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June 1999

State

Magazine

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Estonia's Gateway to the West

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Coming in July/August: **Foreign Service Day in Review**

State Magazine

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

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Tallinn's historic Pikk Street.

Photo by Ann A. Lundberg



FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

Addressing the Class of 1999

Late spring and early summer is college commencement season. Previously, I participated in such ceremonies as a student, parent and professor. More recently, I have had the honor, on occasion, to serve as commencement speaker.

This is always a daunting task. The events that shaped my world view during and after World War II are ancient history to the Class of 1999. This year's graduates were not even born when the conflict in Vietnam ended. They have no memory of the energy crisis, the Camp David Accords or U.S. hostages in Iran. They were about the same age when the Berlin Wall fell as I was when the Berlin airlift began. They have never truly feared a nuclear war—and have always feared AIDS.

One might think that it would be impossible to communicate effectively across this chasm of experience and time. But I have found the opposite to be true. The reason is not me. It is the graduates, for this generation is as outward-looking as any in American history.

Generalization is always dangerous, but I find that young people today very much at ease in a global environment. They are both eager and able to reach across borders, whether through travel or technology, to forge relationships with those in other lands. They accept the value of learning a foreign language. And they understand, perhaps better than many of their elders, that they will compete in a world marketplace, with their skills measured against counterparts from every corner of the earth.

Like young people elsewhere, America's youth are focused on the future. They recognize the international nature of the threats their generation will face from proliferation and pollution, disease, crime and other global problems. But they are also questioners. What causes terrorists to commit such desperate and destructive acts?

You can make a world of difference and a difference worldwide.

How can we lecture others on drugs when we are the source of so much demand? Why isn't the older generation doing more to safeguard the environment the young will inherit? How can we persuade other countries to forgo nuclear weapons while retaining so many of our own?

In recent years, America's youth have learned a great deal about the World War II generation from such movies as "Saving Private Ryan" and from ceremonies marking the 50th anniversary of almost every-

thing related to the war. Members of the new generation are eager to prove their own mettle, not through war if they can help it, but by preventing war, extending prosperity, promoting justice, discovering new medicines and harnessing advanced technology for purposes that save or enrich lives.

All this belies the view of pessimists that Americans are growing steadily more inward-looking and self-involved. And it provides a basis for hope that there will be a strong constituency for U.S. international leadership in the new century.

In this season of graduations and new beginnings, I will be encouraging young people to act on their awareness by choosing careers in the State Department or in other organizations where they can make a world of difference and a difference worldwide. I tell them that it is far better to seek to shape history than to sit back and complain about the mess others have made of it. And that there is singular satisfaction and excitement in trying to forge a peace, safeguard a democracy or negotiate an agreement that will set the rules and guide the actions of others for years to come.

I hope that you will also encourage the young people you know well to follow in your footsteps. We need them. The future will soon be in their hands. ■

Concerning SUVs



David Davenport's article in the April issue on sport-utility vehicles was excellent and should be very useful to all SUV owners, especially those purchased a few years ago.

Mr. Davenport's article would have been more useful, however, had he provided details about the safety improvements in recent years by almost all SUV manufacturers. For example, the improvements in the 1999 models, especially concerning rollovers, are very significant.

Robert L. Dowell Jr., Naples, Fla.

Not as Stuffy

Thank you for diligently mailing *State Magazine* to me since I retired in 1994. The magazine has changed. It is more open in dialogue and not as stuffy. I do enjoy Secretary Albright's column.

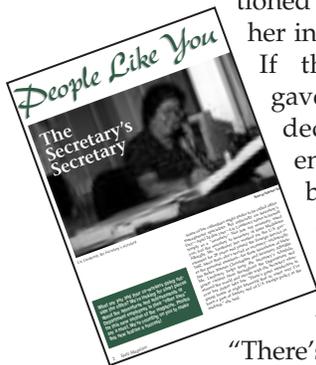
Leonora Keeley, Tampa, Fla.

Great Profile

It was great to see Liz Lineberry profiled in the "People Like You" section of April's issue. We were stationed in Lagos with her in the early 1980s.

If the Department gave an award for dedication and endurance, she'd be a shoo-in. The article did have one shocking revelation when she said,

"There's great satisfaction in going home at night



knowing that in some way I've been a part of history..." You mean Liz goes home at night?

Amy and David Monk, Madrid

Memories of Vientiane

I was intrigued by the article on Vientiane in January's issue. From 1953 to 1955, I served in Laos as country public affairs officer. There were only three or four Americans in the legation then. Mike Rives, *chargé d'affaires*, and I lived and worked in the legation. There were no paved roads. Electricity was a generator in the backyard. Official cars were jeeps. Travel was by plane and river.

We were there for Dien Bien Phu, Secretary John Foster Dulles's visit and the opening of the U.S. Embassy with Ambassador Charles Yost. By the time I left there were several hundred Americans at post—most with USAID.

Ted Tanen, New York City

Comments on March Issue

The March issue just arrived today. Congratulations. What a splendid piece of work.

Richard Gilbert, Bonn

Congratulations on March's full-color issue. The magazine is a real work of art.

Ralph Frank, Kathmandu

It is wonderful to see the whole magazine in four color, which it richly deserves.

Larry Mandel, Budapest

Correction

Lynn H. Lyons of Arlington, Va., who was mentioned in our April feature on retirees, served over 33 years with the State Department—19 months in the Civil Service and more than 31 years in the Foreign Service.

From the Editor

The Department has created its own "command and control" group to coordinate the massive efforts of the Secretary and others to support the military mission and seek a diplomatic solution to the crisis in Kosovo. Policy, planning and implementation are coming together as the Department focuses on a wide range of issues such as refugees, security and war crimes.

On another issue—recruiting—the Department is moving out smartly, capitalizing on the Internet, job fairs and other innovative methods as well as the traditional college visits and in diplomats in residence. It's not easy competing with corporate America for top talent, but the recruiting team's efforts are producing results.

The U.S. Embassy returned to Estonia's capital, Tallinn, in 1991, and 14 months later welcomed its new ambassador, an Estonian-born career minister in the Foreign Service. But you don't have to be from Estonia to feel welcome and at home, as our writer of June's "Post of the Month" feature confirms.

In this issue, too, we profile a senior statesman and check the progress of the Overseas Presence Panel, the group charged with providing the Secretary recommendations to determine the location, size and composition of overseas posts. We'll have more on the panel's findings when they become public.

Ed Brademan

KOSOVO

State's Diplomatic Response

By Donna Miles

While NATO mounted its air campaign against Yugoslavia, State rallied its forces to support the military mission while continuing to work toward a diplomatic solution to the crisis in Kosovo.

Secretary Madeleine Albright, who fondly remembers her early childhood days in Belgrade, said military action was used only as a last resort—following several years of diplomatic initiatives by the international community and an intense 12-month effort by the United States, Russia and other European countries to reach a negotiated solution. When the result of that effort—the Rambouillet Accords—was rejected by Serb leaders, Secretary Albright said NATO had no choice but “to do what no one in the alliance wanted to do” and begin air strikes against Yugoslavia in late March.

The Secretary, Deputy Secretary Strobe Talbott and senior State officials both in Washington, D.C., and at U.S. Embassies in NATO countries and neighboring states continue to pursue U.S. diplomatic goals with world leaders in Russia, Western Europe and the Balkans.

As the military campaign dominated the headlines, Secretary Albright led the United States’ diplomatic effort in the region. Its goals, she said, are to

- help Yugoslavia’s neighboring states address humanitarian concerns and respond to security threats,
- ensure that the world understands the need for military action,
- maintain the unity of the allied coalition; and
- maintain relationships with Russia to ensure that differences over Kosovo do not disrupt progress on other fronts.

“Before the bombing started, we used the threat of force in support of diplomacy,” said Larry Rossin, director of State’s Office of South Central European Affairs. “Now we’re using diplomacy in support of force.”

To promote that effort, the office of Ambassador Jim Dobbins, special adviser to the President and Secretary of

Ethnic Albanian refugees fleeing Serbia cross the border into Albania.



Reuters photo

State for Kosovo and implementing the Dayton Peace Accords, serves as the “command and control center” for coordinating a Department-wide response.

“This is where the policy, the planning and the implementation come together,” explained public affairs officer Aric Schwan. “It’s where the whole range of issues comes into play: the refugee crisis, security concerns, political endeavors and the war crimes and other issues.”

Another aspect of the crisis—the political and economic stability of Montenegro—remains the focus of Ambassador Robert Gelbard, the President’s and Secretary’s special representative on the Dayton Accords. Secretary Albright asked Ambassador Gelbard, who was scheduled to become the U.S. Ambassador to Indonesia, to delay his departure to manage this vital aspect of the crisis.

In addition, the Task Force on Military Stabilization in the Balkans continues laying groundwork to implement an eventual settlement, building on the Kosovo Verification Mission. This multinational group, which has observed and reported on the general freedom of movement and security conditions throughout Kosovo since its establishment last fall, temporarily withdrew from Yugoslavia before NATO launched the air campaign.

“When you look at how broad the response to the Kosovo crisis is and how complex and diverse the issues involved are, the challenge is to keep efforts moving forward and to maintain a focus on the objectives,” said Mr. Schwan.

The Bureau of European Affairs is State’s workhorse in moving toward those objectives. As the regional bureau for the Balkans, it leads on the widest range of issues, from providing Department principals regular situation updates to maintaining close contact with countries throughout the region to providing policy analysis and recommendations for diplomatic action.

Moreover, the bureau is struggling to monitor shifting personnel and administrative needs in the region. Its executive office processed the evacuations of embassy employees from Belgrade when the embassy closed on March 24, while working to ensure that when the United States and Yugoslavia reestablish diplomatic relationships, the embassy can quickly resume operations.

The bureau also increased staffing at the embassies in Albania, Macedonia and Hungary to cope with the ever-increasing demands the crisis has imposed. It also supported the U.S. Kosovo Observer Mission in moving first to Macedonia, and then to Albania to maintain close contact with the exiled Kosovar Albanian leaders and supported their efforts with equipment and facilities.

“We’re the hub of the wheel,” said Mr. Rossin. “We’re not the ones who do it all, but everything concerning the Department’s response to Kosovo passes through us.”

Employees in the bureau’s Office of European Security and Political Affairs have been working day and night on



U.S. Special Envoy Richard Holbrooke, left, discusses the crisis with Gen. Wesley Clark, NATO’s military commander.

the NATO aspects of the crisis, and every other EUR Bureau office has taken on additional responsibilities working on Kosovo issues with their host countries. In addition, the offices detailed staff to both the Office of South Central European Affairs and the Kosovo Task Force.

EUR is the lead bureau on the task force, an around-the-clock operation in Main State’s seventh-floor Operations Center. Nowhere is the broad scope of the Department’s response to Kosovo more evident than on the task force, where representatives from throughout the Department sift through the myriad telephone calls, cables and news clips related to Kosovo that pour into State every day.

Working under task force director Jack Zetkovic, deputy chief of mission in Belgrade until the post was evacuated, representatives from throughout the Department extract the most critical information, which is compiled into two situation reports and one supplementary cable each day.

“The job of the task force is to make sure the decision makers are kept up-to-date on the latest information,” explained Bob Taylor, a shift coordinator from the EUR Bureau. “We’re the conduit to make sure that good, solid information is disseminated to the people in the Department, the bureaus and ambassadors around the world.”

The crisis, or at least its ripple effects, also deluged many of State’s functional bureaus.

The Bureau of Population, Refugees and Migration, for example, is concentrated on relieving the plight of hundreds of thousands of ethnic Albanians driven by Serb forces into neighboring Albania and Macedonia, as well as ways to help hundreds of thousands of other displaced persons in Kosovo.

According to Robert Hugins, the bureau’s public affairs officer, PRM is working to ensure that international and nongovernmental agencies in the region have the resources they need to assist and protect the refugees.



NATO launches its air campaign after negotiations failed.

Assistant Secretary Julia Taft and her staff worked directly with the U.N. High Commissioner for Refugees to map a coordinated, multilateral strategy for the humanitarian response. In addition, Ms. Taft is State's representative on a U.S. government interagency council, chaired by U.S. Agency for International Development Administrator Brian Atwood, to coordinate the U.S. humanitarian response to the crisis.

The United States has committed more than \$185 million in humanitarian assistance since the crisis began early last year, and President Clinton recently asked Congress for about \$600 million more for humanitarian, economic and security assistance, much of it to be distributed by State's PRM bureau. "If ever there were an emergency," Secretary Albright told Congress in supporting the funding request, "this is one."

Both the PRM Bureau and the U.S. Agency for International Development sent teams to the region to help respond to the crisis. In addition, PRM worked closely with the Defense Department, which airlifted relief equipment and supplies to the region and was building a 20,000-person refugee camp in Albania.

The bureau also continues exploring ways to improve the plight of an estimated 700,000 displaced persons still in Kosovo. Security constraints have hampered that effort, because the Yugoslav government provided neither the security assurances needed nor authorization for the International Committee of the Red Cross or other international and nongovernmental agencies to operate in Kosovo.

PRM's Office of Admissions also worked with the U.S. Immigration and Naturalization Service and other U.S. government agencies to bring up to 20,000 refugees—including those with family members in the United States—to come to the United States. The first several hundred arrived for processing at Fort Dix, N.J., the first week of May.

Refugees from Serbia continue to report extreme violence at the hands of the Serb military, paramilitary and police, with people forced to leave their homes at gunpoint, homes and villages torched, the widespread and systematic rape of young women and girls and the arbitrary and summary executions of men throughout Kosovo.



The Kosovo Task Force conducts around-the-clock operations.

Photo by Donna Miles

"[President] Milosovic can deny the truth, but he cannot change it," said Secretary Albright. "The truth is that his forces are responsible for the worst crimes committed in Europe in more than half a century. In that connection, we will do all that we can to share information with the War Crimes Tribunal [for the Former Yugoslavia] and to see that those who commit atrocities are held accountable."

Ambassador at Large for War Crimes Issues David Scheffer directs the U.S. effort to collect and verify what he reported are "clear violations of the Geneva Conventions and the laws and customs of war."

According to deputy director Tom Warrick, the Office of War Crimes Issues is working with State's Bureau of Intelligence and Research to coordinate U.S. government efforts to gather and verify information about war crimes, genocide and crimes against humanity. Information is being passed as quickly as possible to the tribunal to help in their ongoing investigations.

Meanwhile, State's Political-Military Affairs Bureau maintains liaison with the Defense Department and NATO on the operational aspects of the U.S. response, both military and humanitarian. At the same time, the bureau's Office of Contingency Planning and Peacekeeping is focused on the follow-on peace implementation to begin after the conflict ends.

Action officer Steve Hubler said the office is coordinating "a strategic framework" for the reconstruction of Kosovo and the reestablishment of its infrastructure. "We don't call it a plan because it's constantly being revised as the strategic situation on the ground changes," he said.

In addition, the office is working with the Defense Department and other U.S. government agencies to lay the groundwork to introduce a multinational peacekeeping force into Kosovo after hostilities have ended. The peacekeepers—the presence of which proved to be a major sticking point in the Serb's rejection of the Rambouillet Accords—will maintain stability in the region as the ethnic Albanians return to their homeland.

State's Bureau of Diplomatic Security, already working to increase security at embassies worldwide following last year's bombings in East Africa, escalated its efforts in light of the Kosovo crisis. According to Andy Laine, the bureau's public affairs officer, an intense effort initially was concentrated on the embassy in Skopje and the embassy office in Banja Luka, which faced mob attacks shortly after the air strikes started.

In addition, Mr. Laine said the bureau responded to anti-U.S. and anti-NATO demonstrations, particularly in China after NATO mistakenly bombed the Chinese embassy in Belgrade. The bureau worked with host government officials to help protect U.S. Embassies and embassy employees in those countries.

State employees have "pulled together as a team, showing tremendous dedication while facing extremely difficult challenges."

The U.S. Information Agency, too, serves as a big player in the U.S. response. Its focus is on overcoming the anti-U.S. and anti-NATO propaganda campaign launched by President Milosevic, ensuring the true facts about the crisis are delivered to world leaders as well as the people of Serbia. "The people in Belgrade don't believe and don't want to believe the truth about the atrocities being committed," said Mr. Schwan. "So the USIA effort is a critical aspect of the U.S. response."

State's Bureau of Public Affairs also is working to disseminate the most accurate information about the crisis as quickly as possible, both to the media and the public. It struggles to keep up with the massive media interest in the Kosovo crisis, while continuing an extensive outreach effort conducted through press briefings, the Department web site and other means to keep the American public informed of the importance of the U.S. role in the crisis.

Meanwhile, the Bureau of Consular Affairs worked with embassies in the region to gather for concerned relatives information about U.S. citizens who voluntarily remained in Serbia. According to public affairs officer Nyda Budig, the bureau issued travel warnings for Serbia in March and April, urging U.S. citizens to depart due to the NATO military intervention and the fact that no U.S. diplomatic presence was available there to assist them. The bureau also issued travel warnings on Albania, Bosnia and China, as well as public announcements for Macedonia and a worldwide caution public announcement.

The bureau's Office of Overseas Citizens Services also assisted the families of two U.S. relief workers killed in a car accident in Albania, Ms. Budig said.

And the Bureau of Personnel's Family Liaison Office assisted the 118 people evacuated from the U.S. Embassy in Belgrade, more than half of whom returned to Washington, D.C. Virginia Boncy, FLO support services officer, said the office met the families at the airport, assisted them with housing and arranged briefings on political and administrative aspects of the crisis. Peggy Heffren, the community liaison officer from Belgrade, works in the FLO office to help maintain contact with embassy families both in Washington and in other safe havens.

"The situation in Kosovo involves multiple bureaus and agencies, all working toward a common purpose," summarized Mr. Zetkovic. "It demonstrates the Department's broad scope of activities and the cooperative nature of its work."

Mr. Rossin said the Kosovo crisis demonstrates the professionalism of employees from throughout the Department and posts abroad. "They've pulled together as a team," he said, "showing tremendous dedication while facing extremely difficult challenges." ■

Changes Made in Reorganization Plan

President Clinton's plan for restructuring the U.S. foreign affairs agencies, submitted to Congress on March 31, included three significant changes from the original plan described during town hall meetings and in the March issue of *State Magazine*.

Under the revised plan, the U.S. Information Agency's Bureau of Education and Cultural Affairs and Bureau of Information will not be combined into one bureau.

Instead, the Bureau of Educational and Cultural Affairs will transfer essentially intact to State, where it will be headed by an assistant secretary. An Office of International Information Programs, headed by a coordinator, will be formed from USIA's Bureau of Information—although several parts of the bureau will go to other State bureaus.

In addition, the President withdrew from the restructuring plan the proposal to create a new Bureau of East European and Eurasian Affairs focused on the new independent states of the former Soviet Union, less the Balkans.

State's Web Site Ranked Number One



Of the web sites of 14 Cabinet-level agencies and the White House, State's site was ranked number one by the Dow Jones Business Directory.

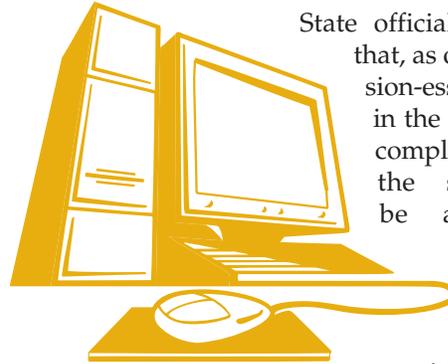
State's web site received a score of 37 out of 40 in such categories as content and design, ease of navigation and speed.

Close contenders were the White House and U.S. Information Agency.

The Dow Jones Business Directory described State's web site as "lucid and well structured" with "virtually everything you ever wanted to know about the Department and its role in international affairs."

The Bureau of Public Affairs manages the Department's web site, posted at www.state.gov.

Essential Systems Ready for Y2K



State officials recently certified that, as of May 15, all 59 mission-essential systems within the Department are Y2K compliant. This means that the systems will not be adversely affected after midnight on Dec. 31.

These systems support mission-critical functions such as issuing passports and assisting U.S. citizens traveling and residing abroad, pursuing U.S. political, economic and security interests, and ensuring the safety of State employees and facilities.

Additionally, State is developing contingency plans, both domestically and abroad, to ensure continued operations through the turn of the millennium.

State faces many challenges in deploying major Y2K compliant systems to U.S. Embassies and Consulates around the world. The logistics of installing these new systems globally involve complex procurement schedules, secure equipment shipments and travel of installation teams of cleared American citizens.

Big Move in the Big Easy

The New Orleans Passport Agency recently relocated its public services to a newly renovated site on the 12th and 13th floors of One Canal Place, New Orleans.

The agency, which offers walk-in services primarily to residents of the New Orleans metropolitan area, had outgrown the space it occupied for more than 14 years in the Postal Services Building in downtown New Orleans.

The new location enabled the agency to increase production capacity from 900,000 to 1.4 million passports a year.

DIRECT FROM THE D.G.

EDWARD W. "SKIP" GNEHM JR.

I have discussed many important issues here, and my columns have revolved around the common theme of building our profession—recruiting, retaining and developing the highly skilled and motivated workforce necessary to carry out the Department's mission.

I am optimistic and upbeat by nature, and my columns have largely reflected that tendency. This month, however, I want to outline some new realities that will (indeed, must) change the way we do business at State.

During the next decade, there will be a 15 percent decline in the number of 25- to 45-year-olds who form the core of our nation's workforce. This simple demographic fact means we will have to compete even more effectively than we have in the past to find and keep the right people and to ensure we are using their skills to maximum benefit.

With this in mind, the Department recently worked with McKinsey and Co., a prominent consulting firm, to review how we develop and retain our Civil Service and Foreign Service employees. The consultants accurately, and colorfully, described the competition for first-rate employees as the "war for talent" and advocated the strategic and aggressive approach to developing and retaining employees that any military campaign requires. We were pleased, but not surprised, by their favorable comments on the high caliber of people we have at State.

The consultant's comments on how we manage our workforce, however, were far more sobering. Surveys of more than 500 senior managers and Foreign Service and Civil Service employees, followed by in-depth interviews and focus groups, revealed several troubling facts. Many believe that State lacks a "talent mind-set," which the consultant defined as a "tangible and emotional commitment to developing employees." Unfortunately, this conception appears to be based in reality. Seventy percent of the senior managers surveyed did not rank "talent management" among their top five priorities. (Contrast this to the top private-sector companies, where more than 75 percent of managers assign a high priority to talent management.)

State managers too often fail to sufficiently differentiate between strong and weak performers, and advancement is simply too slow for the higher-performing employees. This complaint is often linked to concerns about overall poor management in the Department. A third key issue—the challenge of dual-career couples—is



We Need a 'Talent Mind-Set'

a particular concern for geographically mobile Foreign Service employees.

The consultants said the shrinking workforce, coupled with the expectations of a new generation of workers seeking more autonomy, faster advancement and dual-career opportunities, means that we must attack these issues now if we are to remain an employer of choice for talented people. The global economy only complicates the picture, because it means that many other employers now offer the international work opportunities that attract people to State. In short, we have to fight harder to get and keep the people we need.

We clearly have our work cut out for us. The consultants recommended changing the culture at State and introducing a new approach to workforce management, focusing on three points:

- making "talent management" a burning priority;
- recognizing high performers with faster advancement and greater responsibility; and
- taking faster, more effective action on underperformers.

The continuum of training recently developed by the Foreign Service Institute to guide both Civil Service and Foreign Service employees from the junior ranks through senior managerial positions is clearly a good start in developing a talent management mind-set. Now it is up to employees and supervisors to ensure that people get the training they need and deserve at each stage of their career. Mentoring, both formal and informal, can play a key role in nurturing and developing the talent in our ranks.

I think few people will argue with the proposition that we must spend more time and energy on talent management. The issue of sharpening our differentiation between high and low performing employees, however, will likely provoke a great deal of discussion throughout the Department. We have already briefed the Secretary's "Corporate Board" of under secretaries on the consultant's findings, and we have embarked on presentations to other key decision makers as well. The American Foreign Service Association and the American Federation of Government Employees have also been briefed.

We will move deliberately and cautiously, but with determination, to do all that is necessary to strengthen our profession—to recruit and retain the best people from across the full spectrum of American society. In the months ahead we will be proposing actions to achieve these goals. Stay tuned. ■

Tallinn's Old Town, completed in 1335.



Photo by Ann A. Lundberg

By Richard C. Lundberg

Eight years ago, Estonians left 45 years of Marxist economics behind and jumped headlong into the world of free-market economics, adopting and adapting to capitalism with a vengeance.

Anyone assigned to the U.S. Embassy in Tallinn will very quickly recognize the trappings of a lively, consumer-oriented society—from neon lights and well-stocked supermarkets to the variety of cars on the streets. Thankfully, most of the new drivers in these cars no longer look upon red lights merely as “polite suggestions” to stop.

Those who can't afford a car or prefer public transportation ride on trams and buses that are brightly decorated from stem to stern with advertising for pet food, cosmetics or fast-food hamburgers, or with colorful dancing cows extolling the virtues of Estonia's high-quality dairy products.

Computer hardware and software are also advertised on public transports in a land whose people—young and middle-aged alike—wholeheartedly embrace computerization and Internet connectivity. And like the Finns, their

ethnic and linguistic cousins to the north, Estonians suffer from a severe case of addictive cellular phone-itis.

Five thousand years ago, the tribal ancestors of today's cellular phone users migrated from far to the east, settling in the low-lying lands of rivers, lakes, marshes, forests and islands that make up Estonia, a country slightly larger than Vermont and New Hampshire combined.

The tribal people brought with them Estonian, a non-Indo-European, Finno-Ugric language replete with 14 case endings that takes 44 weeks to learn at the National Foreign Affairs Training Center. For those who have studied a Slavic language or Latin, just double or triple the number of cases with which you struggled!

That complex and fascinating language, spoken today by just over 1 million people, was the cornerstone of the survival of an Estonian sense of identity throughout centuries of foreign overlordship. Today, the language remains one of the dominant symbols of the independence of a vital, democratic and free-market Estonia.

The Finno-Ugric tribespeople lived largely as free peasants up to the 13th century. Since then, Estonians have been ruled by Danes, German nobility, Poles, Swedes and czarist Russia for 200 years. From February 1918, when they declared their independence from Bolshevik Russia,

*A night scene on Pikk Street, one
of Old Town's cobblestone streets.*

Post of the Month

Tallinn

to the first occupation by Stalin's Red Army in 1940, Estonians enjoyed just over 20 years of freedom. A three-year Nazi German occupation that began in 1941 was followed by four and a half decades of Soviet rule.

The scattering of 70,000 Estonians in 1944 to Sweden and Germany, and ultimately as far afield as the United States, Canada and Australia, helped reinforce worldwide the memory of a free and independent Estonia. The United States never recognized the incorporation of Estonia and the other two Baltic states of Latvia and Lithuania into the USSR. The Gorbachev period of *glasnost* and *perestroika* created the necessary climate for real change. The period from 1987 to 1991 was marked by step-by-step progress toward independence, including the 1988 "singing revolution," when Estonians in huge numbers gathered together in peaceful rallies to sing their national songs and hear political speeches.

In 1989, 2 million Estonians, Latvians and Lithuanians formed a 600-kilometer-long human chain—from Tallinn through Latvia to Vilnius, Lithuania, drawing world atten-



Photo by Peter Hendrikson

Ambassador Melissa Wells, center, joins Peace Corps volunteer Robben Romano and Mark Hendrikson, son of Defense and Naval Attaché Peter Hendrikson, for a flight in a Polish PZL-104 "Wilga."

Gathered around a computer screen, from left, are Timothy Tickner, information program officer; Vitali Gaitsonok, LAN manager; Susan Larson, community liaison officer; Michele Brown, information technical officer; and Brigid Weiller, community liaison officer.



Photo by Ann A. Lundberg



The medieval building that houses the municipal government of central Tallinn.

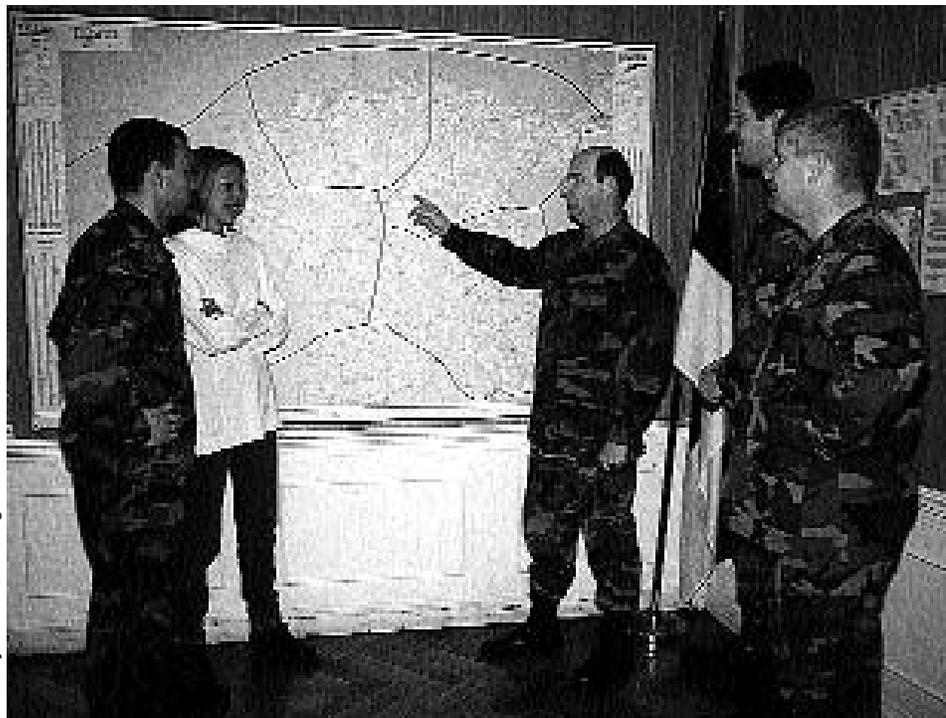
tion to their struggle for freedom. On Aug. 20, 1991, a resolution of the Estonian Parliament declared full independence. Estonians celebrate Aug. 20 as "Reindependence Day," the day when they reasserted their right to political and economic freedom following the dismal period of Soviet occupation. The United States recognized Estonian independence on Sept. 2, 1991, just four days before its recognition by the moribund Soviet Union.

The U.S. Embassy returned to Estonia's capital, Tallinn, in late 1991. As in some other newly independent states of the former Soviet Union, the embassy first operated out of a hotel. Currently, embassy business is conducted in the very same building that housed the U.S. legation from 1938 to 1940, then led by a minister resident in Riga, Latvia. As this article goes to print, the building's co-tenant, the British Embassy, is preparing to move into new, separate quarters.

Small compared to most other U.S. Embassies, Tallinn's has continued to expand operations. Currently, the community includes a score of Americans and 30 Foreign Service Nationals.

In addition to State and the U.S. Information Service, the embassy includes a Defense Attaché Office, an FBI office and a separately

Members of the military liaison team plan an upcoming trip. From left are Senior Master Sgt. Mark Vilella, translator Annika Veimer, Col. Grant Hayden, Capt. Mark Teel and Lt. Col. David Williams.



housed Military Liaison Team. The Security Assistance Office has not only aided the Estonian defense forces, but has also funneled vital humanitarian assistance to such projects as adult and children's medical care facilities.

Although some posts worldwide have lost their Marine Security Guards, the embassy in Tallinn expects to welcome Marines within a year.

The post's dedicated Peace Corps volunteers have tackled their assigned English teaching and small business development tasks. In addition, they have diligently worked to improve the lives of Estonia's young people.

The only U.S. government organization to leave Estonia was the Agency for International Development, and that was for a reason that must gladden Estonians: their country was deemed to have done so well in its democratic and economic development that it "graduated" from the need for AID assistance. That places Estonia first among its Central and East European neighbors.

After 14 months without an ambassador, the embassy staff, Estonian officialdom and the Estonian public were delighted when Ambassador Melissa Wells reported. An Estonian-born career minister in the Foreign Service, Ambassador Wells left Estonia at age 1 with her singer-actress mother.

Ambassador Wells, who previously has presented her credentials several times during a distinguished Foreign Service career, was delighted by a very welcome break from traditional formality when Estonian President Lennart Meri hugged her and said, "Welcome home!"

Since the opening of the Tallinn embassy eight years ago, three ambassadors and their staffs have tackled issues

vital to the two nations' bilateral interests, to Estonia's democratic and free-market economic development and to Estonia's pursuit of full integration into Western economic and security structures. The Baltic Charter, signed last year by President Clinton and the presidents of Estonia, Latvia and Lithuania, emphasized U.S. support for the sovereignty, security and prosperity of the three Baltic states.

Estonia's post-independence economic policies have resulted in high ratings by international credit agencies. They also resulted in the country's inclusion in the first group of Central and East European nations to participate in accession negotiations with the European Union.

A key mission goal is to strengthen U.S. economic and commercial ties with Estonia, working to ensure that Estonia remains a truly open economy with minimal trade restrictions. The embassy staff works to see that U.S. investors enjoy a level playing field in a nation striving to become a European Union member and that Estonia is fully committed to protecting intellectual property rights as it moves forward toward World Trade Organization and EU membership.

A small country with a fledgling military, Estonia seeks greater security through membership in NATO. It is already active in the Partnership for Peace program and has participated in Bosnian peacekeeping operations through the Baltic Battalion.

The embassy strives to assure Estonia that neither history nor geography will work against its future membership in NATO and to help the country prepare its defense forces for that eventuality through a variety of military training and assistance programs.

Enjoying a light moment are, from left, Ambassador Melissa Wells; Taimi Alas, political/economic assistant; Reene Sepp, commercial assistant; David Katz, economic/commercial officer; Kai Kass, translator/protocol assistant, and Rita Solis, ambassador's secretary.



Photo by Ann A. Lundberg



Commerce is king in Tallinn, as evidenced by advertising on the city's tram cars.

At the same time, the embassy emphasizes, in bilateral and multilateral meetings, that genuine security hinges upon political and economic stability in the Baltic region and good, cooperative relations with Russia.

Improved relations with Russia depend to a large extent on the successful integration of the non-ethnic Estonian community—predominantly Russian-speaking and making up about one-third of the country's population of close to 1.5 million people—into civil society. The children and grandchildren of Russians who arrived in Estonia during the Soviet occupation are certainly linguistically and culturally tied to Russia, but most have little or no interest in returning to an economically unstable and politically troubled Russia.

Recognizing that ethnic integration is both a domestic and foreign policy challenge for Estonia, the embassy has advocated needed legislative changes to speed the process and sought to support the nongovernmental organization sector and its work in educating all Estonians about their rights and responsibilities in a democracy. The embassy, in cooperation with other embassies and the Organization of Security and Cooperation in Europe's mission, is monitoring Estonia's progress toward integration.

When the embassy staff needs a break from embassy work, the simple humdrum of life or the darkness of a northern winter, they can meander the winding, cobbled streets of one of Europe's best-preserved—not rebuilt—and most enchanting old towns. It's a place filled with some of the finest examples of 14th- and 15th-century architecture on the continent. A night out could include a dinner at one of Tallinn's Estonian, German, Chinese, Indian or Italian restaurants, followed by a memorable concert.

A three-and-a-half-hour ferry ride or a one-and-a-half-hour hydrofoil trip away is Helsinki and the Estonians' Finno-Ugric cousins to the north. When the weather cooperates, embassy employees drive to neighboring Riga and its old town, or simply explore the gentle Estonian countryside and visit lovely, becalming islands such as Saaremaa.

When Estonia's rather long, dark winters get them down, staff members have two basic choices: look to Tallinn travel agencies for charter escapes to the sunny south or remember that the long days of spring, and the really long days of summer, will soon arrive. Although Tallinn has fewer than six hours of daylight in the depths of winter, by the summer solstice, celebrated this month, it enjoys about 19 hours of daylight and accompanying long twilights.

Estonians expend their energy on democratic, economic and social development rather than on bemoaning their history. Working in Estonia is never dull. One's workaday field of vision encompasses more than Estonia because of the need to fully understand the importance of cooperation and collaboration among all three Baltic states, their close relationships with the Nordic countries and the enduring influence of economic and political developments in Russia on Estonian life.

From the time of Czar Peter the Great through the Soviet era, Russia viewed Estonia as its "window to the West." The embassy family, both staff and family members alike, know from experience that the economically, politically and culturally vibrant country in which they work and live is today a dynamic Western nation. ■

The author is the public affairs officer in Tallinn.

By Richard C. Lundberg

The U.S. Embassy returned to Tallinn two weeks after Estonia's declaration of "re-independence" on Aug. 21, 1991. USIS Tallinn began its operations when the mission moved into the current embassy chancery building in 1992.

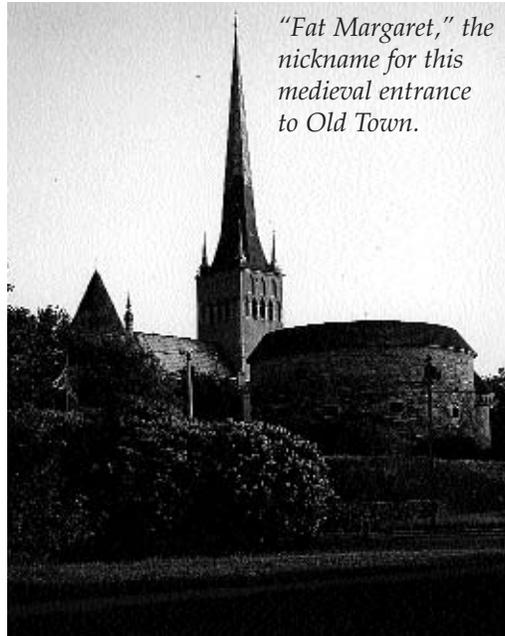
Since the office's inception seven years ago, three public affairs officers and a dedicated Estonian staff have carried on an extremely active public diplomacy program in a country that has swiftly transformed itself into a democratic state with a full-blown free-market economy.

While change in former communist states is often quick, it comes with myriad expected and unforeseen problems. USIS Tallinn works closely with Estonia's public, private and nongovernmental organization sectors and with other embassy sections to tackle those problems.

The Estonian print and broadcast media, while free and independent, are still undergoing maturation. USIS uses International Visitor programs, in-country speaker and professional-in-residence programs and a variety of other tools to underscore the significance of the media's watchdog role in a democracy and the importance of both media self-criticism and knowledgeable public criticism of the media to the development of good journalism.

USIS has worked with other mission elements to support the strengthening of democratic institutions, the rule of law and ethnic integration efforts in Estonia. Over the course of five fiscal years, until Estonia's recent "graduation" from the USAID Support for Eastern European Democracy assistance program, USIS Tallinn oversaw the awarding of Democracy Commission small grants that dealt with a wide variety of issues: the acquisition of Estonian citizenship by Russian speakers, journalistic ethics, NGO involvement in regional cooperation, women's rights, fostering environmental advocacy, and nurturing entrepreneurial thinking in young business and economics students.

While the amount of "postgraduate" funding is significantly smaller, USIS is still very much involved in democracy building, ethnic integration and rule of law and public administration issues. It supports these through traditional speaker programs and International Visitor programs, edu-



"Fat Margaret," the nickname for this medieval entrance to Old Town.

Photo by Ann A. Lundberg

cational exchanges, Information Resource Center outreach programs and a train-the-trainers program for women's NGOs in the Baltic states.

The post looks forward to continuing its NGO work as the Baltic-American Partnership Fund, a U.S. government/Soros Foundation joint effort, begins to implement assistance programs benefiting NGOs in all three Baltic states.

USIS supports the strengthening of U.S. economic and commercial ties with Estonia and Estonia's integration into Western economic and security structures—central mission goals—through traditional diplomacy tools including International Visitor programs

focused on the formulation of U.S. foreign policy, the transatlantic security relationship and U.S.-European trade issues. The protection of intellectual property rights has been addressed at post-supported seminars and by U.S.-based workshops and visiting U.S. international property rights experts.

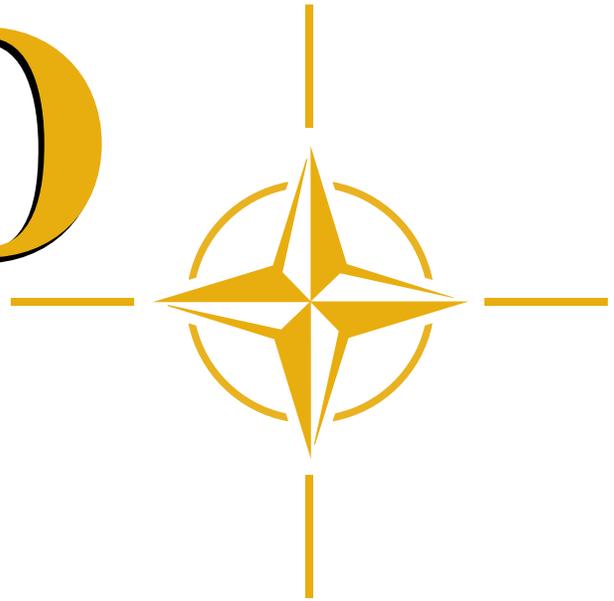
In a nation whose institutions of higher education have emerged from decades of Soviet-era academic isolation and rigidity, and where university administrators, faculty members and students are eager for international contacts, USIS is deeply involved in educational exchange work. Without a binational Fulbright Commission, the post handles all in-country tasks involved with a small but influential Fulbright exchange of U.S. and Estonian university lecturers and graduate students. The public affairs officer and USIS Estonian staff work with the Open Estonia Foundation to recruit and interview graduate school candidates in fields vitally important to Estonia's political and economic development for the U.S. government/Soros Foundation-funded Muskie Fellowship Program.

In a few short months, as USIS Tallinn transforms itself into the embassy public diplomacy section, these professionals—and their USIS FSN colleagues around the world—will become employees of State, bringing with them a wealth of experience and deep and genuine pride in what they do. ■

The author is the public affairs officer in Tallinn.

NATO

Prepares for the Next 50 Years



By Linda D. Kozaryn

For the past 50 years, NATO has been dedicated to creating a secure, stable and undivided Europe. Now, NATO Secretary-General Javier Solana said at NATO's 50th anniversary summit, the allies must make NATO "fit for the 21st century" so it can continue to guarantee "security and common values in the years and decades ahead."

Even as NATO honored its past and confronted the current crisis in Kosovo, the alliance turned to face the future during its late April summit in Washington, D.C.

"As we go forward from this summit," said Secretary Madeleine Albright, "our alliance will face three major challenges: getting Kosovo right; ultimately getting southeastern Europe right; and getting our alliance right for a new century."

To prepare for those challenges, NATO's 19 nations released a new strategic concept, along with a membership action plan for countries aspiring toward NATO membership, and initiatives to enhance defense capabilities and deal with weapons of mass destruction.

President Clinton said the new strategic concept specifically endorses actions such as those NATO is now undertaking in Kosovo.

"The crisis in Kosovo has underscored the importance of NATO and the imperative of modernizing the alliance for 21st century challenges," he told his NATO counterparts. "Today, we will embrace a comprehensive plan to do just that so that NATO can advance security and freedom for another 50 years. In preparing NATO for the 21st century, we will make our alliance even stronger."

NATO's new strategic concept underscores the core collective defense mission of the North Atlantic Treaty. But it adds new fundamental tasks to address conflicts beyond its borders and to develop NATO's partnerships.

The concept reaffirms NATO's determination to strengthen defense capabilities by ensuring allied forces are able to engage in a full spectrum of missions.

Along with improving NATO's ability to address conflicts beyond its borders, the concept seeks to enhance NATO's ability to protect its citizens from weapons of



NATO photo

Discussing the meeting are, from left, President Clinton, NATO Secretary-General Javier Solana and Secretary Madeleine Albright.



NATO photo

Leaders at the North Atlantic Council Summit discuss NATO's future.

mass destruction. It calls for keeping NATO's door to new members open and for deepening partnerships with other non-NATO nations, including Ukraine and Russia.

With the recent admission of three new members and the promise of maintaining an open door, nine nations are currently seeking admittance to the Euro-Atlantic security organization.

At the summit, NATO announced a new membership action plan to help aspiring countries prepare to meet membership requirements. It outlines how they can prepare for membership regarding political and economic, military, resource, security and legal issues.

During the summit, NATO allies focused on the need to help southeastern Europe become stable, prosperous and secure. The allies emphasized their commitment to rebuilding the region once peace is restored in Yugoslavia. "We want this region to be able to put the instabilities and the tragedies of the past behind, and to join the NATO mainstream," said Secretary-General Solana.

NATO also highlighted its support for the development of a European security and defense identity. The secretary-general said NATO has created arrangements that will allow European allies to conduct their own military operations, drawing on NATO assets and capabilities.

"We need to carry this work further," he said, "but let me stress that the European Security and Defense Identity will be rooted into the alliance, and it will strengthen the trans-Atlantic relationship."

NATO authorities at the summit also released an initiative on weapons of mass destruction designed to address this growing peril to NATO populations, territory and military forces. The initiative calls for NATO allies to share information and intelligence so they can develop a comprehensive assessment of the current and evolving threat.

NATO military authorities will develop capabilities to operate in environments possibly containing weapons of mass destruction.

The allies plan to help other nations counter proliferation through such programs as the U.S. Cooperative Threat Reduction program.

In addition, NATO will speed up coordinating possible responses in the event weapons of mass destruction are used against civilian populations. This includes maintaining a database on available medical stockpiles and expert personnel.

The allies agreed to establish a weapons of mass destruction center at NATO headquarters in Brussels, Belgium. The center will integrate and oversee all aspects of NATO's program to counter weapons of mass destruction.

NATO allies also announced a defense capabilities initiative designed to ensure NATO's armed forces are equipped for 21st-century missions. This includes being able to provide humanitarian assistance, ensure force protection and conduct high-intensity combat.

Secretary Albright applauded the new strategic concept and said it will be critical as NATO faces the challenges ahead.

"To succeed, we will need to make good on the promise of an adapted, updated NATO," she said. "We must continue building partnerships that keep NATO at its most effective."

She praised the vision and courage demonstrated 50 years ago by NATO's founders and encouraged those attending the summit to stay the course and remain unified.

"We must surmount day-to-day difficulties in our own relationship," she said, "remembering that the destinies of North America and Europe are linked as inextricably today as they were when NATO was founded." ■

The author is a photojournalist for the American Forces Information Service.



NATO photo

Above, NATO Secretary-General Javier Solana stresses NATO's role in the stability of Europe. Below, NATO heads of state and government walk together during the summit.



NATO photo

Recruiting for the 21st Century: More Than Just Numbers

**"Why do we need to recruit at all?"
a senior Foreign Service officer
asked me shortly after I joined
State's recruiting team. "Aren't
10,000 people taking the Foreign
Service exam every year enough?"**

By Mitchell Cohn

If only it were that simple.

For one, the Office of Recruitment is concerned with not just informing potential applicants about becoming Foreign Service officers, but also about careers as Foreign Service specialists, opportunities in the Civil Service and a range of student programs. The goal is to build a workforce that reflects the excellence and diversity of our society and maintain America's leadership in world affairs. So the recruiting office targets not just students, but also professional organizations, minority associations and the general public.

"We absolutely welcome new ideas," said John Collins, director of the Office of Recruitment, Evaluation and Employment. "I think, though, that the Foreign Service officers with whom I've spoken are generally surprised and impressed by the variety of the work that we do."

The office's five recruiters, who cover the entire United States, rely heavily on current and retired officers and specialists, Civil Service employees, detailees, former interns and

dedicated professors and college career planning staffs to help pass the word to the field.

Although some 9,618 people, representing every state and 868 institutions of higher learning, took the Foreign Service Written Exam in February 1998, their backgrounds, skills, interests and diversity are more meaningful than the mere numbers.

State's 1998-2002 Strategic Recruitment Plan contains some of the most exciting glimpses of the face of State's future workforce.

"We target over 53 universities and colleges across the country for recruitment visits," said Veda Engel, recruitment chief. These institutions have traditionally produced higher numbers of people who pass the Foreign Service Written Exam and possess needed skills or have high minority enrollments.



Photo by Donna Miles

*State's oral assessment process
helps identify the strongest
Foreign Service candidates.*

To reach this audience, the Office of Recruitment participates in career fairs and presentations, arranges interviews with campus media for Foreign Service officer alumni and student interns, sends recruitment information to placement officials and minority organizations and coordinates career information sessions. It also conducts meetings and workshops with faculty, deans, administrators, placement officials, minority student affairs coordinators, minority student leaders and key faculty and staff to publicize career opportunities.

The Department's recruitment plan also targets 28 professional and minority organizations, an effort that involves setting up booths and handing out recruitment literature at national conferences and career fairs, making presentations on behalf of the Department, networking with other professionals on best recruiting practices and maintaining a constant flow of information on new programs and opportunities.

To build the workforce of the 21st century requires increased creativity and flexibility. Competition from the private sector and other government agencies for the best and brightest has increased, budgets have shrunk and the need to diversify the Department is ongoing.

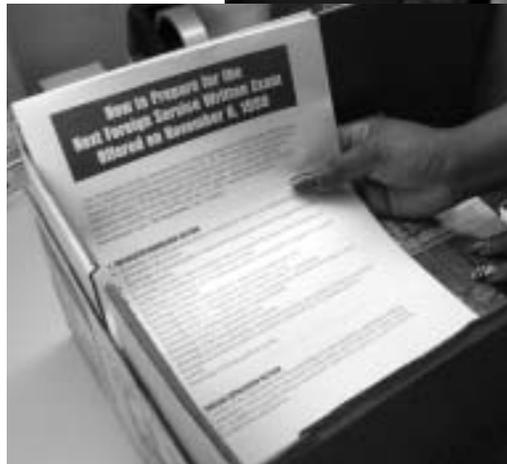
To meet these challenges, the Office of Recruitment has gone beyond the traditional sources of candidates. Recruiters appear not only in political science departments but also in schools of social work, environmental sciences and public administration.

Wherever possible, recruiters and officers visit high schools and junior high schools and speak with model UN organizations at both the high school and college levels to attract potential future employees. For example, a recent visit to Roosevelt High School in the District of Columbia revealed a high level of interest in summer clerical and internship programs and Foreign Service specialist and officer careers.

Recognizing that many people, even in Washington, D.C., do not know about opportunities at State, recruiters also are on the alert for ways to reach people ready to launch a second career. A flyer left at a State recruiter's house led to an invitation from the office of U.S. Rep. Eleanor Holmes Norton to be part of her first job fair for D.C. residents. The fair, held at the National Building Museum in downtown Washington, has become an annual event that attracts more than 3,000 people interested in everything from part-time clerical jobs to information management and officer careers overseas.

Future challenges include incorporating the message of public diplomacy in all recruiting materials, presentations and student programs. Beginning with the 1999-2000 academic year, State will have at least one diplomat in residence with a U.S. Information Agency background. (See related story, page 25.) Department recruiters will also search for ways to multiply outreach, such as increasing cooperation with Washington and district congressional

Photos by Donna Miles



Author Mitchell Cohn and Lynn Green gather recruitment literature for an upcoming career fair.

offices and sharing information by email to publicize late-breaking opportunities.

The Internet is perhaps the best recruitment tool of all. "It enables recruiters to reach larger numbers of people at a single keystroke than we could ever have imagined only a few years ago," noted Ms. Engel.

Even with this improved technology, however, each program requires its own tailor-made strategy. For example, earlier this year, the Office of Recruitment geared up to promote the reopening of the Fascell Fellowship Program, which provides short-term overseas employment for Eastern European language and area specialists. The office developed a marketing campaign, including a brochure, web site announcement and letter to career planning offices and Eastern European studies and foreign language departments nationwide.

"Virtual job fairs" are among the latest innovations in the recruitment world. These are typically web sites posted for up to a week by a university that students and alumni can access for information on careers and job openings. Employers' "booths" are hotlinks to their own



Photo by Renate Benham

Job Fair Attracts 1,100 Candidates

Potential job applicants flock to the job fair at the Foreign Service Institute.

The fair compressed a long recruitment and staffing process into one day.

It was not your typical State Department recruiting strategy, but today's job market demands new recruiting methods, especially for highly sought-after information technology professionals.

To attract these prized candidates, the Department sponsored a Saturday job fair in late February at the Foreign Service Institute in Arlington, Va. The fair, sponsored jointly by the Bureau of Information Resource Management and the Office of Recruitment, was advertised on State's computer web site, in local newspapers and on a popular Washington, D.C., radio station.

The weekend event attracted 1,100 candidates to FSI where State hiring officials made 122 conditional job offers in the Foreign Service and Civil Service on the spot, 65 for information management specialists and 35 for information management technical specialists in the Foreign Service. Another 22 were identified for Civil Service computer and telecommunications specialist jobs.

The fair compressed into one day a recruitment and staffing process that typically takes the Department months to complete. Security personnel, for example, were present to fingerprint candidates on the spot. There were so many applicants, in fact, that about 75 additional interviews were held during the weeks following the job fair.

The job fair, according to its sponsors, marked several firsts for State. It was the first time, for example, that recruitment bonuses up to 25 percent of annual base salary were offered for information technology skills the Department desperately needs, and that officials could recall a Department job fair being held on a Saturday.

Officials attributed the fair's success largely to the support and commitment of the bureaus of Information Resource Management and Personnel, and to more than 100 volunteers from the bureaus and Oceans and International Environmental and Scientific Affairs, and Finance and Management Policy, and the Foreign Service Institute and Office of the Legal Adviser. These volunteers worked 12-hour shifts at the fair as recruiters, interviewers, selecting officials, greeters and floor managers.

The job fair is just "one of the exciting things we are doing to help us compete in today's job market," observed Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel.

home pages, and students can electronically ask specific questions of the potential employer. The Office of Recruitment had its first experience with this kind of fair earlier this year at the University of Cincinnati, where several hundred students "visited" the State Department "booth."

The recruitment portion of State's web site (www.state.gov) registered more than 225,000 hits in February 1999 alone. In fact, about a quarter of the nearly 10,000 people who took the last written exam indicated that they got information about the exam from the web site. Other popular sections of the web site, such as "Digital Diplomacy for Students," prove that the web can engage students in a way that individual recruitment visits to campuses cannot.

The Department's newest foray into skills-based recruitment is the Alternative Foreign Service Officers Examination Program, or AEP. It will enable the Department to solicit applications for the generalists corps by evaluating applicants' academic and professional experience. Successful applicants will then compete in the oral assessment process with other junior officer candidates.

In addition to their regional assignments, recruiters also are responsible for specific diversity or specialist portfolios.

"I am very much aware of the importance—and the challenge—of bringing more Hispanics on board," commented Erin Rooney, who is responsible for activities targeting Hispanics. Ms. Rooney, who grew up in Latin America, said she is "pleased to note that we are reaching out beyond even the Hispanic American schools to such organizations as the U.S. Hispanic Leadership Institute



Photo by Renate Benham

Visitors to the job fair at FSI apply for State jobs via the Internet.

and the National Association of Hispanic Federal Executives," adding that "we're definitely seeing results."

Attracting African Americans, especially in a strong economy in which the private sector outspends the government at every turn, is also a challenge. For the past eight years, Russell Taylor has led State's efforts in this area, handling recruitment in the southern region, including many historically black colleges and universities. In 1998, he and other recruitment personnel visited more than 30 of these schools and participated in such professional organizations as the National Association for Equal Opportunity in Higher Education, Black Professionals in International Affairs and the Congressional Black Caucus.



Recruiters and prospective employees at the FSI job fair.

Photo by Renate Benham

Bernadette Cole directs outreach with the Asian American community. "We're pretty much on-target with Asian-American recruitment," she said, "but we have to keep getting the message out in order to maintain that level."

"Our recruitment differs from other agencies and private industry," noted Ms. Engel, "in that we do not influence who is hired. For example, we target our recruitment efforts to encourage qualified, diverse candidates to prepare for the Foreign Service Written Exam, but we can't control who takes and passes the exam or the oral assessment."

"When you're talking about something as multifaceted as the Department of State, good advertising is absolutely critical," said recruiter Leann Bullin. She works closely with an advertising agency contracted by the Department to plan and implement an entire marketing strategy. Products include eye-catching displays, brochures, a video and other materials that inform the public about careers and opportunities at State. The office's video combines exciting footage of life overseas with commentary from student interns, Foreign Service officers and specialists and Civil Service employees. The video has received national recognition.

"Of course, we place ads in campus publications, trade journals and the major metropolitan newspapers with diverse readerships," Ms. Bullin explained, "but more and more we're establishing a presence in the electronic media." This is especially true for computer and engineering specialist positions, for which ads have appeared on such major web sites as "Monster.com," "JobOptions" and "Engineering.jobs.com".

But the best kind of publicity, said Mr. Collins, "are articles written by Foreign Service officers themselves and submitted to their alumni magazines or professional journals." For example, David Rabadan, a consular officer on the Board of Examiners who previously taught high school social studies, recently wrote about the Foreign Service in *Social Education*, the journal of the National Council for the Social Studies.

Recruiters have to be familiar with a veritable smorgasbord of student programs, including internships, fellowships for graduate and undergraduate students, stay-in-schoolers and cooperative education programs in which students divide time between studying and a paying job. In fiscal year 1998, some 1,260 students participated in one of the nine student programs the recruiting office coordinates. More than half were women and 37 percent were minorities.

Student programs are a major way for students to learn about career opportunities at State. Presidential Manage-

Photo by Donna Miles



David Rabadan and Gail Milissa Grant, left, discuss career opportunities at State with Shaquita Hanley, right, a part-time employee and student at Maryland's Prince Georges Community College.

ment Interns join the Civil Service ranks while earning master's degrees. And students who have been interns with the Department pass the Foreign Service Written Exam at a rate of more than 40 percent—well above the average.

The Foreign Affairs Fellowship Program has proven particularly successful in attracting talented minority students to State. The program selects these students in their sophomore year of undergraduate study and pays for their junior and senior years of undergraduate school and their first year of graduate school. In return, they promise to pursue a Foreign Service career. This year, the program expanded to provide shorter-term fellowships to students in the first year of a two-year graduate program. And these students often prove to be the most effective "recruiters" on their home campuses.

The recruiting office counts on extensive participation of others, both inside and outside of the Department, to meet its goals.

The office works closely with the Bureau of Public Affairs in arranging visits to the Department for high school and other groups to hear presentations by knowledgeable speakers. Among the hundreds of groups that the PA Bureau hosts on a regular basis are the Presidential Classroom, the Congressional Youth Leadership Council and the Close-Up Foundation. Each group receives a tour and presentation, and learns from recruiters about opportunities at the Department.

Other bureaus provide speakers to students with specialized interests, such as the environment and public diplomacy, or the role of a desk officer.

The recruiting office regularly teams up with other bureaus when special needs arise. The office worked with the Bureau of Diplomatic Security to pilot the "Mobile BEX" model, which combines elements of recruitment and

Continued on page 27

Diplomats in Residence

This successful outreach program gets word out to potential recruits about the Foreign Service, while challenging diplomats to think differently about their careers.

By Donna Miles

Kevin McGuire was happily preparing for an economic assignment when he received a call from State's Bureau of Personnel. The voice at the other end explained his mission—if he chose to accept it: He was to travel to Washington, D.C.'s Howard University "to build some new bridges" between State and the university, and to encourage its predominantly black student population to consider careers in foreign affairs.

Mr. McGuire, a senior Foreign Service officer, accepted the mission, despite his misgivings that State's Diplomat-in-Residence program was perceived as a "low-intensity, pre-retirement" job. But that impression, he soon learned, could not have been further from the truth.

State's Diplomat-in-Residence program has been assigning senior officers as visiting scholars to U.S. campuses since 1964. Eight DIRs served this year: Mr. McGuire at Howard; Bruce Beardsley at the University of California at Los Angeles; Ambassador Peggy Blackford at the City University of New York; Ambassador Mary Ann Casey at the University of Colorado at Boulder; Harry Jones at The College of William & Mary; Warren



Kevin McGuire, lower left, with Howard University students.

Littrel at Northwestern University; Ambassador Bismarck Myrick at Spelman College, and Dan Turnquist at the University of Michigan at Ann Arbor. Barbara Harvey recently retired from the Foreign Service following a DIR posting at the University of Arizona, but remained on the job at the university's expense to finish out the academic year.

DIRs will be assigned to 12 universities for the 1999–2000 school year.

All universities with DIRs have high academic standards, strong or growing foreign affairs programs and large minority student populations.

The program's goal is to increase awareness of foreign policy issues and to spread the word about student programs and career opportu-

nities at State—particularly among groups traditionally underrepresented in the Department.

At the University of Arizona, for example, Ms. Harvey worked closely with Hispanic students, who often were familiar with passports visas and citizenship questions but had never heard about the Foreign Service.

Applying a generous blend of expertise and enthusiasm, DIRs are helping to increase awareness about the Foreign Service. The program is extremely flexible, and DIRs tailor their programs to best fit the needs of their university and its students.

"You have to be something of a self-starter," said Mr. Turnquist, State's first DIR at the University of Michigan. He admits he had to make



*Barbara Harvey, right,
with student assistants at
the University of Arizona.*

his own job when he arrived at Ann Arbor. "But that has been part of the challenge that has made this assignment so much fun," he said.

DIRs support their universities' foreign affairs programs and often teach courses and give lectures in their areas of expertise. Mr. McGuire teaches a course in 20th-century diplomatic history at Howard University—"a great honor," he said, "for someone who had intended many years ago to become a history professor."

At the Graduate School of the City University of New York, Ambassador Blackford is teaching a diplomacy course. During the classes, she frequently discusses African politics, referring to the six years she spent in West Africa, including Guinea-Bissau, where she served as ambassador.

Ms. Harvey said she was often asked to talk about her work as a specialist on Indonesia—particularly in light of its recent headline-making economic and political crises.

Mr. Turnquist recently drew on 25-plus years as a labor officer to conduct a one-week exercise based on the ongoing debate on international labor standards. Students played different roles in the debate, and at the week's end, Mr. Turnquist arranged for some of his Foreign Service col-

leagues from Washington, D.C., to play senators during a mock hearing.

DIRs agree that the highlight of the program is the opportunity to mentor bright, enthusiastic young people interested in international affairs. At UCLA, Mr. Beardsley calls watching his students wrestle with and master new concepts "a delight" similar to what he experienced "watching a first-tour officer metamorphose into a seasoned veteran."

Some of the lessons DIRs teach are a bit more subtle. Mr. Turnquist said he takes special pleasure in demonstrating "that all Foreign Service officers are not right-wing troglodytes promoting an imperialist agenda."

While diplomats in residence are based at a specific university, their outreach programs extend to neighboring colleges, universities and high schools, as well as to local business and community service groups.

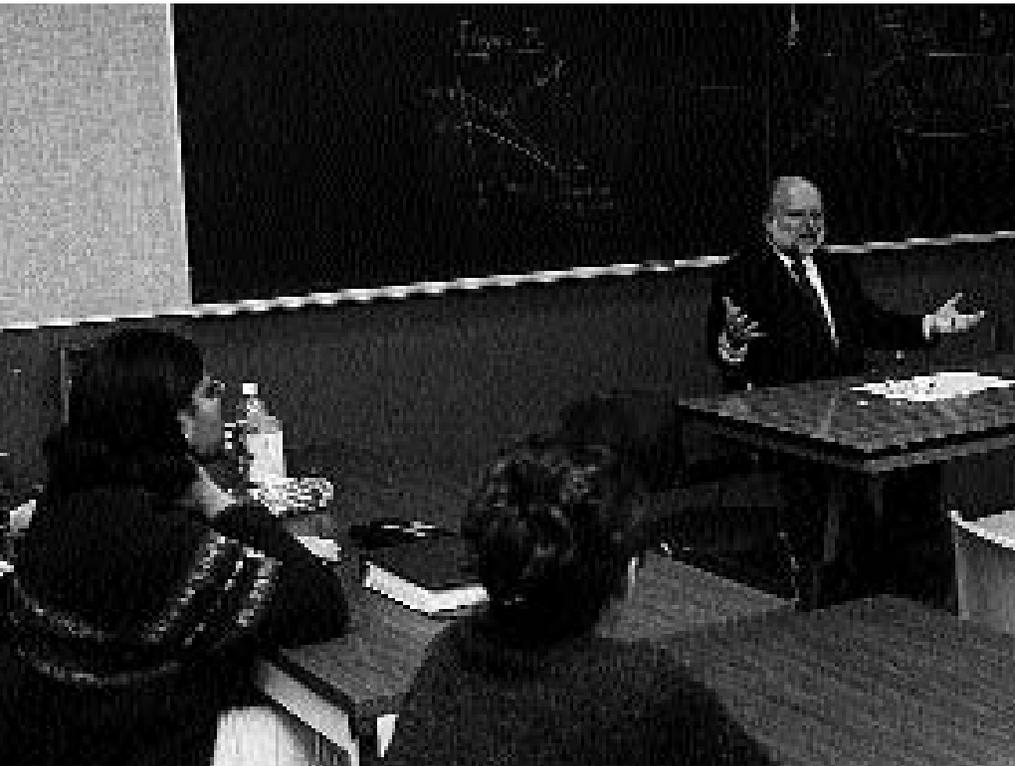
And while DIRs teach, they do a lot of learning, too. Mr. Beardsley calls the program a "mind-stretching" experience. "I've taught classes and given 'standalone' lectures on topics with which I thought I was familiar, only to find as I prepared to face the classroom how much I didn't know about the subject," he said.

Mr. Turnquist regularly attends meetings and lectures on campus, enjoying the exposure he's getting. "The spectrum of opinion is much broader in academia, especially in a great research university like Michigan, than it is in the Foreign Service," he said. "That is both refreshing and challenging."

But the DIR program isn't all work and no play. Mr. Turnquist relishes Big 10 football games at Michigan Stadium. Ms. Harvey loved exploring Arizona's spectacu-



*Bruce Beardsley,
center, with
UCLA students.*



Dan Turnquist lectures at the University of Michigan at Ann Arbor.

Recruiting *Continued from page 24*

assessment. First, the DS Bureau identified colleges with students likely to be interested in special agent, security engineer and other technical positions. Next, DS recruiters and members of the Board of Examiners attended job fairs at these campuses, and after speaking with students, identified strong prospects and gave them the appropriate written and oral assessments the same or the following day. Successful candidates were given conditional offers on the spot. The technique proved so successful that it served as the model for the highly successful, one-day career information management fair at the Foreign Service Institute. (See related story, page 22.)

Responding to the acute need for information management specialists, the Bureau of Personnel has hired several retired IM specialists as contractors. Manuel Valdez directs this effort and can be found most days communicating either by phone or email with prospective information management or technical specialists. In addition to speaking at career fairs sponsored by the Noncommissioned Officers' Association, he and counterparts in the Bureau of Information Resource Management respond daily to inquiries from prospective and current candidates.

So what makes a good recruiter? It takes more than just knowing about the entire gamut of State Department opportunities. "You have to be positive, yes, but sensitive to your particular audience," noted Russell Taylor. "Also, it is critical to develop relationships with people on campus, and maintain those relationships throughout the year. In a place far from Washington, if we do not have a diplomat in residence, we can't assume that people automatically know about the State Department."

For more information on recruitment programs, call 703-875-4910. ■

The author is a Foreign Service officer currently completing an assignment as recruiter for the Midwest region.

lar vistas and learning about its history and culture. After experiencing a civil war in Guinea-Bissau, Ambassador Blackford said she's enjoying "the peace and quiet" of the Big Apple, a city she left 26 years ago to join the Foreign Service. Her only complaint is that she "can't find enough time to go to all the movies, plays, ballets, operas, concerts, museums and lectures" that she wants to attend.

The program offers deeper personal and professional satisfaction, too. DIRs say they enjoy identifying and recruiting the next generation of diplomats—and by all measures, their efforts are highly successful.

At Howard University, for example, more students are taking—and passing—the Foreign Service Written Exam. Two students won Department-sponsored Foreign Affairs Fellowships last year, and summer internship applications are up. Mr. McGuire attributed this increase to reports from Howard interns who served last summer in Lomé, Fukuoka and Lilongwe.

Mr. Beardsley said the program has given him a welcome opportuni-

ty to think about himself and the Foreign Service. "I've been able to examine more closely what the Foreign Service is about, learn more of the context in which I've been working, and even reflect upon things I might have done better, or at least differently," he said. "The process has renewed my enthusiasm for the Foreign Service."

Mr. Turnquist calls the program "a fascinating chance for an 'outside the beltway' experience in which you can make a real contribution to State by encouraging able people to consider the Foreign Service as a career."

Mr. McGuire agrees. He recommends the program for "anyone who enjoys being around young people, who likes being challenged on policy issues, who doesn't mind being without support staff and who is committed to selling the Foreign Service."

He said he has no regrets about heeding Washington's call to become a DIR. "It's been a wonderful personal experience that enabled me to make a contribution in an area of real importance," he said, "while having a great deal of fun." ■

Profile of a Senior Statesman

By David Jones

Sometimes being “the oldest” is the only superlative an individual earns, an award for a rare combination of good genes and good luck. Occasionally, however, the distinction of being the oldest is just another commendation concluding a multifaceted career—as in the case of 96-year-old Ambassador Robert Strausz-Hupé, one of America’s oldest ambassadors.

His family came to the United States shortly after his birth in 1903 in Vienna. After a series of eclectic jobs, the future ambassador settled outside Philadelphia and worked as an investment banker before becoming a U.S. citizen in 1938.

In his 30s, Ambassador Strausz-Hupé said he took stock of his life and determined he had “nothing to show for it.” In a partial autobiography, “In My Time,” he said he wanted to study and write about politics, recognizing

Ambassador Robert Strausz-Hupé at his home in Newtown Square, Pa.



Photo by Donna Miles

that “a liberal dose of intellectual arrogance is indispensable for launching upon the career of political pundit.”

Ambassador Strausz-Hupé traveled in Europe and wrote extensively, contributing analytic pieces on European politics to and becoming an associate editor of *Current History*. He also lectured on the likelihood of war in Europe and resumed his studies at the University of Pennsylvania, earning his doctorate in 1944. Already a special lecturer in political science at Penn, he joined the faculty as an associate professor two years later, leaving the university in 1968 as professor emeritus.

When he entered academia, Ambassador Strausz-Hupé initially believed that he would “sit by the still waters, a scholarly recluse remote from the mainstream of life” and committed in early middle age to an “austere routine of teaching and study.” Instead, his writings, particularly “Geopolitics, 1942,” and “The Balance of Tomorrow, 1945,” helped make international relations an academic discipline, introducing systematic discussion of the elements of power and *realpolitik* into American discussion of foreign affairs.

Mr. Strausz-Hupé sought to make international relations theory “predictive” and argued that all such theory must be “verified empirically.” Following World War II, during which he served as an Army strategic intelligence officer and analyst, the ambassador founded the Foreign Policy Research Institute, which focused on the challenges posed by communism and the potential of an Atlantic alliance growing beyond NATO. This led to the publication in 1959 of Professor Strausz-Hupé’s most influential work. In the book, “Protracted Conflict,” he argued that the Cold War struggle against communism would extend in many dimensions in space and time. Never a strategic pessimist, the academician contended in subsequent books and articles that the West, despite its tendency toward short-range decision making, could counter Soviet strengths and rebuff their challenge through unity, democracy and economic accomplishment.

Articulate and coherent, Professor Strausz-Hupé and his FPRI colleagues provided rigor for the sometimes inchoate anticommunism of political conservatives—earning him both supporters and critics. When President Richard Nixon nominated Ambassador Strausz-Hupé as ambassador to Morocco in 1969, the nomination was blocked by Sen. William Fulbright, chairman of the Senate Foreign Relations Committee, who labeled Ambassador Strausz-Hupé “the very epitome of the hard-line, no-compromise.”

Ultimately, a solution to the impasse was devised. Mr. Strausz-Hupé’s nomination to Morocco was withdrawn, and he was renominated for Sri Lanka (then Ceylon) and concurrently to the Maldives. Presumably, Sen. Fulbright



Ambassador Robert Strausz-Hupé, left, leads a press conference as ambassador to Turkey.

viewed Sri Lanka as the end of the world for a consummate European scholar and anticipated that Ambassador Strausz-Hupé would be chastened, if not humbled, by Sri Lanka's left-wing government.

Instead, Ambassador Strausz-Hupé, then 67, moved adroitly within Sri Lankan politics. Arriving in Colombo in March 1970, he developed an effective relationship with Prime Minister Bandaranaike, initially rooted in common dental problems. While no one can suggest that the Bandaranaike government abandoned its socialist political orientation, Ambassador Strausz-Hupé at least assured that U.S. views received a respectful hearing. After a terrorist uprising, Sri Lanka had a greater appreciation for U.S. assistance and its support for legitimate governments.

After two years in Sri Lanka, the ambassador transferred to Belgium, a pivotal European-NATO state that in his analysis had disproportionate influence in regional affairs. During his tour, Ambassador Strausz-Hupé influenced the Belgian purchase of U.S. F-16 aircraft and managed the U.S. response to the ramifications of the global oil crisis stemming from the 1973 Arab-Israeli war and the subsequent oil embargo.

In May 1974, Ambassador Strausz-Hupé was named U.S. Ambassador to Stockholm. U.S.-Swedish relations had deteriorated during the Vietnam War to the point that the third-ranking embassy official was acting as chargé. Ambassador Strausz-Hupé set out to rebuild the tattered bilateral relationship and promote a cordial working partnership with Swedish socialist leader Olaf Palme. In Stockholm, he surprised those who assumed that a political conservative would be indifferent to emerging femi-

nist demands. Confronting a prominent club that denied women membership, Ambassador Strausz-Hupé declared that no member of the U.S. Embassy would participate until the policy was changed—a stand for which he was honored by the Department's chapter of the National Organization for Women.

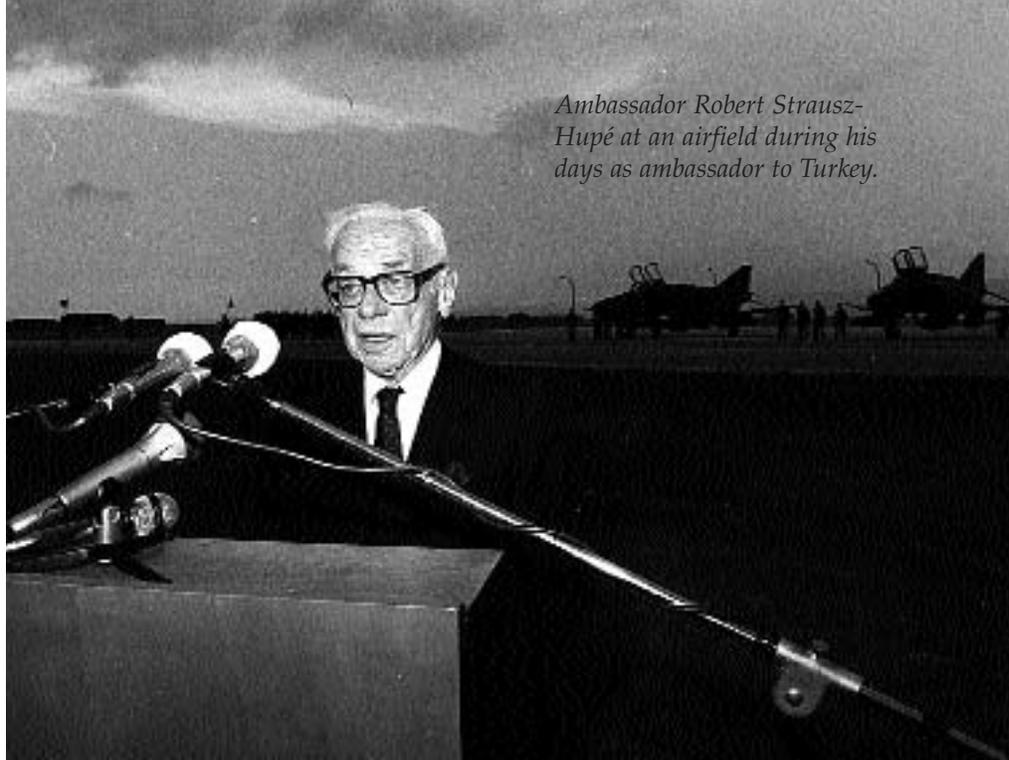
In 1976 Ambassador Strausz-Hupé was transferred to the cockpit of European policy as representative to the North Atlantic Treaty Organization. The Atlantic alliance then was wrestling with issues ranging from military standardization and interoperability to modernizing theater nuclear forces. Regarding the range of NATO projects and subagencies, Ambassador Strausz-Hupé said that while he did not know how to play every "instrument," 50 years of experience had taught him how the "orchestra" should play. With the electoral defeat of President Gerald Ford, however, Ambassador Strausz-Hupé submitted his resignation to President Carter and returned to the United States to resume leadership of the Foreign Policy Research Institute and to serve as a lecturer, consultant and guest professor.

President Ronald Reagan named Ambassador Strausz-Hupé envoy to Turkey in 1981—a position he retained for eight years, longer than any other U.S. Ambassador in Ankara. When he arrived, the Turkish military held power following a coup prompted by massive civil disorder. Ambassador Strausz-Hupé helped maneuver them back to the barracks and nurtured the return to constitutional democracy.

Throughout the decade, he encouraged the modernization of Turkish military forces and the painstaking revision of a bilateral defense and economic cooperation agreement. Likewise, Ambassador Strausz-Hupé repeatedly intervened to insert perspective into the chronic Greek-Turkish tensions within NATO and to mute the potential for conflict in the eastern Mediterranean. While no radical improvement in bilateral relations or solutions to major problems emerged during his tenure, he forged a solid U.S.-Turkish alliance, no small achievement for a man who once said of his expertise, "I am only a plumber at my trade."

His 15-year diplomatic career began when most people are thinking only of "golden years," and Ambassador Strausz-Hupé's "retirement" has been characteristically active. In 1995 he published "Democracy and American Foreign Policy," a series of analyses on bureaucracy, American diplomacy, why the Soviet Union collapsed, the Chinese-Indian relationship and the prospects for a North Atlantic federation.

He calls the American diplomatic style "diplomacy by improvisation," noting that democracy forces foreign policy to be "made on the marketplace." He writes that the Constitution gives the executive branch vast leeway in making foreign policy but that the executive branch regularly misjudges its parameters and is hauled up abruptly and painfully by congressional counteraction. He concludes that the open bluntness of U.S. diplomatic style was long derided in European chancelleries as sim-



Ambassador Robert Strausz-Hupé at an airfield during his days as ambassador to Turkey.

plistic, but the rise of democracy globally has tended to universalize that style.

An avid equestrian for decades and tennis player into his 80s, the former ambassador is now more sedentary. Surrounded by a massive, eclectic library in a 150-year-old farmhouse outside Philadelphia he has owned for 70 years, he is putting his private and official papers in order. He remains in close contact with international affairs through the media, friends and colleagues and the Internet.

As ambassador, Mr. Strausz-Hupé displayed a rare combination of professional and political credentials. Trilingual, and knowledgeable in diplomatic history and international politics, he had hundreds of personal relationships at every level of European society that were the envy of Foreign Service professionals. At the same time, he was the quintessential "political ambassador" with close personal relationships throughout every Republican administration of the era, giving him tremendous strength in dealing with the State Department bureaucracy. He respected career Foreign Service officers and expected their professional best in return. While recognizing that an elderly, conservative political appointee would not always be a Foreign Service favorite, he was wryly amused rather than hostile about such circumstances. Of one of his many deputy chief of missions, he commented that "he attempted to make me his enemy, but he did not succeed."

"Life has taught me to expect the unexpected and not try to outwit it," said the elder statesman. "Although no man's life is, as he thinks, unique, I take the artist's pride in placing my signature on mine." ■

Ambassador Robert Strausz-Hupé today, with his wife Mayrose.



Photo by Donna Miles

The author is a retired Foreign Service officer.

Panel Studies Overseas Presence

This high-level board is incorporating the lessons of the East Africa bombings as it studies how U.S. Embassies and Consulates should be organized.

By Amy McCallum

Following the findings and recommendations of Admiral William Crowe's Jr.'s Accountability Review Boards issued in January, Secretary Madeleine Albright established a high-level board—the

Overseas Presence Advisory Panel—to study how U.S. Embassies and Consulates overseas are organized.

Mandated by the Emergency Supplemental Appropriations Act of 1998, which was prompted by the bombings last August in East Africa, the panel is charged with providing recommendations to the Department on the location, size and composition of overseas posts required to conduct America's foreign policy interests in the coming decade.

Among the factors the panel is taking into account are

- the changing foreign policy responsibilities of overseas missions,
- the worldwide security situation and recommendations of the Accountability Review Boards,
- the roles and priorities of all government agencies involved in the conduct of diplomacy,
- the anticipated budget levels within which State and other agencies represented overseas must operate,

U.S. Agency for International Development Director Richard Brown, left, and panel members Tom Fox, center, and Ambassador Langhorne Motley visit the USAID building under construction in Cairo.



- the possibilities for economies and greater effectiveness from information technology, and the establishment of new patterns of representation, including regional consolidation and other new approaches to doing business, and

- recommendations of other recent studies such as the Crowe report, the overseas staffing model and information technology architecture.

The panel must also propose a multiyear funding program to achieve and support the appropriate level of overseas presence. To enable the panel's recommendations to be integrated into the Department's budget and policy planning processes, preliminary recommendations were to be made no later than June 30.

Under Secretary of State for Management Bonnie Cohen told the panel at its first meeting on March 9 that "we are interested in real results. We are working with the Office of Management and Budget on our next budget submission and hope to incorporate your recommendations to include them in the summer budget cycle."

The Overseas Presence Advisory Panel is chaired by Lewis B. Kaden, a New York attorney, and includes distinguished private individuals and agency representatives from throughout the U.S. government. Ambassador William Itoh, a career Foreign Service officer, is executive secretary. Admiral William J. Crowe Jr., former ambassador to the United Kingdom and chairman of the Joint Chiefs of Staff, agreed to serve on the panel to ensure continuity with the Accountability Review Boards he chaired.

"We have spent a lot of time thinking about security, even before the bombings in Africa," Secretary Albright told the panel at its first meeting in March. "Admiral Crowe's work has focused us even more. The silver lining, if there is one, is that we are using this opportunity to look at how to organize ourselves to take advantage of administration and congressional interest."

In March and April, panel members traveled to overseas posts in all geographic regions. They met with ambassadors, country teams, officials from other U.S. government departments and agencies with presence overseas and representatives of the American business community and nongovernmental organizations. These consultations were based on an extensive questionnaire covering such issues as universality, linking resources to policy priorities, embassy reporting, ambassadorial authorities and the interagency process, staffing levels, security, administrative and personnel management, and information technology capabilities.

"The embassies visited by the panel have all contributed a wealth of information that will serve to shape and refine their recommendations," Ambassador Itoh said. "While each mission is unique, many posts share common challenges and constraints. Some have come up with innovative practices that hold promise in suggesting approaches to meet those challenges."

In addition to the data collected on these trips, the panel has consulted widely in the United States with government agencies, members of Congress and representatives of nongovernmental organizations and organiza-

tions such as the Brookings Institution and the Council on Foreign Relations. The group has also assimilated data from the Department's regional bureaus and reviewed past studies and other sources of relevant information.

Despite the task's complexity, Secretary Albright is optimistic about the panel's work and eager to implement key recommendations for lasting change within the Department. "I have high hopes that the panel will develop creative ideas on how to deal with these challenges and expect that these ideas will be integrated quickly into our budget and policy planning to the maximum extent possible," she said.

A final report is due to the Secretary on Sept. 30. She will then provide the report to Congress. ■

Panel Members

Lewis Kaden, New York attorney, chairman

Amb. William Itoh, executive secretary

Peter Bell, president and CEO, CARE

Richard Calder, deputy director for Administration, CIA

Stephen Colgate, assistant attorney general, Department of Justice

Adm. William Crowe Jr., chair, Accountability Review Boards

Amb. Jeffrey Davidow, Ambassador to Mexico

Lynn Davis, senior fellow, RAND, a think tank based on the West Coast

Thomas Fox, assistant administrator for policy and programs, USAID

Stephen Friedman, senior principal, Marsh & McLennan Capital, Inc.

Amb. Edward Gnehm Jr., director general of the Foreign Service and director of Personnel

Thomas Lovejoy, chief biodiversity adviser, World Bank

Amb. Donald McHenry, IRC Group

Gen. Thomas R. Morgan, U.S. Marine Corps, Ret.

Amb. Langhorne Motley, L.A. Motley and Co.

Paul O'Neill, chairman and CEO, Alcoa, Inc.

Prof. William Poorvu, Harvard Business School

Vice Admiral John Scott Redd, U.S. Navy, Ret.

Amb. Felix Rohatyn, Ambassador to France

Amb. Mary A. Ryan, assistant secretary for Consular Affairs

Alan Simpson, former member of Congress

David Skaggs, former member of Congress

John Sweeney, president, AFL-CIO

John Welch, chairman and CEO, General Electric

An NGO Is Born

USIS South Africa Challenges Domestic Violence

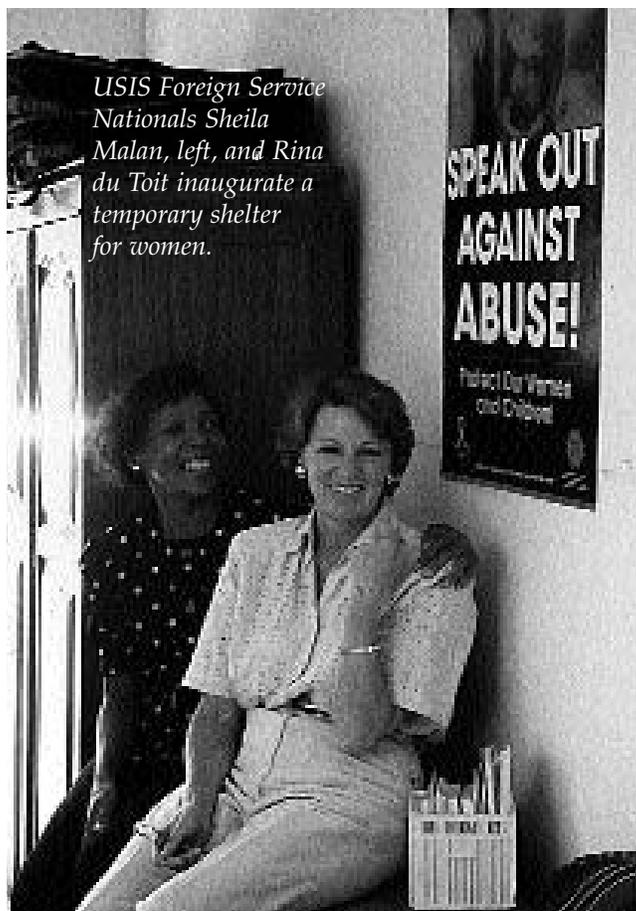
By Daniel Whitman

In South Africa, a country charged with new political and economic energy since its historic elections of 1994, violence against women and girls stands as a major obstacle to progress. The problem traverses all social and economic strata, hitting with equal viciousness the previously advantaged in the suburbs and the previously disadvantaged in the townships. The only difference is that women in the townships acknowledge and combat the violence more openly through community action, while in the wealthy suburbs the subject remains taboo.

In 1998, my wife Asuncion and I took in an Afrikaner neighbor who appeared at our doorstep the night her male friend beat her and ransacked her house two blocks away. We found a disproportionate number of the women we knew as friends, neighbors and work partners suffering from one form or another of physical or mental abuse.

Last year USIS South Africa decided by unanimous vote to tackle the issue of domestic violence as an umbrella theme in its fiscal year 1999 country performance plan. During calendar year 1998, USIS brought to South Africa two prosecutors and a law professor from New York, all specialists in domestic violence. Sharon Pratt Kelly, former mayor of Washington, D.C., visited a center for battered women in the greater Pretoria Township of Mamelodi. During this period, Sheila Malan, a USIS Foreign Service National, emerged as a resident expert in the challenges of domestic violence.

When former executive office FSN Joyce Ngele retired from USIS and became the mayor of Pretoria, USIS benefited from the quickly shifting wheels of fate in the new South Africa. USIS now enjoys contacts at the highest levels of municipal government. Thanks partly to Mayor Ngele's previous work with People Against Human



USIS Foreign Service Nationals Sheila Malan, left, and Rina du Toit inaugurate a temporary shelter for women.

Abuse, the Malan-Ngele axis became a formidable force in combating domestic violence in Pretoria. Ms. Malan introduced Mayor Ngele to a series of community groups during Ms. Kelly's visit, including a women's center headed by Kona Makhoere, a township activist whose sister was murdered in a domestic dispute.

Mayor Kelly's visit resulted indirectly in an embassy self-help grant to PAHA's shelter for abused women in Sunnyside, Pretoria, located at a strategic distance from men prone to violence in neighboring Mamelodi. The City of Pretoria, with help from Mayor Ngele, donated the house. Before its conversion from an abandoned site into a shelter, it was endowed with "the largest rats in all of Africa," according to director Makhoere. The shelter's lower-middle-class neighborhood, far from resisting the

arrival of historically disadvantaged, abused women, helped with the cleanup.

Ambassador James A. Joseph presented the self-help grant to furnish the center and at the center's official public opening, political counselor Reed Fendrick presented a plaque to mark the U.S. contribution.

Throughout this period, Ms. Malan, Asuncion and I hosted a series of informal discussions in our house near the embassy. Participants shared their stories of abuse and their determination to do something about it. The sessions paired previously wealthy (but now homeless) women from the suburbs with their counterparts from the poorer townships. Ms. Makhoere of Mamelodi and Mmabatho Ramaghoshi of the National Network on Violence Against Women joined forces with friends from Trauma Nexus, a training center for volunteer caregivers, and others such as Heinrich Moldenhauer, head of the Magistrate Court of Pretoria. Through the court's portals every day pass 4,000 people—many of them female victims of violence or abuse.



Baganka members inspecting their charter are, from left, Mmabatho Ramagoshi, Sheila Malan and Bets Fourie.

The group grew to become an informal association that attracted the Pretoria Justice College, the Centre for Human Rights, the South African Police Service, the Army Foundation, the departments of law and political science at the University of South Africa, the U.S. Agency for International Development, a member of the South African Parliament, a psychologist, a hairdresser and other interested nongovernmental organizations in the area. Social links and friendships bridged the chasms between suburban and township women, now united against a common scourge and sharing the common objective of combating it. The suburbanites found that their township counterparts were in many ways months, even years, ahead of them in mobilizing to shed their victim status.

The group aimed for tax-free, nonprofit status as a legally incorporated nongovernmental organization under the rules of the South African legal structure.

In Sotho, "baganka" means "victory." So last December, with the pro bono help of retired lawyer Louis van Zyl, we became "Baganka Women's Centre," a legally chartered association to combat violence against women and children. Seven South African sponsors signed the Baganka charter and elected as co-directors Sheila Malan and Beryl Goosen.

A donor provided funds to formally train Baganka members and to publish informational leaflets to distribute at courthouses, police stations and lawyers' offices. A church offered its basement as an emergency shelter, and Radio Pulpit, a religious broadcast, proposed running radio spots to inform victims and direct them to sources of assistance. The center urgently sought funds to pro-

duce a series of anti-violence cassette tapes to play in the community's commuter buses.

South Africa's administrative capital, Pretoria, had no other community-based group specifically addressing domestic violence, so awareness of the crucial need we hoped to address energized us.

As we worked on a micro level in Pretoria, encouragement on the national scene came from the National Parliament's passage last November of two gender bills addressing maintenance and domestic violence. Opposed by only one minority party, the bills otherwise enjoyed universal support.

We finished 1998 in Pretoria gaining legal status as an NGO and securing enough funding to begin our work. As the year ended, co-director Malan set aside a room in her Doornpoort house for Baganka work, including emergency shelter.

During 1999 we have three goals: to equip the group with the expertise needed to treat the victims; to spread information in the community, and to provide a basic economic structure to empower women needing material independence. ■

Daniel Whitman is the former USIS program development officer in Pretoria.

Guards Honored for Heroism

Five contract guards credited with actions that saved lives during the bombings of two embassies in East Africa last summer were recently presented with \$5,000 heroism awards for their actions.

Heroism awards were presented to Joash Okindo, Boke M. Jomo and Benson Okuku, who served at the U.S. Embassy in Nairobi, and to Valenty Katunda and Zainul Dossa at the U.S. Embassy in Dar es Salaam.

In addition, the families of five contract guards killed carrying out their duties during the attacks received \$10,000 from the Department to honor the guards' heroism and to help compensate their loved ones for their losses.

These awards were presented to the families of Tamadhani Mahundi, Abbas Mwili, Elisha Paul, Bakari Nyumbu and Mtendeje Rajabu, who all served in Dar es Salaam.

Secretary Madeleine Albright expressed deep appreciation for the guards' actions and for the daily contributions made by local guards and national employees to the security and well-being of U.S. missions around the world and their employees.

Safety in the Water: Saving Children From Drowning

By Eileen Verity

How long does it take for a child to drown? In the United States, 77 percent of swimming pool accident victims were missing for five minutes or less when they were discovered drowned or submerged. More than 75 percent of swimming pool submersion or drowning victims in the United States were toddlers between ages 1 and 3.

Each year at least one family with an overseas posting loses a toddler to drowning. In some years, there are more. Most stateside and overseas drownings occur in the pool of the victim's family, a relative or friend.

Since swimming is among the most popular outdoor summer activities, it's important to know what precautions are necessary to prevent children from becoming swimming pool statistics.

Anyone who has cared for a toddler knows how fast young children can move. Toddlers are also inquisitive and impulsive and lack a realistic sense of danger. These behaviors make swimming pools particularly hazardous for households with young children. And toddlers have no cardiac, circulatory or pulmonary reserve, making it almost impossible to resuscitate them.

Unfortunately, State's experience with toddler drownings echoes a Consumer Product Safety Commission study. Nearly half of the child victims were last seen in the house before the pool accident occurred, and most victims were not expected to be in or near the pool. Ironically, one or both parents were supposed to be supervising most of the victims.

Swimming pool drownings of young children have another particularly insidious feature: They are silent deaths. There is little if any splashing or screaming to alert a parent or caregiver to a child in trouble.

Barriers and quality supervision can help you plan for the unexpected and prevent child drownings.

Poorly designed or missing barriers have been identified as a key factor in child drownings. Barriers are not childproof, but provide an extra measure of protection for a child who strays from supervision. Barriers give additional time to locate a child before the unexpected becomes a reality.

Barrier fences should be 60 inches or 1.5 meters high with no foot- or handholds to encourage children to climb. Fence gates should be self-closing and self-latching. If the release mechanism is less than 54 inches from the bottom of the gate, it should be relocated to at least three inches below the top of the gate on the side facing the pool.



Photo by Bill Miles

Close supervision is critical to preventing toddler drownings.

The weak link in the strongest and highest fence is a gate that fails to close and latch completely. For a gate to close completely every time, it must be in proper working order and must never be propped open.

However effective barriers and locks are, there is no substitute for supervision. Ensure that caregivers are aware of potential pool hazards. Emphasize the need for constant supervision. Never leave a child unsupervised near a pool. During social gatherings at or near a pool, appoint a "designated watcher" to protect young children from pool accidents. Adults may take turns being the "watcher." Preoccupied adults increase the risk to children. Do not consider young children "drownproof" because they have had swimming lessons, and do not use flotation devices as a substitute for supervision. Keep rescue equipment by the pool. Be sure a telephone with an emergency number is located poolside so as to avoid leaving children unattended. Remove non-pool toys not in use from in and around the pool.

While barriers help, supervision is the critical element in preventing a tragic accident from occurring. Everyone has a role to play in preventing drownings. ■

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

Bidding

State's Career Development and Assignments director explains the ins and outs of the system.

By Donna Miles

Next month, thick 11x14-inch envelopes will arrive in the mailboxes of some 3,000 State and U.S. Information Agency Foreign Service members. The mailings represent the official start of the annual summer assignments cycle and the time for members of the Foreign Service to submit their "wish lists" for their next assignments.

It's a time of opportunity and anticipation—and sometimes, as Jim Williams, director of the Office of Career Development and Assignments, admits, of trepidation, too. "It's a very complicated process," said the 33-year Foreign Service officer. "And I can easily understand how someone coming into the system would have some concerns about it."

But Mr. Williams calls himself "a big fan" of the system nonetheless. He said its meticulous procedures, sometimes the source of angst, are also what make the system fair—balancing people's personal and professional preferences with the needs of posts and bureaus and the overall interests of the Department and the Foreign Service.

The process begins when the 2,500 to 3,500 people eligible to bid in a typical year receive their thick, detailed bid packages. Unlike at USIA, where Mr. Williams said bidding and transfers took place year-round, State's assignments process centers around

the high-volume summer transfer season that runs from May to October. Summer isn't the only transfer season at State, but Mr. Williams said it's when most assignments open up, giving bidders the most career options. It's also the most convenient time for members with families to transfer without withdrawing children from school mid-year, he added.

This year's eligible USIA bidders will receive their packages along with their State colleagues in July. They'll have a few months to register their preferences for transfers between May 1 and Oct. 31 next year.

The assignments panel works to match bidder experience and preferences with bureau and post vacancies.



Photo by Donna Miles

The initial list of upcoming vacancies is included in the bid packages and is also distributed Department-wide by cable. The bid packages also outline long-term training options and professional development opportunities at other government or nongovernmental agencies. They include a point-by-point description of the bid process, instructions on how to submit a bid list and a directory of contacts in State's Office of Career Development and Assignments.

"CDA is the point where bureau preferences and client preferences come together," said Mr. Williams. The office is staffed to accommodate both interests.

Based on their Foreign Service grade, cone and specialty, every Foreign Service member is assigned a career development officer, or CDO. Likewise, the bureaus and their posts are represented by members of the office's new Assignment Officer Division.

Mr. Williams said he can't overstate the importance of bidders contacting their CDO early in the assignments process. CDOs are trained to help clients submit bids that best fit their career goals and personal desires and that comply with bidding requirements. They might recommend a specific type of assignment, as in the case of Mr. Williams, who said his CDO once told him that he "had to go overseas immediately to have a prayer of getting promoted." He took the advice and got promoted.

CDOs can also help clients satisfy personal concerns. A Foreign Service member with a learning-disabled child, for example, may turn to the CDO for help in identifying posts with schools that provide special education classes. The CDO, in turn, might refer the bidder to the Office of Overseas Schools or Office of Medical Services for advice.

One of the CDO's most important jobs is to help clients submit bids that meet Department guidelines and the requirements of the Foreign Service Act of 1980. Without a waiver, the Foreign Affairs Manual allows no more than six consecutive years in Washington, D.C., and usually no more than 15 consecutive years overseas. In addition, the Department requires all Foreign Service members to bid on their fair share of hardship assignments.

"We enforce the rules, but it's up to clients to decide what's best for their careers and their families," Mr. Williams said.

Bidders are required to submit six "core" bids at their grade and in their cone. In addition, they may submit up to nine additional "extension" bids on the same bid list for out-of-cone positions, training, details and "stretch" positions above their grade. They must flag their bids as high, medium and low preference—a designation shared with the panel that makes the assignment but never with the bureau or post. Most bids are submitted electronically using Bid Express, a software program available at all

posts and bureaus that transfers bid information using the unclassified email system.

After all bids are submitted, the CDA office publishes a "bid book" that lists the bidders for every projected job vacancy. All bureaus and posts receive a copy of the book, launching the official start of what's referred to as State as the "meat market."

That's when the bureaus attempt to identify the most qualified bidders for their jobs. It's also when bidders start

marketing themselves to secure their choice assignments—although Mr. Williams said that the most savvy bidders actually start that process long before submitting their bids.

The idea of "lobbying" for a job isn't easy for many people. Mr. Williams said it could prove particularly difficult for USIA employees, whose assignment culture hasn't emphasized "selling" one's capabilities and accomplishments as strongly as State's.

But at State, Mr. Williams said, it's critical that bidders directly contact the bureau or post with the job they're seeking. "It's a highly competitive market out there," he said, "so it's important that

people make themselves known and register their interest in the position they want." If they fail to do so, he said, the bureau or post interprets it as lack of interest and can squelch any chance for the assignment.

The annual summer assignments cycle is a time of opportunity and anticipation—and sometimes, trepidation.

Bidding Tips

▼ Discuss your planned bids with your career development officer and keep the CDO informed about progress in your job search. CDOs serve as your catalyst to make an assignment happen, or the brake to stop it if you want to pursue another option.

▼ Market yourself. Make sure the bureau or post with the job you want knows of you and your interest. It helps you gain a better understanding of the job, too.

▼ Be realistic in your bidding. Recognize that you probably won't get your first choice of assignments every time. Make all your selections carefully and make sure you're a viable candidate for every bid you make.

▼ Use training and other means to broaden your skills and geographic specialties throughout your career. This gives you more choices of jobs to bid on.

"The odds are that you're more likely to get what you want if you go after it both before and after you submit your bid list," Mr. Williams said.

Meanwhile, activity on the assignments panels that meet year-round on Tuesday and Thursday mornings spikes sharply between December and February. These panels, Mr. Williams explained, include 13 voting CDA Office employees who represent the clients or the bureaus and posts. Following a formal agenda, the panels consider page after page of proposed assignments such as "John Jones as security officer in Kinshasa."

The closed-door proceedings generally move along quickly. If the bureau or post, represented by the assignments officer, has agreed to accept the bidder for its vacancy and no other bidder or bureau challenges the arrangement, the panel approves the assignment—with-out a vote and usually without discussion.

"What surprises most people the first time they see the panel proceedings is how fair and balanced the process is," Mr. Williams said. "Even in the case of a 'shoot-out,' it's a very controlled adversarial process."

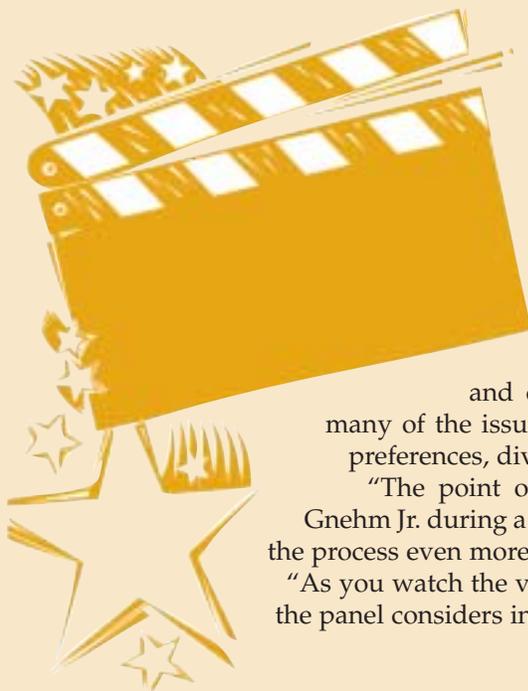
Shoot-outs occur in those instances when two or more bidders compete for the same job, or two bureaus for the same bidder. The assignments officer serves as an advocate for the bureau, discussing the position and its requirements and why the bureau prefers a particular bidder. The CDO advocates for the bidder, presenting professional qualifications and special circumstances regarding the assignment.



Photo by Donna Miles

Assignments panels conduct closed-door proceedings to protect the integrity of the process.

Coming to a Theater Near You...



Lights! Camera! Action! A videotape on the Foreign Service assignment process is under production at the Foreign Service Institute and is expected to reach posts worldwide by midsummer.

The video, "Demystifying the Assignment Process," "walks" viewers through the key steps in the assignment process. Members of a "star-studded" cast from State's Office of Career Development and Assignments play out their real-life roles on assignment panels. Working from a script written and produced by Lynne Lambert and directed by FSI's John McClelland, they tackle on video

many of the issues they regularly face in the assignment process—bureau preferences, diversity, tandem couples and "stretch" assignments.

"The point of this video," said Director General Edward W. "Skip" Gnehm Jr. during a "guest appearance" on the tape, "is to demystify and make the process even more transparent.

"As you watch the video," he continued, "I hope you will look for the equities the panel considers in making an assignment."

After the discussion, the panel votes and the majority determines the assignment. Once an agenda item has been electronically "confirmed," an assignment notification message is released to notify the bidder and the gaining bureau and post of the decision.

But the panel's job is more than to simply identify the best candidate for the job, or the bureau with the strongest desire for a particular bidder. It weighs issues ranging from which candidate has served the most hardship tours to which has the best fallback options to which of competing bureaus or posts has the most gaps to fill.

And because the Foreign Service has more vacancies than members to assign to them, the panel also, in effect, determines which jobs remain to be filled through alternate means, such as the Civil Service-Foreign Service

Hard to Fill Program. "There's no question that all the jobs are important," Mr. Williams said. "But the panel has to decide where the greater service need lies. Historically that's been overseas, but we can't denude the domestic bureaus, either."

Panel decisions may be appealed for cause by the bureau or individual, but Mr. Williams said only a minuscule number ever are. "That's because we have a very equitable system that results from a long process of discussion with the bureaus and individuals involved, and a panel that effectively adjudicates their different interests," he said.

"It's a very transparent process and it has tremendous integrity." ■

Orientations Welcome Newcomers to State

"Welcome to State," an orientation program that continues through August for U.S. Information Agency and former Arms Control and Disarmament Agency employees, was held in March and April at the Foreign Service Institute. Employees were officially welcomed by Assistant Secretary for Administration Patrick Kennedy and Ambassador Ruth Davis, FSI's director.



Photo by Bob Kaiser

FSI's William McCulla talks about the mission and structure of State during the orientation.

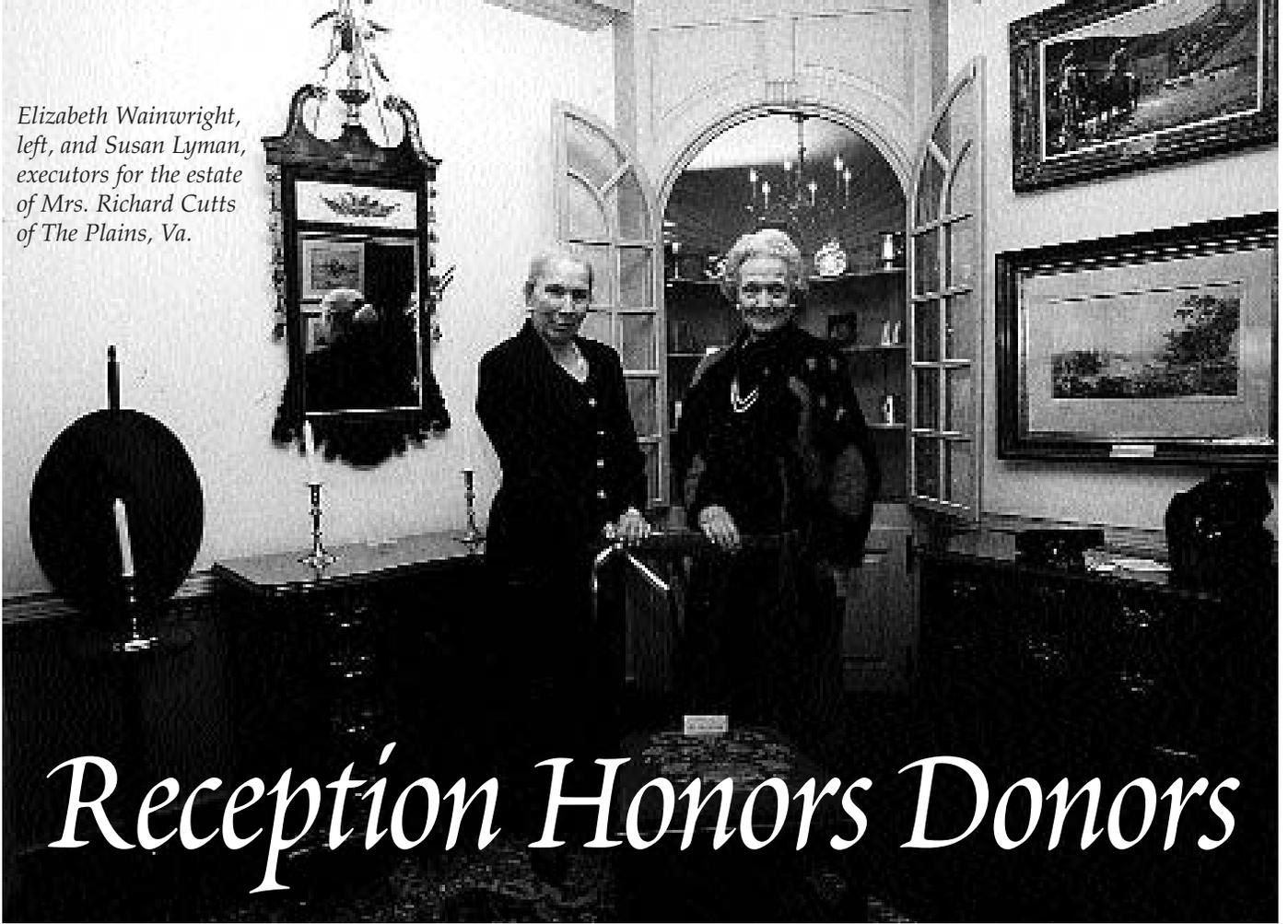
ACDA became part of State on April 1. USIA joins the Department on Oct. 1.

Designed to familiarize employees of both agencies with all aspects of State, the orientation series incorporates such basics as getting around the building and parking to more complex issues such as how the personnel system operates and how policy and assignment decisions are made, as well as exploring the corporate cultures of the two organizations.

Developed jointly by FSI, State's Bureau of Personnel and USIA's training division, the program is designed to familiarize new employees with their new "home." Additional orientation sessions are scheduled for June 15, July 20 and Aug. 3.

"For the first time, I sense a real feeling of goodwill and welcome," said one participant. Another said the orientations should "quell uneasiness in many employees."

Elizabeth Wainwright, left, and Susan Lyman, executors for the estate of Mrs. Richard Cutts of The Plains, Va.



Reception Honors Donors

*M*ore than 230 donors to the Diplomatic Reception Rooms were honored at a recent fine arts reception when they were greeted in the John Quincy Adams State Drawing Room by Deputy Secretary Strobe Talbott and his wife, Brooke Shearer. Later, in the Benjamin Franklin State Dining Room, the deputy secretary and Gail Serfaty, director of the Diplomatic Reception Rooms, thanked donors for their generosity over the past year and noted the many financial contributions and gifts of art received by the rooms.

Financial contributions in 1998 totaled \$790,000. The donations made possible several important acquisitions, including a porcelain plate from James Madison's dinner service while he was Secretary and a portrait of Secretary William L. Marcy by John Mix Stanley.

A neoclassical Benjamin Franklin Ormolu mantel clock, made around 1805.





Deputy Secretary of State Strobe Talbott greets Mrs. Gene Andersen of River Forest, Ill., in the John Quincy Adams State Drawing Room. Mrs. Andersen is a benefactor and member of the Fine Arts Committee, a private organization that helps support and maintain the rooms.

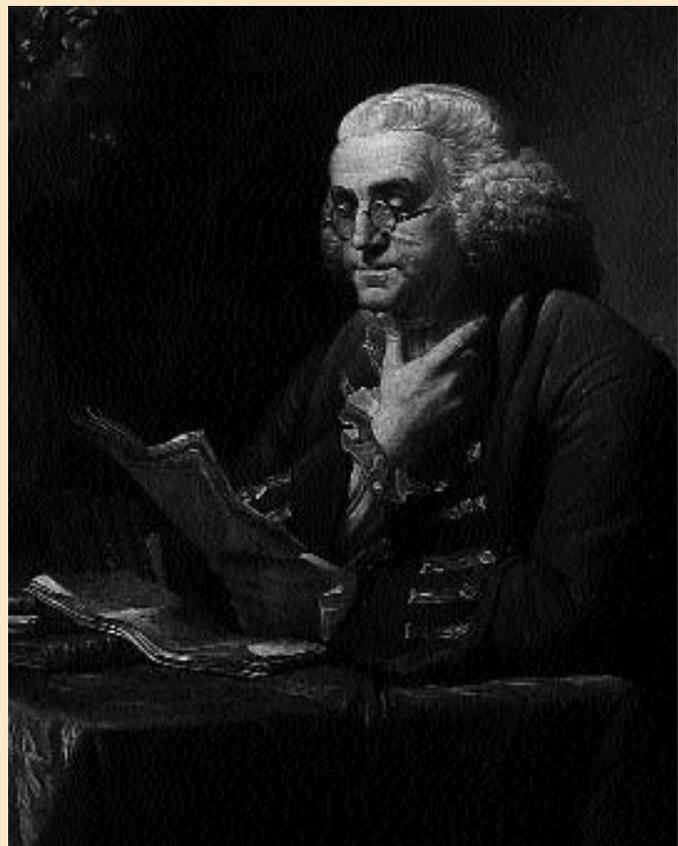
Two bequests of objects were made last year. Mrs. Richard Cutts of The Plains, Va., left six items, including a mahogany side chair that once belonged to Francis Scott Key, a Chippendale transitional period mahogany looking glass with an inlaid Great Seal and two pairs of crystal candelabra with hanging crystal prisms. Florence Hacker of Gladwynne, Pa., bequeathed a Philadelphia Chippendale low chest of drawers with ball and claw feet and a Chippendale looking glass with gilded molding and scrolled edges.

Other gifts last year included a pair of underglaze blue Fitzhugh porcelain plates given by Robert Kogod Goldman of Bethesda, Md., in memory of Ruth Kogod Goldman, and a Serapi village rug and a tilt-top tea table, donated by Mr. and Mrs. Richard Lepere of Washington, D.C.

A Benjamin Franklin mantel clock made by Dubuc of Paris was donated by the Diplomatic Reception Rooms Endowment Fund and is on display in the Benjamin Franklin State Dining Room. ■

The Franklin Portrait

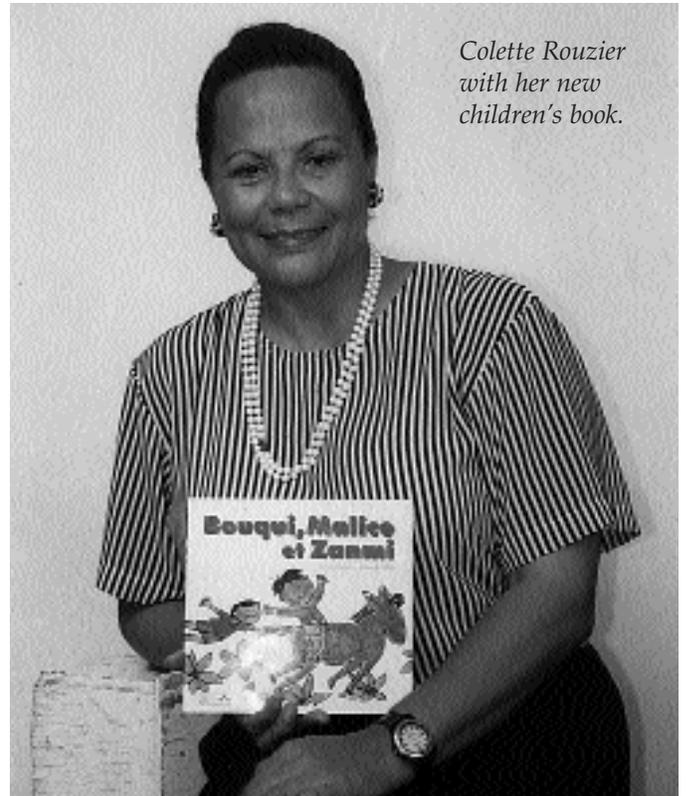
Visitors to the Diplomatic Reception Rooms may notice that the portrait of Benjamin Franklin by David Martin, which hung over the fireplace, has recently been replaced by a portrait of John Hancock by Edward Savage. The Pennsylvania Academy of Fine Arts, which owns the Franklin portrait, has temporarily recalled it for a Franklin exhibition at the National Portrait Gallery. Mr. Franklin's portrait will return this fall.



People Like You

Bringing Tradition Alive in Haiti

When she was a young girl growing up in Haiti, Colette Rouzier used to love hearing her grandmother tell her traditional Haitian folk stories. Now that she's posted to Port-au-Prince as an office management specialist, Ms. Rouzier is sharing those stories with other children. Her new book, "Bouqi, Malice and Zanmi," is the story in French of two little boys and a donkey. The author, who has no children of her own, is at work on a second children's book. "Perhaps it is some sort of maternal instinct coming out," said the seven-year Foreign Service member. "And I'm very proud to have contributed something to the children of my native country."



Colette Rouzier with her new children's book.

Dennis Collins, Houston's "morale support officer."



Houston's MVP

It's peak season at the Houston Passport Agency, and the rush to get passport applications processed for summer vacation travel can leave tempers short and nerves frayed. Enter the office's secret weapon, Dennis Collins, who dishes up healthy doses of mischief and humor that take the edge off even the most stressful days. A passport processing clerk at the Houston office for the past four years, Mr. Collins contributes his own special blend of wit and charm—whether it's peeking around a coworker's desk with novelty glasses or passing on jokes or puns. And while his colleagues enjoy his enthusiastic personality, they also admire his "can-do" attitude and his willingness to roll up his sleeves to get the job done. That dedication and professionalism recently earned him the local Federal Business Association's "Outstanding Disabled Federal Employee of the Year" for the Houston area. Mr. Collins is hearing impaired, but with his excellent communication skills, tireless work ethic and engaging personality, his coworkers say it's clear that he's in no way handicapped. —Eric Botts, Houston Passport Agency

Upcoming State of the Arts Performances

- ▼ **June 9:** 200th concert celebration with Tom Roberts, New Orleans jazz pianist/musical director for Leon Redbone, and Howard Kadison on drums.
- ▼ **June 23:** Pianist Thomas Pandolfi.
- ▼ **July 21:** Violinist Jorge Saade-Scaff, below.



- ▼ **Aug. 4:** Baritone Jonathan H. Ward, pianist Sherry Turner Graveson and soprano Janice Lea Codispoti, clockwise from upper left.

*Concert times are Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.
The State of the Arts Cultural Series is free to all Department employees.*

Arts Programs Highlight Black History, the Philippines

By John Bentel

The State of the Arts Cultural Series and Foreign Affairs Recreation Association recently hosted the Crosslands High School Concert Choir and singer Nancy Paris Hines. Hugh Barnes directed the choir in a lively musical presentation celebrating Black History Month. His enthusiasm was evident in the students' spirited singing, and the audience responded with tremendous applause.

Nancy Paris Hines, accompanied by pianist James Dudley, lived up to her reputation as "The Entertainer's Entertainer," beginning her program with an upbeat "Misty," which showcased her silky smooth voice. Ms. Hines paid tribute to mistresses of song Lena Horne, Ella Fitzgerald and Whitney Houston. A sultry "Summertime" concluded the performance.

Soprano Pura Gonzales Peterson and pianist Williams Carlson provided a glimpse of Philippine music, along with folk dancing by Nelia Adanza and Josie O' Neill during a Philippine classical music presentation in the East Auditorium. All are Department employees.

Casting itself in the classic rock tradition of the 1960s, the rock group Trow de Rocque recently performed in the East Auditorium. The group consists of James Curry as lead guitarist, Chris Loomis on bass guitar, Alex McAllister on rhythm guitar and James McKinley on keyboards. All four performers sang selections that included several of their original compositions, "All You Gotta Do" and "I Like, I Like."

The author is a computer specialist in the Executive Secretariat.

O B I T U A R I E S

Jonathan Elton Admire, a Foreign Service security engineering officer, died Mar. 22 while snorkeling in the Bahamas. Mr. Admire was assigned to the Fort Lauderdale Regional Center in Florida.

Horace Franklin Byrne, 83, a retired Foreign Service officer, died Mar. 9 in Columbia, S.C. During his Foreign Service career, Mr. Byrne served in Tabriz, Tehran, Baghdad, Beirut, Khartoum, Port Elizabeth and Washington, D.C. He retired in 1970.



William J. Crockett, 85, former Under Secretary for Administration, died Mar. 20 in Scottsdale, Ariz., from complications following abdominal surgery. Mr. Crockett, a career minister, served in Beirut, Karachi and Rome before being named under secretary.



Roy Richard Hermesman, 78, died Feb. 4 in Gaithersburg, Md., of chronic renal failure. Mr. Hermesman joined the Foreign Service in 1951, serving a 28-year career. After an assignment as a general services officer in Santiago, he served as a consular and administrative officer in Rome, Hong Kong, Hamburg and Manila. He retired in Lusaka in 1979.

Arch K. Jean, 86, died Mar. 10 in Pensacola, Fla. Mr. Jean started working for State in the mid-1940s as chief of recruitment in the Division of Departmental Personnel. He later served as assistant chief and as chief of the division. Mr. Jean was executive director of the Bureau of Far Eastern Affairs and special assistant to the assistant secretary for Administration. He joined the Foreign Service in the late 1950s and served as counselor for administration in Bonn, Ottawa and Madrid before retiring in 1968.

Gordon P. Merriam, 99, died Feb. 16 in South Bristol, Maine, following a short illness. During his Foreign Service career, Mr. Merriam was posted to Beirut, Damascus and Aleppo. After studying Arabic and Turkish in Paris, he served in Istanbul, Cairo and Tehran before becoming chief of the Division of Near Eastern Affairs in Washington, D.C. He was a member of the Secretary's Policy Planning Staff until his retirement, during which he was a member of the U.S. Executive Reserve.



Eula Mae Prince Powell, 72, a retired Civil Service employee, died Feb. 23 in Garysburg, N.C. Ms. Powell retired from the Department in 1976 as a personnel counselor. She served more than 30 years in State's Bureau of Personnel.

Paul Sadler, 73, died of leukemia on Sept. 11, in Smyrna Beach, Fla. Mr. Sadler joined State as a code clerk and rose to become minister counselor for administrative affairs. He served in Jerusalem, Tel Aviv, Tangiers, Colombo, Brussels, Belgrade, Athens, London, Monrovia, Seoul, Manila and Canberra. He retired in 1988.



Cora Lee Smith, 54, died Feb. 10 of breast cancer. Ms. Smith began her government career in 1970 as a budget analyst with ACTION. She joined State as a budget analyst in 1989, later becoming a financial management specialist.

Julia Welch, 75, a retired Foreign Service officer, died Feb. 13 in Brea, Calif., of complications from diabetes. Ms. Welch joined the Foreign Service in 1957 and served as a budget and fiscal officer and later as an administrative officer in Paris, Jakarta, Seoul, Moscow, Helsinki, Prague, Kuwait, Ankara and Naples. She retired in 1986 following an assignment as an instructor at the Foreign Service Institute.

APPOINTMENTS



Congo

William Lacy Swing was recently confirmed by the Senate as U.S. Ambassador to the Democratic Republic of the Congo. Ambassador Swing, who has served as ambassador to Congo as a recess appointee since August 1998, is a career member of the Senior Foreign Service. He joined the Foreign Service in 1963 and has

devoted his career primarily to Africa, also serving as ambassador to South Africa, Nigeria and Liberia. He was deputy chief of mission in the Central African Republic and spent a sabbatical year at Harvard University focused on African studies. Ambassador Swing's Washington, D.C., tours included assignments as desk officer for Germany, deputy director for Central Africa with special responsibility for the former Zaire and deputy assistant secretary for Personnel. He received degrees from Catawba College and Yale University and speaks French, German, Afrikaans and Creole.



Ambassador at Large for International Religious Freedom

Robert A. Seiple was recently confirmed by the Senate as State's ambassador at large for international religious freedom. Mr. Seiple, of Federal Way, Wash., spent the past 11 years as president of World Vision, Inc., the world's largest privately funded relief and development agency.

In that capacity, he guided the organization toward an expanded advocacy role in the worldwide struggle against poverty and hunger. Ambassador Seiple founded the Institute for Global Engagement, a strategic think tank. He was the president of Eastern College and Eastern Baptist Theological Seminary from 1983 to 1987, and was named "Churchman of the Year" in 1994 by Religious Heritage America. In 1995, he was awarded the Brown University Independent Award, a doctorate of public service by Gordon College and the Secretary of State's Distinguished Public Service Award. He received a bachelor's degree from Brown University.

NOMINATIONS

Frank Almaguer—ambassador to the Republic of Honduras

Robert J. Einhorn—assistant secretary for Nonproliferation

John R. Hamilton—ambassador to the Republic of Peru

More complete biographical information will be provided when the nominees are confirmed by the Senate.

State Inducts Record Classes

The Department recently inducted its largest Foreign Service class in more than five years. State's April junior officer class included 64 members, six of them destined for the U.S. Information Agency. The April Foreign Service specialist class had 66 members.

John Collins, director of the Bureau of Personnel's Office of Recruitment, Evaluation and Employment, said the new Foreign Service members will go a long way in helping reduce staffing gaps at missions overseas and in the bureaus.

He said the large new classes also demonstrate that the Department is competitive in salaries and benefits, even when competing against private-sector firms for top-quality employees, adding that he is "particularly delighted" that State attracted so many technicians in its specialist class.

"It represents a positive trend for the Department," he said, "and it shows that there's still a wide interest among the American public in the Foreign Service and in foreign affairs careers."

FOREIGN SERVICE

Transfers

Ackerman, David A., Bishkek to Econ. and Bus. Affairs
Adkison, Anthony C., Diplomatic Sec. to Canberra
Allen, Mary F., Geneva to Ankara
Anstead, Philip, Personnel to Abidjan
Bader, Jeffrey A., Natl Sec. Council to Personnel
Baker, Andrea S., Pre-Assign. Tng. to Seoul
Baldwin, Virginia E., F.S. Specialist Intake to Kuwait
Banks, Anita D., Econ. and Bus. Affairs to Consular Affairs
Bavelock, Kate M., Jerusalem to Personnel
Benedict, Gloria K., Leave Without Pay to Pretoria
Bergeron, Jennifer K., Tunis to International Org. Affairs
Bielinski, Stanley Jr., Foreign Bldgs. to Diplomatic Sec.
Bishop, Michael E., Diplomatic Sec. to Lagos
Bodde, Tanya, F.S. Specialist Intake to New Delhi
Boone, Rudolph Frederick, Accra to Foreign Service Inst.
Bowen, Melanie M., Pre-Assign. Tng. to Santo Domingo
Camillo, Robin W., Belgrade to Personnel
Campello, Marie, Jakarta to Population, Refugees and Migration
Conway, Ellen Mary, Consular Affairs to Oceans and Int'l Envir. and Sci. Affairs
Copas, Aulikki K., Tegucigalpa to Personnel
Cotton, Constance C., F.S. Specialist Intake to Tel Aviv
Cragun, Carla Jean, Santiago to Personnel
Davis, Marcellus D., Rabat to Damascus
Day, Brenda S., Cairo to Personnel
Delare, Thomas Lawrence, Sec. to Econ. and Bus. Affairs
Deuster, Lien, Cairo to Personnel
Diop, Papayoro Tapa, F.S. Specialist Intake to Kampala
Doell, Cynthia Rae, Sec. to St. Petersburg
Dollar, Carolyn J., Nat'l Sec. Council to Copenhagen
Dulisse, Judith A., Frankfurt to Near Eastern Affairs
Durtschi, David B., Foreign Buildings to Kenya
Dwyer, Stuart A., Paris to Lyon
Engert, Steven F., Libreville to Info. Res. Mgt.
Estrada, Roland G., Personnel to La Paz
Fairchild, Lon C. Jr., Tirana to Personnel
Ferguson, Marcela B., Pretoria to Personnel
Fernandez, John D., International Org. Affairs to European Affairs
Fiffick, Paul F., Diplomatic Sec. to Algiers
Fitrell, Kathryn S., Accra to Personnel
Fleming, Alexander C., Guangzhou to Medical
Frank, Rachel S., Islamabad to Personnel
Freedman, Robert M., Pre-Assign. Tng. to Kiev
Fujimura, Paul N., Pre-Assign. Tng. to Moscow
Fulkerson, Robert C., Info. Res. Mgt. to Frankfurt
Ginsburg, Terry Arthur, Western Hem. Affairs to Quito
Gomien, Lisa Worthington, Lome to Personnel
Harper, Mia Lise, Guatemala to Personnel
Hartsock, Charles, Tel Aviv to Personnel
Hemsch, Peter G., Pre-Assign. Tng. to Caracas
Henke, Raymond Carl, Dakar to Personnel
Hernandez, Priscilla G., Bonn to Berlin
Hopkins, Irma J., Beirut to Medical
Honor, Sharon J., Cairo to Personnel
Horwitz, Jeffrey D., Pre-Assign. Tng. to Yerevan
Howard, Linda Susan, Int. Org. Affairs to Melbourne
Hunt, Tammi F., Mexico City to Personnel
Huser, Victor J., São Paulo to Lisbon
Ishkanian, Albert P., Foreign Service Inst. to Personnel
Itoh, William H., Personnel to Mgt.
Johnson, Sura R., Port of Spain to Geneva
Johnston, Lawrence Paul, Bridgetown to Personnel
Keith, James R., East Asian and Pac. Affairs to Nat'l Sec. Council
Keller, Jeannie S., F.S. Specialist Intake to Helsinki
Kish, Nancy L., Manila to Personnel
Koch, Jeffrey, Info. Res. Mgt. to Johannesburg
Landis, James L., Diplomatic Sec. to Bogota
Lattin, Kathleen K., Cairo to Personnel
Lehmborg, William Glover, Pre-Assign. Tng. to Bogota
Lemiska, Deborah I., Rome to Personnel
Lepire, Mark, Personnel to Foreign Buildings
Lewis, John Hargraves, Personnel to Agency for International Dev.
Lisenbee, Norman C., Diplomatic Sec. to Dar es Salaam
Long, Lawrence J., Near Eastern Affairs to Peshawar
Lu, Aria Bevin, Diplomatic Sec. to Beijing
Manago, Diane E., Western Hem. Affairs to Yaounde
Markin, John D., Cairo to Personnel
Marrs, Reese E. Jr., Personnel to Diplomatic Sec.
Mathis, Christopher W., London to Personnel
May, Charles Kent, Pre-Assign. Tng. to Chennai
McCarthy, Patricia M., Addis Ababa to Dakar
McCormick, David L., Pre-Assign. Tng. to Kinshasa
McCullough, Heather Dawn, Operations Center to Executive Secretariat
McDuffy, Wayne Amory, Executive Secretariat to African Affairs
McGuigan, Kathleen, F.S. Spec. Intake to Rio de Janeiro
McMillian, Harold D., Western Hem. Affairs to Info. Res. Mgt.
Mills, Joyce A., Canberra to Personnel
Moffit, Stephen L., Diplomatic Sec. to Frankfurt
Monroe, Benedicte D.C., Singapore to Personnel
Moore, Sidney R., Argentina to Foreign Buildings
Mueller, Maureen P., Dushanbe to Personnel
Musser, Rin Mark, Mexico City to Personnel
Nay, Nancy H., Johannesburg to Personnel
Negron, Ramon Abad, Pre-Assign. Tng. to Guadalajara
Noel, Aixa M., Abidjan to Personnel
Nordberg, Marc A., Pre-Assign. Tng. to Tel Aviv
O'Hare, Michael W., Pretoria to Kampala
Olszewski, Arlene C., San Salvador to European Affairs
Oreste, Michael P., Paramaribo to Mexico City
Ousley, Benjamin Ralph, Pre-Assign. Tng. to Hermosillo
Perezous, Jonathan Michael, Pre-Assign. Tng. to Manila
Petroni, Lawrence James, Pre-Assign. Tng. to Bogota
Phalen, Lois M., Frankfurt to Personnel
Phillips, Virginia D., Oslo to Kuala Lumpur
Piekarz, Emil M., Foreign Service Institute to Personnel
Pina, Jeannette C., Medical to Personnel
Postel, Deborah R., F.S. Specialist Intake to Nairobi
Reed-Rowe, Helen Patricia, Medical to Personnel
Reiersgard, Linda Frances, Ankara to London
Rhodes, Patricia K., Sec. to East Asian and Pac. Affairs
Ricciardone, Francis J. Jr., Ankara to Near Eastern Affairs
Rivera, Maria Victoria, Istanbul to Personnel
Rodriguez, Rafael A., Nairobi to Personnel
Rosenstein, Yoshino Erica, F.S. Specialist Intake to Panama
Rouse, Julia Cardozo, Rome to Inter. Narc. and Law Enfor. Affairs
Royster, Steven Bailey, Pre-Assign. Tng. to Mexico City
Schumaker, James F., Kiev to European Affairs
Seeley, Kristi Lynn, Santiago to Personnel
Shields, Thuy Nguyen, Jakarta to Personnel
Sigler, Kathleyn F., Yerevan to Personnel
Smith, Diane E., Bern to Personnel
Snow, Thomas Lindley, Abidjan to Niamey
Sohier, William Davies III, Mexico City to Ops Center
Squires, Tika Jan, Bishkek to Personnel
Stone, Laura Merritt, Pre-Assign. Tng. to Beijing
Strickler, Theodore Eugene, Mgt. to Diplomatic Sec.
Sundstrom, Audrey M., Mexico City to Personnel
Sykes, Arelia M., Info. Res. Mgt. to Santiago
Taylor, Wendy K., F.S. Specialist Intake to Tegucigalpa
Theis, James Paul, Western Hem. Affairs to Consular Affairs
Trim, Vernelle, Pre-Assign. Tng. to Guatemala
Tyson, Paul H., Sec. to Foreign Service Institute
Wadelton, Joan S., Sec. Operations to Spec. Dom. Assgn. Prog.
Walker, Duncan Hughitt, Pre-Assign. Tng. to Recife
Warren, Andrew M., Near Eastern Affairs to Kuwait
Waters, John R., Pre-Assign. Tng. to Beijing
Weiner, Janice G., European Affairs to Foreign Service Institute
Welborne, Sarah Emily, Pre-Assign. Tng. to Warsaw
White, Margaret Bryan, Pre-Assign. Tng. to Caracas
Wiemels, David F., Ottawa to Mexico City
Wilcox, Edith Sabetay, São Paulo to Personnel
Wills, Calvin D., Diplomatic Sec. to Info. Res. Mgt.
Wilson, Ernestine, Suva to Personnel
Wise, N. Ridgeway, Berlin to European Affairs
Wolfson, David Thomas, Personnel to Foreign Service Institute
Wooden, Dean B., Bujumbura to Kinshasa
Woolsey, Jerry Max, East Asian and Pac. Affairs to Depart. of Commerce
Yellin, James Howard, Bujumbura to African Affairs
Zartler, Malissa Ann, Paramaribo to Personnel
Zimmer, Everett C. Jr., Diplomatic Sec. to Frankfurt.

It is Department policy to promote and recognize deserving employees for their contributions to the foreign affairs mission. As the Department's principal employee publication, *State Magazine* is provided with monthly lists of Civil and Foreign Service employees assigned, hired, retired or reassigned. As a public document subject to full disclosure under the law, these lists are subject to only minor editing for style purposes by *State Magazine*. Department policy is to publish the lists in their entirety. The names of Civil Service promotions are no longer published.

FOREIGN SERVICE

Appointments

Anderson, Gregory M., Diplomatic Sec.
Archer, Susan K., Pre-Assign. Tng.
Bacik, Byron W., Diplomatic Sec.
Beyss, Derek F., Diplomatic Sec.
Blunt, Robin E., Pre-Assign. Tng.
Bouldin, Charles E., Pre-Assign. Tng.
Boyle, William H., Pre-Assign. Tng.
Breiter, Ann Kathleen, Yekaterinburg
Brodman, Mathew H., Diplomatic Sec.
Brooks, Juan C., Diplomatic Sec.
Burnett, Michael R., Diplomatic Sec.
Bush, John, Diplomatic Sec.
Carson, Judy W., Tegucigalpa
Chang, Lucy M., Pre-Assign. Tng.
Collins, Gary D., Diplomatic Sec.
Daigle, John J., Pre-Assign. Tng.
Davis, Kenneth W., Diplomatic Sec.
Eckert, Robert A., Diplomatic Sec.
Freeman, John A., Diplomatic Sec.
Furstenberg, Philip G., Diplomatic Sec.
Gillis, Christopher J., Diplomatic Sec.
Gordon, Robert E., Diplomatic Sec.
Gracon, Elizabeth M., Pre-Assign. Tng.
Grimm, Brian M., Pre-Assign. Tng.
Gruchacz, Timothy J., Diplomatic Sec.
Gu, Christopher K., Diplomatic Sec.
Hanish, Patrick N., Pre-Assign. Tng.
Hanson, David C., Pre-Assign. Tng.
Haskins, Jack S., Diplomatic Sec.
Heinzer, Clifford D., Pre-Assign. Tng.
Houston, Paul R., Diplomatic Sec.
Howard, Joseph J., Diplomatic Sec.
Hughes, Angela D., Diplomatic Sec.
Hunt, Daniel B., Diplomatic Sec.
Hussar, Paul J., Diplomatic Sec.
Irvine, Kevin R., Diplomatic Sec.
Krzywda, David A., Pre-Assign. Tng.

Leventis, Laura G., Pre-Assign. Tng.
Loeffert, Richard B., Diplomatic Sec.
Mansour, Rafik K., Pre-Assign. Tng.
Marvin, Douglas C., Diplomatic Sec.
Miller, Eric M., Diplomatic Sec.
Mongan, John H., Pre-Assign. Tng.
Moss, Kendall D., Pre-Assign. Tng.
Nieto, Joseph I., Diplomatic Sec.
O'Connor, Jr., Thomas K., Diplomatic Sec.
O'Hagan, Michael T., Diplomatic Sec.
Pascoe, Gwendolyn Jill, Pre-Assign. Tng.
Petraia, Garrett A., Diplomatic Sec.
Petterson, Donald K., Monrovia
Purvis-Smith, Terry L., Pre-Assign. Tng.
Raines, John William, Pre-Assign. Tng.
Rhind, Matthew E., Diplomatic Sec.
Robinson, Charlene Lamb, Pre-Assign. Tng.
Rodriguez, Karen Miller, Pre-Assign. Tng.
Roth, Edward A., Diplomatic Sec.
San Miguel, Dennis, Diplomatic Sec.
Sandlin, William B., Diplomatic Sec.
Schrandt, Adam M., Diplomatic Sec.
Sides, Benjamin W., Diplomatic Sec.
Sisbarro, Kevin M., Diplomatic Sec.
Smith, Anthony G., Diplomatic Sec.
Stack, Colleen Frances, Pre-Assign. Tng.
Stansfield, Julie C., Diplomatic Sec.
Theriot, Nicole Dawn, Pre-Assign. Tng.
Thompson, Elizabeth Kay, Pre-Assign. Tng.
Verrier, Richard P., Diplomatic Sec.
Weinstock, Marc A., Diplomatic Sec.
Wendt, Amy Rachel, Pre-Assign. Tng.
Whitson, Kevin T., Diplomatic Sec.
Williams, Dennis Peter, Pre-Assign. Tng.
Winkler, Eli Thompson, Pre-Assign. Tng.
Wommack, William G., Diplomatic Sec.
Zareski, Karen Beth, Pre-Assign. Tng.

Resignations

Andrus, Steven C., Montevideo
Atkins, Catherine P., Brussels
Beeson, Laurie, Kampala
Bird, Leslie Jean, Cotonou
Brandt, Laurie A., Leave Without Pay Status
Caskey, Priscilla C., Chennai
Clinebell, Janet L., Cairo
Constantinou, Clay, Luxembourg
Conway, John T., Info. Res. Mgt.
Dunham, Kenneth Lee, Bridgetown
Fiegen, Anthony D., Vienna
Garcia, Manuel, Nuevo Laredo
Gribbin, Constance K., Kigali
Hanway, Cheryl L. Edleson, San Jose
Hiles, William L., Port-au-Prince
Jones, Elizabeth Ann, Bangkok
Kellinger, Mark A., Diplomatic Sec.
Knight, Pamela Bea, Bangkok
Krzyzewski, Kimberley M., Moscow
McFarland, Sheila Smith, Kigali
Nassiry, Darius, Nairobi
Ramos, Miguel A., Mexico City
Ribble, Lisa A., Brussels
Rivera, Leonor D., Bogota
Robertson, Norma F., Caracas
Savastuk, Grace Renee, Bridgetown
Silkworth, Leslie S., Personnel
Woods, William Y., Pre-Assign. Tng.

Retirements

Gribbin, Robert E. III, Rwanda
Heffron, Kathleen Marian, Personnel
Krebs, Sheldon I., Personnel
Morfino, James, Diplomatic Sec.
Naby, Dante, Personnel
Van Treeck, Marie-Elena T., Administration
Ward, Jennifer C., Non-Gov. Orgs.

CIVIL SERVICE

Resignations

Ashley, Tarsha N., Houston Passport Agency
Brown, Daniel J., Intell. and Res.
Cambridge, Sonja G., Miami Passport Agency
Clore, Raymond E., Consular Affairs
Cohen, Wendy I., Consular Affairs
Coleman, William T., Foreign Buildings
Corbett, Kathy, Foreign Buildings
Cota, Jeannine, Administration
Cox, Patricia, Administration
Davis, Judith A., Administration
Davis, William Keith, Leg. Affairs
Haynes, Susan, Chief Fin. Officer
Johnson, Craig M., Administration
Johnstone, Larry C., Res., Plans and Policy

Lai, Con, Inspector General
Loper, Tamara R., African Affairs
Midgett, Patricia A., Administration
Mulkey, Rennetta L., Administration
Murphy, Natalie C., Inspector General
Naylor, Anita L., Info. Res. Mgt.
Pampell, Camille Lynne, Population, Refugees and Migration
Perlman, Brian S., Foreign Buildings
Plunkett, Laura L., Foreign Service Institute
Roach, Quiana E., Western Hem. Affairs
Rodriguez, Angela Maria, Administration
Rossmann, Kenneth F. III, Administration
Rud, Duane E., International Boundary Comm.

Schwegel, Keith G., Inspector General
Steiner, Heather Renee, Inter. Narc. and Law Enfor. Affairs
Sykes, Tracie, African Affairs
Thompson, Derrick, Chief Fin. Officer
Tisdall, T. Brian, Foreign Service Institute
Vagas, Richard T., Population, Refugees and Migration
Vincent, David, Chief Fin. Officer
Walgren, Howard L., Leg. Affairs
Washington, Jeannette, EEO and Civil Rights
Winters, Christine D., Sec.

CIVIL SERVICE

Appointments

Adams, Patricia A., Sec.
Aderholdt, Nancy C., Sec.
Allen, Nelson C., Foreign Buildings
Almquist, Peter, Strategic Affairs
Amoroso, William S., Sec.
Arnett, Eric H., Strategic Affairs
Austin, Monique C., Inspector General
Benedetti, Arturo G., Administration
Breaux, Rosalind F., Sec.
Brown, Julia D., Strategic Affairs
Bryant, Andre K., Sec.
Buckheit, Patricia J., Leg. Affairs
Denyer, Stuart Richard, Consular Affairs
Dougherty, Michelle S., Inspector General
Drucker, Joy E., Leg. Affairs
Dyson, Sheila R., Sec.
Fannin, Mary C., Sec.
Farrar, Anya D., Sec.
Farrar, John H. Jr., Verification and Technology
Fellows, James H., Administration
Flick, Charlene B., Inter. Narc. and Law Enfor. Affairs
Gaines, Njeri A., Verification and Technology
Godby, Terry L., Strategic Affairs
Goss, Laura Marie, Diplomatic Sec.

Green, Ann M., Sec.
Greene, Regina D., Sec.
Gromoll, Jennie P., Spec. Neg. for Chem./Bio. Weapons
Gromoll, Robert H., Strategic Affairs
Harrington, Mia S., Sec.
Hartman, Richard W. II, Verification and Technology
Haynes, Susan, International Boundary Comm.
Hollingsworth, Cecilia L., Sec.
Holt, Victoria K., Leg. Affairs
Hosey, Steven D., Sec.
Jackson, Roberta B.
Johnson, Francis E., Sec.
Kiebler, Kara Y., Leg. Affairs
Klocek, Maria, Diplomatic Sec.
Krass, Allan S., Sec.
Kwan, David, Verification and Technology
Lawrence, Cathleen E., Sec.
Leites, Justin, Sec.
Lester, Raymond, Intell. and Res.
Lewis, Karen T., Sec.
Lockwood, Dunbar, Strategic Affairs
Luna, David M., Inter. Narc. and Law Enfor. Affairs
Mann, Christopher G., Leg. Affairs
Marshall, Vickie R., Foreign Service Institute

McFate, Patricia A., Arms Ctrl. and Nonprol. Adv. Board
Meadows, Rosetta, Sec.
Minor, Angela L., Sec.
Morrow, Richard J., Verification and Technology
Moss, Richard A., Foreign Buildings
Neerman, Margaret A., Sec.
Nguyen, Khanh Q., Foreign Buildings
Nicholas, James A., Sec.
Nolan, Anthony L., Sec.
Pound, Sharon Lou, Foreign Service Institute
Puterbaugh, James L., Administration
Riveles, Stanely Alvin, Stan. Cons. Comm.
Sateia, Gilbert C., Verification and Technology
Scheuer, Mark A., International Org. Affairs
Schultz, Kathryn R., Sec.
Sledd, Jacqueline L., Sec.
Stone, Diane O., Foreign Buildings
Tice, Deniz R., Sec.
Visek, Richard Charles, Legal Adviser
Waddell, Kenneth R., Sec.
Ward, Kenneth D., Verification and Technology
White, Catherine E., Foreign Service Institute
Wiles, Dean Eric, Sec.
Wixon, Sandra M., Sec.

Reassignments

Bassett, Andrew J., Inspector General to Administration
Berry, Getoria M., Personnel to Foreign Buildings
Brown, Aaron V., Intell. and Res. to Operations Center
Brown-Williams, Gloria J., Population, Refugees and Migration to Inspector General
Coffey, Marguerite R., Info. Res. Mgt. to Mgt.
Foster, Judith Ann, Near Eastern Affairs to New Ind. States
Gable, Robert G., Consular Affairs to New Orleans Passport Agency
Hunter, Phyllis G., Seattle Passport Agency to Chicago Passport Agency
Johns, Ernest H., Info. Res. Mgt. to Administration
Knight, Gregory D., Inspector General to Intell. and Res.

Lawrence, James F., Population, Refugees and Migration to Sec.
Machak, Frank M. Jr., Info. Res. Mgt. to Administration
Meterko, Lisa M., Sec. to Chief Fin. Officer
Ravnholt-Hankin, Margrethe, Diplomatic Sec. to Administration
Shaw, Sharon T., Global Affairs to Leg. Affairs
Smith, Samantha Denise, Near Eastern Affairs to Western Hem. Affairs
Sykes-Alston, Blanch, Oceans and Int'l. Envir. and Sci. Affairs to Info. Res. Mgt.
Van Buren, Lester M., Foreign Service Institute to Info. Res. Mgt.
Witt, Deborah L., Consular Affairs to Administration

Retirements

Antal, Elizabeth F., Medical Director
Dewely, Mercedes, New York Passport Agency
Joyce, Karen E., African Affairs
Lester, Christine Duhart, Miami Passport Agency
McAvoy, Robert W., Diplomatic Sec.
Michaud, M. Grace, Consular Affairs
Norden, Kristen A., Intell. and Res.
Sandin, Donna H., Administration
Schwar, Harriet D., Public Affairs
Smith, Irene R., Foreign Service Institute
Wile, Alan R. Jr., Intell. and Res.
Zachary, Thomasine Reid, Western Hem. Affairs

USIA CIVIL SERVICE

Appointments

Bryant, Marcus R., Human Resources
Hart, Rashad L., Human Resources
Forrest, Linda R., General Counsel
Jackson, Ramona, General Counsel
Tamches, Orna, Educational & Cultural Affairs
Peterson, Susan F., Technology
Becherer, Thomas, L., Information

Resignations

Byrne, Leslie L., Director
Keats II, Wilfred J., Information

USIA FOREIGN SERVICE

Appointments

Huff, Michael P., Human Resources
Wright, Janet L., Human Resources

Retirements

Beaumont, Esther Hoshall, Information
Mingo, Michael J., General Counsel
Veron-Sullivan, Yola, Human Resources

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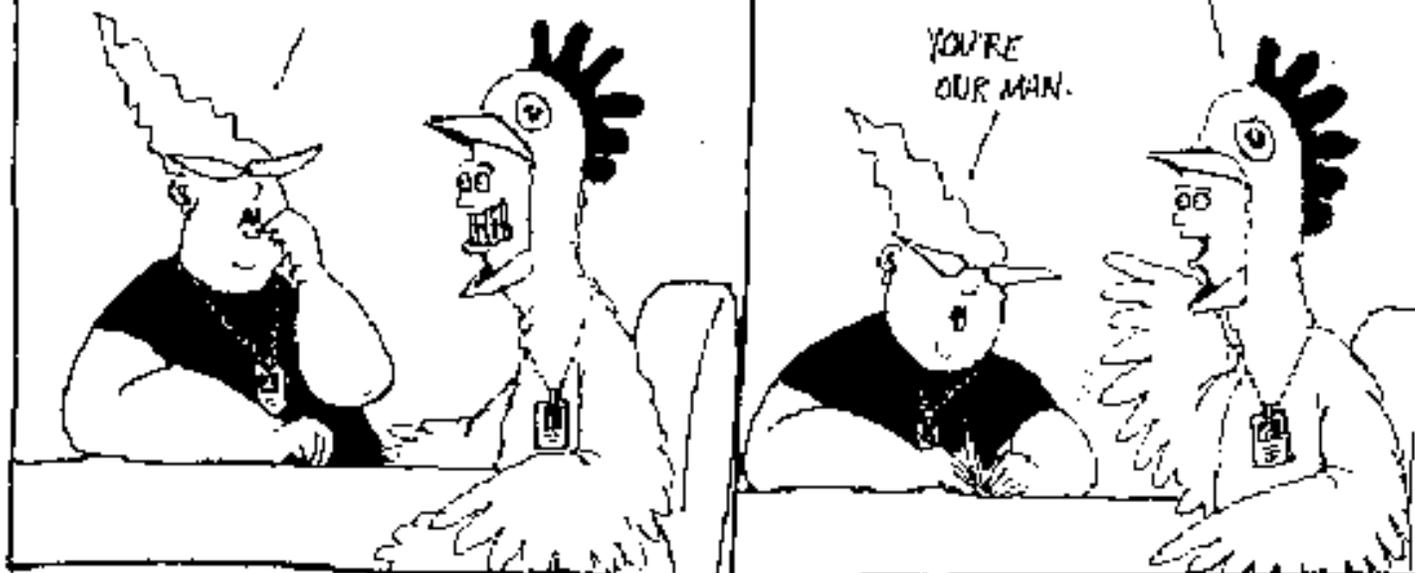
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IMAGINATIVE POWERS
TO CONCEIVE OF ANYTHING
I WOULDN'T DO FOR
THIS JOB!



I'M STILL NOT SURE...

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OUR MAN.



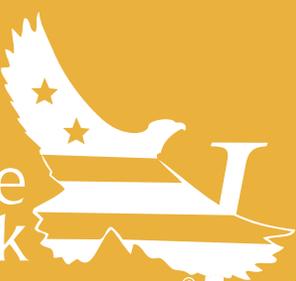
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