



# SPECIAL EDITION FLO FOCUS

## The Family Liaison Office Celebrates *25* Years of Making a Difference

It is impossible for any one document to chronicle all of FLO's accomplishments and the people behind those accomplishments. In your reading, however, I hope you gain an appreciation for the hard work and dedication of the Family Liaison Office staff and those who contribute to their successes. I also hope that you glean historical knowledge of FLO advocacy at work. All of FLO's employees — past and present — are members of the Foreign Service community with a deep concern for the welfare of their colleagues.

Compiling this issue began by looking at old photographs and digging into our historical files. I spoke with several former FLO directors and staff members and assembled a group to look at and label old photographs. This version is by no means set in stone. FLO welcomes your comments and memories so we may continue to add to the FLO story.

*Sarah Genton,*  
Publications Coordinator

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## Message from the Director

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Faye G. Barnes became the Family Liaison Office's eighth director on June 15, 1998, a position she holds today. Faye brought to the position 20 years of overseas experience with her family in London, Mexico City, Bonn, Lima, Madrid and Caracas. She served as the Community Liaison Office coordinator in three posts: London, Mexico City, and Bonn. As a member of these Mission communities, Faye encountered a wide variety of issues that affect the morale of employees and family members assigned abroad. As FLO director, her strong advocacy role on behalf of quality of life issues continues to impact the support systems for the Foreign Service community. She states, *"No one issue is too small or too trivial for the Family Liaison Office. We encourage the Foreign Service community to voice their concerns, their frustrations with the system, and their ideas for improving what we do."* Faye has been a member of the Associates of the American Foreign Service (AAFSW) for many years and was active in community organizations abroad. She worked for the National Press Club from 1987-1991 during a previous Washington tour, and prior to life in the Foreign Service, worked in the food industry for General Mills, Inc. and Dairy Development, Inc.

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I hope that you will enjoy reading this historical document on the 25-year evolution of the Family Liaison Office and the overseas Community Liaison Office program. We based this document on information gleaned from our files and from speaking with former FLO directors. We want to take you from the beginning, through ebbs and flows of change, and leave you with the knowledge that the program remains true to the ideals of those who laid the foundation.

The late 60s and early 70s marked a time of change due to social movements in the United States, causing institutions to respond. The Association of American Foreign Service Women (AAFSW) launched a social movement of their own, effecting change within the Department of State. Social movements

are hard to understand when you are up close and involved, but AAFSW had a vision and they understood what needed to be done to improve the lives of American Foreign Service employees and families. They successfully translated their message of change into action and the Family Liaison Office was born. Today, we term these "quality-of-life" issues, buzzwords of the high flying nineties.

The FLO story is amazing since it began with the strong support of upper echelons of the Department of State, notably the Secretary of State, the Under Secretary for Management and the Director General of the Foreign Service. Even with this support, the office operated in a hostile environment. Who were these interlopers talking about family issues? It was an uphill battle

for the early FLO staff to make people understand the nature of the work, but they succeeded. I recall about 8 years into the program, when I began my first CLO job, being asked in a rather offhand and dismissive manner, “Well, who is mother FLO now?”

The FLO/CLO program became a blueprint for other federal agencies and other foreign diplomatic missions. Canada, the United Kingdom, Australia, New Zealand, the Netherlands, and South Africa implemented programs that follow the lines of our Community Liaison Office model. More than 50 USG agencies operate overseas, and FLO, through the Community Liaison Office program, provides services to all of these agencies.

Past FLO directors and staff — all committed to the ideals of the office — made great strides. The program started without an operating budget, and in the early years family issues were rarely discussed outside the FLO context, or at least were not viewed as substantive or as central to the Department of State’s mission. Now, as an organization that depends upon its people as the major resource, “family friendly” issues have moved from the sidelines to the forefront.

While FLO provides an ever-expanding number of client services, we have remained true to our goal of keeping the advocacy role central to our mission.

The world has changed, demographics and family structure have changed, and the expectations that employees and spouses bring into the Foreign Service

have changed. Dual income couples are a way of life in the USA, and those expectations are reflected in the Foreign Service as well. As a result, advocacy for spousal employment remains in the forefront of the FLO program.

Expectations regarding the education of children have also changed. Like all parents, we want the best education options for our children, but overseas schools can not always meet the needs of different learning styles and special needs educational programs. We continue to advocate for parents and children in trying to best meet the educational needs of the child.

FLO has been providing support for crisis situations since its inception. However, since the East Africa bombings in 1998, the rise of transnational terrorism, and the 9/11 attacks, dealing with crisis has taken on a new dimension. Fear of chemical and biological attacks overseas, and now also in the USA, has changed the way we react to our environment. Contingency planning has taken on new meaning and FLO continues to work with overseas communities in emergency preparedness and in providing support to those in crisis.

The current Family Liaison Office salutes all those who laid the foundations for our progress. So it is fitting, that at our silver anniversary, we take time to reflect on our unique history and gather strength for the challenges in the road ahead. I hope that you enjoy the trip down memory lane.

## The Founding of the Family Liaison Office

*The concept is a good one  
and I support it.”*

Secretary of State  
Cyrus R. Vance, 1977

In March 1977, the Association of American Foreign Service Women (AAFSW) – now known as the Associates of the American Foreign Service Worldwide -- made the following recommendation in their Forum Report entitled *Report on the Concerns of Foreign Service Spouses and Families*:

Create a Family Liaison Office, headed by a director who is directly responsible to the Deputy Under Secretary for Management and who works in close cooperation with M/DG, M/FSI, M/MED, and M/MO. Of top concern, the Family Liaison Office should:

- 1) Provide regular and dependable dissemination of information from the foreign affairs agencies to family members in Washington and abroad; and

- 2) Communicate the views and needs of Foreign Service families to the foreign affairs agencies, especially on policy matters and planning affecting their welfare.

The work of the Forum Committee, spearheaded by then AAFSW President Lesley Dorman, involved months of planning, including work with Congressional leaders to secure funding. Jean Vance was Chair, and members of the Steering Committee included Mavis Barrett, Jessie Bartlett, Cynthia Chard, Virginia Egan, Janet Hawley, Mary Holmes, Janet Kennedy, Stephanie Smith Kinney, and Alice Lowenthal.

With the AAFSW Forum Report “... suddenly hundreds of voices that had been ineffective alone were joined in common cause,” noted Janet Lloyd, first director of the Family Liaison Office.

Virginia Egan, member of the AAFSW Forum Committee, proposed the name Family Liaison Office. Stephanie Smith Kinney, another member of the Forum Committee, remembered, “Everyone agreed that FLO was a perfect name because the acronym FLO was short and easy to remember, evocative of a friendly, helpful woman, and a verb suggesting forward motion.”

In remarks opening the Family Liaison Office on March 1, 1978, Secretary of State Cyrus R. Vance said, *“Traditionally the Foreign Service has sought to be representative of the best aspects of American life and culture as it pursues the conduct of foreign relations abroad. The Foreign Service family has long been an essential element of our diplomatic presence overseas, but the Foreign Service is not just a career or a job. It is a way of life that depends not only upon the work and dedication of its employees, but also upon the goodwill and sense of community of its family members.”*

The development of a Family Liaison Office was ahead of its time. From the very start, FLO was able to articulate the individual needs of Foreign Service family members.

Through effective advocacy, FLO

brought about change and found acceptable ways to integrate family member programs, services, and policies into Department of State and other USG agencies' operations. To assure that FLO had a voice with the Department's high level officials, the office reported directly to the Under Secretary for Management and maintained its own budget, appropriated by Congress.

Years later, first FLO Deputy Director Mette Beecroft reflected, *“I can think of no other example in which dedicated volunteers, in this case members of the Forum of the AAFSW, succeeded in inserting an entirely new function within a government bureaucracy. The Family Liaison Office has become an institution which serves as an indispensable bridge between the individual and the Department of State.”*

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## The Beginnings of the Community Liaison Office Program

The same Forum Committee Report that recommended the establishment of the Family Liaison Office also suggested that posts fund a new position, Family Liaison Officer, to “help coordinate community activities, locate community resources, and work to maintain or improve post morale.” As early as the summer of 1977, before the opening of FLO in Washington, posts began to respond by establishing or requesting authority to establish such positions.

The first Family Liaison Officer position was established in Dar Es Salaam, where a group of spouses had made a presentation to the Country Team and stated that “many of the problems of spouses and families living in Dar can be eliminated. Positive action must be taken. Our hope is that a position of Family Services Coordinator can be established at post.” Permission was granted on October 3, 1977 and a PIT position created.

Dar Es Salaam was not alone in their efforts to support family members. Bangkok was also in the forefront of the movement for change. There, in May of 1977, a committee of wives circulated a questionnaire asking family members what they thought about their lives at post. As a result of the questionnaire, monthly meet-

ings for all Embassy women were instituted and a small housing office, run by a spouse, was founded to help newcomers. The housing office coordinator, a half-day position, was expanded just five weeks later to become Bangkok’s first Family Liaison Office.

When FLO opened its doors in March 1978, one of the new director’s first priorities was to formalize the overseas FLO program.

\* \* \*

*“With a relatively small number of dedicated employees, the Community Liaison Office Program has made an enormous difference in the lives of Foreign Service community members. It’s continued positive impact on post morale is immeasurable.”*

Cathy Salvaterra,  
CLO Support Officer

## The Family Liaison Office's Early Years

Janet Lloyd became FLO's first director in March 1978. She served as director until June 1980.

From the outset, the FLO program was influenced by the issues raised by the AAFSW Forum: expanding family member employment opportunities; providing information and referral service on regulations, allowances, divorce, separations, evacuation, and emergency assistance; providing educational counseling; and assisting with problems of reentry into the United States after a tour.

The Family Liaison Office was strongly supported by senior management, particularly Secretary of State Cyrus Vance, Under Secretary of State for Management Ben Read and Director General of the Foreign Service Harry Barnes. However, there was skepticism that the office would succeed.

Janet Lloyd said, "*Over and above the many exciting issues of the first year, I feel that the real emphasis then was the struggle for legitimacy.*"

Deputy Director Mette Beecroft, in a 1988 *FLO Focus* article entitled *FLO: The Birth of an Institution*, said, "*I once heard someone say 'Give the little ladies an office and make 'em feel important. They'll go away. I give 'em*

*three weeks.'* Critics questioned whether the 'little ladies' were capable of professional standards and commitment. And others dismissed us as 'a bunch of women's libbers,' implying that we were both abrasive and aggressive. It was through these minefields that we took our first steps."

Early on, a FLO philosophy was born. "*We determined that in order to serve people well, the FLO must resist becoming bureaucratic, and its staff must even retain a sense of outrage to take on a situation or a regulation which we felt needed to be changed,*" said Beecroft.

Among the major accomplishments of the Family Liaison Office under Janet Lloyd's first two years as director were:

— The completion of the first bilateral work agreement with Canada in June 1980;

— The expansion of the FLO staff to include a Family Member Employment Program Coordinator and an Education Counselor;

— Initiation of the overseas Family Liaison Office program with 15 pilot posts: Buenos Aires, Cairo, Dar Es Salaam, Jakarta, Kuala Lumpur, La Paz, Mexico City, Moscow, Nairobi,

New Delhi, Oslo, Rome, Singapore, Teheran, and Yaounde. The 1979 State Appropriations bill authorized the opening of 15 more overseas Family Liaison Offices, including: Amman, Bangkok, Bonn, Caracas, Geneva, Guatemala City, Islamabad, Jeddah, Kingston, Madrid, Manila, San Salvador, Stockholm, Tel Aviv, and Tokyo;

— Publication of the first guidelines for the overseas Family Liaison Office;

— The beginning of functional training for Foreign Service spouses and the initiation of child care reimbursement for spouses in FSI training;

— The first career counseling workshop and community skills workshop, both held in cooperation with OBC;

— The first symposium on Childhood Education, “A Child of Many Nations,” held in conjunction with AAFSW, took place in December 1979, addressing the education of the internationally-mobile child;

— Provided divorce counseling for Foreign Service spouses;

— Publication of their first booklet, *Washington Assignment Notebook*;

— Received FLO’s first group of evacuees from NEA/SA, during the

first week of December 1979, including 350 people from 11 countries;

— Establishment of the Iran Evacuee Support Network;

— Establishment of the position of Evacuation Liaison Officer, the result of work performed by CLO Shirley Kennon during the Pakistan evacuation; and

— The inauguration of the *FLO Update*, a quarterly publication for CLO Coordinators.

AAFSW successfully advocated for legislation that provides former spouses with a vested interest in the annuity of the Foreign Service employee. This legislation was included in the Foreign Service Act of 1980 (Section 806) and as amended in 1981.

In addition, the office adopted a Skills Talent Bank for spouses. Begun as a volunteer pilot project by the Department of State’s Women’s Action Organization (under the direction of AAFSW Forum member Cynthia Chard), the idea of a skills bank met with such success that the Department of State decided to institutionalize it as part of the new Family Liaison Office.

To institutionalize the office as a whole, the AAFSW succeeded in having the Family Liaison Office in-



cluded in the Foreign Service Act of 1980 (Section 706) and as amended in 1981. The language follows:

- (b)(1) The Secretary may facilitate the employment of spouses of members of the Service by –
- A) providing regular career counseling for such spouses;
  - B) maintaining a centralized system for cataloging their skills and various governmental and non-government employment opportunities available to them; and
  - C) otherwise assisting them in obtaining employment.
- (2) The Secretary shall establish a family liaison office to carry out this subsection and such other functions as the Secretary may determine.

In 1988, just 10 years after the inception of the Family Liaison Office, FLO's first director Janet Lloyd reflected on the program:

*“Looking back, I realize that the creation of the Family Liaison Office was a felicitous constellation of the right people working together at the right time. The need for such an office was obvious, but to succeed in its formation in the context of bureaucratic apathy was truly remarkable.”*

\* \* \*

The April 1980 *FLO Update* summarized Janet Lloyd's accomplishments:

*“When the office opened in March of 1978, it was not only bare of furniture but also of structure and regarded with some misgivings by a number of “old hands.” Janet's true diplomatic skills must be recognized as she managed in a short period of time to gain the respect of the entire building and put FLO not only on the map in the Department, but in people's minds as well. It would be impossible to list all of her accomplishments, but it should be noted that we have 80 offices in the field, that management policy is not made without consultations with FLO, and that she drafted the “reciprocal work agreements” treaty for the State Department. FLO, which was a pathfinder, thanks to Janet and Mette, has been recognized as an essential element in today's Foreign Service...”*

## Legitimizing the Family Liaison Office within the Department of State

Marilyn Holmes became FLO's second director in June 1980. Efforts continued to make people in the Department of State and other agencies understand the importance of the Family Liaison Office and its mission. Initial strides had been made, yet the long road ahead was still full of uncertainty.

One of FLO's major achievements under the leadership of Marilyn Holmes was to convert the positions in the Family Liaison Office from Foreign Service Reserve Limited to Civil Service – no easy undertaking. She obtained excepted service status for the positions, which allowed the office to hire people with appropriate overseas experience. The years 1980-1982 saw emphasis in two major areas: family member employment and the CLO program overseas.

In the area of family member employment:

— Six bilateral work agreements were signed between the United States and the United Kingdom (1981), Norway (1981), Sweden (1981), Jamaica (1981), New Zealand (1981), and Bolivia (1982), bringing the total to seven;

— The first Semi-annual Dependent Employment Reports were developed in order to point those spouses who wanted to work towards posts where employment

opportunities existed; and

— FLO supported AAFSW's successful efforts to institute an Executive Order for Non-Competitive Eligibility.

In November 1981, the overseas Family Liaison Office program became officially known as the Community Liaison Office program or CLO. The reasoning for the name change reflected the demographics of the overseas population; about one third of overseas employees were single and the FLO name seemed to imply that the office only serviced families. The CLO function was to serve the entire community, not just those employees who arrived with families. The name was changed to avoid misunderstanding about who could access CLO services. FLO accomplished the following:

— Expanded CLO Standard Operating Procedures (SOPs) were distributed to the field;

— The CLO in Bonn, former FLO Deputy Director Mette Beecroft, traveled to London, Geneva, Moscow, Leningrad, Warsaw, and Sofia to train other CLOs. This marked the first time that someone had traveled to posts overseas to discuss "quality of life" family member issues with CLOs and post management (travel paid for by the Mental Health Grants program);

— The first overseas CLO conference was held in Bonn, March 1982, for Coordinators from Eastern Europe (an intense 3-day conference which set a pattern for the future);

— Only six CLO positions remained staffed by volunteers, the other 92 were paid; and

— Quarterly reports from overseas posts to FLO were initiated to assess the work being done by the CLO corps.

In other program areas:

— Five videotapes were produced dealing with the problems, challenges and difficulties of living overseas (*Adolescents Abroad, Personal Stress Management, Listening is an Art, Reentry: Returning Home, and Cross Cultural Adaptation*);

— *Evacuation Plan: Don't Leave Home Without It* was published;

— The Evacuation Officer position was renamed Support Services Officer;

— Two new staff positions were added to FLO (Program Assistant and Clerk/Typist);

— FLO hosted a conference for all family service providers from the military and foreign affairs agencies;

— FLO participated in the Admin Officers conferences in EUR and AF, and in the FLO/Mental Health Conferences in New Delhi and Mexico City;

— FLO staff members visited Copenhagen, Bangkok, and Beijing, in addition to the visit to Bonn for the first CLO conference; and

— FLO assisted with evacuations from Iran, Pakistan, Chiang Mai, and Beirut.

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When Marilyn Holmes left the Family Liaison Office in June 1982, she wrote to the Community Liaison Office coordinators,

*“After two of the richest and most exciting years of my life, I leave this office with a large bag filled with varied emotions: Enormous gratitude to my fellow workers whose team spirit is incomparable; respect and camaraderie for all those in the Department who work with this office, and truly believe in the role FLO has to play; awareness of the complexity of our task; knowledge of the need to alter policy as the needs change; frustration at not having been able to complete many of our stated goals; but most important, recognition that the people who make up our constituency are exceptional and richly deserve whatever assistance this office can give them.”*

## Coming Up to Five Years, FLO Forges Ahead

Sheppie Abramowitz served as FLO director for a short 8 months, from July 1982—March 1983, before relocating again overseas with her family. However, much was accomplished, including the consolidation of programs developed by her predecessors.

More ambitious CLO conferences were held – for all EAP posts in the fall of 1982 in Manila, and for South American CLOs in December 1982 in Rio. FLO participated in Mental Health and CLO Conferences in New Delhi, Cairo, and London.

In January 1983, the Department of State instituted job-sharing. Before this development, CLOs who wished to job share had cumbersome unofficial arrangements working out financial compensation between themselves. Now two qualified CLOs could officially share the position.

Bilateral work agreements were signed between the United States and El Salvador (January 1983) and Colombia (March 1983), bringing the total to nine.

AAFSW and FLO invited a group of women from various cultural backgrounds to share their concerns and offer suggestions for assisting foreign born spouses who at that time, according to the *FLO Quarterly* report,

comprised almost a quarter of the Foreign Service spouse population. Suggestions from the meeting helped spawn a new support group.

During this time period, two support groups, the Foreign Born Spouses and AWAL (Around the World in a Lifetime) were created as cooperative projects among FLO, AAFSW, and the Overseas Briefing Center.

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*“It seemed we all shared the goal of preserving the FLO concept in the bureaucracy and making some headway on important issues. Those issues were ...: two career families in the Foreign Service; security and families, and the special concerns of young people growing up abroad.”*

Sheppie Abramowitz,  
from the March 1988 AAFSW  
newsletter.

## CLO Support, Evacuation Support, and Publications Take Hold

Virginia Taylor, deputy director under Sheppie Abramowitz, served as acting director from March 1983 until the arrival of Marcia Curran in June. By this time, the Family Liaison Office's primary functions could be succinctly described as follows:

As part of the Department of State's Bureau of Management, the Family Liaison Office:

- (1) Serves as advocate for the concerns of Foreign Service families, keeping the Under Secretary for Management and Director General of the Foreign Service informed of these concerns;
- (2) Acts as the functional office for the overseas Community Liaison Office (CLO) program; and
- (3) Provided information and referral services on a wide range of subjects impacting Foreign Service life.

Under FLO director Marcia Curran, the CLO Program was further institutionalized, with the number of positions growing to 120. Support of the overseas CLO Program was shown by:

— the development of a worldwide job description and grade level;

— revision of the CLO Standard Operating Procedures and the development and publication of the first CLO Operations Manual;

— production of a three-part training tape *FLO Past and Present, the Overseas CLO Program, and Counseling and Confidentiality*;

— a regular schedule of regional CLO conferences; and

— development of an audiovisual lending library.

CLO training conferences were held in Mexico City (September 1983), Nairobi (October 1983), Abidjan (November 1983), Lisbon (May 1984), and Vienna (May 1984).

CLO training proved all important, reinforcing what CLOs should be doing in their jobs. Since the CLO coordinator position was relatively new, there was limited understanding of the role of the CLO at an embassy or consulate. As a result of CLO training, CLOs returned to post armed with programming ideas and an agenda for family member support.

The establishment of the CLO Support Officer position in July 1984

provided FLO staffing for CLO program coordination and support.

The following year, in 1985, CLO training conferences were held in Tunis (January 1985 for NEA CLOs), and in Hong Kong (March 1985 for EAP CLOs).

FLO continued to play a crucial role in the Department of State's crisis management responsibilities. The U. S. Embassy in Beirut was bombed in April 1983. In June 1983, family members were evacuated from N'djamena, Chad. In January 1984, family members were evacuated from Beirut. In November 1984, family members were evacuated out of Bogotá, Colombia.

In late 1983, the Employee Consultation Service (ECS) was established under the Department of State's Medical Division. FLO welcomed this confidential counseling center for employees and family members of the Department of State and USAID. ECS provided a needed resource first recognized in the AAFSW Forum Report. ECS exists today as the Department's most accessed counseling resource.

FLO was gaining attention from other "outside" groups. Representatives from foreign embassies who were interested in the FLO/CLO concept and its operational structure began to contact FLO, requesting

briefings. The FLO director met with several foreign embassies to explain the FLO/CLO model.

Early in 1984, the Department of State also signed Memoranda of Understanding (MOUs) with several other foreign affairs agencies using FLO/CLO services. MOUs outlined a transfer of money to help support Family Liaison Office programs. Around the same time, FLO received an operations/program budget from the Department of State. Although staff salaries were budgeted, before the mid-80's FLO had to ask for money for each and every project.

The FLO staff had now increased from eight to eleven with the addition of a CLO Support Officer, a receptionist, and a Publications Coordinator.

In 1984, FLO was inspected for the first time by the Office of the Inspector General (OIG).

In January of 1985, the Publications Coordinator launched the Direct Communications Project. Mailings to "spouse subscribers" explained regulations, addressed educational concerns, and provided general information about the Foreign Service lifestyle. The following May, *What Do I Do Now: A Sourcebook on Regulations, Allowances and Finances* was published in conjunction with the Overseas Briefing Center and distrib-

uted to 9,000 Foreign Service spouses overseas and in the Washington area.

A rejuvenation of the centralized skills bank, participation in two Wye Management team conferences, and development of a workshop on educating the Foreign Service child were all noted as accomplishments.

FLO conducted a survey of all Foreign Service posts for comments and input on the Foreign Service Associates (FSA) proposal. The Foreign Service Associates proposal sought to amend the Foreign Service Act to include four components:

- 1) recognition for volunteer community service;
- 2) representation—full funding for the costs of representation; some form of compensation for representation performed by spouses of senior officials; greater representation funding;
- 3) employment in mainstream work in U.S. Missions with opportunities for training and advancement; and
- 4) The Foreign Service Associates program which will encompass employment in non-mainstream work within U.S. Missions and outside of the U.S. Mission (host country outreach, seconding of professional skills, and paid work for community building).

Attempts to move the Foreign Service Associates proposal forward continued into 1986.

FLO continued to advocate for needed change in certain regulations, for increased and better job opportunities at post, and for more emphasis on mental health needs.

Bilateral work agreements were signed between the United States and Denmark (May 1983), The Philippines (November 1983), Botswana (June 1984), Liberia (October 1984), and Australia (November 1984) bringing the total to 14.

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Marcia Curran left FLO in July 1985. Three years later, when celebrating FLO's tenth year, she commented in AAFSW's newsletter,

*“By assisting in expanding constructive communication between the institutions of the Foreign Service and the community of individuals within it, FLO will continue to meet its mandate.”*

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## Severe Budget Cuts Threaten FLO's Existence

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Susan Parsons had served as Deputy Director for one year under Marcia Curran. When she became director of FLO in July 1985, security concerns were becoming paramount for Foreign Service families. FLO participated with the Overseas Briefing Center and the newly formed Bureau of Diplomatic Security (DS) in the *Human Side of Crisis Management* project. This project produced six videotapes, "*Living with the Threat of Terrorism*," "*Crisis Work, Crisis Worker*," "*Managing Children During a Crisis, Managing Before, During and After a Crisis*," "*Security for Children Overseas: Are You A-OK*" (with comedian Chevy Chase) and "*Tips for Travelers*." These videos had accompanying training modules, with suggested questions and topics for discussion.

Cooperating with Diplomatic Security (DS), FLO developed a new and more effective working relationship between CLOs and Security Officers at post. Further, an entirely new element of the CLO job description, "Security Liaison" was developed. For the first time, there was DS participation in CLO training conferences, and FLO participated in RSO training conferences. FLO cooperated in a policy to address security concerns related to overseas schools and the Foreign Service children who attend them.

FLO also worked with FSI to design the expanded two-day *Coping with Violence Abroad* seminar and agreed to present the segment on *Children and Violence Abroad* as well as its highly successful presentation *Preparation for Evacuation*.

During the mid to late 80's, FLO supported employees and family members evacuated from Kampala, Khartoum, Chiang Mai, and Haiti. FLO also supported USAID employees and family members when they were, having been declared *persona non grata*, ordered to leave Panama.

Efforts to better meet the needs of parents and Foreign Service children were spearheaded by new cooperative ventures between FLO and the Office of Overseas Schools. A primary result of the Study Group on School Age Dependents was the School Summary Form. The number of FLO/OBC workshops on education and parenting concerns increased to reflect expressed parental needs and interest. Topics included college admission, boarding schools, Washington area schools and planning for continuity following high school.

New initiatives in the area of children with learning disabilities included the creation of a support network for parents and the development of a resource package of infor-



mation, distributed worldwide. The effort began in October 1987, when representatives from the Department of Defense Dependent Schools (DODDS), AAFSW, parents of special needs children, specialists in teaching learning disabled children, and the Foundation for Children with Learning Disabilities (FCLD) met with the Family Liaison Office, the Office of Overseas Schools, and the Employee Consultation Service to discuss available special educational needs resources and future initiatives.

The Family Liaison Office, working with AAFSW, attempted to move forward with the Foreign Service Associates proposal, which among other things, sought to provide remuneration to senior level spouses for representational duties at overseas posts. Budget considerations put the proposal on indefinite hold.

Despite the budget situation, the Department of State created the new position of Family Employment Coordinator in the Bureau of Personnel to deal comprehensively with the personnel aspects of spouse employment. FLO provided input to the revised, improved PIT regulations, as well as to the development of the Family Member Employment Program for Moscow and Eastern European posts.

To assist spouses in locating work at embassies and consulates abroad, the

Skills Talent Bank was redesigned as the Spouse Skills Bank. Announced in July 1986, the newly revised Spouse Skills Bank provided Personnel Offices at posts worldwide with advance information about the skills and experience of spouses soon to arrive at post.

Bilateral work agreements were signed between the United States and Honduras (November 1985), Israel (October 1985), Argentina (December 1986), The Netherlands (June 1986), Brazil (July 1987), Peru (February 1988), and Grenada (September 1987) bringing the total to 21. *De facto* work arrangements were in place with an additional 65 countries.

FLO held a CLO training conference in Kenya in October 1985. By January 1986, budget cuts had heavily affected the CLO program. Only one CLO training was held in 1986 in Bern, Switzerland. A CLO conference for former CLO coordinators was held in Washington in March of 1987, and FLO reported a CLO training workshop in May 1987 for the American Republics region. But it was not until September that the first non-regional CLO training conference was held in Washington, DC. By January 1988, FLO recorded 141 CLO positions worldwide.

Despite its productiveness, a severe budget crisis threatened the very existence of the Family Liaison Office.

In November 1987, FLO was notified that one of the recommended budget-cutting measures was the elimination of the FLO and overseas CLO programs. *“In these budget crisis times, no program is immune from scrutiny and possible cost-cutting measures, but it should be recognized the FLO/CLO program provides essential service to the Foreign Service community in a most cost-effective manner,”* announced FLO.

AAFSW sent a letter in support of FLO to the then Deputy Secretary of State John Whitehead, stating *“The needs and concerns of Foreign Service families, which prompted the establishment of FLO, have not diminished over the last 10 years. If anything, the need for FLO/CLO provided services is even greater as employees and their families are sent into a less hospitable world.”*

The Family Liaison Office released a statement:

*The Foreign Service Act of 1980 tasks the State Department with ‘minimizing the impact of the hardships, disruptions, and other unusual conditions of service abroad upon the members of the Foreign Service, and mitigating the special impact of such conditions upon their families...’ For the past ten years, this has been the mission of the Family Liaison Office and the Community Liaison Offices overseas (currently numbering 139). The greatest asset of the State Department is its human resources and these human resources come with needs and concerns which must be addressed if employ-*

*ees are to function effectively ... The senior management of the State Department has long expressed a firm commitment to morale and the well being of both employees and family members. Secretary of State Shultz, in agreeing to take part in the Family Liaison Office’s official 10<sup>th</sup> Anniversary, has reaffirmed that commitment.”*

Furthermore, the Family Liaison Office argued that their existence, combined with the overseas CLO program, actually helped the Department of State save money. *“It has been estimated that the cost of bringing a family back to the United States before the end of an assignment is approximately \$100,000. If the CLO Program overseas prevented 21 families from returning early, the entire cost of the program would be paid for! To illustrate this point, the Admin Counselor in San Salvador reported that the timely and effective counseling provided by the CLO to employees and family members was a key factor in keeping to a minimum the number of requests to leave following an earthquake.”*

FLO also noted that the Skills Bank was a Department money saver. *“Among the many recommendations made to save at overseas posts was that of using the skills and experience of dependents in hard-to-fill positions. FLO has spent two years developing a Family member Skills Bank to provide posts with advance information about the skills and experience of the spouses of newly assigned personnel. The post can then use*

*this information in making rational hiring decisions, and in some cases can arrange for these spouses to receive appropriate training in Washington. A pilot spouse employment project is already in place in Moscow and the Skills Bank information will be available worldwide for the next bidding cycle.”*

At the time, the Family Liaison Office was operating with a small budget of \$300,000 per year. The recommendation to abolish the Family Liaison Office and reduce the FLO/CLO Program was rejected by the Grove Committee. Support from AAFSW, AFSA,

the former CLO Professional Support Group, Department members and the overseas community saved FLO. Senior management strongly recognized the value of the Family Liaison Office and the CLO Program – with its 141 CLO positions -- and its successful contributions to the quality of Foreign Service life at home and overseas.

Susan Parsons left FLO in May 1988, knowing the FLO was there to stay.

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## FLO Celebrates Ten Years and Marches Forward, Expanding FLO Programs and the Support of Those Around Them

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Maryann Minutillo had served as FLO's Education and Youth Officer for one year before becoming director of the Family Liaison Office in May 1988. FLO had celebrated their tenth year and marched forward, expanding programs and the support of those around them.

Her work with and concern for Foreign Service youth continued while director. In 1989, the Foreign Service Youth Foundation (FSYF) was founded as a private, non-profit organization with seed money from the Una Chapman Cox Foundation. The founding of FSYF was a collaborative effort between the Family Liaison Of-

fice (FLO), the Associates of the American Foreign Service Worldwide (AAFSW), the Office of Overseas Schools and the Overseas Briefing Center (OBC) of the Foreign Service Institute. Maryann's vision for FSYF continues today. The Foreign Service Youth Foundation provides support to internationally mobile youth and their families, sponsors social and educational activities, advocates on behalf of Foreign Service youth issues, recognizes volunteer activities of Foreign Service youth through the Foreign Service Youth Community Service Awards, and co-sponsors the Overseas Briefing Center/FSYF Kid's Video contest.

Regional CLO conferences were held in New Delhi (September 1988) and in Bangkok (September 1988). The FLO staff traveled to Africa in 1989 to conduct regional training conferences in Abidjan and Nairobi. The same year, a regional conference was held in West Berlin (April 1989). In September 1989, FLO hosted a Washington-based CLO training for 19 CLOs from all regions of the world.

With a continued push to train CLO coordinators, FLO traveled to the ARA region and hosted conferences in Guatemala (February 1990) and Buenos Aires (February 1990). In May 1990, an EAP CLO conference was held in Kuala Lumpur. A CLO conference for 30 CLOs from posts around the world, planned for September 1990 in Washington, was held, despite growing tensions in the Middle East.

The Gulf Crisis, initiated by Iraq's invasion of Kuwait in August 1990, preoccupied the Family Liaison Office for a long four-month period. By October 1990, nine posts continued on evacuation status (Kuwait, Baghdad, Dhahran, Sanaa, Amman, Dubai, Abu Dhabi, Manama, and Doha) and 26 more were added to the list between October 1990 and January 1991. In January, over 1,800 evacuees arrived in the United States during a two-week period, forcing the office to focus on tracking and information sharing with family members and returning employees. The 1991 FLO Annual Report stated that during the 1991 year, FLO supported approximately 3,500 evacuees, both employees and family members whose lives were disrupted by the Gulf War or civil disorder / war at post.

FLO developed several initiatives to help people cope. Briefings were organized, message boards were set up with cable communications from employees still at posts to their family members here in Washington, and the CLOs from Baghdad, Rabat, Mogadishu, Addis Ababa and a Consular Assistant from Lahore came to work in FLO, making thousands of phone calls and providing personalized support to evacuees. Mailings with information on administrative and political updates were sent to evacuees, and a database for tracking evacuees was established. The school concerns of returning families were also attended to. 15,000 copies of *Evacuation Plan: Don't Leave Home Without It* were printed and distributed. Recognizing that communities would experience difficult times following their evacuations, M/FLO invited ten CLO coordinators from evacuated posts to Washington for consultations. With the assistance of the MED staff, together they explored the challenges their communities might face once reunited and discussed strategies for assisting those communities to rebuild.

What emerged from the 1990 – 1991 evacuations was the lesson that by establishing programs and priorities, the Family Liaison Office could assist thousands of evacuees simultaneously. During the several years that followed, evacuee support continued to be a major responsibility for FLO. FLO worked with AAFSW to establish an Evacuee Support Network – a group of Foreign Service family members interested in as-

sisting those evacuated from post. An annual half-day training program was offered for Evacuee Support Network volunteers.

CLO training in 1991 continued with conferences in Dakar (June 1991), Mbabane (June 1991), and a Washington-based conference in September 1991. FLO encouraged CLOs to “check in with FLO” when returning to Washington and brief the FLO staff on life at post. By close of 1991, 156 posts had established CLO Programs.

While 1992 brought limited funds for regional travel, the director and the CLO Support Officer traveled to Frankfurt for consultations with 8 CLOs from 6 German posts, and to Moscow for meetings with the CLO and the community. Additional trips were made to Islamabad for a mini-regional conference of CLOs from South Asia. Two larger CLO training conferences were held in 1992, both in Washington (February and August). Again, in February 1993, Washington-based CLO conference offered 26 CLOs training. FLO staff members traveled to Quito, Ecuador just two months later to train CLOs at an ARA conference in April 1993.

*“I see spouse employment as one of the things which must be done – an issue which stands out as worthy of special attention and funding, a Foreign Service-wide concern which cannot be ignored.”*

John F.W. Rogers,  
former Under Secretary of  
State for Management

The CLO Program was added to 2 FAM 2 (2 FAM 048).

Under Secretary for Management John F.W. Rogers made available the sum of \$700,000 for fiscal years 1992 and 1993 for extraordinary family member employment initiatives.

This funding underscored the Department of State’s recognition of the importance of family member employment to the Foreign Service.

Some of the initiatives undertaken at this time were:

(1) Employment Handbook – The writing of *Employment Options for Foreign Service Family Members* was funded.

(2) Employment Planning Workshop - The Overseas Briefing Center designed a five-day Employment Planning Workshop for spouses.

(3) Database enhancements to the Skills Bank - The FLO Skills Bank had nearly 2,100 participants. When added to the Direct Communication Project database of 1,300, FLO was reaching nearly 3,400 spouses with up-to-date information.

(4) Special Projects Allotments for the CLO Clearinghouse materials – selected family members were pro-

vided grant funds to create materials that aided CLOs in running workshops at post. Materials addressed creating a child care facility at post, how to set up a summer camp program, planning a contingency planning workshop, cross-cultural adaptation, orientation to post for teens, how to run a reentry workshop, and introduction to Foreign Service life. In all, seven CLO Clearinghouse notebooks were funded and distributed to CLO Offices overseas.

- (5) Career Development Resource Center – FLO paid for the relocation of the CDRC to enlarged space which provided for access to the Center for spouses, limited counseling, and a library of materials to assist spouses in their overseas and Washington-based job search.

FLO worked with OPM to reduce the amount of time a spouse must work overseas to gain Executive Order Eligibility. A new agreement, which became effective in January 1991, reduced the time from 18 months to 12 months. A three-year window for using the Executive Order was implemented.

New bilateral work agreements were signed between the United States and Venezuela (August 1988), Ecuador (November 1989), Zambia (January 1990), Ghana (April 1991), Trinidad and Tobago (July 1992), Spain (July 1990), Zimbabwe (March 1992), Cameroon (May 1992), Rwanda (July 1992), Poland (April 1991), Malta (October 1991), Bulgaria (October 1991), Hun-

gary (January 1992), Djibouti (December 1991), Chad (June 1992), and Costa Rica (June 1992) bringing the total to 37.

On March 2, 1991, the American Family Member Associates Program (AFMA) was launched. According to FLO's Quarterly Report, the program's main goal was to provide incentives to make federal employment overseas and permanent USG employment options more attractive to talented, skilled Foreign Service family members.

The FLO Spring 1991 Quarterly reported, *"AFMA is based on spouses' commitment to fill positions and management's commitment to provide continuity of employment."*

The AFMA program offered family members: official Personnel Audit Reports (PARs), assuring that the USG kept official records on a spouse's skills and experience; maintenance of security clearances; facilitated enrollment in FSI training; strengthened contacts between post management and spouses; career counseling and placement assistance for USG employment in the Washington area; and information on financial planning alternatives.

Over 300 spouses applied for the AFMA program: 266 qualified for membership. An AFMA Program Coordinator was hired in FLO in late 1992. Due to budget restraints, retirement benefits were excluded. Information on IRAs, mutual funds, and options for re-

irement savings were shared with AFMA members. Spouses looking ahead to retirement were allowed to attend the financial planning segment of the Career Transition Retirement Seminar.

Also in 1992, the Expanded Family Member Employment Program (FEP) was developed to provide family members with the necessary language and functional training to assume positions previously held by FSNs in Russia, Poland, Bulgaria, and Romania. Thirteen family members were selected.

In 1993, the Post Internship Program (PIP) was initiated. Family members assigned to specific posts applied for training in Washington, both at FSI and in the appropriate functional bureau, prior to transfer to post. Upon arrival at post, they were hired for one year in either a consular or contracting position.

The Skills Bank was also growing in numbers. The *FLO Quarterly* reported,

*“Foreign Service spouses are a highly educated group with a wide variety of skills. The 2,423 members of the Skills Bank include 42 lawyers, 9 medical doctors, 49 MBAs, 46 CPAs, and 64 PhDs with degrees in such varied fields as anthropology, Latin, molecular biology, and speech pathology.”*

In 1993, the Spouse Skills Bank became the Family Member Skills Bank. The Skills Bank continued to grow, with new fields of information to enhance its use-

fulness to potential employers. The Family Member Skills Bank grew to 2,915 members.

FLO worked with the Bureau of Consular Affairs on its initiative to enable spouses to be designated as Consular Associates, with the right to adjudicate visas. The program began with eight spouses, quickly grew to 12 and generated much interest. During Washington tours, more spouses were taking advantage of functional training on a space available basis.

The SADER (Semiannual Dependent Employment Report) continued to provide family members with an overview of the employment situation at every post worldwide. (The SADER would later become an interactive database known as the FAMER – Family Member Employment Report).

*The Network*, a monthly newsletter, was born to assist spouses looking for work in the Washington, DC area, with a mailing list of about 200 spouses. In addition, monthly Spouse Networking Meetings were held for family members working for the Federal government.

Childcare overseas became an area of interest for FLO. Deputy Director Kendall Montgomery designed a survey to elicit specific information on the availability and quality of overseas childcare services. Results were compiled into the Child Care Report, which became a yearly publication in 1990.

A Divorce Roundtable was set up to explore ways to remedy inequities in the Foreign Service system that favored the employee in a divorce situation. Particular attention was paid to household effects and government travel. In 1991, the FLO handbook *The Foreign Service Family and Divorce* was published, intended to help family members make appropriate decisions on their own behalf. In later years, an Inter-Agency Roundtable met on an occasional basis to discuss equity for divorcing spouses.

A summer intern from Mt. Holyoke College drafted *Adoption Guidelines for the Foreign Service Family*, which was published in 1991. Questions of elder-care support began to emerge in FLO reports in 1992.

Programs in the area of education and youth were held with Foreign Service parents, and a database of boarding schools was maintained. The Education and Youth Officer began visiting boarding schools and connecting Foreign Service parents considering the boarding school option with other parents whose children were already enrolled. In December 1992, FLO reported that 425 youngsters were living apart from their families due to the lack of adequate schooling at post or the family's preference. The Triennial Boarding School Survey collected the data.

Programs and workshops to help Foreign Service families in the following areas were hosted by FLO:

— Children with special needs,

— Single parents and their school concerns,  
 — Understanding the TCK (Third Culture Kid),  
 — Activities with the Foreign Service Youth Foundation to help teens adjust to life in the United States, and  
 — College students sharing experiences with college-bound high schoolers.

April was designated Foreign Service Youth Month and additional programs were organized to advise parents on rearing teens in the Foreign Service. Teleconferences between teen AWAL members and teens at overseas posts began and became an annual occurrence. Teens discussed reentry to the United States and transition issues in general. "Teen to teen" teleconferences still occur today.

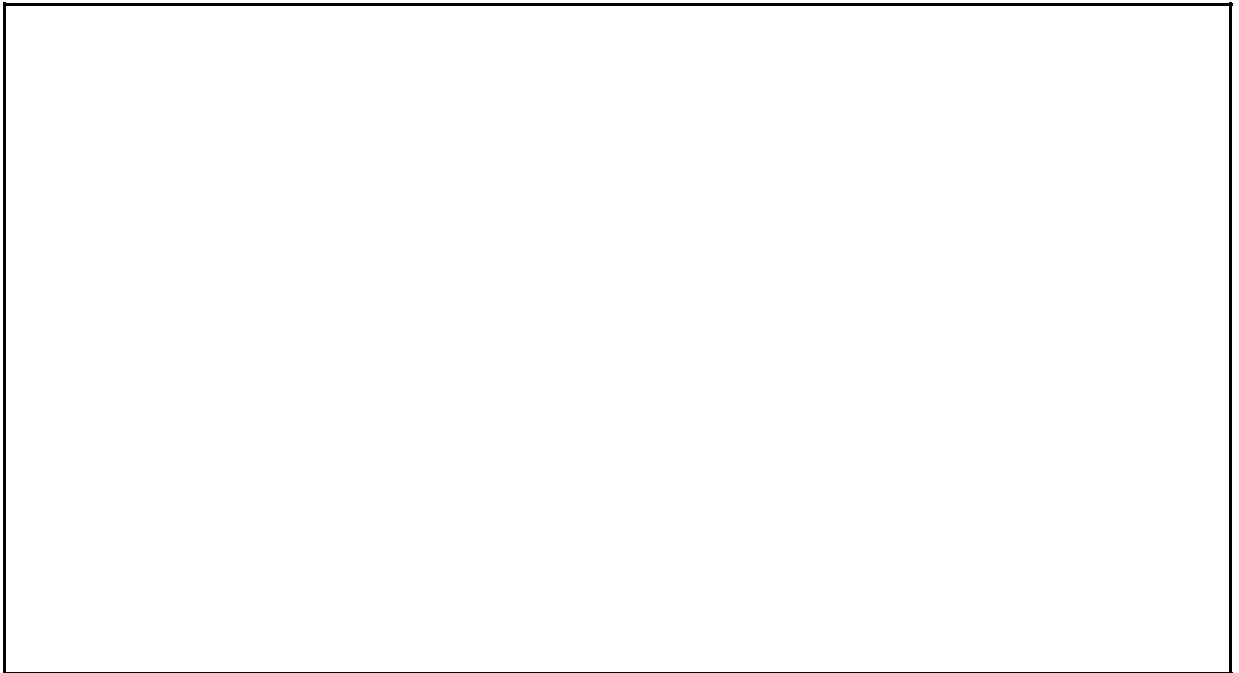
FLO began advocacy for legislative changes to regulations affecting educational travel.

The Direct Communication Project grew to reach 3,800 members. The project had grown to a collection of 26 publications and papers.

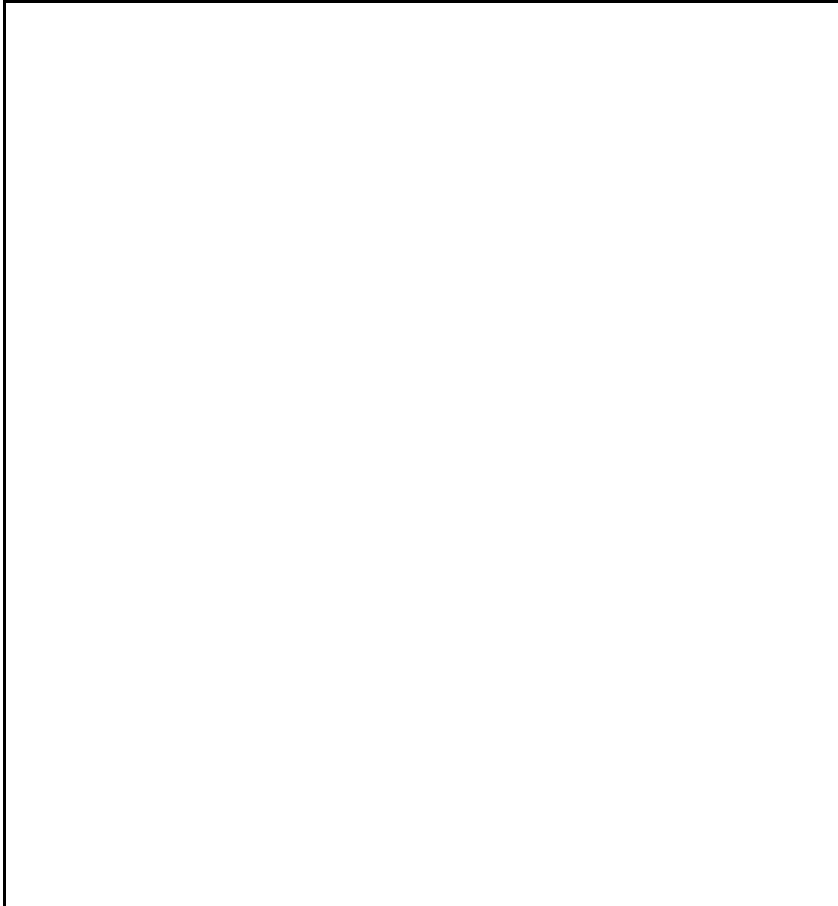
FLO and USIA produced the reentry videotape *America: A Different World*. The video was transmitted via WorldNet and became a focal point for reentry workshops given by CLOs at overseas post.

Maryann Minutillo finished her five years as director in May 1993, just two months after FLO turned 15.



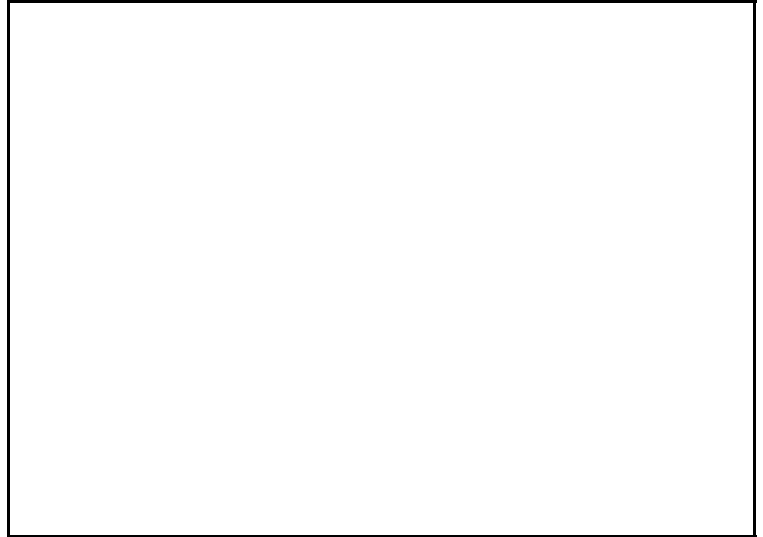
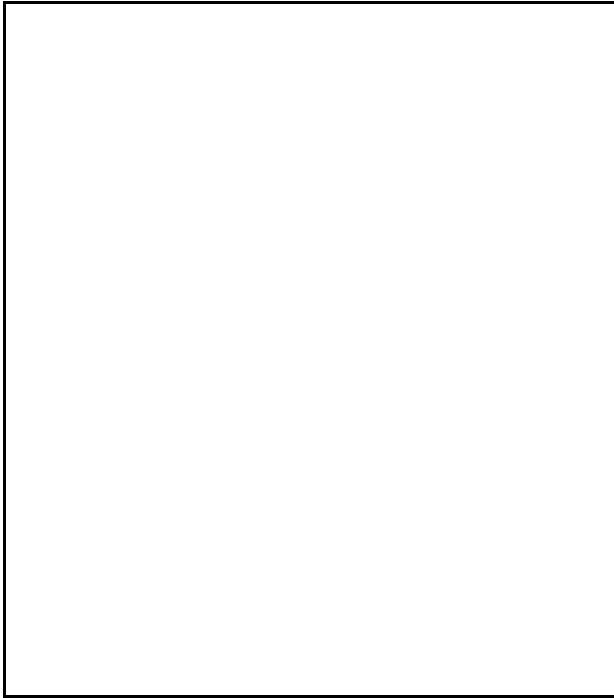


The year was 1978. FLO Director Janet Lloyd watches Secretary of State Cyrus R. Vance cut the inaugural ribbon, officially opening the Family Liaison Office on March 1, 1978. Seated are Mrs. Cyrus R. Vance and FLO Deputy Director Mette Becroft.



The year was 1978. After opening ceremonies, Lesley Dorman, President of AAFSW, stands with Secretary of State Cyrus R. Vance and his wife, Gay Vance, at the entrance to FLO's new office space, just off the C Street corridor in the Main State building.

The year was 1988. At left, FLO Director Susan Parsons cuts the cake celebrating FLO's tenth year.



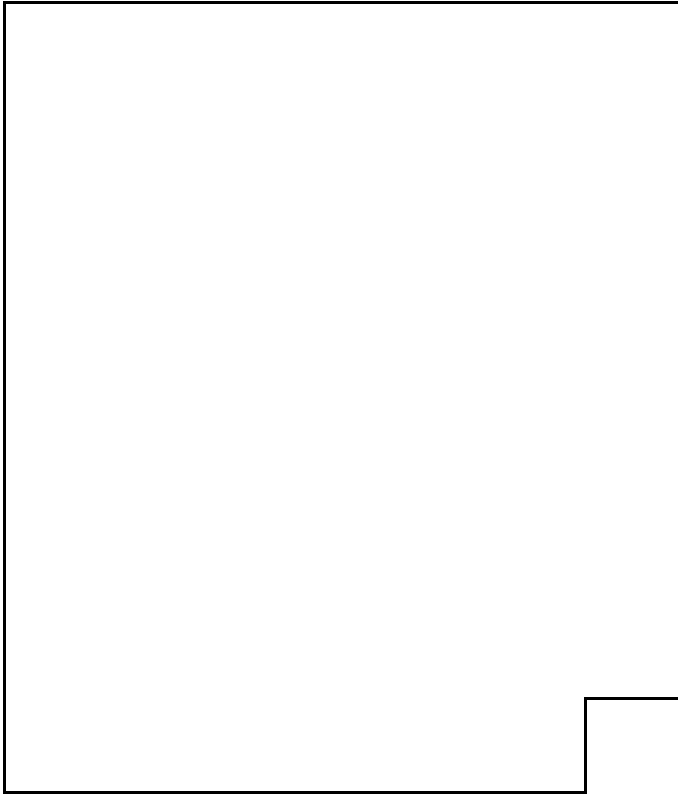
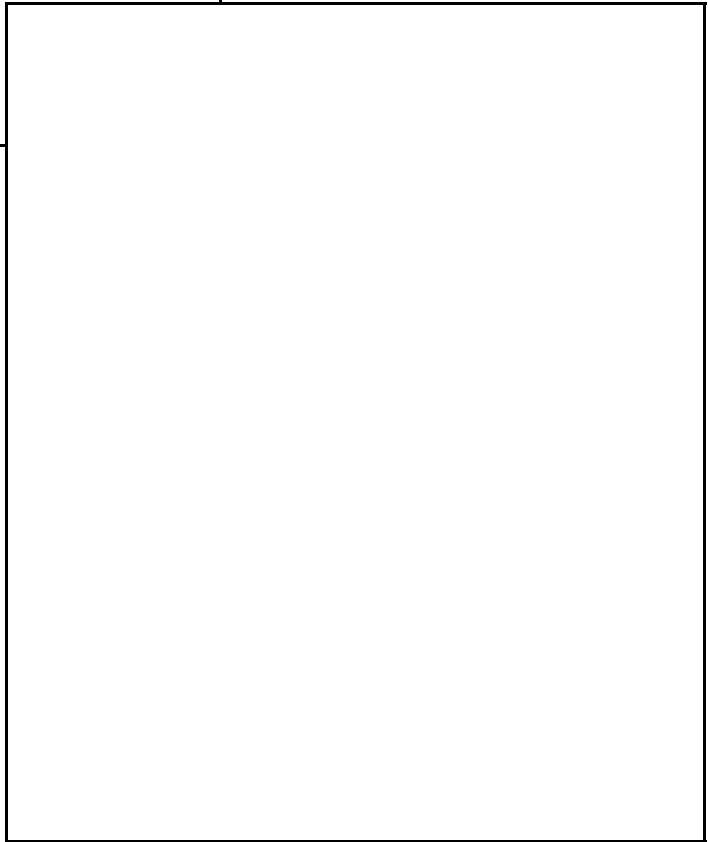
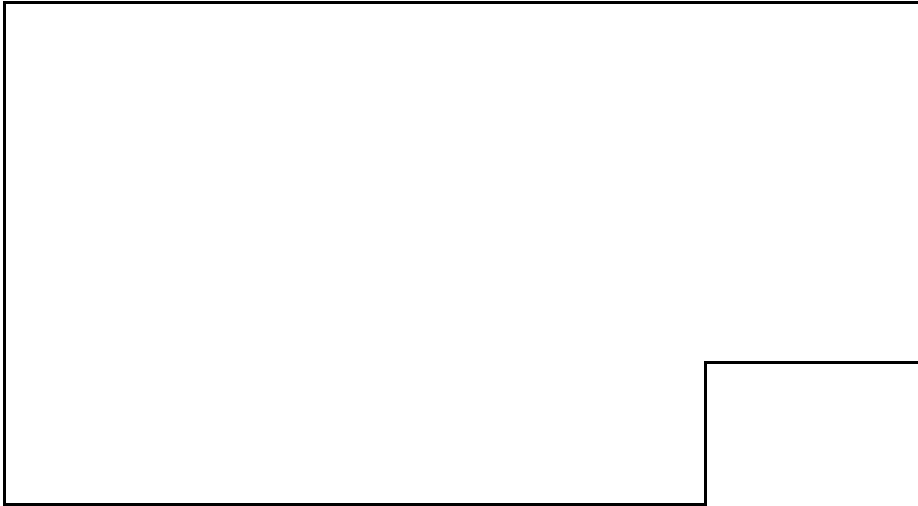
The year was 1998. Above, Edward W. "Skip" Gnehm, Director General of the Foreign Service, celebrates FLO's 20th anniversary with FLO Director Kendall Montgomery and former AAFSW President Lesley Dorman.

The year was 1998. Overseas embassies and consulates marked FLO anniversaries with cakes and events. At left, Mission members in Canberra mark FLO's 20th.



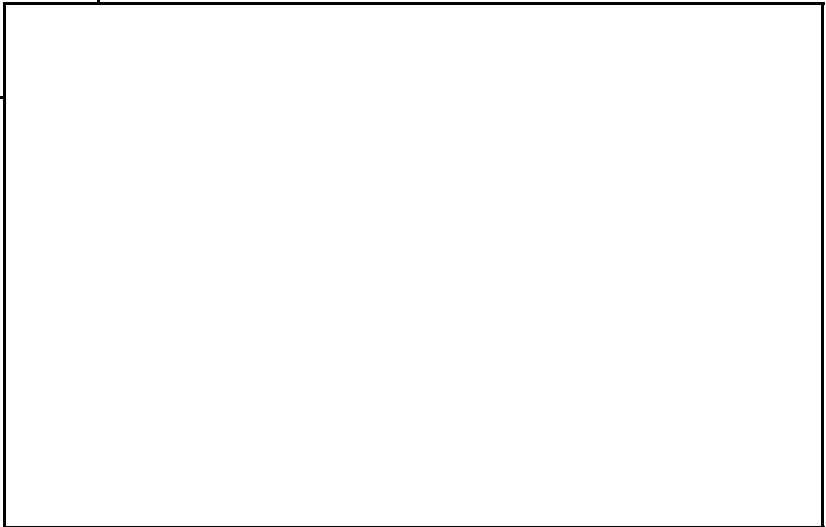
The year was 1994. At right, four Professional Associates talk with Under Secretary for Management Richard Moose.

Every year, CLOs from around the world participate in professional CLO training courses held both in Washington and overseas. At left, and below, CLOs enjoy the discussion and sharing of experiences that are part of CLO training exercises.

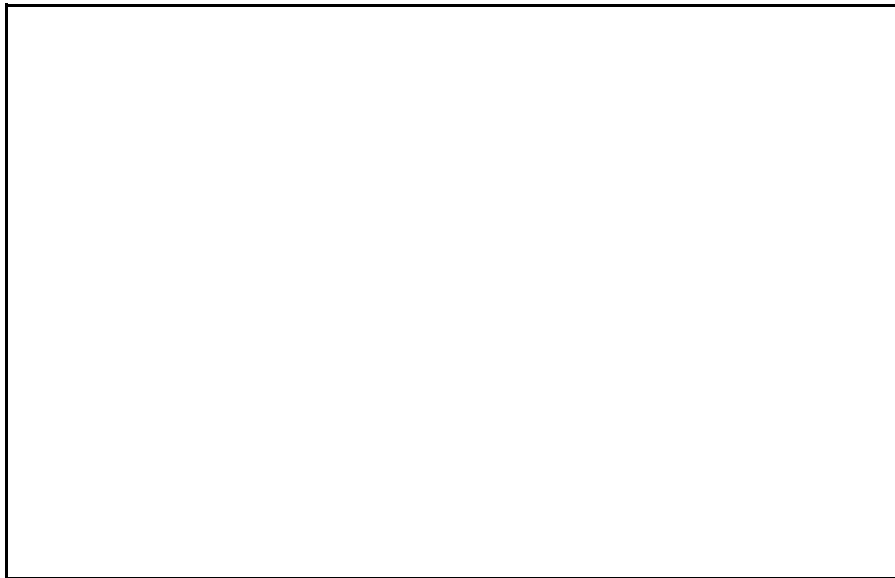
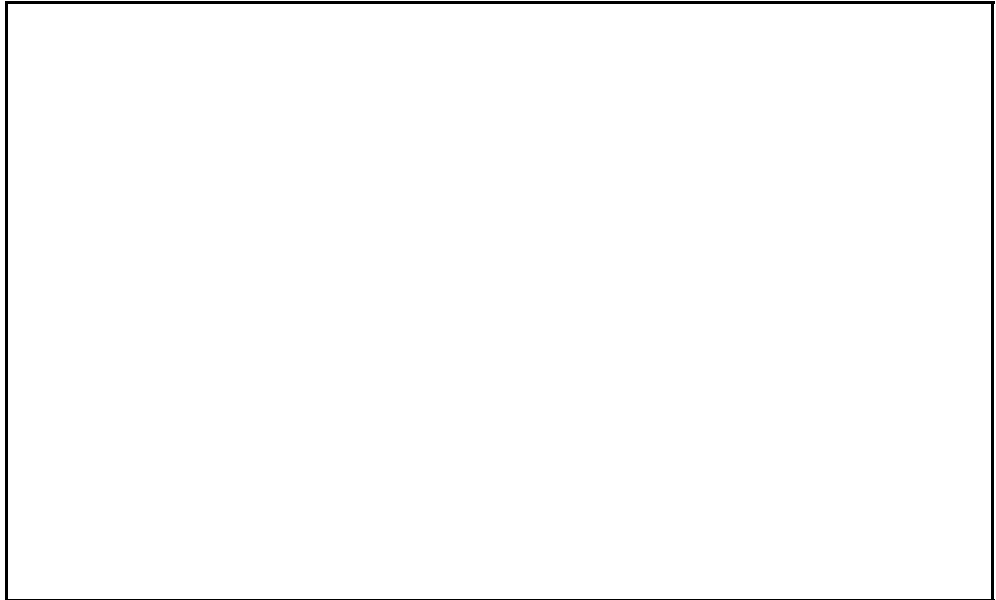


The year was 1998. Above, evacuated CLO from Eritrea, Alice Benyik, works out of temporary quarters.

The year was 1995. At right, Kay Branan Eakin meets with a Foreign Service parent to discuss education options for returning to the United States and the reentry concerns of Foreign Service children and their parents.



The year was 1986. FLO announced the revised Spouse Skills Bank in July. The computerized Skills Bank provided Personnel Offices at posts worldwide with advance information about the skills and experience of spouses soon to arrive at post. At right, Director Sue Parsons and Michael Ann Dean review the computerized database.

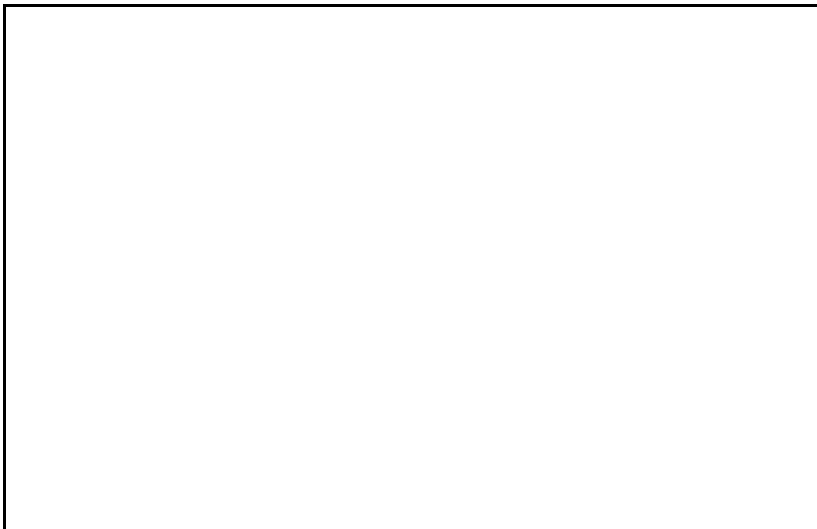
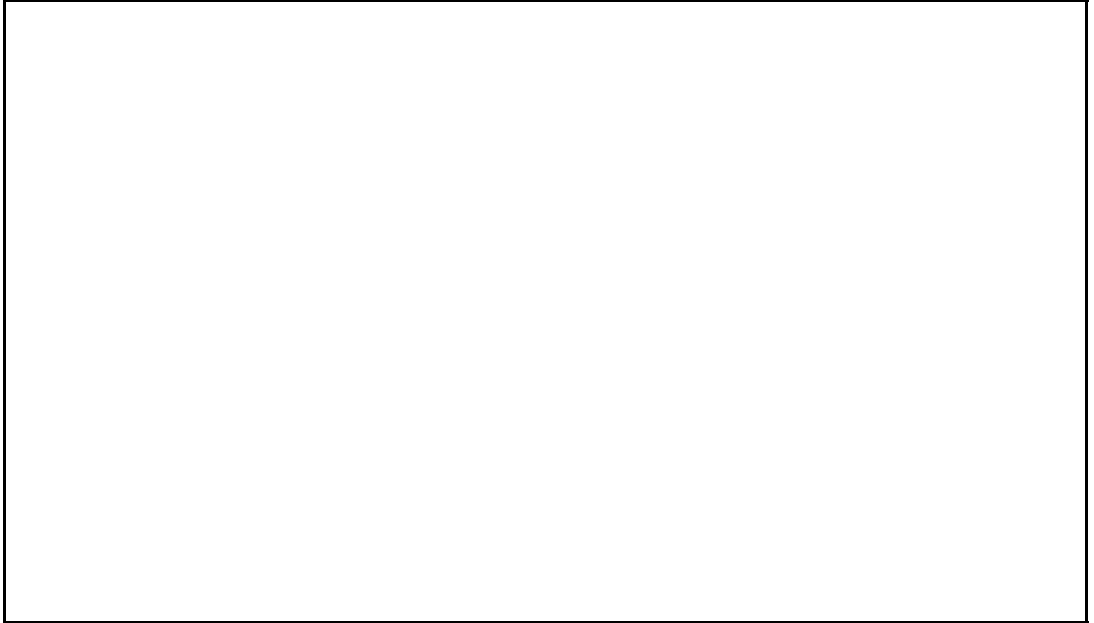


The year was 1992. The Family Liaison Office presented an award to Under Secretary for Management John F.W. Rogers for his support of family member employment initiatives. Pictured (from left to right) are Sylvia Hoopers, Jo-Anne Vaughn, Tjuana Jenkins, Kendall Montgomery, Maryann Minutillo, Kay Branaman Eakin, John Rogers, Erin Rooney and Karen Hansen Lundahl.

The year was 1998 and FLO was busy working with offices in the Department of State to implement the new Family Member Employment hiring mechanism. Seated at the table are (from left to right) Robert Regelman, Douglas Townsend, Janet Keyes, Bridget Sedlock, and Judy Ikels, FLO Employment Coordinator.

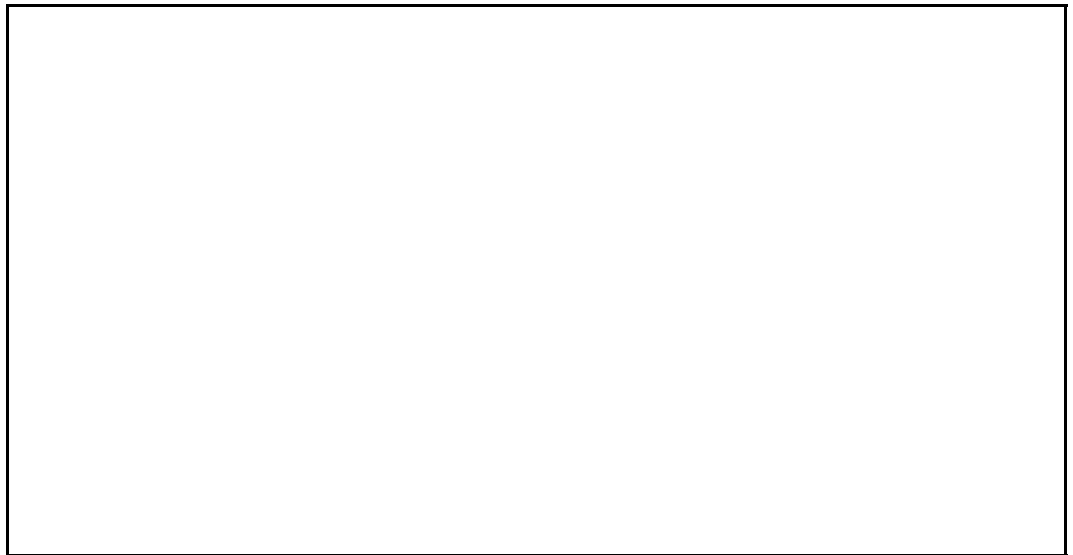


The year was 1999. At right, members of the FLO staff receive a Superior Honor Award in recognition of their service to employees and family members in the aftermath of the August 7, 1998 terrorist bombings in Nairobi and Dar es Salaam. Pictured (from left to right) are Allan Moyes, Sydnee Tyson, Paula Riddle, Carleen Kaurin, Judy Ikels, Susan Browning, Kitty Bourke, Faye Barnes and Director General Edward W. "Skip" Gnehm. Award recipients not pictured are Gail Watson Knowles and Carole Zalucky.

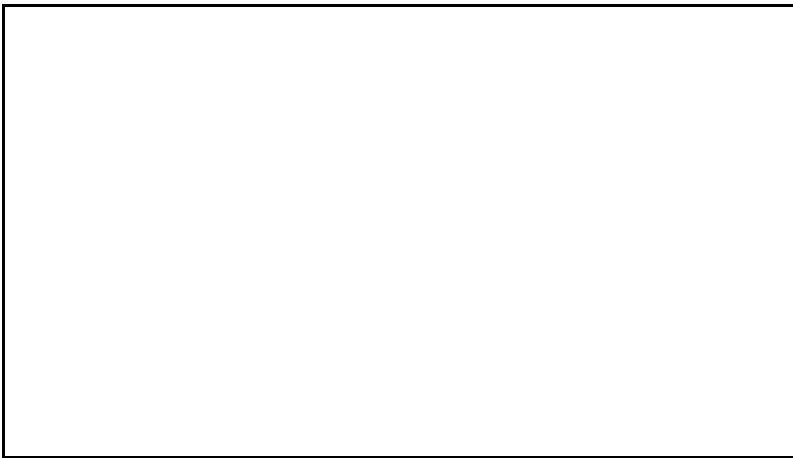
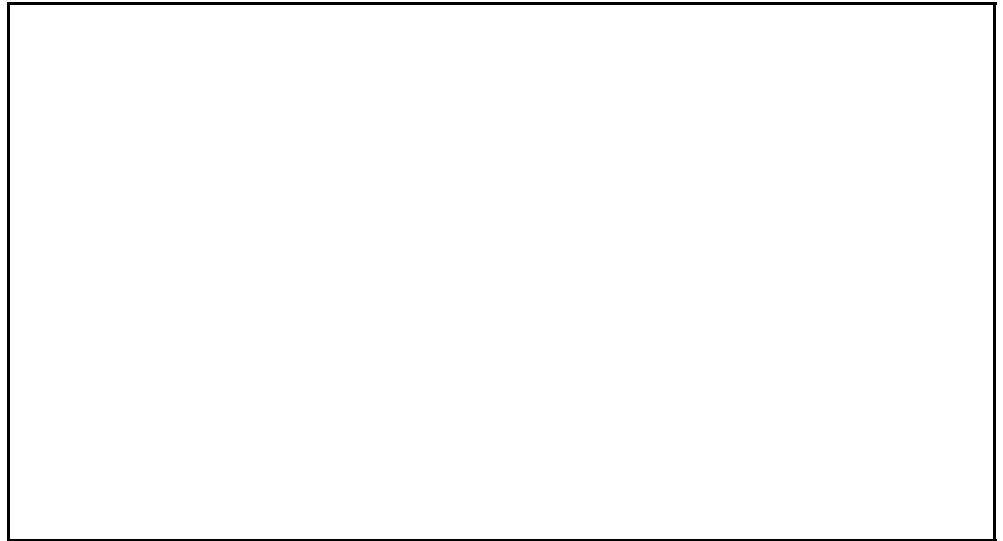


The year was 1995. At left, Karen Lundahl shows off the FLO publications wall, filled with Direct Communication materials. In her hand is the Wings of AWAL newsletter, published by Foreign Service youth.

The year was 2001. FLO staff members Marjorie Bigelow, Judy Ikels, and Vanja Huth answer questions from parents interested in boarding school options for their children at the FLO Boarding School Fair, held in December.

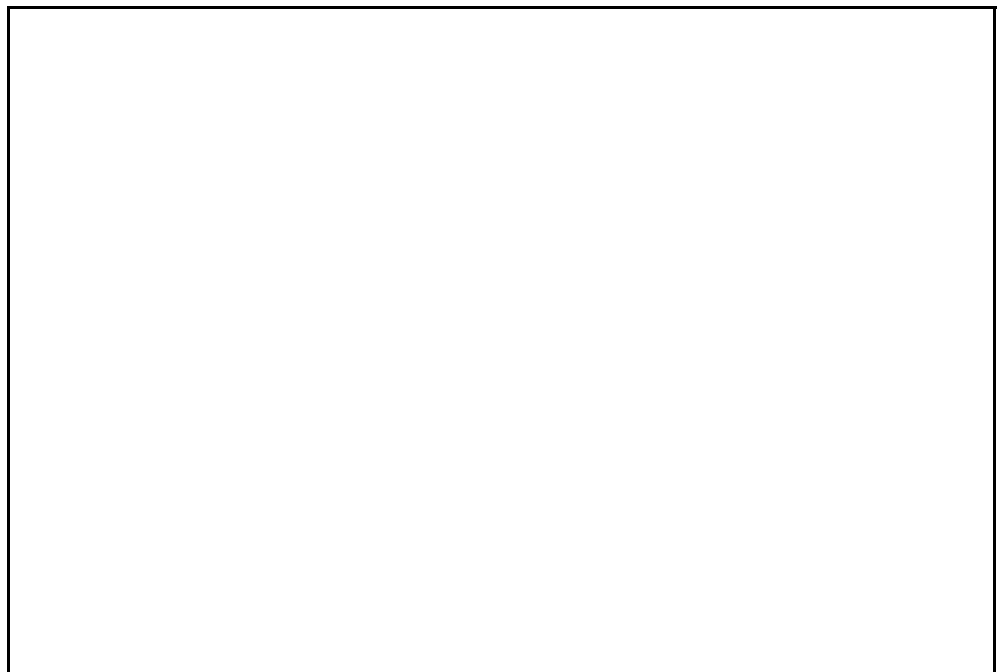


Three of the women involved in the opening of the Family Liaison Office in 1978 — from left to right Mette Beecroft, Joan Scott, and Lesley Dorman — cut the ribbon that opens FLO's new offices in October of 2000. Under Secretary for Management Bonnie Cohen looks on.



The year was 2001. At left, Deputy Assistant Secretary John Campbell talks with family members evacuated from Pakistan.

The year was 2003. Secretary of State Colin L. Powell visits the Family Liaison Office. Pictured here (from left to right) are Billy Variava, Marti Doggett (evacuated CLO - Abidjan), Judy Ikels, Emily Soroko, Christopher Butzgy (evacuated family member - Caracas), Becky Grappo, John Reddy, The Secretary, Faye Barnes, Vanja Huth, Melissa Hess, Katie Hokenson, and Cathy Salvaterra. Absent from the picture are Sarah Genton, Liza Bright, Joy Bacik (evacuated CLO - Jakarta), and Nancy Dolce.



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## Fifteen Years Out: Quality of Life Issues Become a Department of State Priority

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Now 15 years old, FLO was an accepted and essential part of Department of State operations. Kendall Montgomery, who had served for three years as Deputy Director under Maryann Minutillo, became FLO director in May 1993. She reported in the end of 1993 that FLO staff briefed 3,964 employees and family members in various audiences. With its role now firmly established within the Department of State, M/FLO moved under the Director General of the Foreign Service and Bureau of Human Resources, changing its tags to M/DGHR/FLO.

Family members were working as Consular Associates, Consular Assistants, CLOs, GSO Assistants, Information Management Assistants, and in jobs with the Regional Security Office and Economic Section. FLO continued to advocate in Washington for employment programs offering spouses positions inside an embassy. Outside the embassy, family members found work with the American Recreation Associations, local schools and universities, local businesses, and with international companies.

Post Internship Program (PIP) interns were sworn in, in the fall of 1993, and began their functional training to ready them for positions in Admin

and Consular sections overseas. The PIP program entered its second phase in 1994, with an addition of four PIP positions in the area of business facilitation. The four 1994 PIP interns were trained to work in the economic sections at selected posts that had no Foreign Commercial Service (FCS) representation. They also trained at the Foreign Commercial Service.

The AFMA program continued to evolve. The concept of the AFMA program – to ensure a cadre of well-trained Foreign Service family members as a reliable resource for the Department and at the same time create a system of hiring and career benefits to fit the special circumstances of AFMA participants – seemed to be working. FLO concentrated on forging a workable security clearance process for AFMA members and by the end of 1993, AFMA membership reached 500. The program closed to new members for two years, but reopened in the spring of 1995 with new elements. AFMA members could now maintain their security clearance for up to five years, as well as have greater access to training courses.

The successes of the AFMA program led the way to the Family Member

Appointment mechanism. The AFMA program ceased to exist past 1997. The implementation of the Family Member Appointment hiring mechanism in 1998 and its benefit package replaced the need for AFMA.

FLO saw the completion of the spouse employment initiatives begun in 1992. The much-awaited FLO publication *Employment Options for Foreign Service Family Members* was printed and distributed to individuals and all posts worldwide. The new and enlarged Career Development Resource Center opened in Columbia Plaza, offering career counseling services to family members. The CLO Clearinghouse materials were completed. Employment workshops for family members continued, and the Family Member Skills Bank grew to over 4,000 participants.

An overseas version of the Employment Planning Workshop was developed and sent to five posts overseas as a pilot program.

Functional training became an area of increasing importance to family members who wanted to work in Missions overseas and to the Department of State where well-trained spouses were crucial in a time of decreasing resources. FLO registered spouses for functional training at FSI, facilitating enrollment in the basic consular course.

Between June 1993 and the end of

1995, bilateral work agreements were signed between the United States and the Czech Republic (October 1993), Romania (July 1993), Albania (August 1993), Panama (November 1993), Kyrgyzstan (December 1993), France (December 1993), Namibia (June 1994), Nicaragua (February 1994), Moldova (September 1994), Ukraine (November 1994), Lithuania (December 1994), Greece (July 1995), Azerbaijan (March 1995), Bosnia-Herzegovina (March 1995), Samoa (March 1995), Mali (May 1995), Croatia (June 1995), Georgia (June 1995), Slovakia (July 1995), Barbados (November 1995), and Sri Lanka (December 1995) bringing the total to 58.

In 1995, in an effort to provide more opportunities for spouses to work in positions outside the Mission, FLO, with the encouragement of the Strategic Management Initiative team on Diplomatic Readiness/Quality of Life, increased the urgency of negotiating bilateral work agreements, allowing family members to work on the local economy of the host country. In one year, FLO concluded agreements with Greece, Azerbaijan, Bosnia and Herzegovina, Western Samoa, Mali, Croatia, Georgia, Slovakia, Barbados, and Sri Lanka. To rationalize the way we worked on these treaties, a Foreign Service Officer was detailed to FLO for a month in the summer to prepare a report on the countries where we did not have agreements or working de facto arrangements. With that analysis, FLO was



ready to better prioritize and target those countries where there was a need and potential for a bilateral.

Between 1996 and May 1998, additional bilateral work agreements were signed between the United States and Finland (March 1996), Latvia (July 1996), Kazakhstan (June 1996), Belarus (July 1996), Ireland (September 1996), Nepal (May 1997), Sierra Leone (February 1997), Mauritius (June 1997), Congo (Brazzaville) (April 1997), Liechtenstein (November 1997), Antigua and Barbuda (January 1998), and Guinea Bissau (February 1998), bringing the total to 70.

In the first half of 1994, FLO devoted much time to evacuations from Rwanda, Burundi, Yemen, and Haiti. FLO staff met evacuees at area airports and arranged for accommodations for one or two nights. Again, CLOs from three posts worked in FLO to keep their communities intact by organizing social gatherings, distributing newsletters and making phone calls. FLO coordinated workshops for parents and children to alleviate the stress caused by sudden disruption in their lives, using the counseling expertise of the Employee Consultation Service (ECS). In its advocacy role, FLO worked with the functional bureaus to resolve issues that arose during the course of the evacuations on educational allowances, household shipments, and benefits. Acting as advocates for families with

dependent children ineligible for educational travel to visit their parents or the travel allowance available for children of separated or divorced parents, FLO proposed a change in the travel regulations to enable this small group of young people to visit their parents annually at government expense. The recommendation, approved by the Under Secretary for Management in 1995, went into effect in 1996.

A focus on the pre-teen experience of Foreign Service kids was initiated with the creation of Globe Trotters, a support group for kids ages 9 to 12. FLO and the Office of Overseas Schools produced another video, *Raising Children Abroad*.

FLO successfully advocated for a legislative change to allow educational travel for college students studying as part of an American University program overseas.

FLO also produced a video, in collaboration with the Office of Overseas Schools and the Bureau of Consular Affairs entitled *Evacuation: Crisis in the Community*. The Support Services Officer also produced SOPs for FLO office staff, dealing with all the support procedures FLO provides before, during, and after an evacuation. Another version was published for post managers, explaining the exact nature of evacuation support provided by FLO.

Child abuse prevention materials were

distributed to all posts with elementary aged children.

FLO continued to seek equity for divorcing spouses and sent an ALDAC to posts offering policy guidelines. FLO established the language for a regulation governing "advanced Travel from Post for Spouses." The regulation addressed the need for spouses who are divorcing a Foreign Service employee to leave in advance of the completion of the employee's tour.

Throughout 1994, FLO was challenged by the changes presented in the National Performance Review and other "reinventing government" initiatives. Along with the rest of the Department, FLO had to reexamine the way we served our customers and focus more on providing high quality service with increasingly limited resources. FLO also began to modernize computer operations and streamline procedures.

In March 1994, Under Secretary Richard Moose endorsed the Professional Associates Program, designed to use the skills of trained family members in filling staffing gaps in consular sections abroad and other positions created by reduced intake of Junior Officers. Ten positions at nine posts were initially identified to participate in the program. The program was an excellent example of teamwork between FLO, Consular Affairs (CA), and Career Development and Assignments (CDA).

The Professional Associates Program entered its second round of candidates in 1995 to fill consular positions vacant because of reduced Junior Officer intake. The number of Professional Associates increased to 16.

A record number of spouses enrolled in functional training -- consular and administrative courses -- during 1995. The figure rose to 169 enrollments in 1997, ninety-eight (98) of which were in consular training.

Family member employment had always been a priority for FLO since the creation of the office. After years of pilot programs and projects, a movement towards rationalization of these various programs began to emerge, based largely on the impetus of the Professional Associates Program and the impact of declining resources.

In March 1995, at FLO's recommendation, Under Secretary for Management Richard Moose established a task force to recommend ways to increase the Department's employment of Eligible Family Members (EFMs). (The term, EFM, was implemented during this time.) FLO welcomed the opportunity to tackle the family member employment issue from a centralized approach, and a task force (co-chaired by the Office of Overseas Employment and FLO) was created. They worked throughout the spring of 1995 with a steering committee comprised of representatives from functional and regional bureaus, interviewing inter-

ested officials in the Department. The Under Secretary approved task force recommendations on November 1, 1995.

Implementation consolidated three family member employment programs into one called the Professional Associates Program. The three programs folded in were: the Professional Associates Program, the Post Internship Program (PIP), and the Information Management Program which had offered family members opportunities to work in communications sections in post funded positions. In 1995, eighteen (18) positions were filled by family members at the FP-6 and FP-5 levels. An additional 20 were authorized in 1996, with 20 more authorized in 1997.

Another recommendation of the task force was the study of a proposal to extend life insurance and retirement benefits for Professional Associates currently unable to participate due to their appointments under the PIT hiring mechanism.

By 1997, FLO counted more than 1,000 family members working in U.S. embassies and consulates abroad on PIT (Part-time, Intermittent and Temporary) appointments. Many of these spouses had worked for the USG repeatedly as they moved from one assignment to another. But one problem remained unresolved. Because PIT appointments were one-year appointments, PIT employees were not eligible to participate in the Federal Employees Retirement System, could not participate in the Thrifts Savings

Plan, or have access to health or life insurance. Obtaining retirement benefits for family members had long been an advocacy goal. A proposal was developed, with the cooperation of the Office of Overseas Employment, for a new Family Member Appointment (FMA) based on a limited-career five-year appointment with benefits. The Acting Under Secretary for Management in July approved the proposal. As the new fiscal year began, FLO and OE were meeting with Department experts to implement the hiring mechanism. The FMA, first introduced on May 24, 1998, allows family members to earn benefits, including: annual leave and sick leave; participation in the Federal Employees Retirement System (FERS), Federal Employees Health Benefits (FEHB), Federal Employees Group Life Insurance (FEGLI), and the Thrift Savings Plan. Family members on an FMA can also earn Executive Order Eligibility.

To further highlight family member employment, FLO presented lunchtime presentations on employment topics and panel discussions on Washington job opportunities with representatives from major employers in the area. The Employment Coordinator appeared on a "C" Street video presentation on family member employment with the Director General and three spouses. The video was broadcast on the Department's B-Net and distributed overseas.

During 1997, the Employment Program staff counseled 1,481 clients. FLO's yearly report noted, "*our clientele is grow-*

*ing more diverse and we find that each person brings a different background of education, skills, and overseas experience to our specialist.”*

To support family members in the area of education and youth as they move from assignment to assignment, FLO published *Education Options for Foreign Service Family Members* in February 1996.

Boarding school options, special needs children, and Foreign Service youth continued to be of special interest to the Education and Youth Officer. The Education and Youth Officer worked closely with the Foreign Service Youth Foundation and sponsored activities of the Washington-based teen organization Around the World in a Lifetime (AWAL). The Education and Youth Officer served as advisor, assisting the group in publishing their monthly newsletter, including the special International Edition sent to posts around the world.

FLO and OBC organized the annual “Getaway” for teens just returned from overseas. The weekend retreat, which had been held every year since 1982, was led by facilitators and focused on reentry themes. FLO and OBC also organized a day of team building exercises for teens preparing to move overseas. On the flip side of the making transitions, FLO selected two overseas posts with large populations (Moscow and Rome) of teens returning to the U.S. and organized a panel of Washington teenagers to host a morning teleconference with their

overseas counterparts. The “teen to teen” teleconference, first tried in 1982, proved successful every time. FLO also surveyed overseas posts and requested the names of returning teens. The survey results helped the Foreign Service Youth Foundation link up with families returning from abroad.

A new paper was added to the Direct Communication Project entitled *Baby You Can Drive My Car: Guidelines for Getting a Driver’s License*. Aimed at teens, the paper became a popular document for teens seeking driver’s licenses for the first time.

Noon seminars for parents, sponsored by FLO, focused on transition issues and featured such guests as Linda Bell, author of *Hidden Immigrants: Legacies of Growing Up Abroad* and Carolyn Smith, author of *Strangers at Home: Essays on the Effects of Living Overseas and Coming “Home” to a Strange Land*.

FLO continued to coordinate the Foreign Service Youth Awards to honor teens nominated for their outstanding community service.

The agenda for CLO conferences continued with regional and Washington-based training opportunities. Regional conferences focused on regional issues, community and management dynamics, and new program initiatives. The CLO training materials were redesigned. And to keep in close touch with overseas CLO programs, FLO continued to request and receive CLO Activity Reports,

submitted by CLOs three times per year. The *FLO Focus*, the professional journal of the CLO Program, was redesigned and published three times a year.

Eleven Washington-based CLO training conferences were held during a five-year period. Six additional regional CLO training conferences reached out to CLOs traveling from Africa, the Far East, and Europe.

In 1998, the CLO Program no longer sought funding solely from the Department of State. The CLO coordinator became an ICASS (International Cooperative Administrative Support Services) – funded position. FLO successfully advocated for making CLO a mandatory cost center. FLO developed worldwide performance standards for the CLO position.

FLO was now receiving funding for their Washington-based operations from three agencies – USAID, USIA, and the Foreign Agricultural Service. Memorandums of Understanding (MOUs) were signed. At the end of 1997, the Department of Commerce's Commercial Service had also pledged funds.

FLO advocated for the Personal Benefits Statements, an effort endorsed by M. Because of FLO's efforts, the Personal Benefit Statement became a Department standard, issued annually.

Before the World Wide Web revolutionized the delivery of information, Foreign Service people often found themselves

needing information half a world away from the Yellow Pages, without an adequate library, and in a time zone that didn't allow for a quick phone call to the FLO Office. FLO's Publications Program was established in 1985 to make information more readily available, especially for those questions that were created by the unique Foreign Service lifestyle. By 1997, a collection of 32 publications and papers comprised FLO's Direct Communications Project, and over 9,000 copies of items in this collection were distributed into the field. That same year, FLO launched a new newsletter called *FS Direct*. The first two mailings of *FS Direct* were sent to 800 subscribers.

A new Web effort was also launched to establish a FLO presence on the Internet. FLO became one of the first Department of State offices to deliver publications to their audiences online. At the same time, FLO worked with HR to create an Intranet web site.

The Family Liaison Office, which had begun in 1978 with a staff of three, was now a staff of 12, discussing issues of concern to Foreign Service families with a wide variety of audiences, addressing over 70 different groups each year, and reaching thousands of employees and family members. A 20<sup>th</sup> anniversary event was held, with overseas CLO offices also hosting their own celebratory events.

Kendall Montgomery left the Family Liaison Office after five years as director in June 1998.

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## Building FLO Programs for the 21st Century

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Just three months after Faye Barnes became FLO's eighth director, on the morning of August 7, 1998, bombs exploded simultaneously at the U.S. Embassy buildings in Nairobi, Kenya and Dar Es Salaam, Tanzania. With numerous deaths and injuries to embassy staff at both locations, and uncertainty about future attacks on U.S. installations overseas, the U.S. evacuated several posts, including those immediately affected.

The Family Liaison Office became an integral part of the Department of State task force operations, working with affected employees and families. This kind of mass crisis support was an all-consuming task for the 12-member FLO team. No office in the Department was immune from the impact of the horrible tragedy in East Africa. FLO staffers participated in preparations for the arrival ceremony at Andrews Air Force Base, sent staff members to assist with other airport arrivals, helped in the control room at the hotel where family members were lodged, and continued to answer numerous inquiries on a 24/7 schedule for more than a week. Then, the FLO staff turned their attentions to helping the family members cope with the aftermath. FLO worked with the Office of Victims of Crime (OVC) to identify resources and plan a family meeting for relatives. FLO successfully advocated for families to return to Nairobi for memorial ceremonies in January and Au-

gust of 1999. FLO also advocated for the creation of the Office of Casualty Assistance that became official with congressional funding in late 1999. The new office, under the direction of former FLO Director Kendall Montgomery, began providing long-term support to employees and family member victims of terrorism and mass casualty and to establish interagency crisis protocols.

### Evacuations and Support Services

During 1998 and 1999, FLO provided assistance during 37 evacuations and successfully advocated for a January 1999 increase in the Subsistence Expense Allowance (SEA), changing from CONUS rate to locality per diem. New benefits included:

- (1) In addition, in lieu of airfreight, a payment of \$250 for one evacuee (\$400 for two evacuees) is now authorized if airfreight is not shipped from post.
- (2) A \$10 a day transportation allowance was authorized for the first evacuees in a family to offset the cost of renting a car or paying for other transportation needs.

In September 1999, FLO's Support Services Officer traveled to 5 posts in China and Mongolia with the Crisis Management Team, playing out mock crisis scenarios with mission personnel. These

crisis management exercises highlighted the central role of the Community Liaison Office coordinator and the Family Liaison Office in times of natural disasters, civil unrest, and post evacuation.

Also in 1999, FLO filled the position of Program Assistant left vacant since the hiring freeze of 1996. The new Program Assistant supported both the Education and Youth and Support Services Officers.

As the year 2000 approached, FLO participated as a member on the Y2K working group and made suggestions to Management regarding decisions on evacuations. FLO published a new book *Welcome Back: Evacuation Information* that was sent to all posts and made available to all evacuees. In addition, FLO added a 1-800 number in preparation for planned authorized departures over the Y2K rollover, and two FLO staff members flew to Moscow at the invitation of the European Bureau to host a town meeting on Y2K contingency planning and address individual concerns. FLO staff were also trained on new Operations Center software and served on the task force throughout the Y2K rollover.

During FY 2000, FLO provided assistance to 17 posts on evacuation status. In addition to 10 posts affected by Y2K, FLO assisted Asmara, Freetown, Monrovia, Belize City, Suva, Abidjan, and Port-au-Prince.

The year 2001 marked 10 years after the evacuations resulting from the Gulf War. FLO had systems in place to deal with large numbers of evacuees at one time, and a publications/web presence that outlined contingency planning measures and evacuation procedures. These systems, built from years of experience, served the Family Liaison Office well when terrorists attacked the United States on September 11, 2001. Not knowing the extent of what would unfold, missions all over the world leapt into action reviewing their emergency action plans. For those embassies and consulates in harms way – Islamabad, Karachi, Lahore, Peshawar, Sanaa, Ashgabat, Bishkek, Jakarta and Surabaya -- evacuation planning was immediate. In the aftermath, FLO took up its coordinating role of meeting, tracking and briefing evacuees. FLO served on the “M” task force and helped numerous evacuees settle their children into Washington area schools. Housing availability also became an issue. FLO developed relationships with several short-term housing placement services to help evacuees find appropriate lodging.

FLO communicated swiftly with all CLOs worldwide through the electronic CLO mailboxes and subsequently published a special edition *FLO-CLO Connection* outlining contingency planning and evacuation resources. Three evacuated CLOs came to work in FLO supporting their communities, and a third telecommuted from across the country.

By the following March, several of these evacuated communities were “back home” and settling in when terror struck again in Islamabad. The bombing on March 17 of the Protestant International Church in Islamabad took the lives of two Embassy family members. All four posts in Pakistan were once again evacuated. Antananarivo, due to civil unrest, was also on evacuation status. Caracas, Damascus, Jerusalem, New Delhi, Calcutta, Chennai, Mumbai, Abidjan, Jakarta, Amman, and Bangui would join the list by the end of the year.

Due to an unsettled world, FLO office space overflowed with evacuated CLOs and family members working on special projects.

It was clear that the Pakistan community would not be returning to post. After 6 months, Pakistan posts converted to “unaccompanied status” and SEA payments terminated for family members. Most employees with family members had curtailed and been reassigned to new posts. However, realizing that several employees and evacuated family members were still in limbo, FLO advocated for a transitional Separate Maintenance Allowance (T-SMA).

The new Transitional Separate Maintenance Allowance (TSMA), which provided a higher allowance than regular SMA payments, was announced on October 10, 2002, (effective September 15, 2002 to assist families evacuated from posts in Pakistan whose SEA payments

ended on September 14, 2002). TSMA was initiated to assist employees with additional costs incurred when their family members were required to occupy commercial housing while establishing permanent housing in the U.S. following an evacuation and the conversion of the post to an unaccompanied status. TSMA was paid initially for up to 60 calendar days (with an additional 30 calendar days allowed following approval by head of agency or authorizing official).

### **Family Member Employment**

In 1998 and 1999, ten (10) countries were added to the list of bilateral work agreements with the United States: Slovenia (June 1998), Mozambique (July 1998), Benin (December 1998), Macedonia (December 1998), Mongolia (April 1999), Italy (April 1999), Malawi (April 1999), Uganda (June 1999), Turkmenistan (July 1999), Switzerland (July 1999), Ethiopia (September 1999). Three more were added in the year 2000, Turkey (February 2000), India (April 2000), and Estonia (December 2000). By year-end of 2001, FLO had finalized an additional agreement Guyana (August 2001). A total of 85 bilateral work agreements were now in place between the United States and foreign nations.

Working closely with L/EL, FLO successfully advocated for a rewrite of Section 6 FAM 725.7 which prohibited use of government owned or leased housing overseas for any business purpose. It was broadly phrased, contained exceptions of



uncertain application, and was applied inconsistently. The rewritten regulation describes conservative but fair guidelines under which family members may carry out commercial and professional activities from assigned government housing.

Two studies conducted in 1998 and 1999, the McKinsey Study and the Overseas Presence Advisory Panel Report, confirmed what FLO already knew: the expectation of today's Foreign Service spouse to continue his/her career. The emphasis of family member employment programs had to shift from "the trailing spouse" to "dual career couples." If the Department of State was going to successfully recruit new Foreign Service employees, and more importantly retain employees, the organization needed to address more vigorously spouse employment concerns.

The OPAP Report, in describing the McKinsey Study, stated the following, *"To win the war for talent, the McKinsey study suggested that the Department strengthen its 'talent mind set' -- its commitment to recruiting, training, promoting, and retaining the most qualified and best -performing employees. It urged the Department to adjust its human resources policies to the changing expectations of the next generation--specifically their antipathy to traditional hierarchy; their commitment to balancing work and family considerations, especially the need for meaningful employment for spouses; and their need for a strong link between current performance and promotions. The panel's*

*consultant, KPMG, produced similar findings in its extensive interviews at selected embassies."*

The specific recommendation was to improve quality of worklife by *"providing a greater number and range of employment opportunities for spouses, reviewing and revising anti-nepotism regulations and laws that may limit spousal employment opportunities, taking a proactive family-sensitive stance in the management of assignments overseas, reducing the burdensome aspect of the procedures for travel and relocation, and developing a plan to address serious medical and educational concerns on a regional basis."*

The McKinsey Study reinforced dual career expectations. In response to the McKinsey Study, FLO drafted a proposal to establish a pilot program to broaden the overseas spouse employment network outside of an Embassy/Consulate. FLO determined that no commercial firm existed that could meet the job search/ relocation needs of family members at an affordable price. FLO would have to develop a program. After considerable research, the Mexico Pilot was born.

Secretary of State Colin L. Powell announced two FLO advocacy issues in his January 25, 2001 Town Hall Meeting, signaling support for a child care center at FSI and plans to fund the Mexico Spouse Employment Assistance (MESA) initiative.

MESA grew out of a new reality in

2001: Department of State recruitment goals were raised and FLO had to face the likelihood that increased numbers meant more spouses and the likely reduction of spousal employment opportunities within missions as new Junior Officer intake filled positions. This fact combined with a growing global economy made it a good time to renew efforts to assist family members whose career interests make employment on the local economy viable.

A new FLO newsletter – *Global Employment Monthly* -- was born that addressed global HR trends, tips on job hunting, and family member employment news from posts around the world. Distributed by email, newsletter distribution grew to include all CLO posts worldwide and a subscriber list of over 200 Foreign Service family members. This new newsletter complimented *The Network*, a FLO publication that addressed employment opportunities for Foreign Service family members returning to the United States. *The Network* has its own distribution list of over 500.

With full support of Director General Marc Grossman, Under Secretary for Management Grant Green, and Secretary of State Colin Powell, FLO contracted a US-based career consulting firm to provide career management and counseling services and to develop a database of interested employers, to circulate spousal resumes, to assist them with the job search, develop a marketing brochure and a job hunting guide for Mex-

ico. The original time-line for the project was abbreviated from 18 months to eight. The distillation of “lessons learned” was incorporated into the second phase of the pilot project known as Spouse Networking Assistance Program (SNAP).

SNAP, still ongoing, is based on the concept of networking as a proven method for locating employment: the number one tool in landing a job is networking. The program, designed to help spouses identify work opportunities on the local economy, outside the U.S. mission, began delivering services in London, Brussels, Warsaw, Krakow, Cairo, Singapore, Seoul, Tokyo, Mexico City, Monterrey, Guadalajara, Ottawa, Toronto and Montreal in May, 2002.

Under SNAP, the Family Liaison Office provides funds to pilot posts to hire a Local Employment Advisor (LEA) to manage the program. LEAs were trained in Washington the last week of April 2002. LEAs are primarily responsible for developing a wide-ranging network of contacts and connecting job-searching spouses with these contacts. This service is geared to eliminate some of the time spouses spend making contacts upon arrival in a new location. LEAs also provide culturally specific job search assistance provided through one-on-one counseling, workshops, and access to published resources. Spouses interested in pursuing local economy employment arrange to meet with the LEA at pilot posts to develop an action plan.

Administration of SNAP consumed the time of one FLO employment staffer. At the same time, the FLO's employment section was advising a record number of family members on employment opportunities both overseas and in the Washington, DC area. The Department's Diplomatic Readiness Initiative (DRI) – or recruitment goals – called for the hiring of an additional 1,158 new employees beyond attrition over a three year period (FY-02 through FY-04). These new hires and new positions included civil service personnel and Foreign Service Officers and Specialists. More specifically, the initiative meant doubling the FSO intake from 229 in FY-01 to 466 in FY-02. More new Foreign Service employees meant more family members. To meet the demands placed on FLO as a result of the DRI hiring initiative, and with the support of Director General Ruth A. Davis, FLO added a 14<sup>th</sup> position, Employment Program Specialist, assigned to the employment section.

Statistics from the Family Member Employment Report (FAMER) revealed that a greater percentage of Foreign Service spouses worked in Mission jobs, than on the local economy. Over 70% of family members employed abroad were employed in the Mission, and in fact, in many countries it is the only viable employment available. While focusing on creative and innovative ways to increase job possibilities on the local economy, FLO continued to aggressively

advocate for “inside the Mission” employment. FLO explored ways to improve compensation for eligible family members. To that end, reclassification of family member jobs and writing job descriptions for a broader number of positions was explored as one way to help management meet its overseas staffing needs.

The FLO staff watched the number of family members on FMAs grow to over 1,000. FLO's 1998-1999 report stated, “*FMA is the foundation upon which FLO will build a more complete family member employment program.*” An FMA brochure was published, detailing the new hiring mechanism, and posted on FLO web sites as well as widely distributed.

Positions were also made available to family members through an overseas and domestic hard-to-fill exercise. The hiring hiatus in the '90s had translated into a shortage of mid-level career officers. FLO advocated for EFMs, who met the qualifications, to be considered for mid-level positions. In 2001, using the Professional Associates hiring mechanism, 12 family members were subsequently employed into Foreign Service positions overseas. Domestically, qualified EFMs applied for a limited number of Foreign Service positions. Domestic positions had to be temporarily converted to civil service positions, making this a more complicated hiring procedure. In the end, the number of family members who could fill domestic positions was small.

The Family Member Employment Working Group, initiated in the late 1990's, took on new vigor under Deputy Assistant Secretary John Campbell. Comprised of members from the Family Liaison Office, the Office of Overseas Employment, Employee Relations and the Office of Policy Coordination, the group worked together, meeting once a week to consider "cutting edge" employment initiatives in support of family member employment. The Working Group continues to consider programs to improve and expand hiring of EFMs inside the Mission.

FLO also capitalized on new technology, using web-based software, for creating a new and improved Family Member Employment Report (FAMER). CLOs and HR professionals at post enter information about family member employment directly into a centralized web-based system and the data is displayed in FLO's Intranet web site. The new FAMER includes a jobs bulletin board that allows posts to advertise openings and recruit incoming eligible family members (EFMs) before they arrive at post. On the flip side, FAMER is an important bidding tool for employees and family members.

To provide family members who had invested years working for the USG overseas access to retirement, FLO proposed an exception to the FERS Act of 1989. The act prohibits EFMs hired as PITs from buying back retirement time.

AFSA and AAFSW undertook a legislative initiative to seek retirement buyback privileges for former EFM PIT employees. The PIT Retirement Buyback initiative was initially included in the Department of State Authorization Bill, taken out before it was passed in the House of Representatives and then added back to the Bill when considered by the Senate. Congressman Jim Moran (8<sup>th</sup> Congressional district in Virginia) proposed a separate bill to address this. The House and Senate adopted the Conference Report to H.R. 1646, the FY2002-03 State Department authorization bill in September 2001. Passage of the PIT Retirement Buyback language in the bill enables family members employed on overseas PIT positions between 1989 and 1998 to pay into their retirement systems accounts and include time worked in the calculation for retirement benefits. The Office of Personnel Management (OPM) is responsible for writing the implementing guidelines, an action that has yet to take place.

FLO participated in an interagency working group focused on telework with the Department of Defense, Department of Labor, Department of Transportation (U.S. Coast Guard), and the General Services Administration. Dubbed the Spousal Telework Employment Partnership (STEP), the group sought to create partnerships with the private sector to increase portable (teleworking) career opportunities for spouses of federal employees and spouses of military personnel abroad. All participating agen-

cies were to enter into a multilateral agreement that allowed STEP to establish a Board of Directors, create a structure for the program, and establish a mechanism to request funding from Congress (which would not affect the budgets of individual signatories). Still in the working stages, FLO anticipates a successful outcome. If initiated, the program will:

- Share employment information and resources among its members;
- STEP, as a multi-lateral group, will be able to more effectively establish public and private partnerships; and
- Offers opportunities for funds to be shared

The year 2003 presented new employment possibilities for evacuated family members. Loss of the second income has always been an associated hardship during evacuations. When Caracas went on evacuation status in December 2002, the post put all FSNs on administrative leave. Family members hired on Family Member Appointments (FMAs) also asked to be put on administrative leave or allowed to work in Washington, DC while evacuated. Post agreed to fund FMA employees if they could find work in the Department of State in Washington, DC. Three Caracas evacuees took advantage of the offer. With Jakarta also on evacuation status, that post followed suit and offered the same option to their FMA employees. These actions set a new precedent. There was now an incentive for those on an FMA to return

to Washington, DC while on evacuation status.

### **Naturalization**

In September 2000, FLO assumed the Expeditious Naturalization portfolio from the Bureau of Human Resources Employee Relations Office. The newly hired Naturalization Specialist assists foreign-born spouses of DOS employees who qualify for expeditious naturalization. As a result of the new portfolio, FLO forged contacts with the Immigration and Naturalization Service (INS) offices all over the country. In 2001, seventy-five (75) foreign-born spouses became U.S. citizens with the aid of the Family Liaison Office. The following year, an additional 85 gained U.S. citizenship. At any one point in time, the office has a minimum of 100 applications pending.

### **Education and Youth**

In October 1998, FLO published *According to My Passport, I'm Coming Home*. Written by Kay Branaman Eakin, the book deals with issues faced by Foreign Service teens and their families when returning to the United States.

In 1999, the Education and Youth officer hosted a group of boarding school recruiters in the Department of State to talk about the special characteristics of Foreign Service students and educational support services for Foreign Service families. The Education and Youth Officer was a featured speaker at the

TABS (The Association of Boarding Schools) annual meeting each year. In December 2000, FLO hosted a Boarding School Fair in the DOS Harry S Truman building, inviting over 100 schools to participate. The event was widely advertised and drew many interested Foreign Service employees and family members. Also in 2000, FLO published a new Direct Communications paper entitled *The Boarding School Option*.

The year 1999 was dubbed “The Year of the Foreign Service Child,” simultaneous with the 10<sup>th</sup> Anniversary of the Foreign Service Youth Foundation at the Department of State featuring the production of a one-woman play *ISite*, written and acted by a Foreign Service young adult. FLO assisted with coordination of the event.

The Family Liaison Office, concerned about the lack of on-site child care at the National Foreign Affairs Training Center, began a partnership with FSI, the Office of Employee Relations, and AAFSW to develop a business plan to create such a center. The pilot FSI child care center at the National Foreign Affairs Training Center opened in 2001, with room for approximately 30 children.

With child care overseas also an ongoing concern, especially when bidding on a new assignment, the office continued to publish the annual Composite Child Care Report and post the information

on the FLO Intranet web site. Working with the Office of Commissary and Recreation Affairs, a revised, more complete version of *Creating a Child Care Facility at Post* was published and distributed to posts worldwide.

With the help of CLO coordinators in the field, FLO collected some first-time demographic information on Foreign Service children overseas to bolster advocacy for educational concerns. Figures collected from posts around the world revealed 10,000 children on the orders of a parent(s) serving at an embassy or consulate. Five percent (5%) were in boarding schools, 2% were homeschooled, 59% attended schools sponsored by the Office of Overseas Schools, and 34% attended other schools. The majority of children fell between the ages of 5 and 12.

Although still a small percentage, 136 students were homeschooled, representing an increased interest in homeschooling among Foreign Service families. With this in mind, FLO reviewed homeschooling allowances and began advocating for a fee structure that included technology-based programs, distance learning, and online education options. A committee, comprised of representatives from the Office of Allowances, Office of Overseas Schools, the Family Liaison Office, and Legal Affairs sought to make the guidelines as user-friendly as possible within the legal constraints of the Department of State. This effort is still ongoing. Confusion at posts over-

seas over how to interpret current homeschooling allowance has created a sense of urgency to get clear guidance out to the field.

At the same time, a Department of State working group focusing on "Quality of Life" issues for hard-to-fill posts initiated a sub-committee on educational issues. That sub-committee is currently looking at how to make the homeschooling policy workable in designated hardship posts.

FLO also worked to raise awareness among DC area school administrators, counselors and teachers to the unique characteristics of the Foreign Service child. To support evacuees returning to the Washington, DC area, FLO launched a portfolio of information the Internet, specifically for DC area schools, outlining best practices and recommendations for dealing with children who have been evacuated from posts around the world.

In conjunction with the Foreign Service Youth Foundation, FLO launched a new series of educational programs called the Parenting Information Series. The first session, *College Applications and the Foreign Service Child*, featured a panel discussion with representatives from the College Board, Fairfax County Schools, and Georgetown University. The second session, *Parenting the Foreign Service Child*, featured David Pollack, world-renown author, lecturer and expert on the

Third Culture Kid (TCK).

## The CLO Program

In 1998 – 1999, FLO hosted five training conferences for 113 new CLO coordinators. Washington-based conferences were held in September and October 1998, and February and September of 1999. The September training was followed by a regional conference in Wiesbaden for coordinators from the NIS and Eastern European posts in October.

In 2000, a total of three CLO training conferences took place in Washington and a regional conference was held in Kuala Lumpur. By the end of 2002, just two years later, six more training conferences, in Washington and regional locations, were added to the total count of 64 since 1982 when CLOs first gathered in Bonn, Germany.

The increased emphasis on training was paying off – over 70% of the CLO corps was trained in the eight CLO functions outlined in the ICASS performance standards. As security, family member employment, and education remained ever-present Foreign Service issues around the world, embassies and consulates realized that the CLO position was an essential part of the Administrative function of the Mission.

A new CLO 101 handbook for CLO training was published (and again re-

vised in 2001), outlining the basics of a sound CLO Program. The staff also reworked each of the 5-day training modules, with a greater emphasis on skills.

Missions without a qualified family member to perform duties were asking FLO for guidance on filling the CLO position. FLO developed an alternate hiring mechanism that came to be known as the “Faux CLO” whereby non-EFMs could fill the position on a limited basis until an interested qualified family member arrived at post and applied.

To further underscore the importance of the CLO position, FLO witnessed an increase in the number of assistant CLOs.

Increasing the professionalism of the CLO corps was a number one priority for the Family Liaison Office. To better communicate on an ongoing basis, the Family Liaison Office asked missions to create generic CLO email mailboxes at each post and launched a monthly electronic newsletter called the *FLO-CLO Connection*. A mid-month edition was also sent to posts. Entitled the *Fortnight Footnotes*, it highlighted best practices and news from Washington that impacted the CLO program. The distribution of these newsletters, when added to the already existing *FLO Focus* (published three times yearly), served as additional CLO training mechanisms. FLO staff members were reaching out with information and guidance on a

monthly basis. The FLO Intranet web site further educated CLOs with its outline of best practices, CLO administrative procedures, CLO funding information, CLO resources (both FLO and CLO-created), and a searchable *CLO 101* online.

In January 2003, CLO positions totaled 240 (including FSNs and CLO assistants performing CLO duties), with a total of 173 CLO Offices located in U.S. Missions around the world.

### Outreach Program

*FLO on the Road*: The Family Liaison Office expanded their outreach to a variety of constituency groups by developing “FLO on the Road,” taking staff and resource materials to FSI on a monthly basis. Two FLO staffers set up an information table near the cafeteria to meet employees and family members heading overseas or recently returning from an overseas assignment. Dates were carefully selected to garner the largest crowds – days when the Security Overseas Seminar (SOS) was held or new A-100 classes were assembled for training. On average, 60 people gathered FLO information and on-the-spot guidance in the course of a 2-hour noontime visit.

*Staff Travel*: FLO Director Faye Barnes made annual presentations at Administrative conferences hosted by the AF, WHA, NEA/SA, and EUR bureaus. Participation in these Admin conferences improved communication with



Admin Officers in attendance and helped to boost recognition of programs in support of family members world-wide. Recognizing that communication is a two-way street, FLO also used these opportunities to learn of regional or post-specific successes, challenges and barriers affecting quality of life issues for employees and family members living abroad.

Director Faye Barnes and Employment Program Coordinator Paula Riddle stopped in Tokyo on consultation while returning from a regional CLO conference. The director also made visits to Berlin, Brussels and Lima to consult with CLOs and Administrative Officers.

In March 2000, the Deputy Director and Education and Youth Officer represented the Family Liaison Office at the 2000 Women on the Move Conference in London – a gathering of professionals concerned with issues of relocation, spousal employment, children's education, and repatriation. The trip was an opportunity to meet with family members and a group of private school directors to discuss the special educational needs of Foreign Service young people.

The Education Officer called on private boarding schools gathering first hand information, meeting with admissions directors and assessing comparative conditions for our students.

*Publications and the WEB:* FLO's publications program grew to include not

only 40 Direct Communication Project publications and papers, but three "e-news" newsletters and three web sites (Internet and two Intranet sites -- OpenNet and ClassNet). Driven by web design, FLO information and resources were reorganized into "portfolios of information" on a variety of topics of interest to Foreign Service employees and family members. *FS Direct*, first published in hardcopy in 1997, became a bi-monthly electronic newsletter, with a distribution of over 1,000. FLO continued to send news to AAFSW's *Global Link*, *State Magazine*, and worked with other offices to request that they link to the FLO web site.

The 45-page booklet *The Foreign Service Family and Divorce* was released in July 2000, and revised in November 2002. FLO published a new edition of *Employment Option for Foreign Service Family Members*, and announced the revised 304-page workbook with a book launch in January 2001. *According to My Passport, I'm Coming Home* was reprinted and added to the Government Printing Office (GPO) distribution program. With the initial help an intern from the Department of State's Aspiring Leadership Program, FLO revised and reprinted *Adoption Guidelines for the Foreign Service Family. Welcome Back: Evacuation Information* was revised several times so evacuees could have relevant information at their fingertips. FLO also revised *Evacuation Plan: Don't Leave Home Without It* and distributed 5,000 copies into the field.

## Administrative Notes

The Department of State inaugurated new offices for FLO on October 17, 2000 with an Open House and Ribbon cutting in Room 1239. FLO gained over 900 additional square feet in a much-needed expansion which reflects the importance the Department of State places on quality of life issues. Speakers and guests at the event included the Under Secretary for Management Bonnie Cohen, Director General Marc Grossman, the CIA Director's spouse Stephanie Tenet, many former employees, contacts and friends of FLO. The new space included a conference room dedicated to the Associates of the American Foreign Service Worldwide (AAFSW) in recognition and appreciation of continuing support.

## Interagency Cooperation

For years, FLO fostered links with other government agencies that send employees abroad. Many FLO efforts required interagency collaboration, especially during evacuations and advocating for changes in regulations. These linkages directly benefited all Foreign Service employees and family members through improved communication and services.

In April 1998, FLO participated in an "interagency" weekend retreat with family advocacy representatives from USAID, FSI's Transition Center, members of the intelligence community,

Drug Enforcement Agency, Defense Intelligence Agency and the Joint Military Attaché School. The purpose was to learn what services each office provided and to develop a network. Interagency contacts developed during the retreat proved invaluable in the aftermath of the East Africa bombings. The second Interagency Roundtable sponsored by FLO on February 5, 1999 centered on the aftermath of the crisis and how to develop long term victim support.

Since that time, subsequent roundtables have kept crisis management as an important, but no longer the single focus of the meetings. The group expanded to include FSI's Transition Center, the Department of Justice, Federal Bureau of Investigation, Federal Emergency Management Agency, Immigration and Naturalization Service, U.S. Customs Service International Affairs, Department of Agriculture, Peace Corps, and the United States Marshals Service.

FLO proudly takes a leadership role in hosting periodic meetings and firmly believes the safety and well-being of employees and family members abroad depends in large measure on cooperative interagency efforts such as the Interagency Roundtable.

\* \* \*

## Moving Forward

The current staff of the Family Liaison Office is grateful to our founders, cognizant of our unique heritage and the interests of our partners in this worthy enterprise. FLO is mindful that we stand on the shoulders of years of dedication and hard work by our predecessors.

Our job now is to maintain the momentum generated by the issues and concerns faced by the Foreign Service community in this new era. Like our predecessors, we have a mandate to tackle hard questions and bring ambiguous issues to the table. Foremost, we have a duty to listen to each client and consider each request because we never know when one person's observation may be the leading edge of an emerging widespread issue.

FLO hopes to strengthen and expand our traditional core programs and maximize the opportunities available to us. While the ebb and flow of personalities, skill sets, priorities and budgets inevitably play a role in our successes, our core "FLO" values will continue to define our vision.

The heart of FLO is a spirit of optimism, energy, and the belief that by working with our colleagues in and out of the Department of State we can make a positive difference in people's lives. FLO is committed to leadership, a high standard of professionalism, innovation, and equity.

We strive to make things better, believing that things can be better. Our commitment is to make it so.

Judy Ikels, Deputy Director

\* \* \*

## Professional Training for CLO Coordinators

### 1982

March - Bonn  
October - Manila  
December - Rio

### 1983

September - Mexico City  
October - Nairobi  
November - Abidjan

### 1984

May - Lisbon  
May - Vienna

### 1985

January - Tunis  
March - Hong Kong  
Mexico City and Rio  
October - Kenya

### 1986

October - Bern

### 1987

March - Washington  
May - ARA workshop  
September - Washington

### 1988

September - New Delhi  
September - Bangkok

### 1989

February - Abidjan  
February - Nairobi  
April - West Berlin  
September - Washington

### 1990

February - Guatemala  
February - Buenos Aries  
May - Kuala Lumpur  
September - Washington

### 1991

June - Dakar  
June - Mbabane  
September - Washington

### 1992

February - Washington  
August - Washington

### 1993

February - Washington  
April - Quito  
June - Cairo  
Sept - Washington  
October - Kuala Lumpur

### 1994

February - Washington  
May - Harare  
September—Washington

### 1995

February - Washington  
September - Washington  
October - Wiesbaden

### 1996

February - Washington  
October - Pretoria

### 1997

February - Washington

### 1997 (cont')

May - Washington  
September - Washington  
November - Wiesbaden

### 1998

February - Washington  
September - Washington  
October - Washington

### 1999

February - Washington  
September - Washington  
October - Wiesbaden

### 2000

February - Washington  
April - Kuala Lumpur  
September - Washington  
October - Washington

### 2001

March - Ft. Lauderdale  
April - Vienna

### 2002

February - Washington  
March - Washington  
September - Washington  
October - Washington

### January 2003

CLO positions total 240 (including FSNs and CLO assistants performing CLO duties), with a total of 173 CLO Offices located in U.S. Missions overseas.

## Bilateral Work Agreements

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### 1980

Canada (June)

### 1983

El Salvador (January)

Colombia (March)

Denmark (May)

The Philippines (November)

### 1984

Botswana (June)

Liberia (October)

Australia (November)

### 1985

Israel (October)

Honduras (November)

### 1986

The Netherlands (June)

Argentina (December)

### 1987

Brazil (July)

Grenada (September)

### 1988

Peru (February)

### 1987

Granada (September)

### 1988

Venezuela (August)

### 1989

Ecuador (November)

### 1990

Zambia (January)

Spain (July)

### 1991

Ghana (April)

Poland (April)

Malta (October)

Bulgaria (October)

Djibouti (December)

### 1992

Hungary (January)

Zimbabwe (March)

Cameroon (May)

Chad (June)

Costa Rica (June)

Trinidad/Tobago (July)

Rwanda (July)

### 1993

Romania (July)

Albania (August)

Czech Republic (October)

Panama (November)

Kyrgyzstan (December)

France (December)

### 1994

Namibia (June)

Nicaragua (February)

Namibia (June)

Moldova (September)

Ukraine (November)

Lithuania (December)

### 1995

Azerbaijan (March)

Bosnia-Herzegovina (March)

Samoa (March)

Mali (May)

Croatia (June)

Georgia (June)

Greece (July)

Slovakia (July)

Barbados (November)

Sri Lanka (December)

### 1996

Finland (March)

Latvia (July)

Kazakhstan (June)

Belarus (July)

Ireland (September)

### 1997

Nepal (May)

Sierra Leone (February)

Mauritius (June)

Congo (Brazzaville) (April)

Liechtenstein (November)

### 1998

Antigua/Barbuda (January)

Guinea Bissau (February)

Slovenia (June)

Mozambique (July)

Benin (December)

Macedonia (December)

**1999**

Mongolia (April)  
 Italy (April)  
 Malawi (April)  
 Uganda (June)  
 Turkmenistan (July)  
 Switzerland (July)  
 Ethiopia (September)

**2000**

Turkey (February 2000)  
 India (April 2000)  
 Estonia (December 2000)

**2001**

Guyana (August 2001)

\* \* \*

**Bilateral  
 Work Agreements  
 (by region)**

**AF**

Benin, Botswana, Cameroon,  
 Chad, Republic of Congo,  
 Djibouti, Ghana, Ethiopia,  
 Guinea Bissau, Liberia,  
 Malawi, Mali, Mauritius,  
 Mozambique, Namibia,  
 Rwanda, Sierra Leone, Uganda,  
 Zambia, Zimbabwe

**WHA**

Antigua and Barbuda,  
 Argentina, Barbados, Bolivia,  
 Brazil, Canada, Colombia,  
 Costa Rica, Ecuador,  
 El Salvador, Grenada,  
 Guyana, Honduras, Jamaica,  
 Nicaragua, Panama, Peru,  
 Trinidad/Tobago, Venezuela

**EAP**

Australia, Mongolia, New Zealand,  
 Philippines, Samoa

**EUR**

Albania, Azerbaijan, Belarus,  
 Bosnia-Herzegovina,  
 Bulgaria, Croatia, Czech  
 Republic, Denmark, Estonia,  
 Finland, Georgia, Greece,  
 Hungary, Ireland, Italy,  
 Kazakhstan, Kyrgyzstan,  
 Latvia, Liechtenstein,  
 Lithuania, Macedonia, Malta,  
 Moldova, Netherlands,  
 Norway, Poland, Romania,  
 Slovakia, Slovenia, Spain, Sweden,  
 Switzerland, Turkey,  
 Turkmenistan, Ukraine,  
 United Kingdom

**NEA/SA**

India, Israel, Nepal, Sri Lanka

***de facto*  
 Work Arrangements  
 (by region)**

**AF**

Burkina Faso, Burundi,  
 Central African  
 Republic, Cote d'Ivoire,  
 Republic of Cape Verde,  
 Gabon, The Gambia,  
 Guinea, Kenya, Lesotho,  
 Madagascar, Mauritania,  
 Niger, Senegal, Sey-  
 chelles, South  
 Africa, Sudan,  
 Swaziland, Togo

**WHA**

Belize, Chile,  
 Dominican Republic,  
 Haiti, Mexico,  
 Paraguay, Suriname,  
 Uruguay

**EAP**

Hong Kong, Japan,  
 Korea, Papua New  
 Guinea, Singapore, Tai-  
 wan

**EUR**

Austria, Belgium,  
 Cyprus, France,  
 Germany, Iceland,  
 Luxembourg, Portugal,  
 Russia

**NEA/SA**

Bangladesh, Egypt, Jor-  
 dan, Kuwait,  
 Lebanon, Morocco,  
 Qatar, Syria, Tunisia,  
 United Arab Emirates,  
 Yemen

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## Family Liaison Office Staff—Past and Present

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### Director

Faye Barnes (6/98 - present)  
Kendall Montgomery (05/93 - 6/98)  
Maryann Minutillo (05/88 - 05/93)  
Susan Parsons (07/85 - 05/88)  
Marcia M. Curran (06/83 - 07/85)  
Virginia Taylor - acting (03/83 - 06/83)  
Sheppie Abramowitz (06/82 - 03/83)  
Marilyn Holmes (06/80 - 06/82)  
Janet Lloyd (05/78 - 06/80)

### Employment Program Coordinator

Kathryn Hokenson  
Paula Riddle  
Judy Ikels  
David Ball  
Joan M. Pryce  
Anne S. Heard  
Sonya B. Sandman

### CLO Support Officer

Catherine Salvaterra  
Carole Zalucky  
Virginia Chandler  
Terri Williams  
Patricia Telkins

### Publications Coordinator

Sarah Genton  
Susan Browning  
Karen Hansen Lundahl  
Gail Watson Knowles  
Michael Ann Dean  
Sarah Hyams

### Naturalization Specialist

Vanja Huth

### Deputy Director

Judy Ikels (10/98 - present)  
Gail Watson Knowles (12/93 - 10/98)  
Kendall Montgomery (09/90 - 05/93)  
Joan Hinds (05/87 - 10/90)  
Lynn Gutensohn (07/85 - 01/87)  
Susan Parsons (06/84 - 07/85)  
Virginia Taylor (01/81 - 06/84)  
Pamela Pelletreau (06/80 - 01/81)  
Marilyn Holmes (01/80 - 06/80)  
Mette Beecroft (03/78 - 01/80)

### Support Services Officer

John Reddy  
Ginny Boncy  
Linda Olesen  
Jo-Anne Vaughn  
Eileen Milas  
Phyllis Habib  
Joan Deason

### Education and Youth Officer

Rebecca Grappo  
Marjorie Bigelow  
Sydnee Tyson  
Kay Branaman Eakin  
Maryann Minutillo  
Judith B. Livingston  
Cynthia Porter  
Bernice Munsey

### Special Employment Projects Coordinator

Melissa Hess  
Debra Thompson

**Employment Program Specialists**

Margaret Mary Richards  
Debra Thompson  
Paula Riddle  
Erin Rooney

**Program Assistant**

Nancy Dolce  
Liza DeWindt Bright  
Ann Hazelwood  
Carleen Kaurin  
Jackie Graves  
Giselle Conway  
Cathy Barcas  
Maria Jesus King  
Norma J. Price  
Nancy Barber  
Pat Mallon

**Skills Bank Coordinator**

Tjuana Jenkins  
Molly Pursell

**Secretary to the Director**

Homi Variava  
Allan Moyes  
Sharon Featherstone  
Veronica Kern  
Cheryl Chamberlin  
Pirkko Urli  
Kay Day  
Antje Grimste  
Terri Williams  
Elizabeth Segars  
Kate Schertz

**Front Desk Secretary / Receptionist**

Emily Soroko  
Kathryn Bourke  
Pia Connell  
Sydney Lackey  
Sharon Featherstone  
Veronica Kern  
Erin Rooney  
Mary Ellen Sariti  
Judy Dunbar  
Gay Bowser  
Pirkko Urli  
Lisa McLean  
Tina Gentry  
Kyung Ja Sears  
Teresa Lauderdale

**Secretary**

Giselle Conway  
Sylvia Hooper  
Kathy Kong  
Cheryl Chamberlin  
Pirkko Urli  
Mary C. Genovese  
D. J. Miller  
Joan Scott

**Summer Hire Employee**

Liza DeWindt  
Cindy Urman  
Julie Scott  
Anne Vanessa Modderno

**Recent Interns**

Jennifer Rasmussen  
Diane Mayo  
Lydia Ellison  
Linda Armstrong  
Tara Wells