

UNITED STATES DEPARTMENT OF STATE

April 1998

# State

Magazine



**People: The Foundation of  
Foreign Policy**



## COMING IN MAY: BUREAU OF INTER-AMERICAN AFFAIRS

### **State** Magazine

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The magazine welcomes State-related news and features. Informal articles work best, accompanied by photographs. *The magazine is unable to acknowledge every submission or make a commitment regarding which issue it will appear in. Every attempt will be made to return photographs upon request. Please include your telephone number or a way to be reached.*

**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.

Please submit material on Apple Macintosh or IBM PC-compatible disks, including a hard copy. Articles may also be e-mailed or faxed to (703) 812-2475. *Faxed material must be typed on 14 point or larger fonts.* The mailing address is **State Magazine**, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. Contributions may also be left in Room 3811, Main State. The magazine's main number is (703) 516-1667.

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## FROM THE SECRETARY

# Building Partnerships

*“In our democracy, no foreign policy that lacks popular understanding and support will be successful for very long.”*

**I**n the past two months, I have testified before Congress seven times. No part of our work at the State Department, or my job as Secretary, is more important than making sure we have the resources we need here at home to promote our interests around the world. It's a lot of work for everyone involved, but in our democracy, no foreign policy that lacks popular understanding and support will be successful for very long. Going before Congress is certainly not the only way to talk with the American people about what we are doing and why, but it is one very important way.

Building strong partnerships with the Hill is also the best way to make sure that our foreign policy gets done right, and that the messages our two branches of government send the world are complementary—or at least not contradictory.

My appearances this year have focused on the need for fully funding our request for international programs, known in the budgeting process as Function 150; our special requests for programming in places such as the former Soviet Union, Bosnia and Haiti; the importance of our contribution to the International Monetary Fund in the context of East Asia's financial crisis; the urgent problem of paying our U.N. arrears; and the historic process of approving our plans for NATO enlargement.

I have gotten a lot of tough questions: on our policy toward Iraq; on the prognosis for democracy and peace in rough neighborhoods such as Haiti, the Great Lakes region of Africa, and the Middle East; on our long-term security vision for Europe; and on the character and conduct of our diplomats overseas. On this last point, I will tell you the same thing I told several Congressional committees: that Americans can be proud of the people—whether Foreign Service, Civil Service or Foreign Service Nationals—who work every day, often under very difficult conditions, to protect our citizens and our interests around the world. You are great.

I also said that if we are to maintain the high standards of diplomatic representation we need, we must have Congressional support.

The picture is far from bleak. Our funding is up this year for the first time in several years, and we have been able to begin a long-delayed program of modernizing equipment, refurbishing facilities and hiring more personnel. We can be sure that Americans are still interested in, and supportive of, what we do.

But we are not out of the woods: Budget surplus or no, we live in financially stringent times. And we face uphill battles on some of our highest priorities. But I am here because I believe those battles are winnable—and those priorities worth fighting for. And I am cheered to know that I am surrounded by colleagues who feel the same.

Madeleine Albright  
*Secretary of State*

### A Penny for Peace

Dear Editor:

*The Washington Post's* lead story on the Clinton Administration's 1999 budget proposal ("Balanced Budget in 30 Years Offered by Clinton," Feb. 3) was accompanied by a visual aid (a sliced dollar bill) illustrating how each tax dollar is spent. Under the 17 percent of the budget listed as discretionary spending, the *Post* gave two examples: education and foreign affairs. True, both are part of the 17 cents we pay in discretionary spending every time a tax dollar is disbursed. But singling out those two budget items may perpetuate the misimpression that we spend a major part of our budget on foreign aid. We don't.

How many of those 17 discretionary pennies go to international affairs? Just one. The other 16 go to domestic programs. And even that one penny is not all for foreign aid. We also use that penny to pay for all the U.S. embassies and consulates abroad that help our exporters and travelers, maintain our links with foreign governments and peoples, and promote our goods and values. We spend it to make the world safer and more prosperous. The payback comes on the defense side, where we have been able to spend less, thanks to the success of our diplomacy in enhancing national security. As to the foreign aid part of the discretionary penny, nearly half goes to support Middle East peace.

This year was the first time we did not cut spending for international affairs. Secretary of State Madeleine Albright and her team deserve high marks for that and for their effort to ensure that we understand that a penny is not too much for America to spend on peace.

**Daniel F. Geisler**

*President*

*American Foreign Service Association*

### On Recognizing Retirees

Dear Editor:

The January 1998 letter, headlined "Thanks but No thanks," by former Ambassador Roger G. Harrison, sounds like vintage sour grapes. There's nothing wrong with my retirement plaque—something none of my neighbors or relatives has.

I toiled for years in windowless communications centers, responded to hundreds of useless call-ins after hours, lugged heavy pouches through embassy basements and, all along, kept smiling. A colleague once remarked, in jest, that if I kept up the good work, I would some day get exactly what I deserved.

I must have done something right because I received my retirement plaque in 1995 with some 100 friends looking on in the Department's seventh-floor Treaty Room. A Defense Department representative came to present me with a "thank you" plaque as well.

My retirement plaque is like the military uniform I once wore. I wouldn't give a dollar for another one, but I wouldn't sell the one I have for \$1 million.

**John N. Kennedy**

*Senior Foreign Service Retiree*

*Charleston, S.C.*

Dear Editor:

Ambassador Harrison summed up the reality of retiring from the State Department. I am currently on the State-Department of Defense exchange, and DoD does do it better, both transfers and retirement, showing an appreciation for the work done by dedicated people.

Would it be too much to have the Department schedule monthly retirement ceremonies for all the State employees (Civil Service and Foreign Service)?

This could be an optional event. I suspect any number of us would appreciate some short ceremony with our family and a small number of friends. Most retirees might even be willing to attend and even pay for light refreshments for themselves and their guests. After all, it would be the last chance to go out of pocket for the Department.

**Paul Tyson**

*Foreign Service Retiree*

*Fairfax, Va.*

Dear Editor:

When I retired in late 1993, Secretary Christopher attended and spoke. We each got a signed letter from him in addition to a plaque. We each got an individual photo of him shaking our hand as our names and highlights of our career were being read. There was a group of military musicians. There was wine and cheese. And a good time and a good feeling were had by all.

I remember Tony Quainton, later to become director general, congratulating me for my efforts in getting a first-class ceremony for retirees. I would imagine Tony continued the ceremony (once or twice a year) during his tenure, but I don't know. I would think that despite budget shortfalls, if the seniors or AFSA went to the D.G. or the Secretary and made their case, something similar could be re-established. Good luck!

**Irwin Rubenstein**

*Retired Senior Foreign Service Officer*

*Plantation, Fla.*

*The tradition continues. The most recent ceremony for retired Civil and Foreign Service employees was held April 9 in the Ben Franklin Room on the eighth floor of Main State with the Director General and Secretary participating.—The editors*

## DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.

Each April, Foreign Service personnel gear up to write annual Employee Evaluation Reports. I am certain that each of you has at one time or another complained that strong performers have been disadvantaged by superiors who do not take the trouble to write a thoughtful report, or that a weak performance has been downplayed by a supervisor seeking to avoid conflict. At the policy level, I am too often confronted with issues, sometimes connected with discipline and grievances, that have their roots in poor implementation of the evaluation process.

This process is the source of many complaints from all levels of the Service—yet, ironically, it is a process every member of the work force impacts. Each of us in the Foreign Service contributes directly to at least one EER a year. You and I are the system, yet many profess to be confused or, even worse, alienated by a process in which we all participate. Your bureaus and posts should have received copies of a new videotape, "Demystifying the Selection Boards," prepared by the Personnel Bureau's Office of Performance Evaluation (*see related story, page 33*). I recommend it to each of you. Ambassador Melissa Wells, Assistant Secretary Mary Ryan, Deputy Assistant Secretary Peter Romero and other senior officers, myself included, all felt strongly enough about this effort to dedicate a day to shooting the video, which reconstructs scenes from real promotion boards. Although names and posts have been changed, each of the scenarios presented is taken from real life.

The video discusses the credibility that an honest "Area for Improvement" box brings to the entire EER—and the shadow a poorly constructed one casts on the veracity of an otherwise strong report. You may be surprised to learn that the boards do not automatically view legitimate criticism as a black mark against the rated individual. Were you aware, for example, that the boards take into account the grade level of the rated employee; and that an O3 consular officer is viewed differently than an experienced consular supervisor? Or that the common "needs more training" throwaway comment in the "Area for Improvement" box can serve as a red flag, alerting the board to a supervisor who is too lazy to put some thought into the entire process?

Some of you will also be surprised at the value the boards attach to the "Rated Employee's Statement"—your chance to tell board members what you think you have accomplished and learned in the past year. I find it incred-



ible that so many otherwise thoughtful and motivated employees write that they have nothing to add to the comments of their raters and reviewers. This passivity may be the result of indifference, lack of initiative or a concern that you will "commit suicide." Board members say the section is incredibly helpful, giving them opportunity to "see" the individual behind the rating statements. This statement is your chance to personalize a process that might otherwise be cold and anonymous—so don't let it slip away.

Finally, a word to supervisors. As you know, the concept of a career commitment to government service, for both Civil and Foreign Service employees, is important to me. A critical part of that commitment is bringing along the next generation of leaders, the people who will replace you and me when we retire. In most cases, the statements you prepare for each of your subordinates is your one opportunity to record and acknowledge an entire year of hard work. In cases of poor performance, it is the time to cap off counseling sessions (which should have been occurring throughout the rating period) with an honest appraisal of what this subordinate must do to measure up to standards. Bear in mind that boards do sanction both raters and reviewers for poor work. More importantly, remember that failure to use the evaluation system correctly (including regular counseling sessions for all employees) is a disservice to both your strong and weak performers, and is, quite simply, a failure of leadership.

A final plea for timeliness: The Personnel Bureau's Performance Evaluation Office estimates that as many as 30 percent of EERs fail to reach that office by the annual May 15 deadline. Several weeks (and many phone calls, e-mails and faxes) later, approximately 10 percent of EERs will remain among the missing. Our staff must then reshuffle the files to be reviewed by the board, postponing review of those that are incomplete. This places a heavy burden both on my staff and on the boards. Missing EERs do damage chances for career advancement. At a certain point, a tardy EER is simply too late for that year's board to review. The EER timetable is one of the most predictable elements of Foreign Service life, and good managers include EERs in their workload planning. Supervisors reprimanded for late EERs can expect no sympathy from me.

We are the evaluation system. Each member of the Foreign Service owes it to himself, his colleagues and the Service to take this task seriously. If you care about the Foreign Service as a profession and a career, you will care about the evaluation process. ■



# Safeguarding Information: It Starts With You

Procedures required to safeguard classified information aren't an inconvenience of the job, but *part* of the job—and it's the personal responsibility of every State employee to go the extra mile to protect that information.

Department leaders sent that message to managers throughout State on March 20 at a town hall meeting. Called at the direction of Secretary Madeleine Albright, the meeting was part of what Undersecretary for Political Affairs Thomas Pickering called "a Department-wide wake-up call" about security.

The undersecretary declared security within State "generally good" but said lapses—however slight or infrequent—"make a significant difference in our ability to work effectively as a Department to serve the President and the people of the United States."

"American diplomacy can be effective only if it is carried out in a secure environment," agreed Patrick Kennedy, acting assistant secretary for Diplomatic Security. He urged managers and supervisors to "lead by example" as the Department enforces and strengthens its security policies.

"We have good security procedures in place," said Undersecretary for Management Bonnie Cohen. "But we're going to have to do better."

After reviewing State's security track record for the past three years, Ms. Cohen said the systems, procedures and equipment are already in place to protect classified information. She said compromises, when they have occurred, have too often been the result of personal oversights or indiscretions.

Ambassador Pickering urged Department managers and supervi-

sors to "bear a personal sense of responsibility" for protecting secure information and to ensure that their subordinates do the same.

"We've got to instill in all of our employees the importance of protecting information as a key job element," observed Wayne Rychak, deputy assistant secretary for Countermeasures and Information Security.

"Security is not an adjunct to our jobs," said Peter Bergin, acting director of Diplomatic Security Service. "It's part and parcel of how we do business."

Undersecretary Cohen acknowledged that promoting individual responsibility within State will require more security training "and rigorous follow-up." Plans are under way to increase security training throughout the Department.

Several initiatives are already being introduced to enhance State's information security program, according to Deputy Assistant Secretary Rychak. They include:

- refresher security briefings for all domestic employees;
- a security training program for systems managers and other employees responsible for information systems security;
- a new full-time computer network monitoring operation for detecting intruders, as well as an improved computer incident response capability;
- frequent and thorough after-hour inspections emphasizing computer-related security vulnerabilities;
- stricter controls to the seventh-floor Secretariat spaces; and
- a review of visitor controls, with a new visitor identification card expected to be adopted soon to replace the current paper stick-on labels.

Undersecretary Cohen said State's success in protecting classified infor-

mation directly affects the confidence placed in the Department by the American public and State's colleagues in other government agencies.

"The integrity of the security systems at State is critical to that confidence," she said. "And our job becomes much more difficult when that confidence is called into question."

Ambassador Pickering said the price of having classified information fall into the wrong hands can be enormous. In addition to a loss of trust on the part of other agencies, the Congress and the public, he said it can mean lost security integrity for State operations abroad, economic losses for the United States and even lost lives.

"In a nutshell, when our classified information is not protected, our nation is not protected," Mr. Bergin summarized. ■

## Protecting Classified Material: Your legal and moral responsibilities

- ◆ Secure classified material in an approved security container when the office is unattended, especially at the close of the day.
- ◆ Protect computer terminals and removable hard drives, securing them when the office is unattended.
- ◆ Do not take classified material home at night. Follow prescribed security procedures when it is necessary to take classified material from the building.
- ◆ Do not discuss classified information on unsecured telephones, or transmit it via unsecured fax machines or unclassified computer systems.
- ◆ Safeguard and routinely change computer passwords.

## Appointments



Robert L. Gallucci has been named special envoy to deal with the proliferation of missiles and weapons of mass destruction. He succeeds Frank Wisner. Ambassador Gallucci served as ambassador at large until 1996, when he became dean of the School of Foreign Service at Georgetown University. He retired from the Foreign Service in August 1997 and was named

vice chairman for external affairs of the American International Group Inc.

Shirley Elizabeth Barnes was nominated ambassador to Madagascar. More complete biographical information will be provided when her nomination is confirmed by the Senate.

## State Responds to Global Warming

Stuart Eizenstat, undersecretary for Economic, Business and Agricultural Affairs, said the Kyoto Protocol last December achieved two of the Administration's three major objectives in controlling greenhouse gas emissions that cause global warming

He recently told the Senate Foreign Relations Committee that the negotiations established realistic targets and timetables for reducing greenhouse gas emissions among the world's major industrial nations. He said the Kyoto Protocol also provided flexible market-based mechanisms for achieving those targets.

The Administration's third objective—one the undersecretary said will be the focus of the Department's work in the coming months and years—is to secure meaningful participation of developing countries. "Global warming is, after all, a global problem that requires a global solution—not only from the developed world but also from key developing countries," he said. "And as we have always done in the face of global challenge, we must assume the responsibilities of American leadership."

## Scholarship honors former ambassador

A scholarship honoring former Ambassador Robert C. Frasure has been established by West Virginia University, his alma mater.

Ambassador Frasure, who earned both bachelor's and master's degrees in political science at the university during the mid-1960s, was killed in 1995 in a vehicle accident in Bosnia, where he was a senior U.S. negotiator among the warring parties.

The Robert C. Frasure Memorial Scholarship in International Affairs and Diplomacy, funded by an endowment at West Virginia University, will permit undergraduate students to study and travel abroad.

The first scholarship winner is expected to be named this spring. For more information, contact the Department of Political Science, West Virginia University, Eberly College of Arts and Sciences, P.O. Box 6317, Morgantown, WV 26506-6317.

*Deputy Assistant Secretaries MaryBeth West and Rafe Pomerance accept thousands of signatures supporting the Kyoto Protocol from Robert Hirsch. The former State employee rode his bike more than 5,500 miles last fall to support reducing global greenhouse emissions.*





## Plans for Public Service Recognition Week Under Way

"Public Service: Working for You, Working for America" is the theme of this year's Public Service Recognition Week, to be observed government-wide May 4-8. As part of its celebration, State will sponsor Civil Service Day May 5 followed by its 33rd annual Foreign Service Day May 8.

The Civil Service Day activities will include a motivational speaker who will address the role of Civil Service employees in foreign affairs, as well as issues of importance to the Civil Service.

Foreign Service Day affords retired Foreign Service and Civil Service employees an opportunity to discuss foreign policy issues with current State Department officials in a collegial setting. Two plenary sessions are planned, with smaller seminars on various topics, as well as a luncheon with a speaker. Participating retirees are requested to use the 23rd Street entrance.

A highlight of the Public Service Recognition Week observance will be an awards ceremony May 7. The Department's most prestigious awards, including the Foreign Service National of the Year and Foreign Service youth awards, will be presented.

State will also sponsor an exhibit on the Mall May 7 to 9 themed "Working for America, Working for the World." Visitors to the exhibit can pick up passport applications, learn about career opportunities at State and access the Department's computer web site.

## Educational Web Site Launched



The new Geographic Learning Site is the latest edition to the Department's Internet web page. The site, to support the President's "Call to Action for Education" and the Department of Education's "America Goes Back to School" effort, is designed to help teach geogra-

phy and foreign affairs to students in kindergarten through 12th grade.

The site demonstrates the importance of geography in understanding the forces that shape foreign affairs. It can be used by teachers to stimulate their students to think geographically, to use effective research methods and tools, and to seek out answers for themselves about the important and difficult problems behind today's headlines.

The GLS has four sections that offer students the opportunity to learn about nearly 200 foreign countries, view a country map with related data, follow the Secretary on a recent trip, see how the world is changing, then tackle a problem that has been identified as a critical U.S. national interest.

The web address is [www.state.gov/www/regions\\_digital.html](http://www.state.gov/www/regions_digital.html).

## Child Care Comes to Ballston

A state-of-the-art child care center expected to open May 18 in the Ballston area of Arlington, Va., will offer priority consideration for some of its spaces to children of State employees.

Located in the National Science Foundation building, the center will be open to NSF and State employees, as well as the general public. Special consideration for State employees results from an agreement between Diplotots, Inc., the governing board for State's child care center, and the Ballston Child Care Consortium, Inc.

The center will serve about 85 children from infancy through five years of age. A summer program will be offered for children ages five to 10. Rates are \$195 a week for infants, \$185 for toddlers and \$145 for preschoolers.

For more information, call (703) 516-1735.



*Children play at the Diplotots Child Care Center.*

## Sunday Premium Pay Rules Change

State employees are no longer authorized to receive Sunday premium pay during periods of paid leave or excused absence, including compensatory time off, credit hours, holidays and time off granted as an award. Congress last October passed legislation authorizing Sunday premium pay only for periods when work is actually performed.

Sunday premium pay is an additional 25 percent of basic pay for hours of work scheduled on Sunday that are part of an employee's basic, 40-hour work week. Many State employees who receive Sunday premium pay are assigned to posts in the Middle East. Some employees within the continental United States who have unusual work schedules, such as those assigned to the Operations Center, are also covered by Sunday premium pay rules.

By law, commissioned Foreign Service officers are ineligible for Sunday premium pay.

## State Supports Afghan Relief Effort

The U.S. missions in Pakistan and Tajikistan recently mobilized along with representatives of the U.S. Agency for International Development's Office of Foreign Disaster Assistance to respond to a devastating earthquake in the Takhar Province of northern Afghanistan.

Assistant Secretary for South Asian Affairs Karl F. Inderfurth declared the region a disaster area shortly after the early February earthquake, enabling USAID to release disaster assistance funds.

USAID's Office of Foreign Disaster Assistance released \$500,000 to the International Committee of the Red Cross, which included a \$200,000 response to a United Nations appeal for contributions to airdrop supplies to earthquake victims and a \$25,000 grant to the Afghan Red Crescent Society.

Thanks largely to earlier U.S. support, relief organizations operating in Afghanistan were able to respond quickly to the disaster despite transportation barriers and poor weather conditions. That help included \$500,000 to the International Federation of Red Cross/Red Crescent Societies to position relief supplies in remote, disaster-prone areas and more than \$400,000 for similar positioning of stoves, blankets and clothing by the International Committee of the Red Cross.

In addition, a \$14.9 million discretionary contribution to the ICRC from State's Bureau of Population, Refugees and Migration for the committee's operations in South Asia was drawn on to fund transportation of relief supplies by air and land.

## Department Recognizes CFC Contributors

Closing the books on a successful 1997 Combined Federal Campaign, the Department recently recognized its organizations that met or exceeded their goals.

Bureaus that exceeded their goals were Intelligence and Research; International Organization Affairs; Office of the Legal Adviser; Foreign Service Institute; Office of Medical Services; Office of the Inspector General, and South Asian Affairs.

Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, presented certificates to representatives from each of the bureaus during a recent awards ceremony at Main State.

The IO, L and OIG organizations, along with the Bureau of Population, Refugees and Migration, also received CFC headquarters awards. In addition, four entities—Med, SA, INR and FSI—received special recognition awards.

Also, in the annual Combined Federal Campaign Communications Contest honoring government communicators, the Department won first place in the "Best Use of Electronic Media" e-mail campaign for promoting the CFC campaign among employees.

# SAFETY SCENE

BY STEPHEN URMAN

**Q.** I am concerned about some of our drivers at post. What are the Department's requirements for driver training?—EAP

**A.** The Department's Motor Vehicle Safety Management Program specifies three types of driver training: initial training for newly hired drivers, continuing education at least every two years for all chauffeurs and incidental operators, and remedial training. Remedial training generally is started when management or passengers note unsatisfactory driver performance. Report your feedback to your post occupational safety and health officer identifying specific driving habits or actions that cause you concern, such as aggressiveness, speeding, inattentiveness or running stop signs.

**Q.** I recently arrived overseas and am concerned about transformers. Can you tell me the characteristics of a "safe" transformer?—NEA

**A.** The transformer should be listed or labeled by a recognized testing organization such as Underwriters' Laboratories. A key safety characteristic is proper electrical grounding to prevent harm to the user from an electrically "hot" wire contacting the metallic case. If you aren't sure about the safety of your device, discuss with your occupational safety and health officer. Make sure you describe the wattage, voltage and requirements of the devices that will be using the transformer, which are usually listed on the appliance nameplate. If a transformer is underrated, it may get hot and in extreme cases become a fire hazard. Transformers should be placed on non-combustible surfaces or pads.

**Q.** Between 1992 and 1994, my post bought halogen lamps for some apartments. It was a very welcome and popular idea when we did this, but I've since heard that some of these were recalled.—EUR

**A.** The U.S. Consumer Product Safety Commission issued a recall on torchère, or halogen, lamps' and Underwriters' Laboratories withdrew the certification on lamps using 500-watt halogen bulbs.



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

CPSC made the lamp manufacturers responsible for replacing 500-watt bulbs with 300-watt bulbs and providing grilles to be placed over the bulb shield. The grilles are necessary because there have been 281 reports of 500-watt halogen bulbs shattering, and in some instances the hot glass started house fires. Contact the lamp manufacturer for lower-wattage bulbs and protective grilles. Continue using lower-wattage bulbs and place the lamps at least 12 inches from combustibles such as drapes.

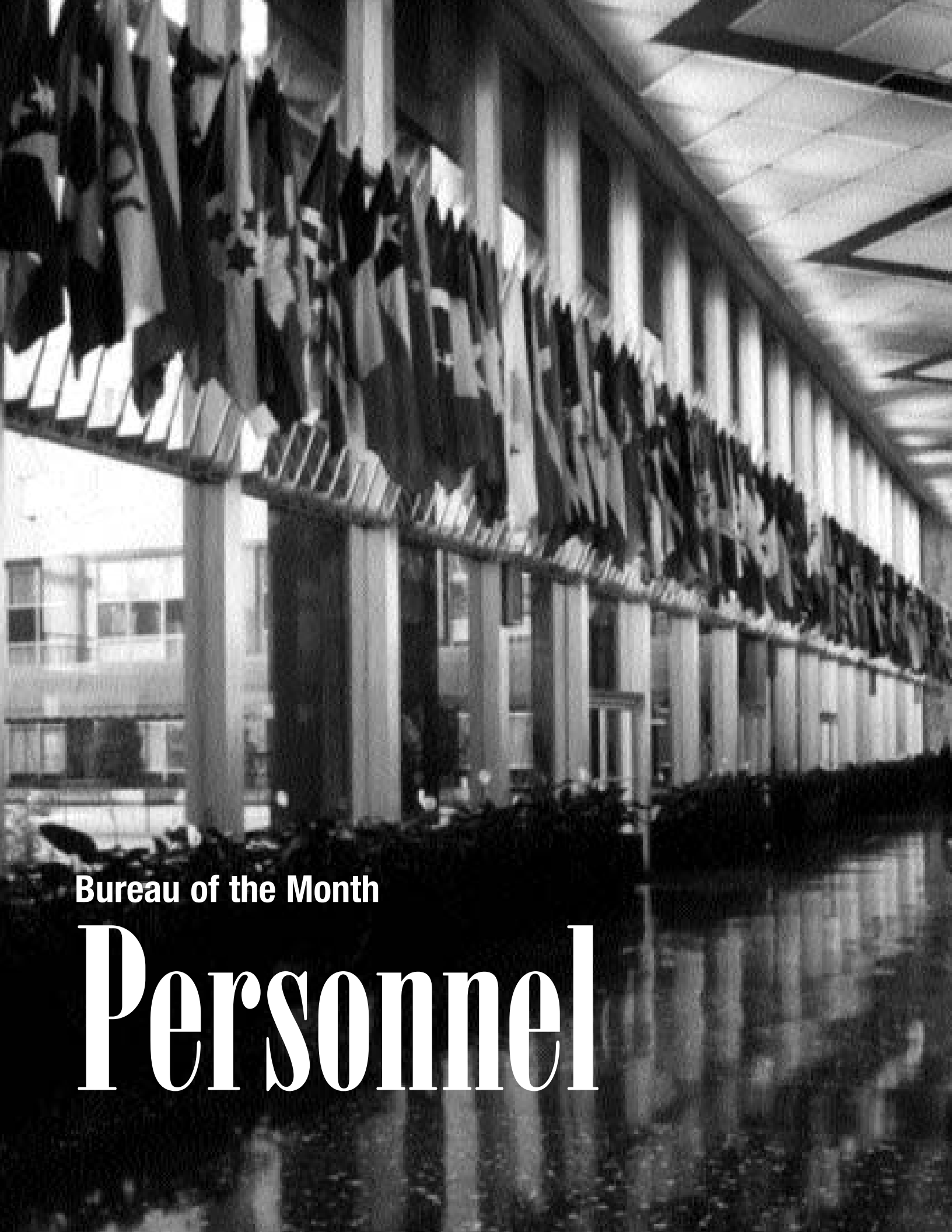
**Q.** I found some sort of bugs in our food pantry and have had to throw out numerous cake mixes and boxes of cereal. I've been finding these bugs for months, and just when I think they're gone, I find more. Where did these bugs come from and how can I get rid of them once and for all?—AF

**A.** Beetles, weevils, moths and their worm-like larvae may infest stored foods, particularly flour, cereal, raisins, beans and dry pet food. Infestations are usually fairly well confined to the storage area. First, identify all the infested food items and hopefully the food source that started the infestation—a food that contained the pests when it was purchased. Don't overlook

sealed containers! Generally, glass or metal containers are more pest-resistant than other types of containers. Recognize that if a pest-contaminated item has been stored for several months, it's very likely that other foods stored nearby are also infested. Also, inspect the storage areas for food spills and signs of pest activity such as webs and holes in plastic bags. Empty and thoroughly clean the food storage area, first with a vacuum, then with detergent and hot water.

All infested foods should be discarded. Questionable items should be segregated from non-infested items and monitored or placed in the freezer. Freezing for a minimum of 24 hours kills adults and eggs. If an infestation reappears within two weeks, some pests were overlooked and the search for infested items should resume. It is also possible that a new item was infested. Foods that have been problematic in the past should be carefully inspected before purchase and frozen before being stored with other food items. Store questionable foods such as pet food away from human food, preferably in a solid container with a tight-fitting lid.





**Bureau of the Month**

# Personnel

# The Bureau in the People Business

*Some might think of Personnel as a functional bureau without links to the foreign affairs mission.*

*But Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, said no other bureau has as profound an impact on the Department's mission. Personnel, after all, is State's only bureau focused on what he calls the foundation of U.S. foreign policy: the people who support and conduct it.*

*The Personnel Bureau recruits State's Foreign Service and Civil Service members and establishes guidelines for locally hired employees. It monitors employees' careers and provides the framework for reassignments, promotions and professional advancement. And it provides retirement services to reward workers for years of service.*

*State's Personnel Bureau runs a wide range of employee programs. But its biggest responsibility is overseeing three distinct personnel systems, with different hiring and promotion procedures, pay systems and retirement plans that affect every State employee. Here's a look at issues the Bureau is examining, and how they affect all three categories of employees.*

## Foreign Service

### Recruiting

Attracting the best people possible from all segments of American life into Foreign Service careers is the job of the Bureau's Recruitment, Examination and Employment Office. With plans to increase recruitment by more than 60 percent—from 343 specialists and generalists in fiscal 1997 to 560 this year—one of the biggest challenges, according to office director Nick Williams, is convincing potential candidates that State's hiring slowdown has ended.

Foreign Service recruiters seek candidates through a wide range of sources and administers both the written and oral Foreign Service entrance exams. Mr. Williams said the format of the Foreign Service Written Examination is similar to that of Law School Admission Test—and the exam is equally challenging. "We need people with broad-gauged skills, who are able to perform an ever-widening variety of functions," Mr. Williams said.

More than 13,500 candidates registered for the last Foreign Service written test in late February—an increase of more than 2,000 from the November 1996 exam.

Mr. Williams said his staff never loses sight of its mission. "Twenty years from now, the individuals we're hiring today will be the Department's new leaders," Mr. Williams said. "The decisions we make now will determine the future of the Foreign Service."

*Eliza Bethune-King, center, a Civil Service employee, discusses career opportunities in the Foreign Service.*



## Summary of Full-Time Permanent Employees

	Civil Service	Foreign Service	FSNs
1988	4677	9232	9455
1989	4933	8918	9165
1990	5197	8814	8933
1991	5181	8830	9379
1992	5318	8896	9412
1993	5370	8792	9412
1994	5191	8512	9412
1995	4972	8207	9555
1996	5021	7994	9555
1997	4977	7724	9508

## Assignments

The Career Development and Assignments Office helps the Department's 7,700 Foreign Service members manage their careers. With some 3,500 to 4,000 Foreign Service generalists and specialists moving to new assignments every year, it's a never-ending process.

The office's 40-some counselors help shepherd Foreign Service members through the assignments process. They provide information about what jobs are open and procedures for bidding on them when the assignment cycle begins each summer. They advise Foreign Service officers about ways to broaden and balance their careers, through training, assignments in another bureau and details.

One challenge of the job, explained office director Jim Williams, is that many Foreign Service members often bid for the same assignment. In addition, State has more vacancies than Foreign Service members to fill them. But as the regular work force increases and alternative overseas work forces continue to grow, Mr. Williams said the Career Development and Assignments Office—and the entire Department—will face a new challenge: "How can we use these new people most effectively to meet the needs of the Department?"

## Promotions

Periodically throughout their careers, all Foreign Service members turn their focus to the Performance

Evaluation Office—especially when it runs its 16 annual selection boards, from mid-June to late September.

The boards, generally comprising four Foreign Service members, one representative of a government agency other than State and one non-governmental member, collectively evaluate more than 5,000 Foreign Service members a year. Last year, they recommended 955 of them for promotion.

The boards' recommendations can literally make or break a Foreign Service career—particularly in light of the "up or out" system that limits the time most Foreign Service employees can serve at any given grade. In a nutshell, the boards' objective is to determine who will get promoted and who will not, and who will be considered for separation from the Foreign Service.

That responsibility demands the best-caliber selection boards possible, and Joseph Becelia, chief of the Performance Evaluation Office, said his office devotes considerable effort to recruiting panelists "from around the building and around the world."

The boards work independently, with no management influence. "The boards' assessments are based on peer reviews. It's fellow Foreign Service members making the judgments, not management," Mr. Becelia said.

*Foreign Service and Civil Service employees at State operate as a team. Below, Leslie Brock-Evers, standing, a Foreign Service officer, works with Civil Service employee Erica Childress.*







Patricia Evans, left, and Shawn Preston, right, are among State's 6,000 permanent and temporary Civil Service employees.

One of his office's biggest challenges, he said, is ensuring that performance evaluation reports get the attention they deserve throughout the Department. It can be frustrating, he said, to see an employee lose competitiveness because a supervisor didn't take the time or effort required to write a thorough and fair evaluation. Equally frustrating, he said, is seeing a Foreign Service member's performance paperwork arrive at Main State too late to be reviewed by the board. "People don't seem to realize that a poorly drafted or late report can be a big strike against the employee," Mr. Becelia said. "And it's our jobs, as managers, to see that our employees get the consideration from the boards that they deserve."

## Civil Service

While the focus of the Foreign Service and Foreign Service Nationals is generally overseas, the Department's Civil Service work force is generally in the United States.

The lion's share of State's 5,000 permanent and 1,000 temporary Civil Service employees are in the Washington, D.C., area. But Civil Service employees also serve at State's Passport and Despatch agencies around the United States, at several Diplomatic Security field offices, at the U.S. Mission to the United Nations in New York and along the Mexican border.

Civil Service employees provide continuity while contributing expertise in a wide range of specialties.

The biggest difference between Civil Service and Foreign Service careers is that while Foreign Service employees regularly change positions throughout their

careers, Civil Service employees generally must elect to do so. Most join State by competing for a specific job and grade level. To move into a different occupation or to a higher-graded position within the specialty, Civil Service employees generally must compete for the position along with their peers. Unlike Foreign Service employees, who hold personal ranks regardless of what jobs they fill, Civil Service workers are graded according to their jobs.

Rules regarding the hiring, promotion practices and retirement systems of Civil Service workers are established by the U.S. Office of Personnel Management. State's Office of Civil Service Personnel Management serves as a liaison between OPM and the rest of the Department.

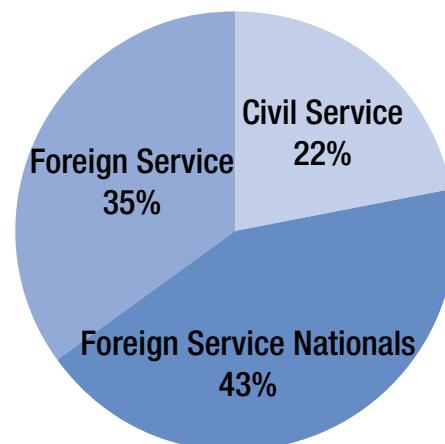
Theresa Manly, the office director, said State is making great strides in opening opportunities to Civil Service employees. One of the biggest initiatives

is an increased emphasis on training and the development of a versatile and multiskilled work force. Under a new plan championed by Mr. Gnehm, Civil Service workers will receive a "continuum of training" throughout their careers, focusing not just on skills, but also on competencies they can take from one position to another, such as leadership and communication.

Another career-broadening initiative proposes creating up to 10 temporary Foreign Service positions to which Civil Service employees can be assigned, anywhere in the world, to meet specific Department needs. The idea, Ms. Manly said, is to "tap the expertise of our Civil Service work force by permitting them to compete for career-enhancing overseas assignments that fulfill a specific need at post."

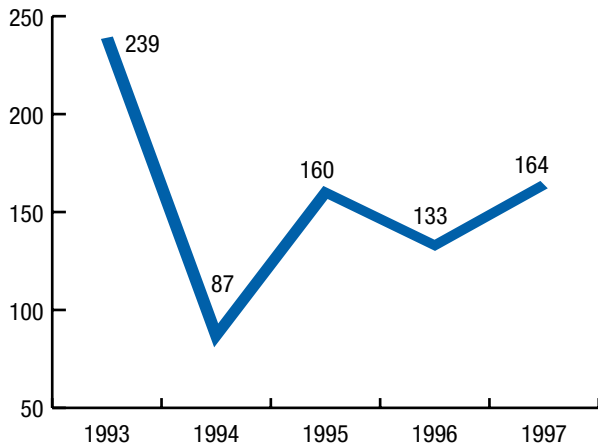
## State's Work Force

Full-time permanent employees as of September 1997.



## New Civil Service Hires

Full-time permanent Schedule C and term appointments of more than one year.



Another initiative, expected to be introduced this month, will reduce some of the anguish often associated with the Civil Service employment process. Based on OPM rules, every Civil Service job within State has a unique position description that describes the position's duties, responsibilities and pay level. Writing those descriptions, either to create a new position or to upgrade an existing one, is often a difficult and labor-intensive undertaking.

But a new automated classification system called Coho is expected to make the process simpler and more responsive. Coho will allow supervisors to select specific job duties from a computer menu to create a fully developed position description. "The beauty of the system is that it will give managers the starting point for writing the position descriptions needed to create or fill Civil Service positions in their offices," said Steve Turkel, former chief of the office's classification division.

Members of the Senior Executive Service are also managed by the Office of Civil Service Personnel Management. Dottie Flaak, chief of the Executive Resources and Performance Management Branch, said the Bureau may reactivate the SES Candidate Development Program to help provide training and developmental opportunities for State's future leaders. And the SES Advisory Board, a group of career SES members, is exploring options for improving mobility opportunities for the Department's SES membership.

## Locally Employed Staff

This is State's biggest group of employees—the 20,000-plus direct-hire and personal service contract or agreement employees who serve at embassies, consulates and other State facilities overseas. While overseas missions directly manage their employment, the Personnel Bureau's Overseas Employment Office establishes the guidelines that affect who can be hired, how much they are paid and what benefits they are entitled to.

Office director Robert Morris said the policies go beyond State, to include locally hired employees at a wide range of U.S. agencies overseas, including the U.S. Information Service, Agency for International Development, Commerce Department, Peace Corps and Library of Congress.

Pay scales for locally hired workers are the office's top issue. The problem, Mr. Morris explained, is that while posts want to provide the best salary and benefit packages possible for their employees, the money isn't always available to do so. The Overseas Employment Office serves as a neutral arbiter, using salary data purchased from professional compensation consultant firms to recommend salaries in line with prevailing wages for comparable employees.

An Overseas Employment Office initiative, expected to take effect as soon as this spring, will establish annual salary reviews at virtually all overseas posts. This will replace the current and somewhat irregular salary reviews, "making this process more timely and responsive to posts' needs," Mr. Morris said.

The office is also working to introduce a new retirement plan for many FSNs. Until the late 1970s and early 1980s, FSNs were enrolled in the Civil Service Retirement System. That was replaced by a broad range of plans that Mr. Morris said better reflect individual countries' practices. But for parts of the world where no framework for a secure retirement system exists, the Overseas Employment Office is struggling to develop another option that better protects FSNs' interests.

Another new initiative will correct what Mr. Morris calls a major inequity in the Department's personnel system. U.S. family members overseas historically have worked

*Antônio Pires, a Foreign Service National at the embassy in Lisbon, Portugal, is a shining example of State's FSNs. He's never taken sick leave in his 25 years of service.*



for salaries only, with no employee benefits. But under a new plan to be introduced in May, family members will also be entitled to life and health insurance, retirement and Thrift Savings Plan benefits—the same benefit package other long-term U.S. government employees receive.

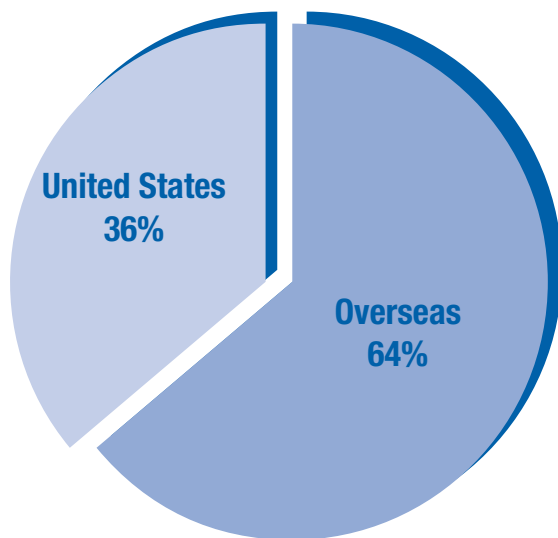
While encouraging fair treatment for family members, the Overseas Employment Office is charged with enforcing ethics and anti-nepotism laws that regulate their hiring. These laws ban an employee from advocating the hiring of, or supervising, a family member. They also prohibit giving preferential treatment to job candidates who are family members. “There’s a universal perception that the State Department can waive these laws, and we get constant requests to waive them,” Mr. Morris said. “But the reality is that the only time we can waive them is when there is an immediate threat to life or property. Obviously, that’s generally not the case.” To help correct misconceptions and prevent problems before they occur, Mr. Morris said, his office is writing a new set of regulations that more clearly explains the ethics and anti-nepotism laws.

“There’s one goal behind everything we do in this office,” he summarized. “We want our locally employed workers to receive good, reasonable wages and benefits and the respect they deserve as employees.”

## Retirement

The Retirement Office serves 13,000 Foreign Service retirees and helps prepare all Foreign Service and Civil Service employees for retirement. Last year alone, 400 retiring employees turned to the office for assistance.

## State's Work Force Where it's based.



*Chargé d’Affaires Lois Aroian, second from right, congratulates retiring Foreign Service Nationals at the embassy in Nouakchott, Mauritania. From left are Samba Falel Hamet, gardener; Fally Fall, driver; and Mohamed ould Ahmed Messoud, driver.*

The Foreign Service retirement plans are patterned after those offered to Civil Service employees, although some of the rules and age requirements are different.

“In theory, our job begins the day an employee enters onto active duty,” said Gary Dietrich, the office director. In the old days, when most new employees joined the Foreign Service directly out of college, that was relatively easy. But with many employees now coming from other government careers, the Retirement Office is responsible for ensuring that they receive the appropriate prior service credits toward requirement.

The office also promotes retirement planning, working with the Foreign Service Institute to offer a five-day retirement planning seminar five years before an employee is eligible to retire, and encouraging employees to apply for annuity estimates during their careers.

Mr. Dietrich said his office works to clear up misconceptions about the retirement process. “A lot of people think that you march to the end of the road, and 30 days before you retire, you fill out some papers and walk out the door,” he said. He encourages employees in Washington to begin the required paperwork 90 days before their retirement dates, and those overseas to start six months out. “That way, if we run into any kind of problem, we have time to straighten it out,” he said. The office is working to automate many of its systems in an effort to improve efficiency and better serve retirees. ■



# Honoring Retired FSNs

By Martin G. Brennan

The pavilion tent contrasted brightly against Addis Ababa's blue sky, providing a festive venue for the embassy in Addis Ababa's recent Retired Foreign Service National Day. Thirty-four retired FSNs broke bread and shared stories with senior FSNs and embassy officers and relived the rewards and challenges of serving the U.S. government in Ethiopia.

Throughout peaceful and turbulent times, FSNs have stood by the embassy, often at great risk. During the 1970s and 1980s, even working at the embassy was cause for contempt and repression by the then-hostile Ethiopian government. This story, however, is best told in the words of the retired FSNs who, in the Ethiopian tradition, are addressed by their first names.

Abebe Wolde served 24 years before being forced to retire in 1977 when the Ethiopian government closed the U.S. Information Service in Addis Ababa. During the luncheon, he recounted how the USIS building became a target during a 1960 coup attempt. Shooting from government soldiers intensified while tanks moved into ominous positions. Against the strong advice of his U.S. supervisor, Abebe left the USIS building to talk with the soldiers. He discovered that they were trying to take out what they thought was a machine gun nest on the top of the USIS building. Using his persuasive abilities, Abebe convinced the soldiers to stop shooting long enough for him to rush up to the roof and remove the ladder that they had mistaken for a machine gun. The attack ceased immediately and USIS was back in business.

Seventeen years later, Abebe needed courage of another type to cope with his relationship with the U.S. embassy. The Derg, a Marxist military dictatorship, forced the USIS operation in Addis Ababa to close, leaving Abebe without a job. It became dangerous even to approach the U.S. embassy, and former employees were placed under surveillance. According to FSN Ato Abebe, "The Derg considered us CIA agents. To tell the truth, we wish we could have had that job, but we didn't."

General Service Officer Specialist Berhanu Kebede,

who retired in 1997 after 32 years of service, played an important role in ensuring the smooth departure of embassy personnel and their belongings during the downsizings forced by the Derg. At the lunch, the former FSN of the Year called retirement "a special reward for service rendered by dedicated employees" and expressed gratitude to the U.S. government for setting up a retirement plan for FSNs.

Berhanu told a story about a colleague, a driver, who had taken a political officer to a meeting at the emperor's palace when the 1960 coup attempt suddenly engulfed them. Bullets were flying and the tanks were closing in on the palace. There was no way out. The driver took a risk, telling his American passenger to climb over the far wall and wait to be picked up. He then sped through the tanks and around the palace to bring the political officer to safety.

Admassu Mekonnen, who worked for the U.S. Agency for International Development as a plumber for 33 years before retiring in 1989, remembers that he wasn't initially sure his contributions were recognized by his first American boss, a woman. "One day, she told the GSO, 'This man does not speak English. He has no education. He has no degree. However, he works as an electrician, a plumber and a carpenter. He has the blood of ancient scientists.' And with that, she wrote me a certificate stating this and praising my work," he proudly told the group.

Wolde Gebre Ysenei, who served as a warehouse storekeeper for 33 years before retiring in 1993, called his years at the embassy happy ones. "My bosses were also sup-

*Retired Foreign Service Nationals at Addis Ababa plant a tree during a recent luncheon.*



portive toward me. I worked with dedication even when we had to work outside normal working hours," he said.

Solomon Mesghinna, a chauffeur at the embassy for 31 years until he retired in 1997, shared several heroic yet harrowing adventures. One occurred in May 1975, during the early years of the Derg. Solomon was driving a USAID employee named Mr. McDonald at night in the Ogaden Desert when the road was suddenly blocked by four armed men with flashlights. "At this point, Mr. McDonald, who had a gun with a sighting telescope, declared that we should attack first and aimed and prepared to fire," Solomon said. "I told him to wait since I thought the armed men could be government policemen. I got out of the car and went toward the men and asked them who they were. They asked me the same question. I explained that we were staff members of the embassy of the United States, and they were very happy to hear that. Later, over food and refreshments, they explained that they, too, had been ready to shoot, fearing that our vehicle carried armed Somalis."

Among Solomon's jobs was accompanying guests at the ambassador's residence to their waiting vehicles following receptions. After several months, he was given two reception suits with a label, "Especially made in

Hong Kong for Solomon Mesghinna." He told the group he still has one of the uniforms.

On a more somber note, Solomon recalled the price he paid as an embassy employee. "I was imprisoned twice on the allegation that I was an agent for the CIA," he said. "The first time I was imprisoned for three months and the second, for two months and seven days." He said the embassy staff finally was able to arrange for his release. "Otherwise," he said, "I would have remained in prison and died."

Solomon's chilling tale contrasted sharply with the festive mood at the ambassador's luncheon. The air of celebration attested to the resilience of Ethiopia and its people and the good fortune of the U.S. embassy to be able to count on the service and dedication of its FSNs.

At the ceremony to plant a tree in honor of retired Foreign Service National employees, Ambassador David Shinn observed that while this was perhaps the first luncheon in the retirees' honor, it would not be the last. Wolde Gebre Ysenei responded, "Long live the U.S. government and people! God bless them forever!"

We would like to return the compliment. ■

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*The author is the deputy chief of mission in Addis Ababa.*

## The Diplomatic Challenge in Ethiopia

Although the United States signed a Treaty of Trade and Cooperation with Ethiopia in 1903, continuous diplomatic relations emerged only after World War II, when Emperor Haile Selassie provided a spacious compound that had formerly been assigned to the Japanese government. The United States has since been both witness to and participant in the dramatic transitions that have characterized Ethiopia's often-turbulent history.

Five decades of imperial rule were interrupted in 1974, when a brutal Marxist military dictatorship, the Derg, seized power. For the next 17 years, Ethiopians endured the man-made disasters of wrenching social change, civil war and war with Somalia. Droughts and famine also took a devastating toll, making Ethiopia one of the poorest nations on earth. Ethiopia has been rebuilding since 1991, when a coalition of forces ousted the Derg and introduced broad reforms and a federal constitution.

Operations at the American embassy have been deeply affected by these dramatic shifts in Ethiopian politics and society. After mushrooming into the largest U.S. diplomatic mission on the African continent in the 1960s, the embassy shrank to a shadow of its former self during the Derg years as a combination of unilateral downsizing and forced departures took its toll. In light of the new climate in Ethiopia today, the embassy is riding the top of a growth curve.

*Ethiopians stand in line for visas at the embassy in Addis Ababa.*



Photos by Tim Sears

A black and white aerial photograph of Singapore's skyline. The image shows a dense cluster of skyscrapers, including the prominent Marina Bay Sands tower on the right. The city is situated on a coastal area, with a body of water visible in the background. The overall scene is a high-angle view of a modern urban landscape.

*Singapore:  
One People,  
One Nation*





"Singapore is certainly the handiest and most marvelous city I ever saw, as well planned and carefully executed as though built entirely by one man. It is like a big desk, full of pigeon-holes, where everything has its place and can always be found in it."

—*W. Hornaday, 1885*

*Chinese gardens in Singapore.*

*Opposite Page: Mohammad Khair bin Mohammad Amin, son of an FSN maintenance worker, in his Hari Raya Puasa outfit.*

By Jordan Hamory

**A**lthough more than 100 years old, Mr. Hornaday's impression of Singapore still remains true. It is a country dedicated to unity, efficiency, cleanliness and progress. The national mentality is aptly captured in the Singaporean national motto of "Majulah Singapura," or "Forward Singapore." The city-state is constantly expanding and modernizing. Unemployment is a sparse 2 percent, and local businesses actively recruit foreign workers. At one time construction was so extensive that an apartment was built every 15 minutes.

The government slogan, "One people, one nation, one Singapore," describes the national consciousness of a racially diverse country. Its population of 2.7 million is 76 percent Chinese, 15 percent Malay and 7 percent Indian, yet most people think of themselves simply as Singaporean. Government policy is based on ethnic and religious tolerance, with protections for the various minorities written into the constitution, ensuring that each culture is valued as part of the national identity.

Singapore is a 240-square-mile island republic, south of Malaysia and north of Indonesia. The city was founded by Sir Thomas Stamford Raffles as a free port in 1819. After gaining independence in 1965, and under the guidance of Singapore's first prime minister and current senior minister, Lee Kwan Yew, Singapore rapidly developed from a Third World country with no natural resources to a carefully planned and socially engineered city-state. Today, Singapore is one of the most advanced, international cities in Asia. A self-described "engineered educational democracy," the government is cautious, paternalistic and free of corruption.

Economic incentives and disincentives put in place by Singapore's government have enabled the country to prosper. Highly successful campaigns promote accepted behavior. Singaporean workers were voted the best in the world for 12 years straight by a Washington, D.C.-based business index. And unlike many Asian cities, Singapore has kept traffic, crime, population density and pollution under control while building an infrastructure that attracts multinational companies. Singapore runs the world's second-busiest port and dabbles in oil refining, shipbuilding and ship repair. Its vigorous free-trade policy has made it the financial hub of Southeast Asia and a center for high-tech products.

Most State Department employees assigned to the embassy in Singapore enjoy a positive professional and personal experience. Some express initial surprise that the mission community of 120 Americans and 110 Foreign Service Nationals is not as cohesive as at most other posts. Employees are scattered around the island in numerous privately leased apartment buildings, townhouses and homes. In addition, thousands of expatriates in Singapore, including more than 15,000 Americans, allow employees to build friendships and lives outside







the mission, around their residences, schools, churches or personal interests.

The embassy's FSN staff includes some of the most hardworking, well-educated and proactive employees in the world. They not only generate professional ideas, but also organize such embassy-wide events as dinner dances, sporting competitions and cultural events. The choice of activities is almost endless. Besides shopping in hundreds of stores and eating in the thousands of hawker stalls and restaurants, many mission members and their families enroll in such varied courses as cooking, film and language and a variety of sports and other personal hobbies.

Family members have found work on the local economy in such divergent fields as professional acting, public accounting and genetic research. One spouse of a recently departed U.S. Information Service officer directed a local television series, *Shiver*, with plots similar to those in the former *Twilight Zone* series, but with Singaporean cultural twists. The labor market in Singapore is so tight, even in light of the Asian financial crisis, that when people lose a job, they tend to find another one almost immediately.

If there's a downside to duty in Singapore, it could be the annual burning of forests by the country's neighbors, creating a regional haze that descends on the region. When rains don't come and fires become uncontrolled, the haze can be

terrible. The haze experienced last August lasted more than three months, sending pollution indexes soaring. Employees stayed indoors and visited the Regional Medical Office more often than usual but otherwise tried to be stoic, realizing that their colleagues in neighboring Kuala Lumpur were suffering far worse conditions.

*A boat quay in Singapore.*

Singapore Tourist Board photo



Those in the embassy's front office and its political and economic sections at times walk a thin line as they manage a strong bilateral relationship between Singapore and the United States, while staying true to U.S. democratic convictions. The mission's members frequently submit opinion and editorial pieces to local newspapers defending human rights principles. For example, Ambassador Timothy Chorba wrote a letter to the *Straits Times* last year explaining the history of the United Nations' Universal Declaration on Human Rights. The piece eventually reached an Asia-wide audience when it was reprinted in *Asiaweek*.

The United States may take issue with how the Singaporean government at times handles its opposition

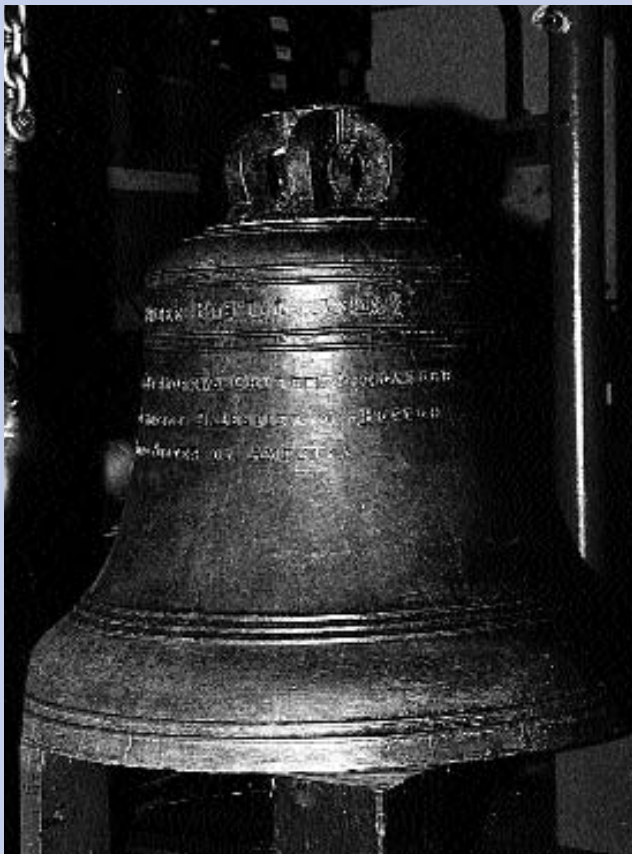
leaders and foreign journalists. But it can't help but admire Singapore's economy and well-motivated population, as well as its lack of crime, clean streets, nonexistent unemployment and annual budget surplus.

To live in Singapore is to sample its many cuisines, learn about its many cultures and religions, and understand the major impact a government can have in molding its society. ■

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*The author, a sophomore at the University of Virginia, is the daughter of Ross Hamory, and director of the Federal Aviation Administration for the Asia-Pacific Region in Singapore.*

## Ringling in Democracy in Singapore



Singapore History Museum photo

*The Revere bell at the embassy in Singapore.*

of the bell to the embassy's new chancery lobby. Maneuvering the bell through narrow doorframes was no easy feat. Measuring 35 inches across and 32 inches high, the Revere bell weighs approximately 1 ton and required 10 men to shift it through the doorways and onto its star-shaped platform.

The embassy is proud to be able to display this bell, which symbolizes the durability of the bilateral relationship between the United States and Singapore.

**By Colette Marcellin**

*Listen, my children, and you shall hear, of a bell in Singapore by Paul Revere...*

The only Revere bell outside the United States is on display at the new chancery at the U.S. embassy in Singapore. Cast at the Revere Foundry in Boston, the bell was brought to Singapore in 1843 as a gift from Maria Revere Balestier, daughter of the revolutionary patriot and wife of Joseph Balestier, the first American consul assigned to Singapore.

One of Mr. Revere's 16 children, Mrs. Balestier used part of her \$4,000 inheritance to purchase the bell, which she presented to Singapore's Church of St. Andrew. She stipulated that the bell be used to sound curfew for five minutes beginning at 8 every evening, to remind seamen to return to their ships and to warn residents to return to the safety of their homes. Sadly, Mrs. Balestier died of malaria during her husband's 15-year assignment in Singapore, where she and two of her children are buried.

The Revere bell has kept her legacy alive in Singapore. The bell remained at St. Andrew's Church until 1889, when it was retired to the Singapore History Museum. In 1996, Emil Skodon, deputy chief of mission in Singapore, worked with the U.S. Information Service, the Foreign Commercial Service, the American Studies Centre and American companies based in Singapore to arrange a long-term loan

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*The author is the General Services officer in Singapore.*



By Mike Anderson

**A** small but active U.S. Information Service operation in Singapore manages an array of information and educational activities to support mission objectives in a dynamic, cosmopolitan society that is strategically located at important East-West trade and geographic crossroads.

Despite their different views of democracy and the so-called "Asian values" debate, the United States and Singapore maintain close relations, and the city-state is a country of considerable—and growing—military, commercial and political significance to America. USIS Singapore, for example, has been kept busy recently supporting high-profile visits by three Cabinet members: Secretary of State Madeleine Albright, Secretary of Defense William Cohen and Secretary of Commerce Robert Daley.

The post works very closely with the U.S. military, which, under a 1990 Memorandum of Understanding, has access to Singaporean port and airport facilities. USIS helps explain the importance of a continued strong U.S. military presence in Singapore and reassure Singaporeans that the United States is in the region to ensure peace and security over the long term. The post annually hosts participants in the USIA Commander-in-Chief Pacific Symposium on East Asian Security.

Economics and trade are central to U.S. ties to Singapore and the rest of the region. USIS works with embassy colleagues to help increase two-way trade and to explain U.S. policy on issues such as the current Asian currency crisis, Asian Pacific Economic Cooperation and intellectual property rights. Tiny Singapore is the eighth-largest U.S. export market, and recent Singaporean events such as the "Asian Aerospace '98" show and the first-ever World Trade Organization Ministerial gave the post a good opportunity to conduct public affairs activities in support of vital U.S. policies and interests.

Housed in the new chancery since November 1996, USIS Singapore works to increase understanding of American society through a combination of Fulbright, International Visitor and American Studies programs, as well as U.S. speakers and Worldnets. Cooperation between the National University of Singapore and George Washington University is fostered through USIA-funded faculty exchanges. A Fulbright alumni association in Singapore was recently organized.

*The author is a Public Information officer with USIS Singapore.*

Although the post no longer maintains a public access library, it does operate an increasingly high-tech Information Resource Center. The center provides a variety of reliable information, much of it electronically through the post's home page on the World Wide Web, to Singaporean institutions and opinion leaders who want to be players on the "information superhighway" and a major regional communications and media hub.

USIS maintains good relations with the Singaporean press, and works to foster a dialogue on human rights and press freedom. The post provides eight or more hours of daily TV programs to a Singapore cable TV channel dedicated to carrying USIA's Worldnet service.

With some 4,000 Singaporeans studying in American universities, the demand for accurate information about U.S. higher education opportunities has increased. To meet the demand and cope with budget cuts, USIS Singapore privatized its student advising service two years ago. Renamed the U.S. Education Information Center, the service operates outside the embassy on commercial premises. Under an innovative cooperative agreement with USIA, Peterson's of Princeton, N.J., a worldwide publisher of career information, manages the service. The center includes a library, technology center and staff of trained advisers. It is recognized as the official source of information on American education in Singapore. ■

*A Hindu temple in Singapore.*



Photo by Greg Adams





# Taking the Distance out of Learning

By Margaret Riccardelli

**W**hat is distance learning? There are several types, but you're probably most familiar with educational TV—your favorite cooking show or Arnold Palmer's program on improving your golf swing. Another type of distance learning is video teleconferencing, sometimes one-way and often two-way, or interactive.

Computer-based training is quickly becoming the most popular type of distance learning. It's a fresh, viable alternative to classroom instruction and very easy to use. If you can operate a compact disc player, you can learn the latest computer software programs—and get credit for them on your personnel records. Here's how it all works and what it can mean to you.

We know you can't always get away from your office or post for

training, because of either travel budget constraints, timing conflicts or staffing gaps. Computer-based training offers a good substitute for classroom instruction, and the School for Applied Information Technology, located at the Foreign Service Institute in Arlington, Va., has made it easier than ever.

Computer-based training consists of self-study courses you can take at your desk when you have the time, or study at home in your spare time. You control the pace. The courses are divided into modules or chapters. If you need to stop in the middle of a lesson, it's no problem. The program will bookmark your place so you resume where you left off. No fancy sound cards are necessary. The programs run on any 486 or Pentium personal computer with a CD-ROM drive. Don't have a CD-ROM drive? Ask your systems manager to run the

courses on the office LAN. The package consists of four CD-ROMs with a total of 88 modules.

Training is individual, interactive and self-paced. The primary focus of the self-study courses is to provide training to State employees for "A Logical Modernization Approach," State's modernization initiative. You can choose from courses in Windows NT, Exchange, Word, Access, Excel, PowerPoint and other packages. The courses use an easy-to-follow combination of text, pictures, questions and mini-quizzes, including answers, to make learning easy.

Seven hundred copies of the new 1998 computer-based training packages were recently distributed on CD-ROM to all Foreign Service posts and domestic offices. To access the programs, see your information management officer or systems manager. After completing the course, students can take a proctored test at post or in their office and receive credit in their personnel records and Personnel Audit Report just as if they had taken the course at FSI or a Regional Information Management Center. Students are required to complete the self-study course within 90 days or re-register. The courses also provide the fundamentals required for Microsoft certification. Best of all, they are absolutely free to Foreign Service, Foreign Service Nationals, Civil Service, While Actually Employed, Personal Service Contract, and other State government employees.

An effective self-study program requires an administrative framework, incentives and active mentoring by the FSI staff, so we've started a special unit to support these courses. For more information, send an e-mail to "Learning Services," or call the computer-based training mentor at (540) 557-1834. To register in any of the eight courses listed, send an official telegram to the FSI registrar, call FSI at (703) 302-7144 or send an e-mail to "Learning Services." ■

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*The author is a Foreign Service secretary assigned to SAIT.*

# Sharing The Baton



By Donna Miles

*It was a moment Ambassador Alan John Blinken will never forget.*

The U.S. embassy in Belgium joined forces with that country's government to celebrate the 50th anniversary of the Marshall Plan—George W. Marshall's blueprint for rebuilding Western Europe after World War II.

The first recipient of Marshall Plan aid, Belgium recently joined the embassy in a wide range of commemorative activities—among them a joint concert by the U.S. and Belgian air force bands. As the concert drew to a close, Ambassador Blinken was asked to pick up the conductor's baton and lead the orchestra in a rousing rendition of "The Stars and Stripes Forever."

"There is absolutely no experience in life more thrilling than to stand in front of a 110-member orchestra, leading them in one of my very favorite marches," the ambassador said. "It was a great thrill, and a lot of fun."

Music has always been a big part of Ambassador Blinken's life. He remembers fondly back to his youth in Yonkers, N.Y., listening to swing and jazz music on the radio. He particularly loved the Benny Goodman band. Gene Krupa, a band member and boyhood neighbor, would be recognized as one of the best drummers of all time. Ambassador Blinken wrote a biography of Mr. Krupa in high school. It cemented what was to become a lifetime love of music.

He picked up the guitar and started a band that played at small gigs, mostly dances and parties. At the height of its success, the group earned just \$30 a night plus expenses, but Ambassador Blinken said the payoff was more than just economic. He said his early days of lugging around a

## STATE OF THE ARTS

Photo by Hubert Greutzer



*Ambassador Alan John Blinken, center, leads a joint concert of the U.S. and Belgian air force bands. The concert commemorated the 50th anniversary of the Marshall Plan.*

guitar and amplifier taught him a lot about music and its effect on performers as well as their audiences.

“Music brings people together,” he said. “It helps them see beyond their differences and brings out the similarities among people.”

These days, Ambassador Blinken spends more time appreciating music as a member of the audience rather

than performer. But he said special occasions like the Marshall Plan anniversary concert reinforce his view of the importance of music not only to people, but to nations.

“The music of a country reflects its pains, its suffering and its triumphs,” he said. “In sharing each other’s music, we’re better able to share each other’s histories and experiences.” ■

## *State of the Arts*

**By John Bentel**

World-renowned pianist James Johnson dazzled State employees at a recent concert that highlighted State’s Martin Luther King Day celebration. The State of the Arts Concert Series and Foreign Affairs Recreation Association sponsored the performance, which featured selections by Frederic Chopin, Johannes Brahms, Claude Debussy and Franz Liszt. Dr. Johnson’s superb technical ability and showmanship provided a program that was entertaining as well as inspirational.

The Dean Acheson Auditorium took on a very different mood at a Jan. 21 concert, during which the group Quintango treated the audience to a blend of tango, classical and chamber music. Violinists Joan Singer and Rachel Schenker, cellist Irma Cripe, pianist Bruce Steeg and bass player Libby Blatt performed several of the great tangos of Europe and the Americas. The audience, delighted by the noontime “escape” to Argentina, rewarded the talented quintet with applause and a spontaneous ovation.



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## ASK DR. DUMONT

BY CEDRIC DUMONT, M.D.

**Q.** I read, hear and see so much about breast cancer that I'm getting fearful. What is the current status of breast cancer? Who gets it and why? Can it be treated successfully? How can we protect ourselves and our loved ones from breast cancer?—EUR

**A.** During the past 20 years, new breast cancer rates in the United States among young and old women, black and white, have increased by 24 percent. The rate also has risen in minorities who previously have been considered less susceptible. The rates among such Asian immigrants as Filipino and Japanese Americans increased by 50 percent during the 1970s and 1980s. Japanese women who migrated to the United States, as well as their children who were born and raised here, experience breast cancer at four times the rate of Japanese women living in Japan.

The good news is that although the detection rate has increased, the death rate from the disease has declined in the past two decades. Breast cancer is being detected and treated earlier, while the tumor is small and before it spreads beyond the breast.

Several factors are implicated in increasing a woman's risk for breast cancer: the early onset of menstruation, late menopause, childlessness, late age of first full-term pregnancy, low numbers of children, family history of breast or ovarian disease, surgical removal of the ovaries and Ashkenazi-Jewish heritage.

Several other factors that possibly increase the risk of breast cancer are a high-fat diet, oral contraceptives taken before the first pregnancy, injectable contraceptives, consumption of large amounts of alcohol or meat and hormone replacement. But it's almost impossible to think of breast cancer as having a single cause. Lately, a significant amount of emphasis has been placed on multiple contributing factors, including environmental factors and lifestyle habits.



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

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The best way to protect yourself against breast or other forms of cancer is to decrease your risk factors. To do so, I recommend focusing on lifestyle factors, which are changeable, rather than environmental ones, which often aren't.

The key to breast cancer survival is early detection. And the key to early detection is screening, looking for cancer in women who have no symptoms of disease. For women 40 years and older, and with no other obvious risk factors, most major health organizations, including the Office of Medical Services, recommend a three-part approach for early detection: mammography, yearly breast examination by a health professional and monthly self-examinations. If you're at increased risk based on your family history, screening and possibly genetic testing should begin even earlier.

Screening begins at home. Women of all ages should examine their breasts monthly and pass along their expertise to their loved ones. Most women with breast cancer find their own tumors. Although none of the tests is infallible, the combination of all

three can reduce the death toll from breast cancer by a third or more.

**Q.** I've read about a correlation between aluminum cooking pans and utensils and Alzheimer's disease, or other memory impairment disorders. Can this be true?—AF

**A.** Scientific studies have shown that although some leaching of the aluminum does occur while cooking with aluminum pans, the levels potentially ingested are far less than the minimum safe levels established by the Joint Food and Agricultural Organization of the World Health Organization's expert committee on food additives. No link between aluminum and memory loss has been established.

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

# O B I T U A R I E S

*Marcelle L. Drakert, 92*, a retired Foreign Service officer, died Feb. 25 in Washington, D.C. A French national, Ms. Drakert began working at the U.S. embassy in Paris during the 1930s and participated in French resistance activities during World War II. For her efforts, she was awarded the Medal of Liberation by the French government and became a U.S. citizen in 1951. She continued working at the Paris embassy as a Foreign Service officer until she retired in 1961.

*Wesley C. Haraldson, 86*, a retired Foreign Service officer, died Aug. 23, 1996. Mr. Haraldson served 30 years with the State Department, with tours in Europe and Asia and in Washington, D.C. He retired to Sun City, Ariz.

*Oldric J. La Bell, 88*, a retired Foreign Buildings officer, died Feb. 26 in Sarasota, Fla. Mr. La Bell joined State after World War II and spent 20 years supervising the construction of U.S. embassies and ambassadors' residences in Trinidad, Morocco, Norway, Australia, Israel, Lebanon and Laos. He retired from the Foreign Service in 1970.



*James B. Moran, 73*, U.S. ambassador to the Republic of Seychelles from 1987 to 1991, died Feb. 16 in Springfield, Va. Ambassador Moran joined the Foreign Service in 1952. During his 39-year career at State, he served in embassies in Iran, Burma, the former Soviet Union, Vietnam and China. He also served as executive director of the bureaus of East Asia and Pacific Affairs, and African Affairs.

*Eva Palkovic, 79*, died Dec. 22 in Wheeling, W. Va. She entered the Foreign Service after World War II and became an executive secretary, serving in Warsaw, New Delhi, Madrid, Saigon, Santo Domingo, Guatemala City, Rome and Ottawa. She retired in 1973.

*John B. Smith, 82*, a retired Foreign Service officer who served more than 20 years with the Department's Office of Foreign Buildings, died Feb. 2 in Fairfax, Va. Mr. Smith was an architectural project supervisor involved in constructing and renovating U.S. properties in Niger, Brazil, Tunisia, Lebanon and France. He is best remembered for supervising the restoration of the Talleyrand Building in Paris. After retiring in 1987, he assisted the Executive Secretariat in renovating what is now the Treaty Room complex on Main State's seventh floor.

*Henry L. Taylor, 79*, a retired Foreign Service officer, died Aug. 25, 1997, in Jacksonville, N.C. Mr. Taylor joined the Foreign Service in 1943 and served in Bogotá, Grenada, Tegucigalpa, São Paulo, San Luis Potosí, Mexico City, Panama, Islamabad and Tehran. In Washington, he served as a desk officer for Costa Rica, Guatemala and Nicaragua. He oversaw the American consulate in Panama during the riots of 1964 when diplomatic relations were severed, and was the State Department coordinator for Cuban Affairs in Miami during the first airlift. He retired in 1974.



*Marshall W. Wiley, 72*, ambassador to Oman from 1979 to 1981, died Jan. 31 in Washington, D.C. Mr. Wiley was an Arabist who spent his entire career focusing on Middle East issues. He was deputy chief of mission in Egypt, headed the U.S. Interests section in Iraq and was deputy chief of mission in Saudi Arabia. He also served in Yemen, Lebanon and Jordan and was director of North African Affairs. After retiring from the Foreign Service in 1981, he became an active lecturer and commentator on the Middle East on radio and television and at various universities and world affairs councils. He chaired the board of the American Near East Refugee Association and served on the board of the Americans for Middle East Understanding and on the advisory committee of the National Council on U.S.-Arab Relations.

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

## FOREIGN SERVICE PERSONNEL

### Transfers

**Alexander-Softani, Dana**, Ankara to N'Djamena  
**Anglero, Enid Y.**, Guangzhou to Dhaka  
**Arkley, Melissa Buchanan**, International Org. Affairs to Consular Affairs  
**Barker, Brent A.**, Shanghai to Diplomatic Security  
**Barnett, Elizabeth**, Athens to Valletta  
**Benedicto, Lincoln V.**, Mexico City to Personnel  
**Berryman, Michael D.**, FS Specialist Intake to Tashkent  
**Bielinski Jr., Stanley**, Diplomatic Security to Foreign Buildings Office  
**Blake, Stephen J.**, Special Dom. Assgn. Program to East Asian and Pacific Affairs  
**Boehme, Robert W.**, Kiev to Dep. Spec. Representative for Trade Negotiations  
**Brown, Jeffrey T.**, Diplomatic Security to Kuwait  
**Burgess, Denise Naomi**, Political-Military Affairs to Public Affairs  
**Campbell, John**, Executive Secretariat to Oceans and Int'l. Envir. and Sci. Affairs  
**Carlin, Kim P.**, Phnom Penh to Yaounde  
**Carlucci, Louis J.**, Port of Spain to Personnel  
**Casey, Lincoln E.**, Yaounde to Kinshasa  
**Cheyne, Gerard A.**, Pre-Assignment Training to Ljubljana  
**Clarke, William D.**, Diplomatic Security to Personnel  
**Coleman, Asako K.**, Hong Kong to East Asian and Pacific Affairs  
**Coleman, Catherine L.**, Hong Kong to Hanoi  
**Coombs, Gene Craig**, International Org. Affairs to Foreign Service Institute  
**Deane, Judith Meyer**, Economic and Business Affairs to Personnel  
**Dejban, Donna Dickson**, NATO Enlargement and Ratification Office to Natl. Security Council  
**Detrani, Joseph M.**, East Asian and Pacific Affairs to Kuala Lumpur  
**Dunn, Patrick M.**, Manila to Luanda  
**Dunn, Stephen Douglas**, Guangzhou to Personnel  
**Echeverria, Cynthia**, Pre-Assignment Training to Caracas  
**Edwards, Joanne**, Bogota to Mexico City  
**Eicher, Stephanie**, Public Affairs to Warsaw  
**Evans, Charles W.**, Foreign Service Institute to Pretoria  
**Fleming, William D.**, Hanoi to Personnel  
**Foster, Jeanne L.**, Port-au-Prince to Personnel  
**Frankfather, Betty Ann**, Port Moresby to Personnel  
**Frechette, Myles R. Rene**, Personnel to Inter-American Affairs  
**Friedbauer, Allan J.**, Sydney to Ankara  
**Fulena, Christine O.**, Geneva (U.S. Mission) to Paris (OECD)  
**Gallazzi, Joseph**, Asuncion to Merida  
**Gallucci, Gerard M.**, African Affairs to Policy Planning Council  
**Garrison, Richard A.**, Foreign Service Institute to Personnel  
**Gencalp, Hortencia T.**, Helsinki to Madrid  
**Glaspie, April C.**, African Affairs to Cape Town  
**Gomez, Geneva B.**, FS Specialist Intake to Quito  
**Gonzalez, Jaime A.**, Inter-American Affairs to Havana  
**Gonzalez, Jorge M.**, Administration to Guadalajara  
**Grau, Debra L.**, FS Specialist Intake to Belgrade  
**Greene, Earl S.**, Cape Town to Frankfurt  
**Greene, Frank P.**, Bangkok (Reg. Courier Div.) to Frankfurt (Reg. Courier Div.)  
**Haddock, Richard D.**, Tel Aviv to Office of Foreign Buildings  
**Hanna, Dora Jean**, Rabat to Personnel  
**Harbison, Jeanne**, Santiago to Helsinki  
**Hartley II, John J.**, Near Eastern Affairs to Luanda  
**Heineck, Carol C.**, Off. of the Under Secretary for Management to Personnel  
**Heitkotter, Karen Rae**, Rome to Inter. Narc. and Law Enforcement Affairs  
**Hilts, Joseph A.**, Personnel to Office of the Chief Financial Officer  
**Hunter, James Joseph**, Conakry to Bujumbura  
**Hurtado, L. Victor**, Near Eastern Affairs to Foreign Service Institute  
**Hutus, Thomas R.**, European Affairs to Sarajevo  
**Jefferson, Sheila R.**, Sofia to Tunis  
**Jen, Horace P.**, Yokohama (Region. Lang. School) to Tokyo  
**Jennings, Robert C.**, Bridgetown to San Salvador  
**Johnson, David Timothy**, National Security Council to Vienna (OSCE)  
**Johnson, Kevin M.**, Special Dom. Assgn. Program to Foreign Service Institute  
**Johnson, Mark Coolidge**, International Org. Affairs to Executive Secretariat  
**Johnston, Jill**, Personnel to Lisbon  
**Jones, Deborah Kay**, Near Eastern Affairs to Foreign Service Institute  
**Jones, Harry E.**, Madrid to Assignments to Non-Governmental Organizations  
**Jones, Sheila M.**, Luanda to Bogota  
**Juncker, Debra Ann**, Executive Secretariat to Foreign Service Institute  
**Keegan, Patricia King**, Caracas to Kuwait  
**Kennedy, Gloria F.**, FS Specialist Intake to Manama  
**Ketchem, Fredrick J.**, Diplomatic Security to Baku  
**King, Kirk N.**, Administration, Information Management to Frankfurt  
**Knabe, Alan J.**, FS Specialist Intake to Kiev  
**LaCombe, Michael J.**, Buenos Aires to Inter-American Affairs  
**Lattig, Timothy K.**, Kiev to Prague  
**Leane, Janet M.**, Tallinn to U.S. NATO Mission (Brussels)  
**LeBaron, Richard B.**, National Security Council to Foreign Service Institute  
**Lesh, Vivian M.**, FS Specialist Intake to Beijing  
**Lopez, Clare M.**, Sofia to European Affairs  
**Lynch, Bradley C.**, Frankfurt (Reg. Courier Div.) to Diplomatic Security  
**Makhdoom, Rashid A.**, Office of Foreign Buildings to FBO (Belgium)  
**Martinez, Maryanne H.**, Oceans Int'l. Envir. and Sci. Affs. to Special Dom. Assgn. Program  
**Mastriano, Wayne T.**, Hermosillo to Diplomatic Security  
**McBride, Thomas K.**, Economic and Business Affairs to Federal Communications Commission  
**McCollum, Portia Elizabeth**, Economic and Business Affairs to Inter-American Affairs  
**McCormick, Keith P.**, Office of Legislative Affairs to Office of the Inspector General  
**McCowan, Michael Charles**, Vienna (OSCE) to Rome  
**McCullough, Dundas C.**, African Affairs to Lagos  
**McDermott, James P.**, Diplomatic Security to Foreign Service Institute  
**McKone, Norman R.**, Tunis to Damascus  
**McLean, Lori A.**, Executive Secretariat to Office of the High Representative  
**Meer, Jeffrey A.**, Under Sec. for Global Affairs to Assignments to Non-Governmental Organizations  
**Mims, Valerie Ann**, Personnel to Geneva (U.S. Mission)  
**Murphy, Robert Barry**, Luanda to Consular Affairs  
**Nelson, Marsha E.**, Wellington to The Hague  
**Nelson, Phillip R.**, Montreal to African Affairs  
**Newell, David T.**, Sarajevo to Executive Secretariat  
**Norris, Jane S.**, Administration to Administration, Information Management  
**Oliver, Beverly A.**, Santo Domingo to Near Eastern Affairs  
**Olton, Regina D.**, Personnel to U.S. NATO Mission (Brussels)  
**Pelych, Richard T.**, Foreign Service Institute to Office of Foreign Buildings  
**Ramirez, Sonia D.**, Guatemala to La Paz  
**Rawlings, Lyngrid Smith**, Abidjan to Personnel  
**Riedel, Stephen J.**, Lagos to African Affairs  
**Roche, Timothy P.**, Executive Secretariat to International Org. Affairs  
**Rosenquist, Christine**, Frankfurt to Chisinau  
**Salazar, Patricia E.**, Madrid to Kingston  
**Saloom, Anne M.**, Office of the Medical Director to Berlin  
**Sawkiw, Nickolas**, Tokyo to London  
**Spiegel, John C.**, Non-Governmental Organizations to Amb.-at-Large for Counter-Terrorism  
**Stinehart, Julie A.**, Minsk to Santo Domingo  
**Sundstrom, James Ladd**, Kuala Lumpur to Mexico City  
**Taylor, Betty C.**, Brasilia to New Delhi  
**Thomas, Anna J.**, Istanbul to Zagreb  
**Voorhees, Jacqueline V.**, Kiev to Personnel  
**Walsh, Barnaby**, FS Specialist Intake to Kampala  
**Walton, L. Dean**, Islamabad to Addis Ababa  
**Walton, Michael Ralph**, Kingston to New Delhi  
**Williams, Phyliss D.**, Brazzaville to Cotonou  
**Winchester, Robert Forrest**, Kuala Lumpur to Executive Secretariat  
**Windsor, Robert A.**, Personnel to Kingston  
**Zimov, David M.**, Pre-Assignment Training to Bogota

## FOREIGN SERVICE PERSONNEL

### Appointments

**Benjamin, Bevan**, Pre-Assignment Training  
**Brandon, Elisabeth C.**, Pre-Assignment Training  
**Clarke, Owen A.**, Pre-Assignment Training  
**Cornforth, Jeremy A.**, Pre-Assignment Training  
**Corral, Georgette**, FS Specialist Intake  
**Craig, Sara M.**, Pre-Assignment Training  
**Cruise, Cheryl C.**, FS Specialist Intake  
**Domaigne, Robert C.**, Pre-Assignment Training  
**Dubois, Philip A.**, FS Specialist Intake  
**Dziusba, Jean**, FS Specialist Intake  
**Erwin, Crystal D.**, Pre-Assignment Training  
**Evans, Michael P.**, Pre-Assignment Training  
**Fedzer, Glenn E.**, Pre-Assignment Training  
**Gillen, Patrick M.**, Pre-Assignment Training  
**Granatino, Ann Felicia**, Pre-Assignment Training  
**Grier, David C.**, Pre-Assignment Training  
**Griffith, John H.**, Pre-Assignment Training  
**Hall, Sarah C.**, Pre-Assignment Training  
**Hartman, Darlene Marie**, FS Specialist Intake  
**Herman, Michael L.**, Pre-Assignment Training  
**Heslink, Kristen J.**, Pre-Assignment Training  
**Hill, Charles Larry**, FS Specialist Intake  
**Hurley, Matthew C.**, Pre-Assignment Training  
**Irwin, Deborah L.**, Pre-Assignment Training  
**Kinsey, Marcia M.**, Pre-Assignment Training  
**Klein, Christopher C.**, Pre-Assignment Training  
**Kleinfelt, Ruth Ann**, FS Specialist Intake  
**Kujawinski, Peter I.**, Pre-Assignment Training  
**Larrea, John F.**, Pre-Assignment Training  
**Lempert, Yael**, Pre-Assignment Training  
**Marjenhoff, William Ansley**, Pre-Assignment Training  
**McConaha, Erin Cathleen**, Pre-Assignment Training  
**McCreery, Melissa Linsey**, FS Specialist Intake  
**McKnight, Alexandra K.**, Pre-Assignment Training  
**Mesquita, Mario McGwinn**, Pre-Assignment Training  
**Mincks, William L.**, FS Specialist Intake  
**Moore, Thomas W.**, FS Specialist Intake  
**Murray, Jennifer Lara**, Pre-Assignment Training  
**Oman, Tabitha Russell**, Pre-Assignment Training  
**Palaia, Thomas Andrew**, Pre-Assignment Training  
**Pyott, Albert Robison**, Pre-Assignment Training  
**Rios, Karl Luis**, Pre-Assignment Training  
**Ronay, Robert David**, FS Specialist Intake  
**Sapko, Jeffrey M.**, FS Specialist Intake  
**Sargent, Robert Q.**, FS Specialist Intake  
**Schuffletowski, Drew Frank**, Pre-Assignment Training  
**Skinner, Robert Lawrence**, Pre-Assignment Training  
**Snyder, Mary Jane**, FS Specialist Intake  
**Verloop, Marja**, Pre-Assignment Training  
**Waller, Robert Patrick**, Pre-Assignment Training  
**Ward, Jacqueline Leann**, Pre-Assignment Training  
**Watlington, Calvin T.**, FS Specialist Intake  
**Wechsler, Jonas Ian**, Pre-Assignment Training  
**Welborne, Sarah Emily**, Pre-Assignment Training  
**Wintermeyer Jr., Charles A.**, Pre-Assignment Training  
**Wolnick, Meredith Anne**, Pre-Assignment Training

### Retirements

**Aylward, Mary C.**, Santo Domingo  
**Beaudoin, Jules**, Casablanca  
**Bobbitt, Gary D.**, Administration, Information Management  
**Boutin, George T.**, Kingston  
**Bray, Steven B.**, Beirut  
**Browning, James D.**, Office of the Chief Financial Officer  
**Buerle, Sandra M.**, European Affairs  
**Butcher, Larry Gene**, Economic and Business Affairs  
**Clover III, John F.**, Administration, Information Management  
**Clyatt Jr., Oscar Willard**, Administration, Information Management  
**Corbett, Larry**, European Affairs  
**Debell, Georgia J.**, European Affairs  
**Di Meglio, Genevieve T.**, Personnel  
**Duncan, Leo A.**, Administration, Information Management  
**Eicher, Peter D.**, Democracy, Human Rights and Labor  
**Forrest, Betty Jean**, Personnel  
**Foster, Daniel L.**, European Affairs  
**Fugit, Edward F.**, Political-Military Affairs  
**Glassman, Jon D.**, Personnel  
**Greenwalt, Fredrick J.**, Manila  
**Gullins, Marva I.**, Office of the Medical Director  
**Gurvin, George Ellis**, Ankara  
**Haigh, Patricia Ann**, European Affairs  
**Hall, John E.**, Personnel  
**Hoffer, Patricia A.**, Personnel  
**Horan, Hume A.**, Foreign Service Institute  
**Jones, David Taylor**, Democracy, Human Rights and Labor  
**King, Russell F.**, Mexico City  
**Kosh, Jo Anne**, Executive Secretariat  
**Lake, Joseph Edward**, Non-Governmental Organizations  
**Lane, Helen Brady**, Oceans and Int'l. Envir. and Sci. Affairs  
**Larre, Cynthia Frances**, Economic and Bus. Affairs  
**Mangum, David A.**, Kigali  
**Marvin, Judith I.**, Monterrey  
**Mc Cloughan, Richard F.**, Administration, Information Management  
**McGrath Jr., Everett U.**, Personnel  
**McGrath, Judith A.**, Administration, Information Management  
**McSwain, Robert J.**, Economic and Business Affairs  
**Morris, Robert E.**, Diplomatic Security  
**Murphy, Carol A.**, Mexico City  
**Murphy, Patricia A.**, Personnel  
**Natrop, Rosalie M.**, San Jose  
**Nelson, Diana Sue**, Muscat  
**Nordine, Richard D.**, Tokyo  
**Perrotta, Malina Jane**, Brasilia  
**Plummer, Kenneth W.**, International Org. Affairs  
**Pudschun, Jerrilynn**, Consular Affairs  
**Rensch, Patricia L.**, Paris  
**Robinson, Thomas Lee**, Foreign Service Institute  
**Rock, Myra D.**, Kuala Lumpur  
**Rouleau, Robert A.**, Administration, Information Management  
**Salvucci, Paula B.**, Brussels (USEU)  
**Scott Jr., Kenneth M.**, Abidjan  
**Skok, Anthony J.**, Tel Aviv  
**Smith, Paul L.**, Personnel  
**Sutherland, William Earl**, Caracas  
**Szymanski, Christopher J.**, Economic and Bus. Affairs  
**Watkins, Richard G.**, Economic and Bus. Affairs  
**White, Pearlle A.**, Jerusalem  
**Wilson, Edward B.**, Department of Defense  
**Wood, Sylvia Moulton**, Riyadh  
**Yeadon, Janice**, Personnel  
**Zebold, Dolores**, Diplomatic Security

### Resignations

**Bruno, George Charles**, Belize City  
**Butterbaugh, Brenda J.**, N'Djamena  
**Carrington, Walter C.**, Lagos  
**Cesonis, Grace J.**, U.S. NATO Mission (Brussels)  
**Cleverley, Seija K.**, Helsinki  
**Degraffenried, Katherine**, Panama  
**Donnelly, Brian J.**, Port of Spain  
**Farquar, Christopher Jason**, Hong Kong  
**Garner, Dimitri H.**, Rio de Janeiro  
**Goujon, Henry P.**, Paris  
**Green, Wendelin D.**, Oslo  
**Greene, Randa H.**, Dhahran  
**Hunter, Barbara Marie**, Jakarta  
**Jaffe, Brooke S.**, London  
**Keays, Andrea M.**, Leave without pay status  
**Lavelle, Delia Ford**, Madrid  
**Levey, Matthew F.**, Sarajevo  
**Lightner, Mary S.**, Nairobi  
**Loftus, Thomas Adolph**, Oslo  
**Michael, Sara Lilli**, Moscow  
**Morrow, Gregg**, Inter-American Affairs  
**Nishek, Marjorie L.**, Banjul  
**Pritchett, James R.**, Consular Affairs  
**Ramel, Benita S.**, Stockholm  
**Rasmussen, Jeffrey Karl**, Lome  
**Riley, Maureen Ann**, Leave without pay status  
**Rodman, Frank E.**, Diplomatic Security  
**Smith, Sarah A.M.**, Consular Affairs  
**Therrien, Michael J.**, Diplomatic Security  
**Womack, Homer L.**, Mexico City  
**Woodward, Mark S.**, Caracas  
**Yerry, Debra**, Nassau



## CIVIL SERVICE PERSONNEL

### Appointments

**Baskir, Cecily E.**, Off. of the Under Secretary for Management  
**Bowman, Jeffrey O.**, Office of the Chief Financial Officer  
**Garate, Patricia A.**, Office of Budget and Planning  
**Goetz, Melissa D.**, Los Angeles Passport Agency  
**Holum, John D.**, Arms Control and Int'l. Security Affs.  
**Miscione, Nicholas M.**, Population, Refugees and Migration

**Perry, Latanya**, Office of the Chief Financial Officer  
**Robertson, Susan Gail**, Inter. Narc. and Law Infor. Aff.  
**Thomasson, Patsy L.**, Office of Foreign Buildings  
**Ulloa Jr., Stephen**, Los Angeles Passport Agency  
**Watson, Christina B.**, Office of the Inspector General  
**Williams, Lisa M.**, Off. of the Under Secretary for Management  
**Wood, Michael T.**, Boston Passport Agency  
**Zicklin, Diana S.**, Office of the Secretary

### Resignations

**Aggeler, Angela Price**, Administration  
**Alba, Isaias**, Personnel  
**Anklewich, Jeanie Marie**, Foreign Service Institute  
**Aoki, Steven**, Political-Military Affairs  
**Bamiduro, Bola**, Personnel  
**Benyan, Daniel**, Personnel  
**Blunt, Wallace**, Personnel  
**Burton, William F.**, Diplomatic Security  
**Buster, Wilhelmina E.**, Office of Logistics Management  
**Cady, Jarlath**, Personnel  
**Casto, Rebecca**, Personnel  
**Chowdhury, Floura**, Personnel  
**Cole, Jennifer**, Personnel  
**Colston, Courtney V.**, Administration  
**Dostie, Bonnie I.**, National Passport Center, Portsmouth, N.H.  
**Evans, Eusi I.**, Washington Passport Agency  
**Feierstein, Mark Barry**, Inter-American Affairs  
**Fine, William**, Office of Language Services  
**Foster, Derek C.**, Personnel  
**Gammon, Gregory A.**, Seattle Passport Agency  
**Greenfield, Niesha**, Office of the Chief Financial Officer  
**Griego, Regina R.**, International Org. Affairs  
**Handy, Brenda Y.**, European Affairs  
**Henry, Kathy Mae**, Diplomatic Security  
**Jenkins Jr., Robert M.**, East Asian and Pacific Affairs  
**Johnson, Romonte E.**, Office of Foreign Buildings  
**Johnson, Tracy M.**, Administration, Information Management  
**Joyce, Arwen**, Inter-American Affairs  
**Lee, Michael, T.**, Executive Secretariat  
**McCarty, Virginia Ruddy**, Foreign Service Institute  
**Ning, Joanna**, Personnel  
**Pimentel, Victor C.**, Los Angeles Passport Agency  
**Pinard, Steven R.**, Office of the Inspector General  
**Prince, Lashawn A.**, East Asian and Pacific Affairs  
**Reeder, Naemah K.**, Office of Foreign Buildings  
**Respicio, May**, Personnel  
**Schepers, Jennifer**, East Asian and Pacific Affairs  
**Sommerfeld, Dennis A.**, Foreign Service Institute  
**Soweka, Gloriana**, Miami Passport Agency  
**Spat, Eric T.**, Inter-American Affairs  
**Steiner, Rachel A.**, Consular Affairs  
**Tatem, Taron D.**, Oceans and Int'l. Envir. and Sci. Affairs  
**Thomasson, Paula**, Office of the Secretary  
**Torres-Ferrer, Alicia**, Office of Foreign Buildings  
**Veloz, Maria Luisa**, Office of Legislative Affairs  
**Walker, Gail A.**, New Orleans Passport Agency  
**Woody, Jenice M.**, East Asian and Pacific Affairs

### Retirements

**Alfaro, Loretta A.**, Houston Passport Agency  
**Balkenbush, Daniel L.**, Office of the Chief Financial Officer  
**Barbely, Earl S.**, Economic and Business Affairs  
**Beasley, Gloria S.**, Public Affairs  
**Bostwick, Anna**, Administration, Information Management  
**Bramble, Joanne K.**, Intelligence and Research  
**Brown, Edna Elizabeth B.**, Oceans and Int'l. Envir. and Sci. Affairs  
**Brown, Mary E.**, Administration, Information Management  
**Carpenter, Albert W.**, Inter. Narc. and Law Enforcement Affairs  
**Crawford, Gary D.**, Foreign Service Institute  
**Di Placido, Carmen Anthony**, Consular Affairs  
**Eisele, Sylvia S.**, Houston Passport Agency  
**Ford, Theodore C.**, Diplomatic Security  
**Gerrain, Winifred T.**, International Org. Affairs  
**Ginyard, Rosa B.**, Office of Foreign Buildings  
**Henderson, Eva D.**, Personnel  
**Henson, Brenda P.**, Office of Logistics Management  
**Lee, Natalie Hall**, Administration, Information Management  
**Nadler, Steven**, Consular Affairs  
**Panick, Dorothy**, Office of Logistics Management  
**Puschauer, Barry Francis**, Office of the Legal Adviser  
**Riley, Elsbeth Moss**, Office of Foreign Buildings  
**Robinson, Paula M.**, Office of the Medical Director  
**Schell, Isabel J.**, Intelligence and Research  
**Spencer, Carolyn S.**, European Affairs  
**Stange, Donna Cooper**, Personnel  
**Stapleton, Seton**, Consular Affairs  
**Wabbington, Carol**, Office of the Chief Financial Officer  
**Ward, Grace M.**, Office of the Chief Financial Officer  
**Waters, Donna L.**, Consular Affairs  
**Watkins, Charles E.**, International Org. Affairs  
**Williams-Lowe, Elloise**, New York Passport Agency

### Reassignments

**Berkey, Susan S.**, Office of the Chief Financial Officer to Administration, Information Management  
**Butler, Donna Maria**, Office of Foreign Buildings to Office of the Secretary  
**Goodwin-Mills, Mattie F.**, Office of the Secretary to Office of Logistics Management  
**Johnson, Horace**, Oceans and Int'l. Envir. and Sci. Affairs to Inter. Narc. and Law Enforcement Affairs  
**Justice, Delores**, Population, Refugees and Migration to Near Eastern Affairs  
**Larson, Linda A. Tetsutani**, Seattle Passport Agency to Honolulu Passport Agency  
**Marino, Margot U.**, East Asian and Pacific Affairs to Consular Affairs  
**McHale III, Austin**, Oceans and Int'l. Envir. and Sci. Affairs to Consular Affairs  
**Milner, Ernest R.**, Office of Foreign Buildings to Personnel  
**Reid, Gwendolyn**, Foreign Service Institute to Office of Logistics Management  
**Smith, Terri L.**, Inter-American Affairs to African Affairs  
**Watson, Eunice K.**, Pre-Assignment GS Training to Democracy, Human Rights and Labor

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

## CIVIL SERVICE PERSONNEL

# Video Highlights Selection Process

### Promotions

#### GG-11

**Garvin, Emma**, International Org. Affairs  
**Smulson, Gudrun S.**, Foreign Service Institute

#### GS-2

**Taylor, Dorothy**, Pre-Assignment GS Training  
**Thompson, Bernice A.**, Pre-Assignment GS Training

#### GS-4

**Trinh, Tu My**, San Francisco Passport Agency

#### GS-5

**Bradshaw, Christine**, Washington Passport Agency  
**Lewis, Willie F.**, Washington Passport Agency  
**Mozell, Pamela B.**, San Francisco Passport Agency

#### GS-6

**Aikens, Aithena**, Inter-American Affairs  
**Dionne, Janice**, Near Eastern Affairs  
**Tuggle, Katasha L.**, Administration, Information Management  
**Wallace, Montani O.**, Washington Passport Agency

#### GS-7

**Bernhard, Jeannette D.**, Stamford Passport Agency  
**Blount, Denise T.**, Stamford Passport Agency  
**Branch, Derrick A.**, Bureau of Consular Affairs  
**Essandoh, Rachelle M.**, San Francisco Passport Agency  
**Mack, Bettie F.**, Office of Fiscal Operations  
**Mallare Jr., Lorenzo H.**, San Francisco Passport Agency  
**Moose Jr., George R.**, Operation Center  
**Rowe, Lisa M.**, Executive Office  
**Seward, Tracy Delores**, Inter-American Affairs  
**Williams, Gayle L.**, San Francisco Passport Office

#### GS-8

**Alford, Carolyn Sue**, Administration, Information Management  
**Duncan, Teresa**, European Affairs  
**Feltes, Katrina N.**, Inter-American Affairs  
**Gambrill, Paula Marcella**, Administration, Information Management  
**Jackson, Marilyn Belinda**, Office of the Chief Financial Officer  
**Quijano, Antonio Asombrado**, Los Angeles Passport Agency

#### GS-9

**Barnes, Mildred D.**, Oceans and Int'l. Envir. and Sci. Affairs  
**Couch Jr., Thomas M.**, Office of the Secretary  
**Cunningham, Dennis L.**, New Orleans Passport Agency  
**Harris, Andre Maurice**, Personnel  
**Jackson, T. Christian**, Personnel  
**Kokal, Pamela**, Consular Affairs  
**Mooney, Aisha M.**, Personnel

**Randolph, Regina S.**, San Francisco Passport Agency  
**Ross, Michelle H.**, Stamford Passport Agency  
**Thompson, Brenda G.**, Foreign Service Institute  
**Zackery, Marsha Tillman**, Oceans and Int'l. Envir. and Sci. Affairs

#### GS-10

**Landis, Carol S.**, Office of the Secretary

#### GS-11

**Bart, Gerda M.**, Office of the Chief Financial Officer  
**Belk, Peter Ivan**, Intelligence and Research  
**Carroll, Thomas J.**, National Passport Center, Portsmouth, N.H.  
**Chang, Charles**, Personnel  
**Darcy, Michael J.**, National Passport Center, Portsmouth, N.H.  
**Duff III, William E.**, Economic and Business Affairs  
**Figueroa, Luz C.**, Stamford Passport Agency  
**Hardy, Michelle R.**, Diplomatic Security  
**Marshall, Sheila E.**, Personnel  
**Porter, Stacey B.**, New Orleans Passport Agency  
**Rinaldi, John C.**, Office of the Medical Director  
**Simpkins, Donald Edward**, National Passport Center, Portsmouth, N.H.  
**Thompson Jr., Raymond**, Administration, Information Management  
**Wallace, Florella**, Office of the Chief Financial Officer

#### GS-12

**Abdulmalik, April B.**, Under Sec. for Economic, Bus. and Agricultural Affairs  
**Amores, Anna E.**, Office of the Inspector General  
**Bourgeois, Catherine A.**, Oceans and Int'l. Envir. and Sci. Affairs  
**Dubose, Valerie L.**, Administration, Information Management  
**Dyer, Ellen D.**, Off. of the Under Secretary for Management  
**Greig, Barbara J.**, Consular Affairs  
**Jones, Amanda E.**, Executive Secretariat  
**LeBaron, Jean F.**, Near Eastern Affairs  
**Martinez, Daphne**, Office of the Chief of Protocol  
**Maxwell, Lawanda D.**, Intelligence and Research  
**Pope, Loretta A.**, Oceans and Int'l. Envir. and Sci. Affairs  
**Waldo, Jeffrey Scott**, European Affairs  
**Wells, Mark Alan**, Inter-American Affairs

#### GS-13

**Regelman, Robert P.**, Personnel  
**Rhodes, Linda L.**, Personnel  
**Walton, Annette G.**, Office of the Chief Financial Officer

#### GS-14

**Brown, Jr., Clifton L.**, Office of the Inspector General  
**Conger, Lucinda D.**, Administration, Information Management  
**Loverde, Martha L.**, Administration

By Joseph Becelia

The Bureau of Personnel recently produced and distributed a video that dramatizes the selection board process. The video, "Demystifying the Selection Boards—What Makes an Effective EER," illuminates a process vital to all Foreign Service employees, but unfamiliar to many.

The video features simulated selection board sessions, accompanied by narration, illustrating step by step how the boards function. It also shows what board members look for in Employee Evaluation Reports to determine which employees merit serious consideration for promotion.

"Starring" in the video are Ambassador Melissa Wells, chair of the mock board; Mary Ryan, assistant secretary for Consular Affairs; Peter Romero, deputy assistant secretary in the Bureau of Inter-American Affairs; Donald Hays, executive director of the European and Canadian Affairs Bureau; Nicholas Williams, director of the Personnel Bureau's Office of Recruitment, Examination and Employment; and public member Alfred Friendly Jr.

They discuss do's and don'ts of preparing EERs, using examples from real board sessions and actual EERs. In their discussions, members dramatize how common EER flaws, such as failure to describe potential, artificial "areas for improvement," reliance on clichés and meaningless praise, can turn a board off and kill an employee's chances for promotion.

The video also details what should go into a good EER and the important responsibilities of rating, reviewing and rated officers in ensuring a well-documented, accurate report.

Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel, introduces and wraps up the video.

*The author is director of the Performance Evaluation Office.*

# Marketing Yourself: Tips for Civil Service Employees

By Tanya Bodzin

*More than 55 Washington-based State employees recently learned the value of using a new marketing tool called the "one-page profile." The noontime seminar was sponsored by the Career Development Resource Center. Here's a glimpse at what it covered.*

**Q** What exactly is a one-page profile?

**A** It's a one-page snapshot of your skills, abilities and accomplishments. The profile provides a professional presentation of you, serves as a writing sample and creates interest in and demand for you.

The one-page profile does *not* replace the federal application—the SF-171, OF-612 or federal résumé. It's not designed to be used by itself to respond to a vacancy announcement and won't get you certified or rated as best-qualified through the merit promotion process.

**Q** So why do I need a one-page profile?

**A** The profile is an effective marketing tool to introduce yourself to others. It's brief, clear and concise. Today's managers don't have the time or inclination to search through an SF-171 to discover your abilities. They want something short, succinct and to the point. They

also want a way to evaluate your writing ability. The one-page profile gives them a meaningful sample of what you're able to convey with just a few significant words.

**Q** When and where could I use a one-page profile?

**A** The profile is a "mega" business card that's effective when making cold calls, networking with colleagues or preparing a federal application package. It can be used to market yourself for task forces, teams, details, career development programs and promotions as well as a new job.

**John Doe**  
Office 202-647-8888  
Home 202-343-8787  
E-Mail johndoe@juno.com

## SKILL SUMMARY

More than seven years significant experience as a Management Analyst  
Expert knowledge in the area of Civil Service Personnel Issues  
BS in Human Resources, over 100 hours in Personnel Management (USDA)  
Skilled in analytical and evaluative methods and techniques for assessing program development

Acknowledged success in improving organizational effectiveness and efficiency

Self-starter, good communicator, team player

Able to gain acceptance of controversial and critical observations

Software: MS Word 6.0 and 7.0, Lotus 123, Excel, PowerPoint

## HIGHLIGHTS OF EXPERIENCE

Analyzed and evaluated workflow of Personnel Bureau; made recommendations that resulted in creating three new positions

Made recommendations that were implemented to reorganize Personnel, resulting in reduced turnaround time of requests by 50 percent

Advised on the creation and training specifications of three upward mobility positions to meet bureau's future needs

Advised on the distribution of work among 65 positions in newly formed bureau

Modified administrative program policies to meet new mission statement of bureau

Managed personnel actions of more than 120 CS employees; advised employees of all changes in regulations affecting evaluations, promotions, grievances and incentive awards

Researched and analyzed data and Federal and Agency regulations; wrote Personnel training manual for new Personnel employees.

## AWARDS

Outstanding Performance for the past seven years  
1997 Meritorious Award, 1996 Meritorious Award

The profile helps you focus on what you can do and what you want to do. It can help you market yourself aggressively, giving you a handy tool that enables you to speak more confidently about yourself and your accomplishments. It can also help you determine your marketability by assessing whether your particular skills, knowledge and accomplishments are in demand.

**Q** What's the format for a one-page profile?

**A** The profile should contain your name, telephone number, fax number and e-mail address. It should include a summary of qualifications that outlines the number of years' experience in relevant work, your credentials or training that pertain to the position you are seeking, several key accomplishments that relate to your objective, and a personal characteristic or work-style characteristic that makes you an ideal employee.

Next, the profile should contain relevant experiences and accomplishments that give evidence of your expertise in three to five different skills. It's important to quantify as well as qualify your accomplishments. The Career Development Resource Center recommends using the "PAR" formula—providing a statement of a problem, the action you took and the results. State the impact of your work in quantifiable results.

**Q** How do I start?

**A** Writing a one-page profile is hard work and may take many hours to complete. The counselors at State's Career Development Resource Center in Room L-321 at Columbia Plaza, SA-1, are available to critique your profile. Call them at (202) 663-3042 to make an appointment. ■

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*The author is a counselor at the Career Development Resource Center.*



*Executive Potential Program graduates, from left, are Franklyn Isaac III, Juanita P. Stokes, Patricia Pittarelli and John Meenan.*

## Four Graduate From Executive Program

**F**our State Department employees recently graduated from the Executive Potential Program conducted by the Career Development Division of the U.S. Department of Agriculture's Graduate School.

The graduates are Franklyn Isaac III from the Office of Foreign Buildings, Juanita P. Stokes from the Office of the Deputy Assistant Secretary for Operations, Patricia Pittarelli from the Employee Relations Office and John Meenan from the Office of the Inspector General.

Designed for high-potential employees at the GS-13 and GS-14 levels from throughout the federal government, the Executive Potential Program lasts one year and combines formal classroom instruction with developmental assignments to other bureaus and federal agencies. It also includes interviews with senior executives and participation in a major team project.

The State Department has been active in the program since its inception. Since 1993, 26 State employees have graduated from the program. Seven employees are enrolled in the 1998-99 program, which usually involves about six months away from an employee's office.

State's four most recent graduates received their diplomas during a formal graduation ceremony at the Sheraton National Hotel in Arlington, Va.



# Just How Rare Is Rare?

By Dan Clemmer



If you've ever wondered whether those boxes of old books in your attic or basement might contain one or two rare books valuable enough to ensure a comfortable retirement, the answer is "probably not." Since a book is rare only if the demand is greater than the supply, most books fall into the secondhand category and are worth no more than a few dollars.

Most books considered rare and valuable gain this distinction because they are acknowledged to be intrinsically important by scholars, book dealers, book collectors and librarians. Examples include early reports of discoveries and inventions, early texts of important historical or literary works and books containing fine illustrations or having a particularly fine binding.

While age alone does not make a book rare, any book printed before certain dates is likely to have monetary value: all books printed before 1501, English books printed before 1640 and books printed in the Americas before 1801. Among the library's rare books, the most significant is the *Nuremberg Chronicle*, a profusely illustrated history of the world printed in 1493. It is considered a masterpiece of graphic design and is one of only 35,000 books printed with movable type between 1455—the year Gutenberg published his Bible—and 1501. While 137 copies of the *Chronicle* are known to exist in libraries and special collections around the world, it nevertheless has considerable market value.

Some books are considered rare because they are associated with a famous person. A book signed by its author may be valuable if the author's works are collected widely and if the number of autographed copies is not too great. Because of large and frequent book-signing events, finding a 20th-century book autographed by its author is fairly common. Books originally owned by a famous person, particularly if they bear the owner's signature or bookplate, are frequently rare. Two books in the Department Library—*Corps Universel Diplomatique* and *Histoire des Traités de Paix*—bear Thomas Jefferson's signature and his handwritten statement that they are the property of the Department of State. These books, printed in Holland in the 1720s, are intrinsically important works, but the addition of Jefferson's signature makes

them even more valuable, especially to the Department.

Some categories of books are seldom of interest to collectors and thus have little market value.

Bibles seldom have any monetary value, regardless of age or rarity. No single work has been printed more often than the Bible, and instead of being discarded, the fate of most books, Bibles are often passed down from one generation to the next because of

their sentimental value and their importance as genealogical records.

Collected sets by well-known authors are seldom valuable. Even though bound attractively in limited editions and perfect for gracing a bookshelf, the texts of collected sets have little intrinsic value and are generally not in demand by collectors.

Except for the first edition (1768–1771) and 11th edition (1911) of the *Encyclopedia Britannica*, old encyclopedias are not in demand and have little monetary value. Encyclopedias are generally acquired for the currency of their information.

Dirty books generally are not valuable . . . and no, I'm not referring to *that* kind of dirty book, but books that are mildewed, soup-stained, water-damaged and missing pages. In general, dealers pay the highest prices for the books in the best condition—those described in the catalogs as "fine," "very fine" or "mint" condition—and those that are textually complete.

If you do find a book in the basement or attic that starts the cash register ringing in your head, you can take your treasure to a rare-book dealer, usually listed in the yellow pages. Dealers are generally reliable sources of information, but will pay you only a fraction of the price they think they can get for the book. That's how they make their living.

Several other sources also provide for price information. *Bookman's Price Index* lists books for sale by dealers, and *American Book Prices Current* is an annual list of books auctioned and prices paid. You can also go to the World Wide Web to [www.Bibliofind.com](http://www.Bibliofind.com) and to the web site of the Antiquarian Booksellers Association of America, [www.abaa-booknet.com](http://www.abaa-booknet.com), which provides descriptions and retail prices for millions of rare books. ■

*The author is State's chief librarian.*

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