very successful programs, and we look forward to adopting the "best practices" of both USIA and State to increase the professional skills of our invaluable FSN colleagues.

EWG: Your FSN training programs are getting rave reviews overseas. Every participant I've met has praised the courses' content. The only complaint I've heard is from those who couldn't get in because the courses were full. Ruth, I love getting credit for what you and your staff at FSI are doing so well. I know you would join with me in urging all supervisors to allow their best performing FSNs to take advantage of these courses. The training can boost their productivity and give them a better understanding of how we operate in Washington, D.C.

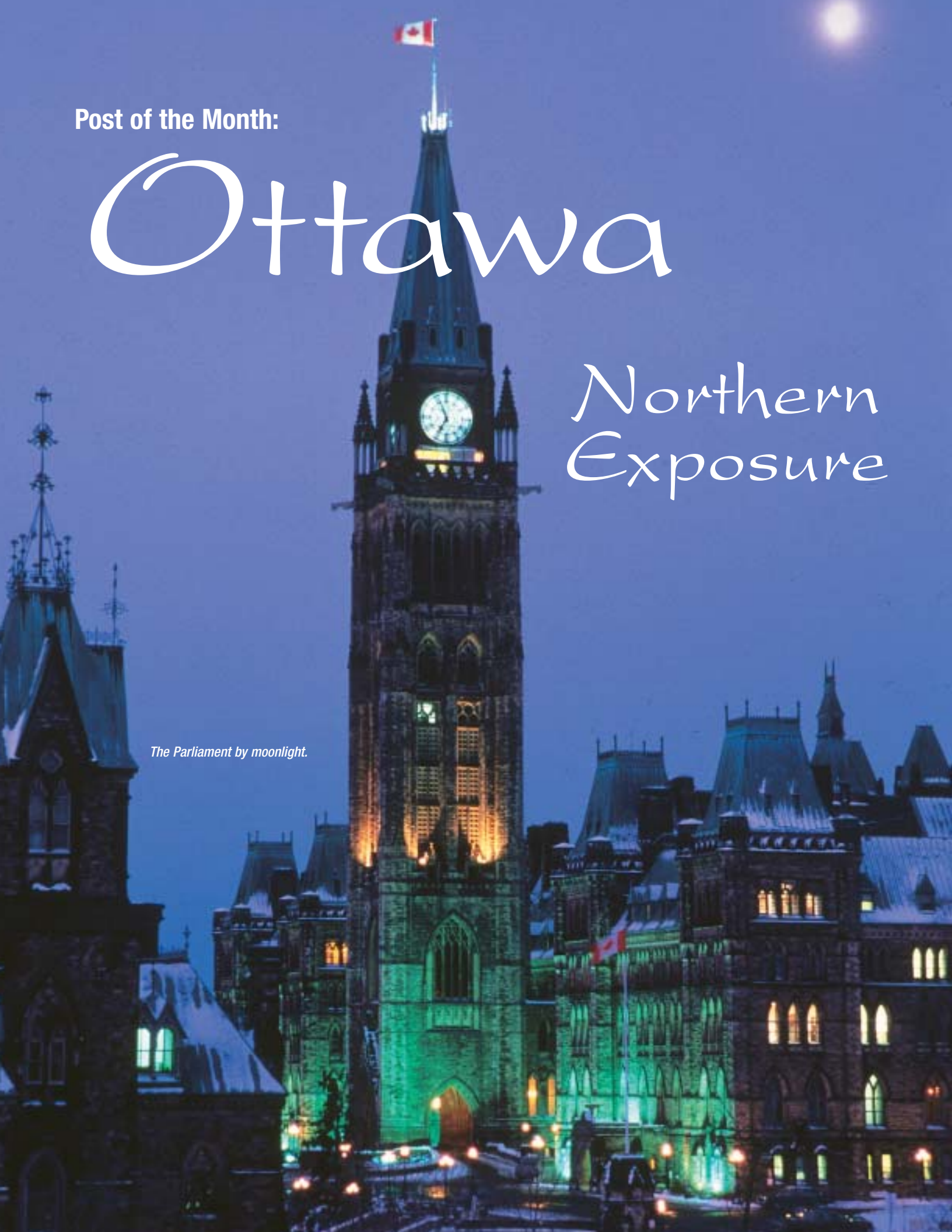
I'd like to thank Ambassador Davis for sharing this month's column with me and close by strongly encouraging all employees to take full advantage of the many training opportunities available at all stages of their career with the State Department. Ultimately, you and you alone are responsible for your own success. FSI is a remarkable institution. Don't waste this valuable resource. It is there for you. ■

Post of the Month:

Ottawa

Northern
Exposure

The Parliament by moonlight.



"I'll take 'WHA [Western Hemispheric Affairs] Geography' for 100, Alex."

"The answer is: this country has seven posts and stretches across six time zones."

"Uh, what is Russia?"

"Oh, noooo. Russia's not in WHA. The answer is CANADA!"

"OK, 'WHA Geography' for 200."

"The answer is: if you serve in this foreign capital, you're closer to Washington, D.C., than you would be in Detroit or Chicago."

"Uh, wait, wait, I know it. What is Nassau, Bahamas?"

"Nope, sorry. Once again, it's CANADA!"

"'WHA Geography' for 300, Alex."

"The answer is: this country is the largest supplier of energy to the United States."

"That's tricky. The question is: What is Venezuela?"

"Nope, wrong again [quiet, supercilious chuckle]—for the third time in a row. It's CANADA."

"OK, 'WHA Geography' for 400, Alex."

"A posting to this country makes the phrase 'overseas assignment' an oxymoron."

"Got it! American Samoa."

"Nope [look of quiet disbelief], it's CANADA."

"OK, Alex, last try. I'll take 'WHA Geography' for 500."

"In 1814, the British burned the White House in retaliation for the U.S. burning of this Ontario city."

"Got it: What is New Orleans?"

By Bernard F. "Buck" Shinkman

Americans may be excused—but not forgiven—for not knowing the details of our extraordinary relationship with our neighbor to the north. The statistics are quite staggering. There are about 200 million annual border crossings—northbound and toward the south—across our joint 5,000-plus-mile border. Bilateral trade last year amounted to more than \$1 billion a day. Not only is Canada far and away our largest trading partner, until recently our second largest trading partner was the province of Ontario. Only after that came Mexico, China and Japan. We trade more with Canada than with the entire European Union.

Yet trade is not what we Americans think of when we think of Canada. Handsome, trustworthy Mounties in red serge uniforms on horseback. Lots—that's LOTS—of snow. And friendly people. Canada routinely comes out at the top of the list when Americans are queried as to what country they feel has the nicest people.

Yes, Ottawa is the second coldest capital in the world (after Ulan Bato) and all of the above is true, but that is so much less than the entirety of our relationship. Canada is wider than the contiguous United States and carries every bit of the variety which that geography connotes.



Skaters on the Rideau Canal in Ottawa.

Photo by Raul Alferez



The media cover raising of the flag over the U.S. Embassy.

Photo by Raul Alferez

The United States now has six Consulates General in Canada (Vancouver, Calgary, Toronto, Montreal, Quebec City and Halifax). Consul General Mike Bellows at the Embassy in Ottawa says his staff estimates that up to 20 percent of Canadian citizens may have some claim to American citizenship. Ten-to-one is the ratio most often used when comparing the U.S. and Canada: the Canadian economy is about one-tenth the size of ours. The population of Canada is about 30 million—about one-tenth of the U.S. population. Ninety percent of those Canadians live within 100 miles of the U.S. border.

It also has the wonderful richness of Francophone culture and history. Drive through Montreal or Quebec City. Everyone's in a Ford or Chevy or Mazda or Honda, just like in comparably sized U.S. cities, but the shop signs are all in French or French and English, the shopkeepers all speak French, and the restaurants don't advertise

their "French cuisine" or "French style." They *are* French restaurants. In fact, just off the eastern coast of Canada is the island grouping of Saint-Pierre and Miquelon. It's not a colony of France, it's not a protectorate—it IS France.

Canada's political culture stems from entirely different roots than does ours. We fought a revolution to separate from England. The Canadians moved peacefully to develop their own style of relationship with the mother country. The Queen is still their head of state. Canada's Commonwealth ties enable it to move through diplomati-

ic hot spots around the world with an ease not always available to the sole remaining superpower. Canada's global peacekeeping role in recent decades has won it universal acclaim. And, although Canada's defense budget has suffered in recent years, the reputation of its armed forces remains high.

While many countries have substantial lists of bilateral issues



The old embassy.

Photo by Raul Alferez

of importance, none have the degree of overlap shared by Canada and the United States. But, among the broad panoply of areas of cooperation, there are thorns—some of them quite sharp. The challenge to deal with these few, high-impact conflicts is a constant in embassy life.

Embassy staff now occupy a new state-of-the-art, steel and stone building (see related story on page 12). It is the talk of Ottawa and of the international architectural community. Few embassy staff have worked in such dramatic surroundings. Moving is never easy—Foreign Service employees know that—but even the dislocations involved in this move are overwhelmed by the stunning new surroundings. ■

The author is the press spokesman in Ottawa.



Photo by Raul Alferez

Above, Ambassador Gordon D. Giffin with Marine Sgt. Brian G. Krauser, left, regional security officer Jack Hurley and Marine Cpl. Corey H. Johnson. Below, the flag is lowered at the old chancery.



*The western side of
the new chancery.*

A New Chancery for Ottawa

By Bob Bell

The symbolic importance of a new chancery and a major art work commemorating our special relationship with Canada produced what is probably a historic first: back-to-back visits to the same post by an American President and First Lady. For our relationship with Canada, Mr. Clinton's dedication last October of the new chancery demonstrated a strong, cross-border friendship. For the Department and post, it culminated a long process to locate, finance and construct the fine and greatly needed facility.

Not that the new chancery is without controversy. In Ottawa, some have dubbed it a "steamship" and "fortress." More thoughtful reviewers, however, have echoed the headline of an article in the *Washington Post*—"An Inviting Embassy With a Sense of Security." The chancery, in fact, represents a successful response to the

difficult, complex challenge of designing and constructing, in a unique downtown setting, a structure that is functional, aesthetically pleasing, diplomatically appropriate and secure.

The downtown setting has the chancery facing four diverse areas. On the eastern side is the "town," a mostly small-store business district. On the western side is the "crown," the Parliament and other government buildings, as well as a park and the Ottawa River. On the ends are the Peace Monument to the north, with the adjacent Ceremonial Parade Route, and the York Steps to the south, with its corridor between the town and crown.

This diversity, plus the site's extreme, seven-meter grade differentiation, required special efforts by the designer—a U.S. firm, Skidmore, Owings & Merrill. Collaborating with the Canadian National Capital Commission, the firm used numerous techniques to make the building a unifying focal point, such as completely different faces on the east and west sides. Dominated by



Photo by Raul Alferez

tempered glass, the western side establishes an appropriate identity as the ceremonial approach, while blending in with the nearby, glass-clad National Art Gallery. Stone and windows make up the eastern side, reflecting the architecture of the neighboring Byward Market town.

Functionality and style were well achieved, especially with the four bars of double-loaded office space along a building-length atrium crossed by a short central atrium area marked by a tower. Access to daylight in a northern climate was a high priority, resulting in the large opening in the central tower, skylights in the atrium, polished aluminum mirrors to catch and reflect sunlight deeper into the atrium spaces, continuous window transoms for light to enter interior office spaces and exterior windows on outside offices for their natural light.

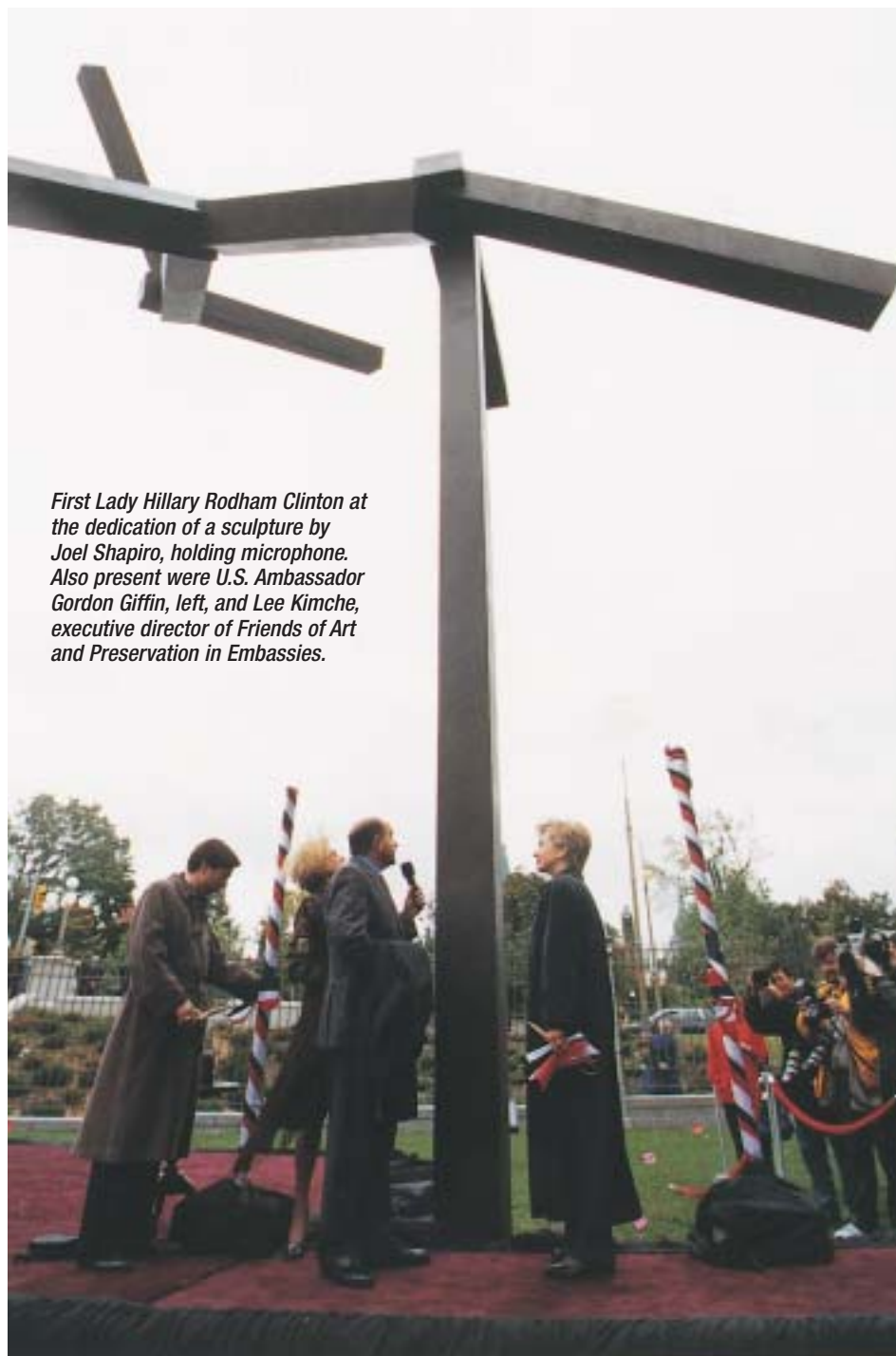
Security has been a constant concern during this project's site selection, design and construction stages.

The challenges of a downtown location on a site without a 100-foot setback from adjoining roads created special challenges. A perimeter fence, bollards, forced-entry and ballistic steel doors and windows and thick walls are the more obvious security features. Less obvious is that behind the western side's glass is a wall and windows structure similar to the eastern side's facade.

Yet, despite the critical need for such security measures, the chancery is not, as some claim, a bunker or "Fortress America." Rather, it's an impressive balancing of security with open diplomacy: a cooperative achievement of the U.S. designer, the Canadian planners and builder, the post, the Bureau of Diplomatic Security and the Office of Foreign Buildings Operations.

Moreover, there are no arguments about the need for the chancery. The previous chancery, built in the 1930s, was entirely too small, housing only 62 employees. Last October's move into the new chancery, a 150,000 square-foot structure (including garage space), allowed for consolidation with 102 additional U.S. officials from eight other buildings. Furthermore, the previous chancery was on a half acre of Parliament Hill that the Canadian government wanted for its own operations.

So a move was inevitable. Still, even in a country with unique historical, economic and geographical ties to the United States, the process was difficult. Deciding on a site



First Lady Hillary Rodham Clinton at the dedication of a sculpture by Joel Shapiro, holding microphone. Also present were U.S. Ambassador Gordon Giffin, left, and Lee Kimche, executive director of Friends of Art and Preservation in Embassies.

Official White House photo by William Vasta

was arduous, obtaining funding was not easy with a \$67 million project such as this one, and design and construction added more years to the effort. Thanks to the exceptional cooperation, hard work and creativity of many contributors, however, the result was outstanding.

A bit more controversial is Joel Shapiro's sculpture on the southern lawn of the new embassy compound. Mrs. Clinton dedicated the sculpture last September, and it, too, is meant to symbolize our friendship with Canada. The artist described his 40-foot bronze sculpture as a way "to use common language that all could understand . . . to represent the close historical ties and relationship between our two nations."

This work was commissioned by the Friends of Art and Preservation in Embassies, or FAPE, as part of its millennium project, "Gift to the Nation." A nonprofit foundation established in 1986, FAPE augments the representation of American culture in U.S. Embassies. Working closely with the Department, FAPE contributes works of art to embassies and provides funds for restoration activities at some of our country's more historic properties abroad.



Photo by Raul Alferez

*Above, the chancery's central atrium.
Left, the central tower.*



Photo by Raul Alferez

The millennium project is the group's commitment to purchase and donate as many as 200 major works of American art—including paintings, sculpture, works on paper, photography, objects, crafts, tribal art and folk art—to U.S. Embassies by the end of the year 2000. ■

*The author is a program analyst with
Foreign Buildings Operations.*

State Honors Demining Partners

By John Stevens

In the time it takes to read this magazine, somewhere in the world a person will be maimed or killed by a landmine. An estimated 60 to 70 million landmines pose an everyday threat to civilians in one-third of the world's nations and a barrier to peace, democracy and development in war-torn societies long after the guns are silent.

Since 1993, the United States has provided more than \$350 million to help clear landmines, conduct mine awareness programs, assist the victims of landmine accidents and research new demining technologies.

A top priority of the President's "Demining 2010 Initiative," launched by Secretary of State Albright and Secretary of Defense Cohen in October 1997, has been to build partnerships with American private and civic organizations to combine innovation, energy and resources for a mine-safe world by the year 2010. Highlighting that cooperation, Secretary Albright hosted a dinner on November 4 in the Benjamin Franklin Room to recognize and honor two dozen groups involved in public-private partnerships for global humanitarian demining.

Among the 120 distinguished guests were Senator Patrick J. Leahy (D-VT), Vietnam Veterans of America Foundation President Bobby Muller, President and Editor-in-Chief of DC Comics Jenette Khan, United Nations Association President William Luers and Nobel Laureate Jody Williams.

In her remarks, Secretary Albright saluted the public-private partnerships: "In our common campaign to end

Timothy Boggs, left, of Time Warner and Jenette Khan of DC Comics describe the mine awareness comic book project.



the landmine crisis, every one of the groups and people here tonight has been able to stand and deliver. We rely on NGOs for huge infusions of energy and expertise, and on the private sector for innovative ways of harnessing donor generosity and participation."

Among the groups honored were:

- The United Nations Association and its Adopt-a-Minefield program, which since March 1999 has raised more than \$2 million to clear minefields in Afghanistan, Bosnia, Cambodia, Croatia and Mozambique.

- Warner Brothers, which has committed to use its "Looney Tunes" characters, including Bugs Bunny, to produce cartoons for broadcast around the world to teach mine awareness to children in mine-affected countries.

- DC Comics, which is adding a new Portuguese-language mine awareness Superman/Wonder Woman comic book for Lusophone Africa in addition to those already produced for Bosnia, Central America and Kosovo.

- Vietnam Veterans of America Foundation, which is conducting landmine surveys in a dozen countries and assisting mine accident survivors in southeast Asia and Africa.

- Roots of Peace and its associated California vintners and high-tech firms, which are raising funds and public awareness on the landmine problem. Roots of Peace has adopted a minefield in Croatia and, once it is cleared, will ensure it is replanted with grapevines.

- The Marshall Legacy Institute and its K9 Demining Corps Campaign, a nationwide effort to purchase, train and deploy mine-detecting dogs around the world.

- The Landmine Survivors Network, which is assisting some of the world's 300,000 landmine accident survivors with peer counseling, prosthetics and vocational training.

- The Humpty Dumpty Institute, which is identifying new private funding for mine action organizations and its special project to provide demining dogs to Eritrea.

- The University of Richmond's Jepson School of Leadership Studies and its campuswide effort to organize grassroots support for demining projects.

These public-private partnerships are carried out by the Office of the Special Representative to the President and Secretary of State for Global Humanitarian Demining, the State Department Office of Humanitarian Demining Programs, the Defense Department Office of Peacekeeping and Humanitarian Affairs and the USAID Leahy War Victims Fund. ■

The author is public affairs officer for the Office of the Special Representative to the President and Secretary of State for Global Humanitarian Demining.



ICASS

Still 'A Work in Progress'

The International Cooperative Administrative Support Services, or ICASS—a system to manage shared administrative support services and distribution of costs for U.S. government agencies at our diplomatic missions abroad—recently marked its third year of operation.

So how is the system performing? Has it resulted in significant cost savings? And where does ICASS go from here?

By Elizabeth Cemal

Benefits

ICASS is intact and working at 162 overseas posts with a focus on economies, efficiencies and the quality of services. Post councils have been established and communication between provider and customer improved substantially. New software makes it much easier to determine the cost and distribution of various services and to explain to each post agency how its bill is calculated.

As an instrument for enhanced financial management, ICASS is still a work in progress. Post councils are beginning to identify economies and efficiencies. The ICASS Service Center's Report to Congress in March 1999, for example, included the following:

Vienna: "We are now well on the way to outsourcing administrative supplies for the unclassified sections of the tri-mission, potentially saving the U.S. government \$240,000 annually."

Bonn/Berlin: "A fleet-leasing proposal for ICASS vehicles has been cleared and will soon be in place with estimated savings over six years at \$475,000 in personnel, motor pool, parts and fuel costs."

Antananarivo: "We have consolidated the majority of maintenance and repair operations throughout the mission with an estimated cost savings to the U.S. Agency for International Development alone of over \$70,000 in rent and utilities."

Challenges

As with any new system, ICASS has had its problems. There have been minor glitches in the budget and cost distribution software. Some ICASS councils spend an inordinate amount of time establishing prudent funding levels, while others don't spend enough. Dick Stephens, former chairman of the ICASS Working Group, said, "ICASS is vulnerable to council apathy, lack of support from the top and managers who cannot work as part of a team."

State's budget constraints drive the ICASS post targets. Thus investments needed to improve service or position posts to reduce costs over the long run are often deferred indefinitely. There is also a growing realization of the full scope of funding needed to repair an eroded administrative infrastructure overseas. Together, these factors challenge and frustrate those charged with implementing ICASS overseas and in Washington, D.C.

Behind the Scenes

ICASS is fundamentally an overseas support system. Its customers and beneficiaries are primarily the personnel assigned to the posts where the system is in place. Many agencies and offices throughout Washington, D.C., have invested much time and energy to ensure the success of the ICASS system overseas. Although deliberations among and within agencies have not always been easy, an elevated spirit of cooperation was fostered by an all-day ICASS offsite at the Foreign Service Institute

Photo by Carl Goodman

ICASS budget team, from left, Lynne Boland, Richard Sizemore and Janis Cook.



The Birth of ICASS

ICASS was created as part of the Vice President's National Performance Review. The President's Management Council undertook a study to identify specific steps to streamline administrative operations, reduce the costs of services and make better use of information systems and communications technology. A January 1995 report from the council's working group reported "an uneven playing field in the delivery of goods and services." It noted, "Those providers who receive a direct appropriation and who are not reimbursed for their services subsidize their customers who have no incentives to make rational choices on the quantity of services they receive."

The report further stated that "funding should be allocated to the customer rather than the provider as a means of reducing unnecessary expenditures and overall administrative costs."

Congress agreed and mandated that State, the principal service provider abroad, should establish by fiscal year 1997 a system that "allocates to each department and agency the full costs of its presence outside the United States." An extensive interagency effort developed the ICASS system that was implemented worldwide on a test basis in fiscal year 1997 and became fully operational the following year.

Photo by Carl Goodman



ICASS Service Center director Gregory Engle.

last June, drawing 60 participants from 15 customer agencies, including State, the system's largest customer and principal service provider.

Discussions at the offsite were wide-ranging and candid and forged a consensus on what areas required action: more comprehensive training of both service providers and ICASS Council members, better use of technology, broader overseas service provider staffing and increased local empowerment. In the process, committees were formed to prepare specific recommendations for presentation to the ICASS Executive Board in late October. This



ICASS customer service team, from left, Felipe Cruz, Elizabeth Cemal and Barbara Hazelett.

Photo by Carl Goodman

Domestic Operations

Three ICASS elements in Washington, D.C., support the overseas missions:

ICASS Executive Board: The highest-level ICASS policy-making body, the IEB is chaired by Assistant Secretary of State for Administration Patrick Kennedy. Its members are assistant secretary-level officers from participating agencies.

Interagency Working Group: Composed of members from participating agencies, this group keeps the Executive Board informed on ICASS issues, resolves issues raised by posts or agencies, makes policy as delegated by the executive board and presents policy issues for decision. Retired Foreign Service officer Richard T. Stephens chaired the group from inception through September. His successor, David G. Mein, a retired Foreign Service officer with extensive experience in ICASS in the field, served as deputy director of USAID's Office of Administrative Services during the initial ICASS implementation phase.

ICASS Service Center: The ISC was established in early 1996 to provide "safeguards to ensure transparency, multiagency participation, intact allotment of funds to post councils and integrity of fund control." Gregory W. Engle recently succeeded Michael McLaughlin as ISC director. The center's staff currently includes 12 Foreign Service and Civil Service employees from the Departments of State, Agriculture, Defense and Commerce. Located within State's Bureau of Financial Management and Policy, the ISC reports to the ICASS Executive Board and serves as a secretariat for the ICASS Working Group.

joint problem-solving partnership between customers and service providers at the headquarters level bodes well for ICASS's ultimate success.

Under Secretary for Management Bonnie Cohen, who visits with ICASS Councils during her travels overseas, said, "We have learned that ICASS works best where the ambassador and deputy chief of mission are committed, there is a good chair and everyone works together. There is growing trust and an appreciation of what everyone brings to the table."

Assistant Secretary for Administration Patrick Kennedy, who chairs the ICASS Executive Board, said, "I am very pleased at the progress that has been made in implementing ICASS on a worldwide basis. The transparency of its procedures and its emphasis on customer service stand to benefit all agencies and all overseas employees."

Secretary Comelia Cherry, left, with Elizabeth Cemal, customer service team member.





Richard Stephens, second from right, receives recognition for chairing the ICASS Interagency Working Group from Bert Edwards, left, chief financial officer; Gregory Engle, director of the ICASS Service Center; and Patrick Kennedy, assistant secretary for Administration and chairman of the ICASS Interagency Executive Board.

Objective and Principles

The primary objective of ICASS is to obtain quality services at the lowest cost. The system is based on these principles:

- Local empowerment. Customers have more say about the delivery of administrative services. Each mission has an ICASS Council, consisting of a representative from each agency, responsible for overseeing management of shared administrative support activities.

- Equity. Agencies pay their fair share of post administrative costs based on usage. ICASS embodies the concept that all agencies should pay the full costs of their presence overseas, so funding for services is allocated to and paid for by the customer rather than the provider.

- Transparency. Posts and headquarters can understand the basis for costs. The ICASS budget and management information system lets every post and agency see and influence shared administrative costs by service and agency.

- Competitive selection of service providers. Posts have the flexibility to select service providers. ICASS Councils identify their service requirements and decide whether the State administrative section, another agency at post or a private service provider is best able to meet those requirements.

- Customer service standards and accountability. Based on post needs and available resources, ICASS Councils establish standards for administrative services and evaluate the performance of service providers in meeting those needs.

An ICASS Primer

International Cooperative Administrative Support Services, also known as ICASS, is an innovative change in managing shared administrative support services and the distribution of these costs to U.S. agencies at diplomatic missions abroad. Designed as a full-cost recovery system, ICASS enlists the support of all customer agencies—State being the largest—by guaranteeing them a voice in the management of administrative resources. As a customer-driven, voluntary, interagency system, ICASS seeks to create a vehicle to reduce the cost of overseas administrative support, freeing up scarce appropriated dollars for the Department's and other agencies' programs.

Credit for the ICASS initiative, Mr. Kennedy said, "must be shared with Congress, the many individuals who helped develop and install its new processes and all of those who have worked so diligently to make it a success."

Awards

After receiving Vice President Gore's Hammer Award for building a government that works better and costs less, the ICASS Service Center established an awards program for the field in 1998. The first year's call for nominations produced 36 individual, group and post awards for U.S. and overseas employees for outstanding leadership, best practices and customer satisfaction.

Recognizing outstanding contributions made by U.S. foreign missions to the success of the ICASS program, the U.S. Embassy in Bangkok received ICASS's Post Best Practices Award last November for establishing a set of objectives that thoroughly reviewed each cost center for customer satisfaction, quality of service, cost basis per unit of service provided, responsiveness and service provider staffing. Operations were streamlined and excess positions eliminated. The team-building and supportive environment established in Bangkok is serving as a model of partnership and cooperation for other posts. The post is using its \$10,000 award to benefit the entire embassy community by constructing a shelter on the annex grounds for such community events as the July 4th embassy picnic and the Thai New Year celebration. ■

The author is a customer service representative with ICASS. Also contributing to the article were ICASS Service Center director Gregory Engle and team leader Barbara Hazelett.

Violence in the Workplace

By Donna Miles

The 17-year-old son of a State Department employee entered Main State, flashed his dependent identification badge and took the elevator to the seventh floor, where his mother worked as a secretary in the counselor's office. There, the youth pulled a rifle from the duffel bag he was carrying and shot and killed his mother, then himself.

The murder-suicide took place almost 15 years ago and led to a wide range of security measures within the Department. Among them were the elimination of dependent identification badges and the introduction of metal detectors and card readers at entranceways.

But the 1985 incident wasn't isolated. Just as violence has infiltrated the private sector workplace—from fast-food restaurants to factories to corporate suites—it has invaded the federal government, too.

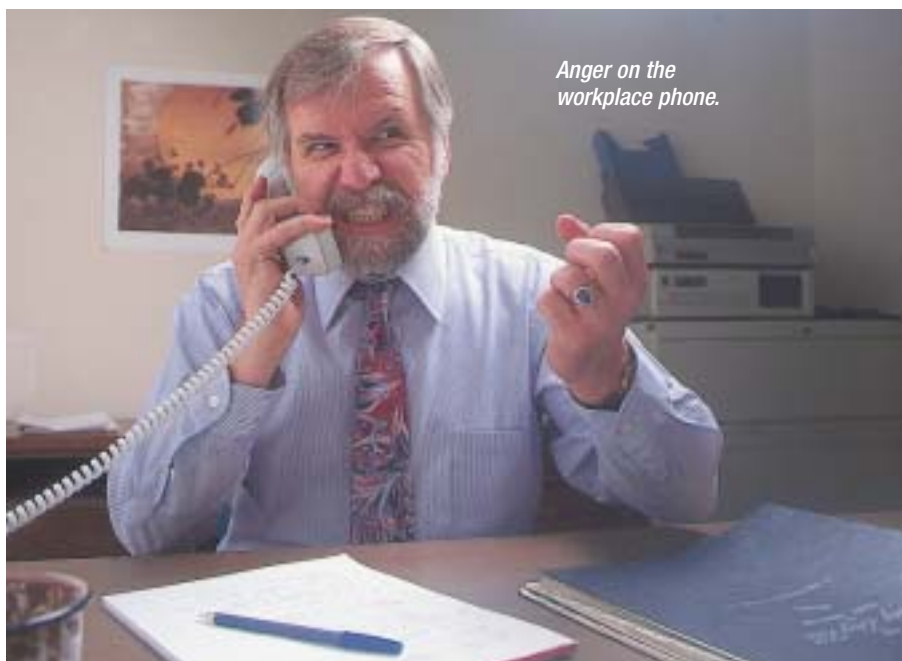
On-the-job violence, such as the late-July mass murder in northern Atlanta that left nine people in two office buildings dead is becoming a national epidemic. The latest Justice Department crime survey noted that nearly 1 million people become victims of violent crimes in U.S. workplaces every year. The FBI labels workplace violence the largest growing cause of homicide in the United States. Murder is the third leading cause of employee deaths on the job, and for women, it's the number one cause.

Workplace violence can be initiated by a family member, as in the case of the 1985 shooting at Main State, or by a member of the public—from a delivery person to someone applying for a passport or visa. But the vast majority of incidents arise between co-workers.

The background investigation that State employees undergo before they are hired and granted a security clearance helps weed out employees with histories of violent behavior, according to Robert Hartung, chief of the Bureau of Diplomatic Security's professional responsibility staff. This is probably one of the reasons for the Department's low incidence of workplace violence, he said.

But Cynthia Dearing, a program manager in the Office of Employee Relations, said highly publicized incidents such as the shooting at Columbine High School in Littleton, Colo., have increased workers' awareness about the potential for violence—and employees' willingness to report an incident.

"We don't have a steady flow of cases of violence, but we do get occasional cases of disruptive behavior or



Anger on the workplace phone.

threats," she said. "People have become more sensitive to the words employees exchange. Comments that once might have been taken less seriously are now being taken a lot more seriously."

While physical violence gets the most attention in discussions of workplace violence, experts say less-obvious forms of violence—verbal abuse, bullying, intimidation and sexual harassment, among them—can be just as threatening to employees. These abuses may not leave physical scars, but they can make victims feel angry, fearful, stressed or depressed.

Statistics show that all forms of workplace violence are increasing, a trend that parallels the general increase in acts of violence throughout society. Workers bring their personal problems with them to work each day, and in high-stress environments where personnel and resources are often stretched to their limits, violence is too often the result.

Who's likely to resort to such violence? The Office of Personnel Management profiles the most likely perpetrator as a middle-aged white male who changes jobs frequently and is fascinated with exotic weapons and violent movies and television shows. He tends to be chronically disgruntled or known as a troublemaker, is frequently a loner and often has a military background.

But experts are quick to caution that these traits don't necessarily mean that someone will turn violent—and that some employees who do don't match any of the characteristics described. They say there simply are no

Preventing Workplace Violence

- ◆ Do whatever you can to nurture a supportive, harmonious environment at work.
- ◆ Insist that all employees routinely report suspicious individuals or activities.
- ◆ Deal with allegations of harassment or employee conflict early on, before they escalate.
- ◆ Take all threats and hate comments seriously.

hard-and-fast guidelines for identifying workers about to go off the deep end and resort to violence.

That's why, according to Ann Sprague, chief of labor and employee relations and workforce performance at the Office of Personnel Management, coworkers are critical in helping identify troubled employees before they turn violent.

In a Department notice issued in 1996, the Director General of the Foreign Service and director of Personnel outlined State's policy that violence and threatening behavior in the workplace won't be tolerated—and asked employees to help enforce the policy.

He encouraged them to take steps to reduce stress in their offices and in their private lives, taking advantage of counseling and referral services available through the Department. The Employee Consultation Service, the employee assistance program sponsored by the Office of Medical Services, provides confidential counseling at no charge.

The Department notice also urged employees to encourage troubled coworkers to seek help or to refer the matter to a supervisor.

But how do you recognize a troubled employee? They often exhibit unusual or erratic behavior, tend to miss a lot

of workdays and show changes in their personality, work relationships or productivity, according to Ms. Sprague.

Anne Weiss, director of State's Employee Consultation Service and a clinical psychiatric social worker, receives reports of problems or potential problems and works with the employee and the appropriate executive office to determine the best course of action. Other key players in the program are the Bureau of Diplomatic Security, which addresses a case from a security standpoint, and the Office of Employee Relations, which provides conflict management training through the Alternative Dispute Resolution Program as well as focusing on the disciplinary aspects of a case.

These offices are working together to establish an inter-bureau team to respond to incidents of workplace violence. Having a team in place will make it easier for the players to mobilize and work together if an incident should occur.

Behavioral psychologists agree that ignoring the workplace "bully" is the worst possible thing a supervisor can do. Morale and productivity in the office tend to drop, and more seriously, the problem often escalates.

"When you ignore unacceptable behavior, you reinforce that behavior for the next time," said Ms. Sprague. "You send a clear signal that the employee is free to repeat the behavior and will suffer no adverse consequences."

She said the best way for supervisors to diffuse potentially violent situations is to confront relatively minor infractions as soon as they occur to make it clear that such behavior is unacceptable and will not be tolerated.

And while acknowledging that no office can completely prevent or eliminate workplace violence, Ms. Sprague said it's far less likely when employees understand that violent behavior won't be tolerated and their agency provides an effective response to incidents. The result, experts say, is a workplace where employees are safer, more secure and often more productive. ■

Foreign Service Day—MAY 5, 2000

The 35th Foreign Service Day will be observed Friday, May 5. A number of speakers will present interesting and informative talks on current affairs issues.

A luncheon will be held in the Benjamin Franklin Room at noon. Diplomatic and Consular Officers, Retired, will host its traditional evening reception Thursday, May 4, and the American Foreign Service Association will hold its customary brunch Saturday morning, May 6.

Please return the form below to receive a formal invitation, along with a registration and luncheon reservation card. Call 202-647-8115 if you have any questions. Please fill out and send to: Foreign Service Day, PER/EX—Room 3811, Department of State, Washington, DC 20520-2810

Name _____

Address _____

Telephone _____

Record Year for Hiring at the State Department

By Michael G. Anderson and Veda Engel

The folks in the Bureau of Personnel's Office of Recruitment, Examination and Employment, or REE, are smiling these days. And well they should. There were record numbers of hires for Foreign Service positions and for nine student programs.

To meet the director general's FY 1999 hiring targets, the 25-member Board of Examiners, or BEX, conducted oral assessments of Foreign Service generalist candidates in Washington, D.C., San Francisco, Chicago and New Orleans between July 1998 and May 1999. Of the 2,405 candidates assessed, 856 passed the orals, and 313 were hired as junior officers in FY 1999. Many of the others, along with successful candidates from the November 1999 written exam, will be receiving job offers in FY 2000.

At the same time, BEX assessors, with help from Diplomatic Security and other Department experts, assessed more than 900 specialist candidates—600 of

whom were ultimately hired by the Department in FY 1999. The largest categories of new specialists were security officers (222), office management specialists (94) and information management specialists and technicians (114). These numbers represent by far the largest intake of new generalist and specialist hires in any recent fiscal year (see bar graphs).

This record-breaking year for REE's Foreign Service-Civil Service team required concerted action, from setting hiring targets to executing plans—without additional resources.

In setting the plan in motion, Department recruiters visited some 53 schools at least once during the fiscal year, ensuring that word got out about the Department's hiring and student program needs.

"They worked hard and as a result the numbers were up," commented John Collins, REE's director.

Along with the generalist and specialist programs, REE's student programs portfolio also enjoyed a record year in FY 1999. During 1999 the Department benefited

from the mostly unpaid services of some 900 eager student interns in Washington, D.C., and at posts around the world. Selected from 2,400 applicants, the students captured some of the most sought-after internships in the federal government. The student intern program has grown from 400 participants in 1993.

In addition, REE runs a number of other student programs for high school age through graduate school. Two of the most notable programs are aimed



A new junior officer class is sworn in at the Foreign Service Institute.

Photo by Shawn Moore

at university students. In the past year, the prestigious Presidential Management Intern Program attracted 49 highly qualified students with graduate degrees to the Department's Civil Service ranks.

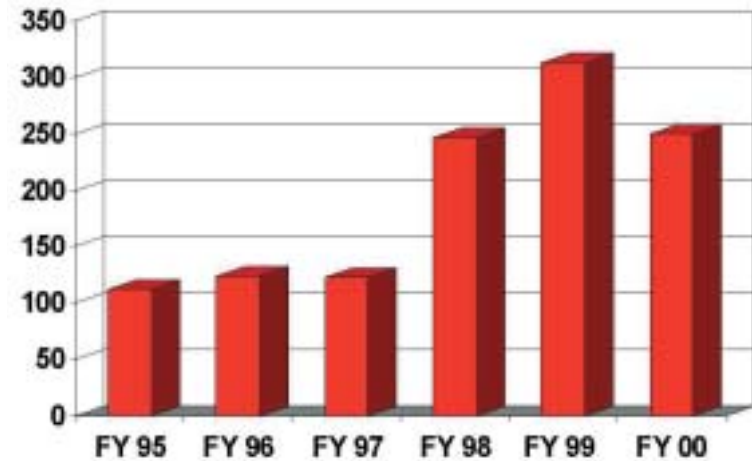
The Foreign Affairs Fellowship program, or FAF, also continued to grow in FY 99. Through the FAF program—a sort of diplomatic ROTC—the Department assists outstanding students interested in Foreign Service careers with their college and graduate school expenses. In return, they work for the Department for a period of years following graduation. All FAF participants must pass the Foreign Service written and oral exams before receiving tenure as Foreign Service officers. Fifteen outstanding FAF participants entered the Foreign Service in FY 1999. All of these student programs serve the Department's interests at many levels—from increasing diversity to bridging the academic and student communities.

Rather than resting on its laurels, REE is already busy sorting through thousands of applications for next summer's student intern openings and has begun preparing for next year's intake of Foreign Service officers. Getting information and applications to those interested in taking the Foreign Service Written Examination, which was given Nov. 6, was the first step in this process. More than 13,640 people registered for the 1999 exam. Of those registering, about 28 percent were minorities and approximately 40 percent were women. About two-thirds of the candidates registered online at REE's web site (<http://www.state.gov/www/careers>)—the first time for electronic registration.

The Department welcomed the computer age in another way this past year by making the *Exam Study Guide* available for purchase via the Internet. More than two-thirds of the 6,634 people who ordered the guide did so

Generalist Hiring

FY95 thru 00 (projected)



online. Although applicants could download the guide from the web site, three out of four people still preferred to receive a hard copy.

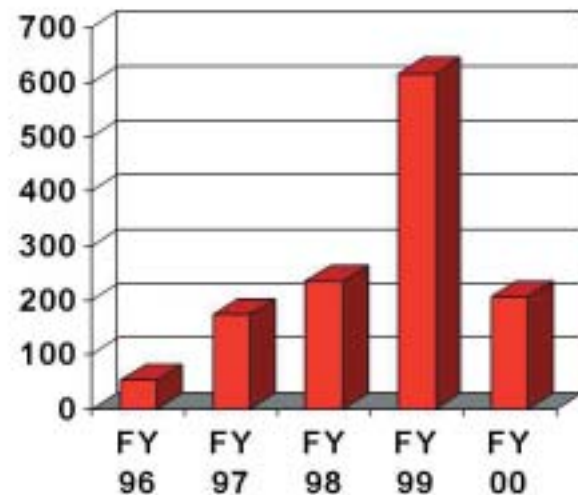
The Department also conducted a pilot program that identified candidates for the Foreign Service Oral Assessment by studying their "accomplishment" records and other biographical data rather than by requiring them to take and pass the Foreign Service Written Examination. The Department received 625 applications for the Alternative Examination Program, or AEP, currently open only to federal employees and those with noncompetitive eligibility. Between last September and early December, 200 of these applicants were invited for oral assessments at the Department's new Assessment Center in Washington, D.C.

REE's Collins attributed the high productivity to his staff's planning and employing new ways to get the job done faster and with more of a focus on customer service. "It's obviously been successful, and we will work hard to continue to improve our service in the new millennium," Mr. Collins said.

Looking ahead, the Department's plans call for hiring some 250 new junior officers and 210 Foreign Service specialists during FY 2000. Meeting the Department's personnel needs has become even more challenging in the last few years as the nation's economy booms and talented people are being snapped up by private industry. The "War for Talent" means the Bureau of Personnel, and particularly REE, has its work cut out in the new millennium. But recruiting and selecting the Department's future human resources continues to be a source of satisfaction to all of those involved. ■

Specialist Hiring

FY96 thru 00 (projected)



Mr. Anderson is an examiner with BEX. Ms. Engel is outreach branch chief. Also contributing to the article were Richard Esper, student programs branch chief, and Stephanie Brown, special projects coordinator.

Skid Control

By Eileen Verity

Have you ever lost control of your car during a skid? Have you had that queasy “oh no!” feeling when however you steer the car it won’t go in the direction you want?

Whether from snow, rain, gravel or blowing sand—losing control of your car during a skid can be a frightening and dangerous experience. The primary causes of skids are combinations of either turning and braking too quickly or driving too fast and turning. The secret to avoiding skids is to look ahead, be aware of changing road conditions and plan ahead. Preventing a skid is much safer and easier than correcting one.

There are three common types of skids that occur because of loss of traction. During front-wheel skids tires start to slide and the operator loses steering control. The most common passenger car skids are probably rear-wheel skids because there is normally more weight on the front tires than on the rear tires. In all-wheel skids, a combination of high speed and ice, snow, thin mud, water, black ice, or a mixture of water and petroleum acts to lessen the tires’ traction on the road.

How can you prevent or recover from a skid? The best way is to be aware of and anticipate road conditions. There are times when you must stop quickly on a slippery road. Hard braking often leads to loss of traction and skids. The methods used for anti-lock brake systems, or ABS, and non-ABS equipped vehicles are different.

If your car has an ABS system, the wheels will not lock up and you can steer around an obstruction. Most people do not know how a brake

pedal feels when the ABS system is engaged or that they maintain steering control. Try this in an empty parking lot. Step hard on the brake and keep steady pressure on the pedal. You should feel a normal pulsing in the brake pedal. ABS systems automatically prevent the wheels from locking up so there is no need to pump the brakes.

If your vehicle does not have ABS, there are two methods for quick stopping. For controlled braking, apply the brakes as hard as you can without causing the tires to stop rolling (lock up). Keep steering movements very small. If you must make large steering movements, release the brakes, steer and then reapply the brakes as hard as possible without locking them up. For the second method, start braking, apply the brakes fully until the tires lockup, release brakes at lockup, reapply as soon as the tires

start rolling, continue this until the vehicle stops. (This is what ABS does automatically.)

Although it’s more difficult than preventing skids, you can recover control of your car when it is skidding. Ease off on the accelerator, especially in snow or on ice, and steer in the direction you wish the front end of the vehicle to go. For good control all steering movements should be smooth.

Other steps to take to make sure skidding doesn’t happen to you include keeping the car and tires in good condition and the tires properly inflated. In all kinds of weather, be aware of road conditions, how your car responds and what is happening all around you. ■

The author is a safety specialist in the Office of Safety/Health and Environmental Management.

On “Skid Row.”



American Diplomacy in the 20th Century

By William Z. Slany

As the 20th century began, Americans from all walks of life were becoming increasingly aware of the new world-power status of their country. The long-held tradition of remaining aloof from the “Old World” and its dangerous entanglements was fast fading, and an economically powerful and culturally dynamic United States was emerging. U.S. political and business interests extended across the Atlantic and the Pacific as confident U.S. citizens ranged the globe. Milestone events around the world tested America’s new international status and thrust its leaders into assuming the nation’s new responsibilities.

While there were many harbingers during the last decades of the 19th century that the United States was becoming a world power, American diplomatic and military actions on the international scene seemed to catapult the United States suddenly onto the world stage as the 20th century began. U.S. diplomatic and military actions thwarted British imperialist efforts in Venezuela in 1895–1896, annexed the Hawaiian Islands in 1896, waged war with Spain in 1898, and brought about the occupations of Cuba, Puerto Rico and the Philippines. A U.S. diplomatic initiative in 1899 opened the door to international access to China, and in 1900 the United States took the first steps toward the construction of a canal across the Panamanian isthmus.

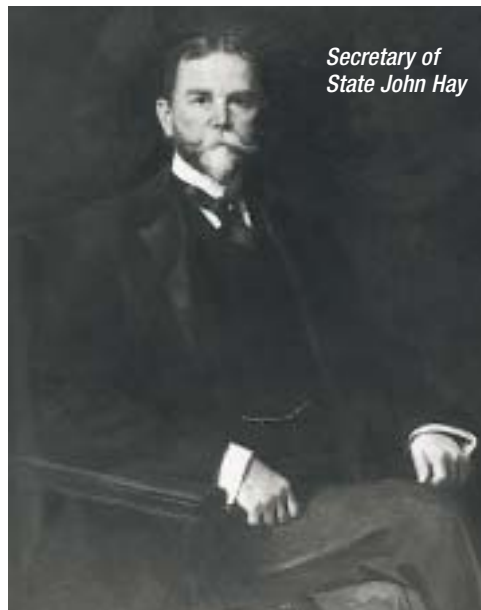
In the summer of 1895 President Grover Cleveland and his Secretary of State, Richard Olney, sent the British government a virtual ultimatum

about British coercion of the Venezuelan government over a border dispute. Initial British dismissal of the American invocation in 1896 of the Monroe Doctrine precipitated popular anger toward Britain, a threat of war and a stubborn American diplomatic rejoinder. Britain backed down. Sooner than other major nations, Britain recognized the new U.S. power and quietly accepted American preeminence in the Western Hemisphere. Indeed, the resolution of the Venezuelan crisis was part of the foundation for the U.S.-British “special relationship,” which continued throughout the 20th century.

Americans’ new interest in international events was more than confirmed in the crisis of the spring of 1898 that culminated in the war with Spain, the sinking of Spanish fleets in the Atlantic and the Pacific and military occupations of Cuba, Puerto Rico and the Philippines. President McKinley could scarcely resist the great popular enthusiasm for war against Spain after the *U.S.S. Maine* was sunk in Havana harbor.

Volunteers flocked to recruitment offices, Americans devoured the news dispatches about American victories and there was a surge of eagerness to confirm the military successes by acquiring territories in the Caribbean and even across the Pacific Ocean. The President, Secretary of State John Hay and their advisers began crafting the diplomacy of settling America’s first war with a European power in nearly 100 years and in structuring a role for the United States in the international community that recognized its new power and responsibilities.

American diplomats also played their part in the first Hague Peace Conference in 1901, and American



Secretary of State John Hay



Photo courtesy of Brady-Handy Collection

Diplomatic Reception Room, circa 1900.

diplomatic influence was brought to bear in warding off conflict among the Great Powers in Africa. President Theodore Roosevelt and his advisers could barely stay ahead of the enthusiasm and even the belligerency of Congress and the public in the process of acquiring dominance in Panama and building an ocean-to-ocean canal of heroic proportions.

U.S. naval presence at Pago Pago in the Samoan Islands was confirmed by Germany and Britain at a conference in Berlin in 1889. American diplomats joined with

U.S. sailors and Hawaiian businessmen-revolutionaries in 1893 to overthrow the Hawaiian monarchy, and in July 1898 Congress adopted by wide margins a resolution annexing the islands. In September 1899, soon after Admiral Dewey's victorious sortie into Manila harbor, Secretary of State Hay addressed his famous "Open Door" notes to the governments of Britain, France, Germany, Italy, Russia and Japan, asking them to respect the principle of equal commercial opportunity for all nations. Hay's note projected the United States into the midst of Great Power diplomacy.

The State Department

The management of American diplomacy at the turn of the 20th century was in the hands of John Hay, Secretary of State from 1898 until his death in 1905. There could have been no better representative of the emerging American economic plutocracy that had grasped the reins of political power and set the agenda for unleashing free enterprise at home and abroad. Hay rose from among the first wave of settlers of Illinois and in his youth seemed likely to become another Mark Twain of American folklore. Instead, after serving as Abraham Lincoln's secretary during the Civil War and then his biographer, Hay married the daughter of a wealthy railroad bridge builder. After settling into a life of luxury among the titans of industry in Cleveland, he became involved in Republican politics in Ohio and in Washington. His close friendship with Henry Adams led to a stint as assistant secretary of State in the Harrison presi-



Secretary of State John Hay, left, and Panama's Philippe Bunau-Varilla, 1903.

Photo courtesy of Theodore Roosevelt Collection, Harvard College Library

dency and ambassador to Great Britain in 1897 for President McKinley.

President Roosevelt asked him to become his Secretary of State in 1898 after McKinley's assassination. Hay was urbane, articulate and completely at home with the national elite that led the nation from the 19th into the 20th century. He was an elegant spokesman for America as a new world power and embodied the culmination of the conflicting American virtues of egalitarianism, meritocracy and acquisitiveness.

Secretary Hay's State Department had changed little in size, style or organization since the Civil War. When he arrived at the offices of the Department at the State-War-Navy Building (now the Old Executive Office Building) at 17th Street and Pennsylvania Avenue, there were 82 men and women—clerks (the common term for officers at the time), messengers and manual laborers. Women were limited then to clerical jobs and African-Americans to messenger and manual labor tasks. The handful of Department officers still wore cutaway coats as their badges of office. The Secretary in 1900 was assisted by small group of supervisory officers: a legal counselor and three assistant secretaries of state. Alvey Adee, one of the three assistant secretaries, had been in the Department since 1887 and became Hay's trusted deputy, although there was no such official position. Mr. Adee, an eccentric with high-button shoes and an ear trumpet, was a prodigious worker who gave a gravity and a conservative style to the Department's conduct of business that remained the model long after he retired in 1924.

Other distinguished experts in international affairs gave the Department the expertise it needed to move into the new century and lead the United States into its broadening

international responsibilities. John Bassett Moore set the international law standards for 20th century American diplomacy, melding the American experience of the 19th century and bringing it to bear in his service in the Department during the Spanish-American War and its aftermath and at the international conferences of the early 20th century—when the United States took its place among the world's powers. William Rockhill brought to the Department long experience and expertise in relations with the emerging nations of the Far



Alvey Augustine Adee

East and set the high professional tone for American diplomatic activity in Asia in the following decades.

America's isolationism had expressed itself in a refusal to exchange ambassadors with other nations because of the presumed corrupt and undemocratic nature of diplomacy as practiced by the European powers. As the 19th century ended, the vastly expanding needs of commerce and travel, as well as a growing acceptance of America's destiny to take a lead in the world community, overcame these long-held concerns. In 1893 Congress legislated the establishment of the first

U.S. Embassies—in London, Paris, Berlin and St. Petersburg. Within the next 10 years, ambassadors were appointed to these capitals and also to Vienna, Tokyo, Constantinople and Mexico City. Ministers Plenipotentiary continued to represent the United States in more than 40 other diplomatic posts.

Reform and Professionalism

Americans' recognition of their nation's new diplomatic importance sparked a movement to reform and professionalize the Department of State and the diplomatic and consular services. In the press and in Congress, sentiment grew to develop a foreign service based on merit. Isolationism gave way to a broad acknowledgment of the need for diplomatic representatives of special fitness and ability to execute the nation's responsibilities abroad.

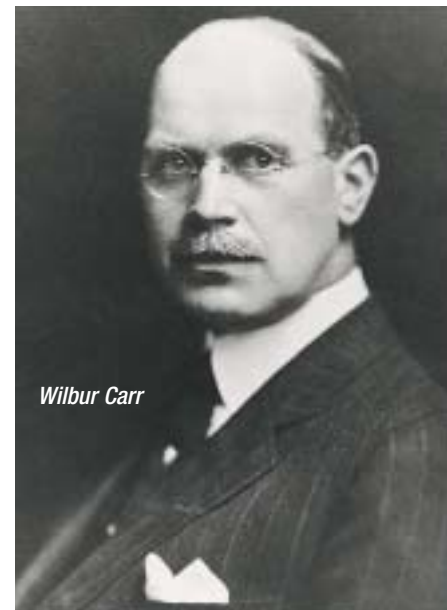
Wilbur Carr and others in the Department led the way in developing competitive examinations, designating third secretaries at an increasing number of overseas missions and ensuring the extended service of qualified and experienced officers. The introduction of professional standards and pay for those serving at the more than 300 consulates and consulates general responded to the expectations of growing numbers of Americans traveling or conducting business abroad for assistance.

While no one could foresee that the 20th century would become, in many ways, the American century, American diplomacy was in 1900 already playing a leading role in the unfolding destiny of the nation. ■

*The author is the
Department's historian.*



William W. Rockhill



Wilbur Carr

People Like You



**When It Rains or
Snows, This Mustang
Stays Home!**

Photo by Carl Goodman

Joe Galla, director of information resource management in Federal Buildings Operations, likes Mustangs—not the horses but the car with the horses under the hood. Ford produced the first Mustang sports car in 1964—the year Mr. Galla joined the Navy—but it wasn't until 1992 that he purchased his—a 1966 model with 58,000 miles. Despite the low mileage and only two previous owners, the body was in pretty bad shape. Mr. Galla said it took him “six years and a few dollars” to restore the interior and exterior and rebuild the motor. Today, he only drives his “new” yellow Mustang, with 64,000 miles, on sunny days. “When it rains or snows, it stays in the garage,” commented Mr. Galla, who lives in Lothian, Md., south of Annapolis. He’s also restored a 1972 Volkswagon. But he thinks it may be time for him to “retire” from restoring cars and find a new hobby.



Photo by Carl Goodman

Docent for a Day

Jerrilynn “Jeri” Pudschun, who retired from the Foreign Service in 1998, had the good fortune to be exposed to a wide variety of exciting textiles during her career with the State Department. As a Foreign Service officer, she lived and worked in France, Jerusalem, Malaysia and Turkey. She and her husband, Scott Monier, a retired Foreign Service officer as well, have compiled a modest collection of Turkish kelims and carpets to decorate their home in Alexandria, Va. Meanwhile, she is sharing her knowledge and love of textiles with others as a docent one day each week at the Textile Museum in Washington, D.C., dedicated 74 years ago to understanding the creative achievements in the textile arts. “I’ve always been interested in textiles,” Ms. Pudschun said, “and I enjoy sharing this interest with others.” At the museum—a short walk from Dupont Circle—she conducts tours for both individuals and groups, including many area college students.

Upcoming Noon Performances



Christopher Dunn

- ◆ **Jan. 12:** Classical guitarist Christopher Dunn, East Auditorium
- ◆ **Feb. 9:** Vocalist Frank Foster, East Auditorium
- ◆ **Feb. 23:** Senior Citizen Revue, Dean Acheson Auditorium



Suhn-Hee Kim

- ◆ **March 22:** Classical pianist Ann Sears, Dean Acheson Auditorium
- ◆ **April 19:** Classical pianist Suhn-Hee Kim, Dean Acheson Auditorium

Series Shows Strong Attachment to Strings

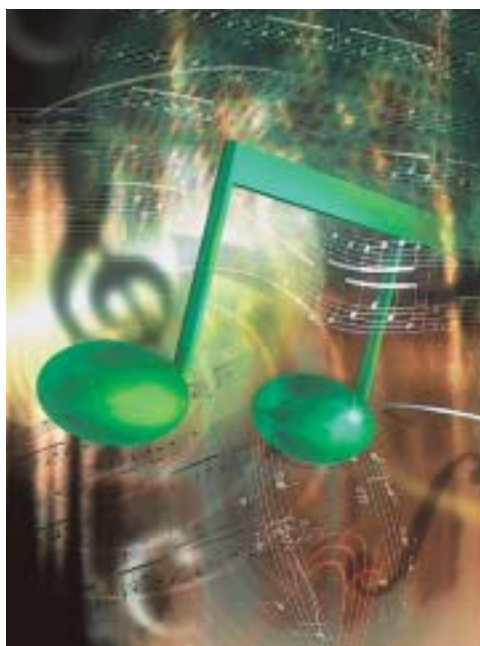
By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association presented solo performances last September and October featuring the harp, cello, guitar and piano.

Harpist Julia Martin began the series with a performance of Debussy's "First Arabesque," followed by Corelli's "Archangela" and Handel's "Concerto for Harp." The selections evoked a soothing serenity, demonstrating the the harp's versatility as a performance medium.

Returning for his third appearance, cello soloist John Kaboff performed works by Bach followed by two Baroque suites. The two suites' choral patterns challenged the artist, but his performance was sensitive and captured the true nature of the music.

Cuban-born guitarist Ernesto Tamayo, fresh from a performance at Carnegie Hall, presented a balanced pro-



gram of classical and Cuban music and an original composition, "America," written in appreciation for the freedoms offered by his adopted country. The classical guitarist enjoyed exuberant applause.

Pianist Maria Guadalupe Carrias concluded the series in October with her performance of "Fandango," which she also performed last summer. The enthusiastic audience was rewarded with an encore of Chopin's "Polonaise."

Elsewhere, program office employees of the Diplomatic Telecommunications Service in Arlington were treated in October to a performance by vocalist Nancy Paris Hines, accompanied by pianist Derrick Richburg. The outreach

effort will feature monthly concerts by performers from the Main State series at various State annexes.

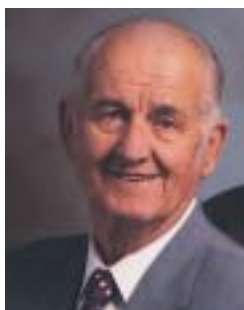
The author is a computer specialist in the Executive Secretariat.

O B I T U A R I E S



Elizabeth Rhea Beyene, 63, a retired Foreign Service officer, died Nov. 2 of congestive heart failure in a Baltimore, Md., hospital. She joined the State Department in 1982. Her overseas assignments included Niger, Gabon, Senegal, Guyana, Jamaica, Canada and Haiti. She retired in 1999 because of ill health. She was an avid bird-watcher and gardener.

Elizabeth O'Connell Burke, 68, a retired Foreign Service Reserve officer, died Oct. 3 in Tucson, Ariz., of post-operative complications following surgery for cancer. She retired in 1985 after 28 years in administrative and consular positions in Japan, the former Yugoslavia, the Philippines, Ethiopia and Nigeria. She accompanied her husband, Tom Burke, who survives her, to the Central African Republic, Mauritius and Lesotho.



James Arley Chapman Sr., 81, a retired Foreign Service officer, died June 16 in Gastonia, N.C., of prostate cancer. Mr. Chapman, a Navy veteran before joining the State Department in 1959, served in Lebanon and Ghana and in Washington, D.C. He retired in 1971 with 35 years of federal service. He survived the attack on Pearl Harbor where he was serving aboard the *USS Sumner*.



Hermine M. Glatz, 88, a retired Foreign Service secretary, died Nov. 6 of heart failure at Fairfax Hospital in Fairfax, Va. After joining the Foreign Service in the late 1950s, she served in Seoul, Haifa, Venice, Berlin, Toronto and Washington, D.C. She retired in the early 1970s.

Eldred D. Kuppinger, 88, a retired Foreign Service officer, died Oct. 19 in Ft. Myers, Fla. During his 34-year career with the State Department, 22 as a Foreign Service officer,

Mr. Kuppinger served in London, Sao Paulo, Rio de Janeiro, Edinburgh and Paramaribo. During WW II, he served as President Franklin Roosevelt's assistant chief negotiator for the care and exchange of POWs. In retirement, he was active in several charities, particularly the Red Cross.

Elizabeth A. Molinar, 68, a retired Foreign Service officer, died of cancer Sept. 17 in Washington, D.C. During her long career, she served in the Sudan, Ethiopia, Belgium, Turkey, Thailand, Poland and Washington, D.C. She retired in 1995.



John Patrick Owens, 72, a retired Foreign Service officer, died Nov. 18 of complications following vascular surgery. A Washington, D.C., native and Navy veteran, Mr. Owens joined the State Department in 1955. His overseas assignments included Naples, Maracaibo, Thessaloniki, Athens, Helsinki, Stockholm, Gothenburg and Hamilton. After retiring in

1983, he spent 10 years as a consultant on U.S.-Soviet nuclear issues.



Deborah D. Shubat, 49, wife of Foreign Service officer Philip R. Wall, died of breast cancer Aug. 29 in Washington, D.C. Ms. Shubat accompanied her husband to postings in the Bahamas, Taiwan, China, Pakistan, France and San Francisco. She held a number of temporary positions at overseas posts, including personnel officer in Taipei. A graduate of the Le

Cordon Bleu school in Paris, she was widely known and highly regarded within the Foreign Service community for her culinary skills.

David Hall Stauffer, 77, a retired State Department diplomatic historian, died July 26 of pancreatic cancer at his home in Bethesda, Md. He joined the Department in 1956 and served as the Peace Corps representative in Belize and in the Peace Corps planning office. He retired in 1980.

Education & Training

Program	Feb.	Mar.	Length
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Language

Full-time Language Training, L-100	—	6	23 W
F.A.S.T. Language Classes, L-200	—	6	8 W
Early Morning Language Classes, L-300	28	—	17 W

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

Advanced Area Studies

During full-time Language Training—Weekly			3 H
Intensive Area Studies	21	—	2 W

Africa, Sub-Sahara AR 210, East Asia AR 220, Europe AR 291, Inter-American Studies AR 239, Near East North Africa AR 240, South Asia AR 260, Southeast Asia AR 270, Successor States-Soviet Union AR 281

Administrative Training

Property Mgt. for Custodial Officers PA 135	—	2	2 D
Mgt. Control Workshop PA 137	28	—	2 D
Customer Service PA 143	3	—	2 D
CFMS—System Overview and Orient. PA 150	—	23, 27	2 D
CFMS—Requisition Documents PA 153	—	29	2 D
CFMS—Miscellaneous Obligations PA 154	—	31	2 D
COR/Post-Award PA 174	—	6	3 D
COR/Post-Award PA 175	—	9	2 D
Purchasing Card Tng. PA 197	24	—	1 D
Budget & Financial Mgt. PA 211	22	—	6 W
Working with ICASS PA 214	22	21	4 D
Appropriation Law PA 215	22	—	4 D
General Services Operation PA 221	—	6	10 W
Basic Admin Mgt. PA 224	28	—	1 W
FSN Classification and Compensation PA 232	—	6	2 W
ICASS Executive Seminar PA 245	2	—	1 D

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

Consular Training

Automation for Consular Mgrs. PC 116	14	20	1 W
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Continuous Enrollment: Congen Rosslyn Consular PC 530, Consular Orient. PC 105, Overseas Citizen Services PC 535, Passport & Nationality PC 536, Immigrant Visas PC 537, Non-Immigrant PC 538, Consular Review & Automation PC 540

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

Curriculum and Staff Development

Basic Facilit. & Delivery Workshop PD 513	16	—	3 D
Professional Skill Develop. for CLOs PD 515	21	—	1 W
Strategic Planning Perform. Measure PD 529	24	—	2 D

Orientation Training

Intro. to Working in an Embassy PN 113	—	2	2 D
Orient. for Civil Service Employees PN 105	2	21	3 D
Orient. for Foreign Service Specialist PN 106	—	6	3W

Program	Feb.	Mar.	Length
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Leadership & Management Development

EEO/Div. Awareness for Mgrs. and Sup. PT 107	3, 9	9, 17, 30	2 D
Managing People Problems PT 121	10	—	3.5 D
Team Building PT 129	—	1	1 D
Performance Mgt. Seminar PT 205	—	6	3 D
Managing Change PT 206	—	10	1 D
Intro. to Mgt. Skills PT 207	—	13	1 W
Managing State Projects PT 208	—	27	1 W
Advanced Mgt. PT 210	14	—	9 D
Coaching PT 211	23	—	1 D

Public Diplomacy Training

Manag. Staff & Res. for Pub. Aff. Campaigns PY 101	3	—	2 D
Speechwriting and Present. Skills PY 102	7	—	1 D
The Role of the Spokesperson/How the Media Works PY 103	8	—	1 D
Dealing with Electronic Media PY 104	9	—	1 D
Admin. Pub. Dipl. Operations O'Seas PY 105	10	—	2 D
Pub. Dipl. and Information Tech. PY 106	14	—	1 D
Pub. Dipl. Prog., Products and Services PY 107	15	—	2 D
Cultural Tng. PY 108	17	—	2 D
Pub. Dipl. in the Information Age PY 201	—	13	2 D
Accessing Info. Resources Overseas PY 202	—	16	1 D
FSN Public Diplomacy Tng. PY 204	19	—	3 W

Office Management Training

Foreign Sec.Tng. for Entering Pers. PK 102	22	—	2.4 W
CS Sec.Tng. for Entry Personnel PK 104	—	13	2 W
Drafting Correspondence PK 159	—	20	1 W
Travel Regulations and Vouchers PK 205	9	—	2 D
Better Office English/Written PK 225	—	6	2 W
Better Office English/Oral PK 226	—	27	2 W
Writing Effective Letters & Memos PK 241	14	—	1 W
Supervisory Studies Seminar PK 245	7	—	1 W
Employee Relations PK 246	3	—	2 D
Office Tech. in the 21st Century PK 333	—	28	1 D

Political Training

Political Tradecraft PP 202	—	13	3 W
Multilateral Diplomacy PP 211	7	—	3 D
Intelligence & Foreign Policy PP 212	14	—	3 D
Negotiation Art & Skills PP 501	—	6	1 W
Global Issues PP 510	—	6	3 D

Overseas Briefing Center

SOS: Security Overseas Seminar MQ 911	14	6	2 D
Adv. Security Overseas Seminar MQ 912	22	21	1 D
TDY Security Overseas Seminar MQ 913	14	6	1 D
Youth Security Overseas Seminar MQ 914	26	—	1 D
Emergency Medical MQ 915	12	—	1 D
Regulations/Allowances/Finances MQ 104	22	—	3 D
Tax Seminar MQ 117	—	8	1 D
Go Without Kids MQ 200/Go With Kids MQ 210	—	18	1 D
Go Logistics/Adults MQ 220	16	18	1 D
Go Logistics/Kids MQ 230	—	18	1 D
Employment Planning MQ 700	—	20	1 W

Post Options for Empl. & Trng. POET MQ 703	—	24	1 D
Targeting Job Search MQ 704	—	21	2 D
Protocol MQ 116	26	—	1 D
Communicating Across Cultures MQ 802	—	11	1 D
Realities of Foreign Service Life MQ 803	—	17	1 D

Career Transition Center

Financial and Estate Planning RV 103	—	29	1 D
Retirement Planning Seminar RV 101	—	27	1 W

Multi-media Training

Quick Multimedia MM 305	1	—	6 D
Online Intro. to HTML MM 306	—	6	4 W

Information Management Training

Microsoft Project PS 180	7	—	3 D
PC/Windows NT 4.0 Fundamentals PS 201	14	6, 20	2 D
Access 97 Intro. PS 250	16	8, 29	2 D
Access 97 Intermediate PS 251	9	13	2 D
Excel 97 Intro. PS 270	28	15	2 D
Excel 97 Intermediate PS 271	10	1	2 D
Internet Concepts PS 218	1, 15	2, 14, 28	1 D
Internet Concepts PS 318	3, 17, 29	17, 31	1 D
PC/Windows NT 4.0 Fundamentals PS 201	14	6, 20	2 D
PowerPoint 97 Intro. PS 240	14	6, 27	2 D
PowerPoint 97 Intermediate PS 241	—	21	2 D
Word 97 for Windows, Intro. PS 232	2, 16	8, 22	2 D
Word 98 for Windows, Intermediate PS 233	28	23	2 D
CableXpress Client PS 284	2, 8, 16	1, 8, 14, 29	1 D
CableXpress Administration PS 285	14	—	4 D
CLOUT Administration PS 291	17	—	2 D
MS Outlook PS 298	11	10	1 D
CA Systems for IMS PS 310	28	27	1 W
ALMA O'View—PC/Windows PS 501	7, 28	13, 27	1 D
ALMA O'View—Word PS 502	8, 29	14, 28	1.5 D
ALMA O'View—Client Network PS 503	9	1, 15, 29	0.5 D

ALMA O'View—Excel PS 505	10	2, 16, 29	1 D
ALMA O'View—PointPoint PS 506	11	3, 17, 30	1 D

Professional Development Division

Basic Communication Operations YW 119	2	2, 30	2 W
TEL/KEY SYS—Intro. to Tele. & Key Sys. YW 140	7	6	1 W
Refresher Communication YW 164	7, 14, 21, 28	6, 13, 20, 27	1 W
DATAComm—Intro. to DATAComm YW-173	7	20	2 W
CLan/Class Local Area Network YW 177	—	2, 30	3 W
TERP V—Term. Equip. Replace. Prog YW 184	16	16	2 W
SC-7 Satellite Operation/Maint. YW 192	28	—	3 W
Wide-Band Digital Transm. Networking YW 2137	—	—	2 W
SX-50—Mitel PBX SX-50 YW 219	7	13	1 W
SX-2000—Mitel PBX SX-200 YW 220	14	20	1 W
SX-2000—Mitel PBX SX-2000 Analog YW 221	21	27	1 W
SX-20/200A—Mitel PBX SX-20/200 Analog YW 222	28	—	1 W
Network Essentials YW 228	14, 28	13	1 W
FAST Backup YW 231	7	6	1 W
FAST TERP V YW 232	14	13	1 W
Commercial Terminals YW 234	—	6	2 W
Advanced SMS/SQL YW 235	—	20	2 W
NT Advanced YW 240	7	13	2 W
Advanced Networking YW 241	7	—	2 W
NT Enterprise YW 242	21	—	3 W
Radio YW 244	7, 14, 21, 28	—	1 W
Wide-Band Net YW 250	7, 21	—	2 W
BPS-Black Packet Switch YW 334	14	13	1 W
Meridan 61C YW 497	7	6	2 W
Desktop Systems YW 642	7, 14, 21, 28	6, 13, 20, 27	2 W
Black Router YW 745	28	27	1 W
Microsoft Exchange YW 749	7, 14	6, 20	1 W

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

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

Foreign Service Retirements

Adamson, David Michael, Secretary of Defense
Aldis, John W., Beijing
Alexander Jr., Norman, Information Response Branch
Asbell, Rhoda C., Pretoria
Asdourian, Jon Dwight, Tech. Surv. & Countermeasures Branch
Barkell, William Howard, State/Def. Exchange Officers
Beckwith, Barbara Anne, Pretoria
Blanford, James E., Senior Level Div.
Booth, Anita Shashy, Health Systems Administration
Boyke, Robert, Miscellaneous (Noc)
Brown, Richard C., Assistant Secretary
Bryfogle, Donald S., Madrid
Casady, Lance B., The Executive Director
Cook, John G., Mexican Affairs
Cubbison, Edwin P., Santo Domingo
Davis, Robert Lee, Counterintelligence Invest. Branch
Fort, Martha Carmichael, The Chief of Protocol
Garner, John Michael, Tech. Specialized Agencies
Grabenstetter, Donald E., Textile Trade Policy and Agreements Div.
Griffin, George G B., Team V
Hanna, Nabil I., Account Representatives Branch 2
Harrington, Donald B., Brasilia
Harris, F. Allen, Melbourne
Heaphy, Eileen M., Mexican Affairs
Heskin, Carolyn I., Policy and Public Affairs

Jackson, Rudy G., Frankfurt
Johnston, Jill, Lisbon
Jornlin, Philip E., Beirut
Kenworthy, Holly Anne, Policy Analysis and Pub. Dip.
Kirkpatrick, Ronald K., Mexico City
Klingenmaier, Richard H., Pretoria
Kolb, Melvin Thomas, Operational Programs Branch
Konner, Calvin Michael, Dar Es Salaam
Kopperman, Diane J., Mid-Level Div.
Labastida-Jeffrey, Beatric, Hong Kong
Lekson, John Michael, Dept. Assist. Sec. for Multilat. and Convent. Arms Control
Lemieux, Louis N., Tokyo
Malleck, George Stephen, Assignments to Non-Governmental Organizations
Martin, G. Eugene, Manila
Mayer Jr, Vincent, Caribbean Affairs
McCormick, Keith P., Team Ii
Otchych, Roman, Guatemala
Pabst, David A., Naples
Perez, Carlos, Legislative Affairs
Pierce, William Allen, Surabaya
Price Jr, Eugene D., Ottawa, Ontario
Purmalis Jabbs, Ruth, Asst Sec for Diplomatic Security
Rapier, Richard D., Cairo
Rider, John M., Int'l. Cooperative Admin. Support Services
Sainz, Claire R., Majuro, Mariana Islands

Sawyer, Roger Everett, Consular Systems Div.
Scheel, Allen F., Anti-Terrorism Assistance Div.
Schofield, Glenn J., Coordination Center
Simon Jr, Hugh V., Southcom-Polad, Miami, Florida
Stevens, Justice Bowers, Bern
Stigliani, Nicholas A., Labor and External Affairs
Sundquist, M. Alexandra, Special Trade Activities Div.
Taylor, Robert, European Security and Political Affairs
Vargas Jr, Felix C., Eastern European Assistance
Ward, James L., Ciudad Juarez
Wilkinson, Xenia V., Immediate Office of Assist. Sec.
Williams Jr, John G., Examination Clinic Div.
Withers, Elouise, Foreign Service Grievance Board
Wiznitzer, Mark Leon, Vienna

Civil Service Retirements

Collier, Marguerite A., Budget and Fiscal Division
Freeman, Gail Simpson, Personnel Mgt. Division
Gravatt, Joan S., Aviation Policy and Programs Team
Hallman, Brian Shepard, Marine Conservation
Hickson, Dorothy Lou, Area Mgt. Division
Jaffe, Gerald, New Jersey Regional Logistics Center
Oakley, Phyllis Elliott, Asst Sec for Intell. & Research
Terjesen, Robert S., Investigations

NEW YEAR'S RESOLUTIONS AT STATE

AMBASSADOR SPALDING BLUESTONE: "I NEED TO GET AMBASSADORIAL FLAGS FOR MY BOOGIE BOARD."



CONSULAR OFFICER ELDON DELAY: "I'M GOING TO STOP WEARING MY GREEN LANTERN SUPERHERO COSTUME WHEN I'M IN THE VISA WINDOW."

BRISTOL HARDBOTTOM, ASSISTANT SECRETARY FOR RPF:



BEHOLD MY MAGICAL GREEN RING, WHICH COMPELS YOU TO TELL THE TRUTH!

ELDON, I'VE WARNED YOU...



MAYBE THIS YEAR I SHOULD FIND OUT WHAT "RPF" STANDS FOR...



BOYD FLAXTON, POLITICAL OFFICER:

PRESS OFFICER WENDY SQUIGGLE: "I RESOLVE TO CONDUCT ALL MY BRIEFINGS THROUGH INTERPRETATIVE DANCE."

I'M GOING TO USE THE WORD "UVULA" IN AT LEAST ONE CABLE!



I THINK THIS IS THE PART ABOUT GUANO SUBSIDIES...



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Happy New Year