

UNITED STATES DEPARTMENT OF STATE

March 1999

State

Magazine

Sarajevo

Rising from the Rubble





The Nairobi Embassy community honors victims of the bombing.

Coming in April: *Remembering Nairobi's Fallen*

Photo by Peter Gichinga

State Magazine

Carl Goodman
EDITOR-IN-CHIEF

Donna Miles
DEPUTY EDITOR

Kathleen Goldynia
DESIGNER

Donna Rose
EDITORIAL ASSISTANT

ADVISORY BOARD MEMBERS

James Williams
CHAIRMAN

Sally Light
EXECUTIVE SECRETARY

Albert Curley
Colleen Hope
Kenneth Hunter
Stevenson McIlvaine

Wayne Oshima
Gary Pergl

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, DC. Periodicals postage paid at Washington, DC. POSTMASTER: Send changes of address to *State Magazine*, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. *State Magazine* is published to facilitate communication between management and employees at home and abroad and to acquaint employees with developments that may affect operations or personnel. The magazine is also available to persons interested in working for the Department of State and to the general public.

State Magazine is available by subscription through the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402 (telephone [202] 512-1850). The magazine can be viewed online free at: www.state.gov/www/publications/statemag.

The magazine welcomes State-related news and features. Informal articles work best, accompanied by photographs. Staff is unable to acknowledge every submission or make a commitment as to which issue it will appear in. Photographs will be returned upon request.

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.

Material may be submitted on disks, emailed or faxed, in 14-point type, to (703) 812-2475. The mailing address is **State Magazine**, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. Contributions may also be left in Room 3811, Main State. The magazine's main number is (703) 516-1667.

Deadline for copy is the 15th of each month.

Contents

Department of State • United States of America



29

"Jarre in Late Summer Sun" by Judith Rothchild, displayed in Guatemala City.

7 Carbon Monoxide

You can't see it, smell it or taste it, but it can kill.

8 Post of the Month: Sarajevo

Bosnia's capital rises from the rubble.

14 Financial Service Center Paris

It has a new name, a new mission and a promising future.

20 Reorganization

- Pat Kennedy on Reorganization
- Putting the Plan Together
- ACDA Prepares to Merge With State

27 Honoring State's Women

Two managers reflect on the evolving role of women at State.

29 Art in Embassies

If a picture is worth a thousand words, this program is telling the world volumes about the United States.

34 Second-Generation Employees

For many Foreign Service and Civil Service employees, State is a "family affair."

42 Caring for the Elderly

A recent forum focused on the elder care responsibilities shouldered by many employees.

U.S. and Russian Intermediate Range Nuclear Forces Treaty inspection teams.

24



C O L U M N S

2 From the Secretary

4 Direct From the D.G.

D E P A R T M E N T S

3 Letters to the Editor

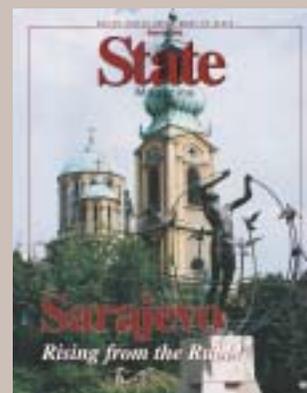
5 In the News

40 People Like You

43 Education & Training

45 Obituaries

46 Personnel Actions



On the Cover

A Serb Orthodox church in old town Sarajevo.

Photo by Carmen Ryan

Security Is Every Person's Responsibility

As none of us can forget, last Aug. 7 terrorist bombs exploded near our embassies in Nairobi and Dar es Salaam, killing 220 people and injuring more than 4,000. Among the dead were 12 American and 40 Kenyan and Tanzanian U.S. Embassy employees and family members. We grieve for all the victims. And we will never cease to mourn the loss of our loved ones, colleagues and friends.

In the aftermath of those murders and as mandated by federal law, I established two Accountability Review Boards to investigate the bombings and recommend improved security systems and procedures. Both boards were chaired by the former chairman of the Joint Chiefs of Staff and U.S. Ambassador to the Court of St. James, Admiral William Crowe.

Admiral Crowe and the other highly respected members of the review boards gave selflessly of their time and effort. This past January, they issued a report that warrants the attention of Americans inside and outside government.

The report cited some of the steps we had taken, particularly since August, to strengthen perimeter defense. It also noted congressional approval of our security supplemental of more than \$1 billion.

But the boards concluded—and I agree—that these measures must be viewed as just an initial deposit toward what we need to provide for the security of our overseas posts. They called for “sustained funding for enhanced security measures, for long-term costs for increased security personnel and for a capital building program based on ... the new range of global terrorist threats.”

The report also stressed—and again I concur—that “Additional funds for security must be obtained without diverting funds from our major foreign affairs programs.” This key point bears emphasis. We must not hollow out our foreign policy. We need to protect our diplomats, but we also need the resources required to protect American interests.

I have not been shy about making this case within the administration. The President summarized it in this year's State of the Union address. And I am pressing our case vigorously on Capitol Hill as the budgetary process unfolds in the 106th Congress.

The forces of international terror are led by people who have shown contempt for human life and the rule of law. But as the Crowe report reflects, we cannot assume knowledge about when or where they may strike next. We can-



not assume past patterns will be repeated. And we cannot assume that any post is safe.

No matter how careful we are or how much we are able to spend, we cannot guarantee that there will be no more attacks and no more innocent victims. We *can* guarantee that the cowards who launch such an attack will be pursued by every means, wherever they go, for as long as they live.

And as our military strikes and swift law enforcement actions show, we will strive to see that sooner or later, one way or another, terrorists are held accountable for their crimes.

The confrontation with international terror does not lend itself to quick or complete victories. And of course, we do not publicly detail many of the steps we take—often in concert with others—to prevent and prepare for potential terrorist strikes.

We can say that we have continued to implement additional physical protection measures as rapidly as possible. We are improving our programs for dealing with vehicle-bomb attacks, such as those experienced in Africa. We have begun to strengthen crisis management training at the Foreign Service Institute.

We are working closely with other U.S. agencies, host governments and law-respecting nations around the world to disrupt and neutralize terrorist threats and bring terrorists to justice.

And on my recommendation, the President broke with precedent and appointed a career law enforcement professional, David Carpenter, as our new assistant secretary for Diplomatic Security. Dave has helped us get out and amplify the message to all posts that in today's world, security is *every* person's responsibility and *no* precaution or detail should be taken for granted.

All of us recognize that the price tag to improve security is and will probably remain, at least for the foreseeable future, higher than the resources we have available for that purpose. The result is that we will continually have to make difficult and inherently subjective decisions about how best to use the resources we have and about how to reconcile security imperatives with our need to do business overseas.

None of this will be easy; there are zero grounds for complacency. But with your help and wise counsel, we will continue to strive—both with our colleagues in the administration and on Capitol Hill—to provide maximum protection for our people and maximum support for our country's critical foreign policy goals. ■

LETTERS TO THE EDITOR

A Transformation

Since retiring, I have looked forward to reading every issue of *State Magazine*, despite its dull and unimaginative presentation. But reading it was a means of keeping in touch with the family. And so I read on. The

November issue, however, brought me up with a start, for as I read on, I realized the magazine had been transformed. It was now a professional paper, edited and written by qualified journalists. The magazine can now compete with the tastiest of commercial rags. I don't know



who deserves the credit, but it is obvious that you and your staff deserve a good share. So, then, congratulations.

Joseph F. Privitera
Washington, D.C.

We're glad you now find us tasteful and readable. We share the credit with all of our many fine contributors at home and overseas.—The Editors

That 'Lookaway' Look

An Air Force retiree, I have worked in Main State for five years, and I will never get used to what I call the State Department "lookaway." We've all experienced it. You approach a "colleague" in the hallway and about 15 yards away you look directly at one another. For several seconds your

eyes meet. Then you get it—the dreaded "lookaway." The head and eyes snap forward quickly. No cordial good morning or evening. Nothing. You are now invisible. It matters not that you continue to look at the person's now-turned face as they walk by. Even a polite greeting of your own will not elicit a response.

This does not seem to be the case with custodial or maintenance workers who are perhaps not so weighed down with the many foreign policy decisions that they are free to greet a fellow employee courteously. Think about it. Are you a "lookawayer"? If you think you might be, there may be still time to reform. See you in the hallway.

Russ Hardesty

*Director of Humanitarian Assistance
to the New Independent States*

From the Editor

You may already have noticed something different about this issue: color. Color printing is not new, of course. It's now the industry standard. But this is the first issue of *State Magazine*, now in its 52nd year, to be printed in full color, and that's quite a milestone for us. It may, in fact, be our last great hurdle before greeting the 21st century. We are doing everything we can to reduce costs by streamlining production so that we can bring you future issues in full color. Please let us know what you think of our progress and product.

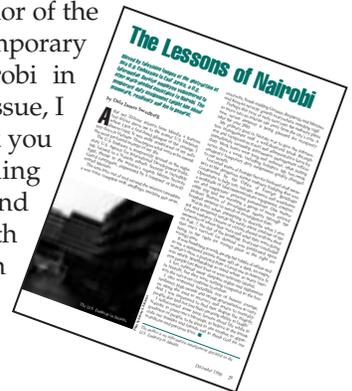
More than three years after the Dayton agreement, Sarajevo—our featured post—is full of shoppers and cars. At the U.S. Embassy, the Marines held their first ball. But even as life returns to normal, implementing the Dayton Accords remains the primary mission for the embassy employees involved.

The new EURO currency may not concern you, but it does concern our 125 employees at the Financial Service Center in Paris. The oldest and largest of our finance centers, FSC Paris makes \$1.9 billion in payments per year, including many of our paychecks! Check it out.

Also in this issue, we honor two women serving in senior-level positions at State—where women comprise about 30 percent of the Foreign Service and almost two-thirds of the Civil Service workforce—and visit with several employees for whom State is truly a "family affair." Enjoy.

Thanks for the Coverage

As the author of the article on temporary duty in Nairobi in December's issue, I want to thank you for publishing the piece and sharing it with the Foreign Service and Civil Service families.



Dale James Swedberg
U.S. Embassy, Manila

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request.

*You can also reach us at
statemag@pererwpoa.us-state.gov.*

DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.

One of Secretary Albright's priorities is to reach out to the American people and build a stronger domestic constituency for the conduct of foreign policy. As director general, one of my highest priorities is to ensure that career opportunities at State continue to attract a highly qualified and diverse cross-section of the American people.

Our Diplomats in Residence at eight U.S. campuses are on the front lines in both of these endeavors. We choose the academic institutions that host DIRs based on both high academic standards and a diverse student population. From Spelman College in Atlanta to the University of Michigan, from UCLA to the City University of New York, our colleagues spread the word that conducting diplomacy is vital to our national interests and that State is a great place for talented and creative people to be part of this important process.

The program falls under the Bureau of Personnel's Office of Recruitment, Examination and Employment. Each year, we identify senior Foreign Service officers with the expertise and enthusiasm to make a mark on undergraduate and graduate students at their designated schools. This year, we decided to expand our search for DIRs by including these positions in our open assignments listings. We want more of our most dynamic officers to consider these opportunities. I have taken a personal interest in these slots and have worked directly with our recruiting staff to choose next year's DIRs.

DIRs mentor students interested in international affairs, making them aware of State initiatives like the Foreign Affairs Fellowship Program, which provides financial assistance to undergraduate and graduate students in return for a commitment to join the Foreign Service. They also spread the word about our internship programs, a highly effective conduit for recruiting career employees. Our studies show that the DIR's presence on campus increases both the number of students who take and pass the Foreign Service written examination and the number who participate in internship and other programs. Because the target universities where we place DIRs have large minority enrollments, the DIRs are a key element in our strategy to create a workforce more truly representative of the American people.

DIRs schedules allow individual interests and the needs of the host institution to determine the optimal use of their time. While most teach at least one course



Diplomats in Residence Complement Recruiting Efforts

during their tenure, there are many other projects they tackle simultaneously.

I can think of few other Foreign Service positions that give an officer so much freedom and individual responsibility. And our most successful DIRs have risen to the challenge by creating programs that enrich both the academic and local communities.

Off campus, many DIRs have participated in professional conferences and foreign affairs discussions sponsored by World Affairs Councils and local groups. Ambassador Mary Ann Casey, our DIR at the University of Colorado at Boulder, has addressed the Colorado Council on International Organizations on U.S. Middle East policy and the World Affairs Council of Colorado Springs on the challenge of living in a global community. Kevin McGuire, at Howard University's Ralph J. Bunche International Affairs Center, arranged for Secretary Madeleine Albright, Ambassador Ruth Davis and other State officials to address the students there. He has also coordinated two symposia on Korean issues.

Among the benefits of serving as a DIR is working closely with bright, motivated students. Many take pride in reaching out across various academic disciplines to identify and recruit those who will be the next generation of diplomats. Mr. McGuire is justly proud of the two Howard students who won Foreign Affairs Fellowships in 1998.

Ambassador Gene Scassa capped a notable career, at St. Mary's University in San Antonio, Texas, as a DIR. When he retired in 1996, he joined the university, where he's developed a ground-breaking course in transnational issues. Yet he cites student mentoring as the most rewarding part of being a DIR. He compares this aspect of his work with the satisfaction he received from mentoring junior officers during his years in the Department. St. Mary's has an 80 percent minority student enrollment, with many of the students the first in their families to finish high school, much less college, including three Foreign Affairs Fellows. For Ambassador Scassa, mentoring students (and new Foreign Service officers) is "my way of giving something back to the Department."

Our best Diplomats in Residence share boundless energy, creativity, and a desire to make the State Department more representative of the American people it serves. Both we and their host institutions are lucky to have them among us. ■

Perry Named to Central African Republic



Robert C. Perry, a career member of the Foreign Service, is the new U.S. Ambassador to the Central African Republic. Before assuming this position, Ambassador Perry was deputy chief of mission in La Paz. He attended the Senior Seminar, State's advanced professional development program for senior foreign policy officers, and the National War College. He entered the

Foreign Service in 1968 and was detailed to the Agency for International Development in Vietnam as a rural development officer. His other overseas assignments include postings in Santiago, Asmara, Mexico City and Port Louis, where he was deputy chief of mission from 1986 to 1989. He served in the Offices of Southern African Affairs and Cuban Affairs and in the Bureaus of Intelligence and Research and International Narcotics Matters and was special assistant to the undersecretary for Political Affairs. Ambassador Perry received a bachelor's degree from Wittenberg University and a master's degree from American University. He speaks French and Spanish.

Life Insurance Season Opens

The Federal Employees Group Life Insurance program's open enrollment season begins April 24 and continues through June 30.

The open season, the first since 1993, gives federal employees who previously declined or waived coverage an opportunity to enroll, and for those already enrolled to increase their life insurance coverage. Such changes normally are allowed only at certain milestones, such as marriage or the birth of a child.

Changes made during the open season won't take effect until the first pay period on or after April 1, 2000.

The Office of Personnel Management began phasing in other new insurance options last November. OPM eliminated caps on basic and Option B insurance, according to Eliza Bethune-King, State's life insurance officer in the Office of Employee Relations.

Option B coverage remains controlled by the employee's salary and is available only with basic insurance coverage. A new change, however, will allow employees to choose unreduced Option B coverage for a premium when they retire. Option C family coverage will also change, allowing employees to elect coverage up to five times the current amounts of \$5,000 for spouses and \$2,500 for each eligible child.

The government contributes only to employees' basic insurance. Employees pay the full cost of optional insurance. More details about the life insurance open season will be provided via Department Notices and cables.

Reward Offered for Bombers

As part of its ongoing effort to bring to justice those responsible for bombing the U.S. Embassies in Nairobi and Dar es Salaam, State recently announced a reward of up to \$5 million for information leading to the arrest or conviction of five fugitives charged with the embassy bombing in Tanzania.

Ahmed Khalfan Ghailani, Fahad Mohammed Ally, Mustafa Mohamed Fadhil, Khalfan Khamis Mohammed and Sheikh Ahmed Salim Swedan were charged with the bombing in the U.S. District Court, Southern District of New York.

Anyone with information is urged to contact the nearest embassy or consulate or write: Heroes, P.O. Box 96781, Washington, DC 20090-6781, USA. Domestically, information also can be provided to the FBI or to the Bureau of Diplomatic Security at (800) HEROES-1.

President Names Envoys

President Clinton recently announced two ambassadorial nominations.

Hassan Nemazee, an investor in public and private equity markets and real estate developer, was named U.S. Ambassador to Argentina. J. Brian Atwood, administrator of the U.S. Agency for International Development since 1993, was named U.S. Ambassador to the Federative Republic of Brazil.

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

Steinberg to Lead Demining Effort



Ambassador Donald K. Steinberg was recently appointed as the new special representative to the President and Secretary of State for global humanitarian demining. He succeeds Ambassador Karl F. Inderfurth.

Ambassador Steinberg will work to advance President Clinton's Demining 2010 Initiative, designed to eliminate the

threat of landmines to civilians around the world by the end of the decade. He will encourage international efforts to accelerate global demining efforts, promote mine awareness programs in affected nations and develop new programs to assist the survivors of landmine accidents.

He also will work to enhance existing ties with the United Nations, nongovernment organizations and foreign governments that have shown leadership in the fight against landmines.

Commerce, Air Force Honor Kenya Embassy Employees

The Department of Commerce and the U.S. Air Force recently honored employees assigned to the U.S. Embassy in Nairobi, Kenya, during the Aug. 7, 1998, bombing.

Commerce presented heroism awards to eight members of its Foreign Commercial Service staff: August Maffry, senior commercial officer; Rizwan Khaliq, commercial officer; Tobias Owinyo, driver; Tobias Otieno, senior trade specialist; and Ellen Bomer and Priscah Owina, administrative assistants. Adams Wamai, a commercial specialist, and driver Moses Namayi, who both died from their injuries, received posthumous awards.

Ms. Bomer and Mr. Otieno received serious injuries requiring extensive rehabilitation. Mr. Maffry and Mr. Khaliq acted quickly following the explosion to shield U.S. Ambassador Prudence Bushnell, escorting her through the debris to safety.

Secretary of Commerce William M. Daley recognized the awardees for heroism and unusual selflessness in the line of duty during and after the terrorist attack. At the time of the bombing, they were working to promote U.S. business interests in Kenya and the region, helping to build commercial ties to benefit both Kenya and the United States.

Meanwhile, the Air Force Civil Engineer Support Agency will honor the memory of Senior Master Sgt. Sherry Lynn Olds, who died in the bombing, by renaming one of its highest awards for her. The Team Spirit Award, renamed the Senior Master Sergeant Sherry Lynn Olds Award, is presented annually to the employee who contributes significantly to fostering teamwork and promoting a cooperative spirit within the agency.

"We lost more than a fellow Air Force member. We lost a good friend and a wonderful person," said Senior Master Sgt. Michael Burns, first sergeant for the field operating support agency based at Tyndall Air Force Base, Fla.

Carbon Monoxide

By David Needham

You Can't See It, Smell It or Taste It, But It Can Kill

Carbon monoxide is a colorless, odorless, tasteless gas and a proven killer. The Consumer Products Safety Commission estimates that some 200 people in the United States die every year from accidental carbon monoxide poisoning, and another 5,000 are injured.

Any fuel-burning appliance, vehicle, tool or other device has the potential to produce dangerous levels of carbon monoxide gas. Carbon monoxide is toxic, even in relatively low concentrations, because it inhibits the blood's ability to carry oxygen to body tissues and vital organs such as the heart and brain.

Several types of appliances may place homes at potentially higher risk for carbon monoxide hazards. These include gas-fired heating systems, unvented gas-fired space heaters, unvented kerosene heaters and unvented gas-flash water heaters.

If functioning properly, a gas-fired appliance presents no greater risk from carbon monoxide than an electric appliance. When a serious problem occurs with a gas-fired appliance, the risk of carbon monoxide poisoning increases. It is important to conduct an annual inspection of gas-fired heating equipment to ensure it is functioning properly.

The combustion product of appliances fueled by kerosene, fuel oils or wood or other solids is a complex mixture of compounds that includes carbon monoxide. Some of the products of combustion from liquid and solid fuels can be detected, warning occupants of the danger. While this early warning can't be relied on to prevent carbon monoxide poisoning, it is one of the reasons why fewer fatalities occur with liquid or solid fuels. Liquid- and solid-fueled appliances require annual inspection and exhaust flue cleaning.

Any unvented combustion appliance presents a risk for carbon monoxide poisoning, but kerosene heaters that are properly maintained do not release large amounts of carbon monoxide. The potential for problems

is always present because kerosene heaters vent directly into the room, fuel quality varies, adequate combustion air is not always provided and heaters are not always maintained and operated according to manufacturer's instructions.

While many unvented gas-fired appliances are making a comeback in the United States, they have several safety features, such as oxygen depletion sensors, that are not always available in appliances overseas.

Previously, unvented gas-flash water heaters were found at some posts. Because of two fatalities and a serious injury, the Department has directed posts to remove unvented gas-flash water heaters or to install an exhaust flue to vent combustion gases.

There are several important elements to preventing carbon monoxide poisoning: proper installation, routine maintenance and proper operation.

Proper installation is critical to the safe operation of combustion appliances. This includes following the installation instructions carefully, properly venting appliances, providing adequate combustion air and using a qualified installer.

Routine maintenance is important to keep a combustion appliance operating in a safe manner. This includes performing annual inspection by a qualified person, performing annual cleaning of exhaust flues and chimneys for liquid- and solid-fueled appliances, keeping chimneys and flues free of blockages, corrosion and loose connections, and maintaining kerosene heaters according to the manufacturer's instructions.

Proper appliance use prevents combustion appliances from being operated outside of safe limits. This includes following the manufacturers' instructions for safe operation, providing combustion air to kerosene heaters by opening a window slightly, never operating a kerosene heater overnight and never operating an appliance in a small area without adequate ventilation. ■

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

*The walking bridge over the Neretva
River in old town Mostar.*

Sarajevo

The city with a soul rises from the rubble.



Consular officer Ann Sides near Sarajevo's old Jewish cemetery—a sniper's nest during the war.

By Ann B. Sides

Sarajevo ima dusu, or Sarajevo has a soul, say the inhabitants of that battered but still beautiful city. To many Americans, the name Sarajevo is almost synonymous with the death and devastation that resulted from the long, brutal siege of 1992 to 1995. But Sarajevo's unique appeal—a result of its dramatic history, mix of cultures and rugged physical setting—has survived the conflict. As Bosnia moves beyond the recent, painful past, U.S. diplomats here find themselves in one of the most interesting, challenging cities in the world.

When the embassy opened in July 1994, a skeletal staff of Foreign Service officers lived and worked in a sand-bagged chancery in a city under constant fire. Water, gas and electricity were rare. The marketplaces were virtually empty of food and many people received their salaries in cigarettes. The only way in or out of Sarajevo for U.S. diplomats was a dash across the airport runway toward Mount Igman in an armored car, or a nail-biting takeoff in U.N. aircraft under the crosshairs of gunners on the surrounding hills.

More than three years after the Dayton agreement, Sarajevo is once again beginning to resemble a "normal" city. The guns are silent. The open-air market, scene of a terrible massacre a few years ago, is full of shoppers choosing fresh fruit and vegetables. The greatest danger along the former "Sniper Alley" is now speeding cars. The embassy grounds, recently a morass of rubble and mud, have been planted with lawns and flowers, and the ramshackle guardhouse with its posted command, "Discharge Your Weapon Before Entering," has been replaced by a permanent structure with state-of-the-art security features.

The embassy's more than 100 direct-hire personnel now live in apartments instead of in their offices, and tours of duty have been extended from one to two years. The decision to permit adult family members to accompany their spouses to Sarajevo brought six spouses to post in the last transfer cycle and a welcome new dimension to community life. The Marine security guard detachment, installed in December 1997, held its first Marine Ball in November 1998.



Photo by Master Sgt. Dadah-Doney

*Above, traffic passes Sarajevo's newly repaired Holiday Inn, left, and National Parliament Building, right.
Below, a "Sarajevo rose" in the market.*



Photo by Master Sgt. Dadah-Doney

Even as life returns to normal in Sarajevo, reminders of the recent, tragic past are everywhere. Entire neighborhoods are in ruins. Clusters of grave markers dot public parks. Mortar scars in pavements painted red in memory of citizens killed there—the so-called “Sarajevo roses”—are everywhere. Most of the embassy’s Foreign Service Nationals survived terrifying experiences, and mourn friends and relatives lost in the war. Some have not seen their pre-war hometowns for six years and do not know if they will ever be able to return.

The Dayton Peace Accords negotiated in November 1995 stopped the slaughter and established a framework for Bosnia’s future. Under the terms of the agreement, Bosnia and Herzegovina were recognized as a single state with two multi-ethnic entities: the Federation of Bosnia and Herzegovina, and the Republika Srpska. The Dayton Accords provided for the return of refugees to their pre-war homes, a multinational peacekeeping force, international police monitors and several international civilian bodies assigned to various aspects of Bosnia’s reconstruction.

Implementing the Dayton Accords—the basis for a stable peace and the reconstruction of Bosnia—is the embassy at Sarajevo’s primary mission. It’s a tough job, but fascinating, involving complex and sensitive issues, a constantly evolving political environment, and a finely balanced working partnership with a variety of military forces, international and nongovernmental organizations and officials of the Bosnian national and the Federation and Republika Srpska governments.

For the embassy staff, an assignment to Sarajevo is an exceptional opportunity to make a difference as diplomatic professionals. Embassy officers manage demining programs and coordinate the U.S. role in maintaining the International Police Task Force, established by the Dayton Accords to train and advise the local police. Administrative and general service personnel are transforming the improvised wartime embassy into a permanent, full-service mission. Officers from State and the Agency for International Development are deeply engaged in establishing the rule of law in Bosnia, creating a normal investment climate, reconstructing the banking system and promoting privatization. USIS, present in Sarajevo since 1975, promotes press freedom and professionalism, civic education and academic excellence. Recently, the embassy began accepting nonimmigrant visa applications.

Not all Foreign Service officers in Bosnia-Herzegovina live and work in Sarajevo or even work directly for the U.S. government. Two officers operate embassy branch offices in Banja Luka and Mostar. Others have been seconded to the Organization for Security and Cooperation in Europe, the Office of the High Representative or the OHR supervisor's office, responsible for Dayton implementation in the disputed Brčko area until its final status is determined.

Photo by Carmen Ryan



Above right, a memorial on Mount Igman, site of the accident that took the lives of Robert Frasure, Nelson Drew and Joseph Kruzal in August 1995. Below, Ann Klekas, left, wife of political officer John Klekas; Anne Kauzlarich, wife of ambassador Richard Kauzlarich, second from left; and friends assist refugee families.



Working in Bosnia requires long hours, tiring travel over difficult, mountainous roads and endless encounters with tough-minded interlocutors in smoke-filled rooms. Special visitors are many. Free weekends are rare. But many Foreign Service officers and support staff extend their assignments—stimulated by the challenges and attracted by the opportunity to work on issues that strengthen the prospects for peace, good government and eventual reconciliation in Bosnia and Herzegovina.

Beyond the challenges of the job, there is a charm and civility about life in Sarajevo that appeals deeply to many Americans. Riding on the cross-town tram, buying butter by the slab in the market, strolling with crowds of Sarajevans through the old city on a warm summer evening or watching anglers along the river bank evoke a vibrant urban life rare in the United States. As mine clearing proceeds, some of the Olympic ski slopes above the city are being returned to use. Trees are being replanted in city parks made barren by the wartime need for firewood. Restaurants abound, offering everything from traditional Bosnian meals to a persuasive approximation of Tex-Mex cooking.

Sarajevo's and Bosnia's troubles are far from over. Recovery from the physical and economic damage of the war will require long-term assistance from the interna-

Ambassador's secretary Carmen Ryan stands by an ad for the Sarajevo Film Festival in the city's old town.



Photo by Carmen Ryan



Photo by Master Sgt. Dadaiah-Doney

The NATO Stabilization Force in downtown Sarajevo.



Deputy Chief of Mission Sylvia Bazala and political officer Mike Adler at a polling station in Pale, Serb Republic.

tional community. Efforts to locate the missing, identify the dead and prosecute the war criminals will continue for some time. Some of the most difficult issues, like the return of refugees, will meet with resistance. Vigorous U.S. engagement remains essential to Bosnia's reconstruction. Many of the obstacles of the postwar period, however, already have been overcome, and the future is looking brighter for Sarajevo, the city with a soul. ■

The author is the consular officer in Sarajevo.

Bosnia and Herzegovina

By Razyipor Bazala

A U.S. presence in Sarajevo predated the establishment of the U.S. Embassy in Bosnia and Herzegovina by almost two decades. Founded in 1975, the USIS American Center was one of six branches of USIS Belgrade.

USIS Sarajevo conducted a full range of educational, cultural and information exchange programs throughout Bosnia and Herzegovina, including English classes, Fulbright exchanges, international visitors, exhibitions and performing artists. Politicians in the former one-party state of Yugoslavia, however, regarded USIS and its public affairs officers with considerable suspicion and imposed onerous advance notification and protocol coordination provisions on USIS that served as annoying delay tactics. They also monitored the agency's contacts with local citizens.

The atmosphere in Sarajevo improved considerably in anticipation of the 1984 Winter Olympics. By 1988, a USIS presidential election program attracted more than 250 people to the center for an all-night watch of election returns and a mock presidential election.

Following the fall of Yugoslavia, the USIS staff was evacuated to Zagreb on Christmas Eve, 1992. Before leaving, in an act of heroism under the continual gunfire and shelling that continued to pound Sarajevo daily for three-and-a-half years, the staff moved the library collection to a more secure facility. From then on, a public affairs officer based in Vienna kept a rudimentary policy information program going. Two new local assistants were hired in early 1995 during the war and are still with the mission.

A new public affairs officer arrived in Sarajevo in the fall of 1995, shortly before the peace talks started. This made USIS well positioned to launch a program to support the implementation of the civilian provisions of the Peace Accords signed in Dayton, Ohio, immediately after negotiations concluded in late November. The most important priorities were education for democracy and support for independent media.

Early in the postwar period, the public affairs officer discovered that the prewar USIS library collection had survived, and he later presented it to the National Library in Sarajevo. The books had continued to circulate throughout the war, reflecting the value placed on information about the United States by citizens of Bosnia and Herzegovina even under the most adverse conditions.

The pace of work in the months after the war was hectic. "TGIF" at USIS meant "only two more working days 'til Monday!" With the USIS staff now approaching 20 U.S. and locally hired employees, those days are gone, but the intensity of work has not lessened. With several million dollars in resources available to the post, more than a thousand Bosnians have participated in USIS training and travel programs during the past three years.

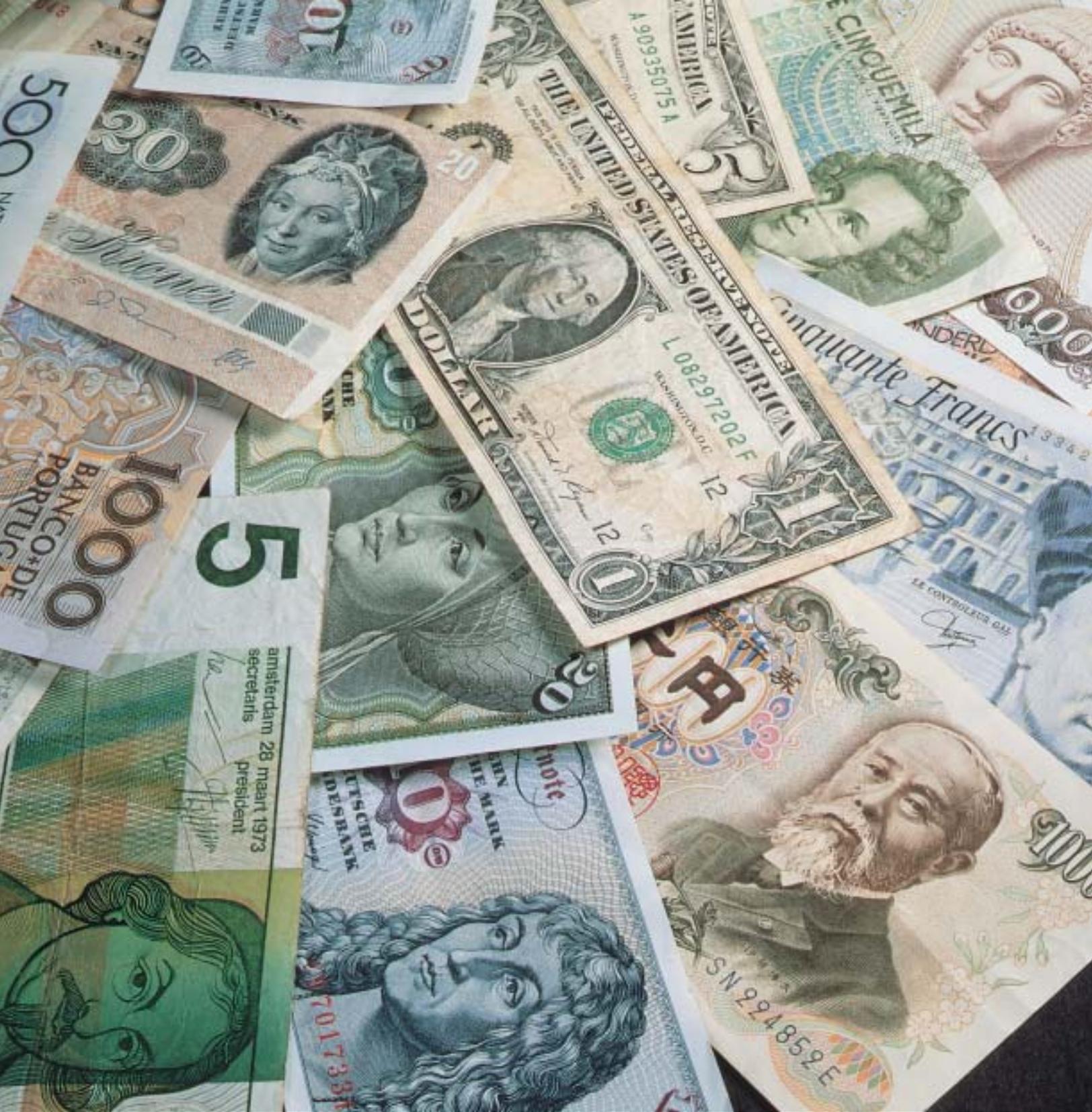
For example, civic education started from scratch in March 1996, with USIS arranging civic education training and teacher exchanges. To date, more than 1,500 teachers and 50,000 students throughout Bosnia and Herzegovina have learned about the fundamentals of democracy, the foundations of civil society and the rule of law. Civics is now entering the curricula of schools across the country, reflecting USIS' direct contributions to implementing the Dayton Peace Accords. ■

The author is the regional public affairs officer in Sarajevo.



Site of USIS' offices in Sarajevo.

Photo by Master Sgt. Dadaiah-Doney



Financial Service Center



FSC Paris purchases 89 different foreign currencies.

This center has a new name, a new mission and a promising future.

By Colette Marcellin

“Show me the money!”

Ask most people what the Financial Service Center in Paris does, and chances are they’ll come up with a line similar to Tom Cruise’s in the popular Hollywood blockbuster, “Jerry Maguire.”

And true, the center’s 125 employees make \$1.9 billion in payments per year, including paychecks for about 19,000 Foreign Service National employees. But like the Department’s two other Financial Services Centers in Bangkok and Charleston, S.C., FSC Paris provides a range of other services, too.

The center, the oldest and largest of the FSCs, was known as the Regional Administrative Management Center until 1996. It was established in 1959 to provide financial and automated support to posts in Europe, Africa and the Middle East—purchasing foreign currency, processing vouchers, maintaining accounting records and issuing payroll and other checks.

In the four decades since it opened its doors, the center has changed its name and continued to broaden its mission.

Banking system oversight, the need to “plus up” cash and cashier advances at a post, huge year-2000 challenges involving the replacement and repair of hardware and software systems and the introduction of the European Union’s new EURO currency are all front-burner issues at FSC Paris. In addition, coordinating with other agencies to establish new accounting methods; supporting Foreign National local compensation, retirement and pay systems; and responding to a variety of Executive Branch and congressional inquiries round out the center’s ever-increasing portfolio.

Paris

Operating the Department's largest computer network outside Main State, FSC Paris literally hums with work.

To ensure it's in the best position to keep doing so and to take on future challenges, FSC Paris is conducting an in-house reinvention and outreach program. The goal is to take advantage of the FSC's central geographic location, experienced staff, extensive database and new technologies to provide top-notch service and support to customers at more than 135 posts and 60 U.S. government agencies.

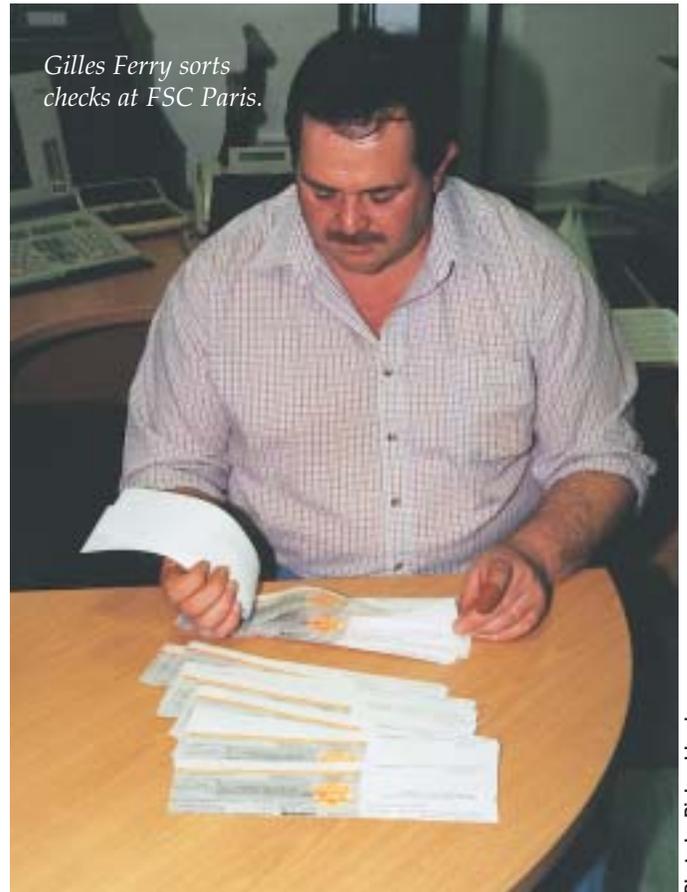
The effort is being carried out with an equal focus on customer service, outreach and post support, and training, training and more training.

All administrative and financial officers coming into the FSC Paris region are invited to FSC for intensive two-day consultations to meet the staff and gain a basic understanding of the center's procedures and operations. A veteran geographic bureau budget officer called the FSC consultations the best he'd received during 25 years of service.

Moreover, selected members of the inspection teams find a two-day stop at FSC Paris to be invaluable in preparing for post visits.

The center recently established a new training center and a year-long set of courses for FSC Paris customers, double-hatting its payroll manager as the training coordinator. The staff coordinates closely with the Foreign

Currency purchasers negotiate currency rates. From left are Danielle Freidlander, Judith Oaknine and Marie Danielle Menager.



Gilles Ferry sorts checks at FSC Paris.

Photo by Richard Luckan



Photo by Richard Luckan

*Paris' world-famous landmark,
the Eiffel Tower.*





Photo by Richard Luckan

From left, Linda Hogg, Mohamed Ben Mansour and Elizabeth Lakhani review a production control board listing 300 reports distributed by FSC Paris.

Service Institute, the Bureaus of Personnel and Information Resource Management, and the Regional Support Center in Frankfurt to provide useful, practical training for both Foreign Service and direct-hire employees. The response to FSC Paris' offerings has been overwhelming, with all current course offerings filled and wait-listed.

The center also has reemphasized the importance of sending staff members to the field to help posts resolve operational problems. The visits offer the staff the opportunity to provide hands-on guidance and training and to cement relationships between posts and the FSC staff.

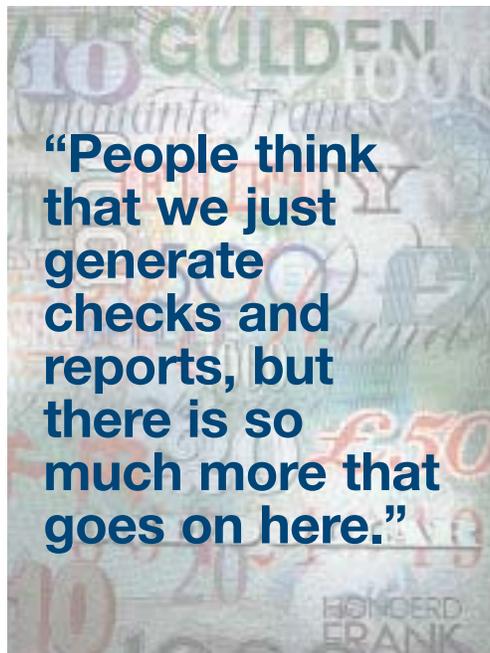
After returning from a trip, an FSC Paris Foreign Service National observed, "When I got to the field, I learned how little people understand about what we do at FSC Paris. With such a large region to cover, they don't realize how many serious crises come up that we get involved in." FSC Paris, the FSN said, played a key role in helping reconstruct the financial and per-

sonnel systems in Nairobi and Dar es Salaam after the bombings, and provided cash for Moscow during the ruble crisis.

"People think that we just generate checks and reports, but there is so much more that goes on here," the FSN said.

Providing valuable, up-to-date information to its customers is a key FSC Paris goal, and the center produces some 300 reports on a daily, weekly, monthly, bimonthly, quarterly or annual basis. Since its systems are unique from those in Charleston and Bangkok, FSC Paris develops many of its own updated software applications enhancements and sends them by compact disc to the field as well as making them available on the center's web site.

In addition, FSC Paris emphasizes its commitment to service, support and communication with the field in cables like: "Who's Who at FSC Paris," "Tips to Enhance Productivity," and "Preparing for the EURO." The cables help FSC Paris affirm its important role as a link between Washington, D.C., and the field.





Payroll supervisor Rashid Razouane leads a training course. Below, Thierry Delatouche works with the center's computer mainframe.



Describing the recent changes in procedures and in management philosophy, one employee remarked, "When we were told last year to emphasize customer service above everything else, we thought to ourselves, 'What's the big deal? We always address customer problems.' When we were told that this means answering all cables and inquiries within three days, we better understood. The standards that have now been set for us are very high, and we know when these standards are not met.

"But we are so pleased with the change," he continued. "To work hard in a place with a vision and a future provides a real sense of purpose."

FSC Paris' leadership recognizes the challenges ahead. According to FSC Paris director Robert McAnnery, "We need to continue to help define and promote consistent financial management policies and practices, offer FSC Paris as one platform for support of effective financial operations overseas, increase the number of training opportunities available to enhance professional staff development, and remain committed to customer service and support to the field." ■

The author is the administrative officer at FSC Paris.

Pat Kennedy on Reorganization

By Donna Miles

The long-discussed plan to reorganize the United States' foreign affairs agencies is under way. The first step of the plan, the merger of the Arms Control and Disarmament Agency into the State Department, will be completed by April 1. The U.S. Information Agency will join the Department by Oct. 1.

Except for an occasional newspaper headline, the American public will barely notice a change.

But Assistant Secretary for Administration Pat Kennedy recognizes that within State and the affected agencies, the result will be dramatic and far-reaching. Every bureau, every office and every employee, stateside and overseas, will in some way feel the ripple effects of the reorganization.

Mr. Kennedy led Secretary Madeleine Albright's team that transformed President Clinton's vision of a streamlined, more efficient U.S. foreign policy apparatus into a 100-page "how-to manual." On Dec. 30, the President submitted the plan to Congress for review.

The plan introduces what Secretary Albright calls "the new diplomacy." It increases the emphasis placed on arms control, nonproliferation, public diplomacy and sustainable development, and brings those issues, as well as foreign policy guidance, directly under the Secretary's authority.

In addition, the plan calls for significant changes in the Department's organizational chart and new career paths in the Foreign Service. It introduces

- a new undersecretary for Public Diplomacy and Public Affairs to exercise policy oversight for the Bureau of Public Affairs and the new Bureau of Information Programs and International Exchanges;

- a reorganized office of the undersecretary for Arms Control and International Security Affairs to exercise policy oversight for the Bureau of Political-Military Affairs and the new Bureaus of Arms Control and Nonproliferation;

- a new regional bureau—the Bureau of East European and Eurasian Affairs—focused on the new independent states of the former Soviet Union less the Baltic states;

- a closer State tie with the U.S. Agency for International Development, which will transfer its press mission and some of its administrative functions to State to come under the direct authority and foreign policy guidance of the Secretary;

- a new professional cone—public diplomacy—for Foreign Service officers; and



Photo by Kathleen Goldynia

Assistant Secretary for Administration Pat Kennedy outlines the reorganization plan.

- new Foreign Service career tracks for USIA's information resource, English-teaching and printing specialists.

Mr. Kennedy said the reorganization plan represents "a fundamental shift" for the Department, moving arms control, nonproliferation, public diplomacy and sustainable development issues to the center of U.S. foreign policy.

And once the initial costs of merging office space and computer, technology and logistics systems are covered, the assistant secretary said, the reorganization should save money. Secretary Albright has already vowed to redirect any savings to other foreign affairs needs that have gone wanting, and to new foreign affairs challenges to be faced in the years ahead.

The plan protects the jobs and salaries of all members of the affected agencies. "So no one needs to fear this plan," Mr. Kennedy said. "This plan is about opportunity and broader horizons for everyone." ■

Putting the Plan

Together

When then-Acting Undersecretary for Management Pat Kennedy first got word in May 1997 that he would be heading up the team to draft State's reorganization plan, he knew the team members had their work cut out for them.

Their mission, in a nutshell, was to develop a workable plan for President Clinton's vision of reinventing the U.S. foreign policy operation. And it had to be done in 90 days.

"We knew we couldn't do it if we tried to do the entire package at once—biting off more than we could chew, so to speak," Mr. Kennedy said. "So we took the project in bite-size pieces." He urged Secretary Albright to create task forces to focus on six specific components of the plan: arms control, proliferation and international security; congressional relations; legal affairs; management; public diplomacy; and press and constituent relations. The task forces went their separate ways to work on

their sections, but frequently reconvened to discuss progress and ensure the project was moving forward in the right direction.

Despite the flurry of activity, the task force recessed in late 1997 when Congress failed to pass legislation authorizing the plan to be implemented.

More than a year later, as the legislative session was drawing to a close last October, Congress passed the Foreign Affairs Reform and Restructuring Act of 1998. The new deadline for submitting an implementation plan: 60 days.

"Sixty days is a very short period of time," Mr. Kennedy said. "The logical way to do this was to go back, take the report that had been initially written and reactivate the task forces."

But not everything in the draft report still applied. For example, between the time the task force initially recessed and reconvened, State had created the Bureau of Information Resource Management. The group

had to revise the draft report throughout to reflect this new bureau's role and its interface with other sections of the reorganized Department.

In addition, Congress had given the planners a surprise. During the first round of reorganization planning, USIA's international broadcasting activities such as Voice of America and the almost 2,700 employees who carry them out were to merge with State. But in passing the enabling legislation, Congress called for these activities to transfer to a new, independent Broadcasting Board of Governors within the executive branch. The decision, designed to protect the autonomy of international broadcasting activities, gave the Secretary of State a seat on the board and called for the Secretary to provide foreign policy guidance.

The decision sent the reorganization team back to the drawing board to determine what other USIA offices support international broadcasting activities. Then the group had to split

the management and support positions, recommending which ones to transfer to State and which to transfer to the new governors board. "It certainly wasn't the biggest challenge we faced, but it was a major task that had no previous work done on it," Mr. Kennedy said.

In addition to updating and finishing the report, the group had to address "crosswalks"—positions within USIA and ACDA and, in some cases, USAID, to transfer to State. "We had to consider what positions for a given function would go where in the new combined organization," Mr. Kennedy said.

One of the most difficult challenges the group faced was the task of merging organizations with completely different structures. The General Counsel's Office at USIA, for example, handles more than just legal work. It's also involved in visa reviews, program and film certification and Freedom of Information Act and Privacy Act cases—functions handled at State by the Bureaus of Consular Affairs, Administration and Public Affairs, among other offices. "It's very logical and totally appropriate that USIA is structured that way," Mr. Kennedy said. "But the Legal Advisor's Office at the State Department doesn't do all those things. So coming up with a plan to combine the two efforts wasn't as clear-cut a process as one might expect." Likewise, State's and USIA's Bureaus of Management have different organizations, so Mr. Kennedy said USIA's management staff positions had to be distributed throughout State. "We had to identify the function, determine what positions were responsible for carrying it out, and then match the positions to new locations," he said.

Just as the structure of the agencies was different, so were some of the career tracks. Most of USIA's Foreign Service officers engage in public diplomacy, a career path that does not fit into State's four Foreign Service officer cones—economic, political, consular and administrative. So the planning group recommended that a new public diplomacy cone be introduced.

In addition, the group recommended new Foreign Service specialties to cover other USIA employ-

parallels that of Foreign Service officers in State's administrative cone, will become administrative officers after the merger. And USIA's secretaries will move directly into office management specialist jobs at State.

Mr. Kennedy said the reorganization plan not only includes a role for all USIA and ACDA employees, but requires their skills to succeed. "We're looking forward to the capabilities and talents they will bring to the new State structure, and hope they find that reorganization opens up new challenges and opportunities," he said.

Yet Mr. Kennedy said he recognizes that not everyone is enthusiastic about the reorganization plan.

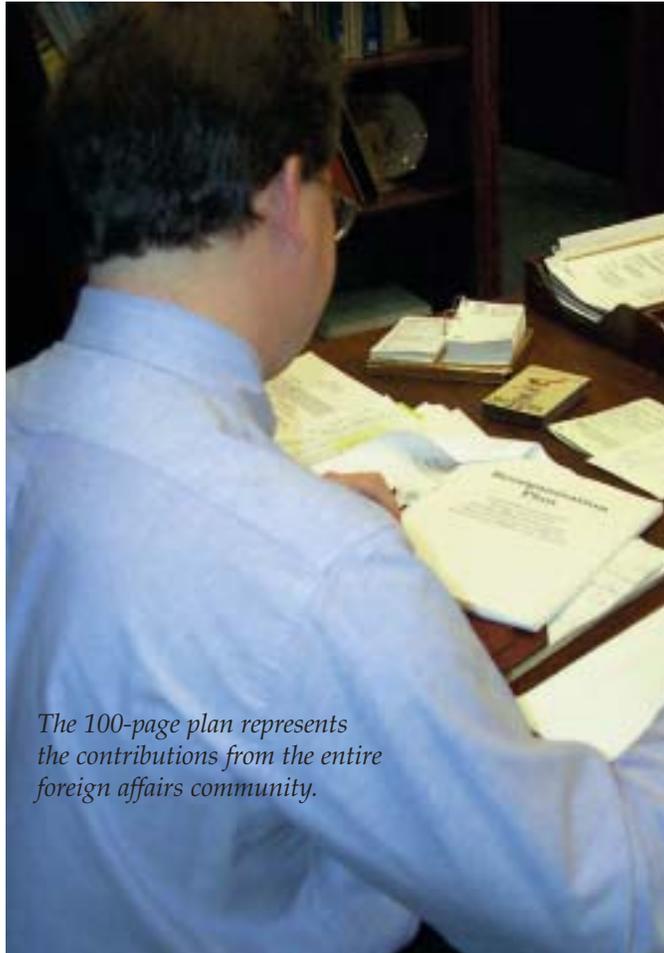
"Any change of this magnitude is going to be unsettling to some," he said, "even as others focus on the new and wider opportunities reorganization will create. We've tried to be as forthcoming as possible to help allay people's concerns and will continue to expand our outreach."

With the planning stage of reorganization finished and the implementation stage ahead, Mr. Kennedy said he feels confident that the plan provides what the Secretary, the President and the American public have asked for—a more efficient, more effective U.S. foreign affairs organization.

He said the report represents the contributions of hundreds—possibly more than 1,000—State, USIA and ACDA employ-

ees, both stateside and at 180 embassies overseas.

That, he said, is the report's strength. "It had the involvement of very diverse segments of the foreign affairs community," he said. "It's not the product of one person sitting at a word processor. It's the product of a lot of work by a lot of people." ■



The 100-page plan represents the contributions from the entire foreign affairs community.

ees whose work doesn't readily fit within State's workforce structure: information resource specialists who act as consultants for USIA's information resource centers, English-teaching specialists and printing specialists, including those who run the USIA printing center in Manila.

Mr. Kennedy said USIA's executive officers, whose work closely

ACDA

Prepares to Merge With State

By Donna Miles

Looking back on the list of past directors of the U.S. Arms Control and Disarmament Agency—William Foster, Fred Ikle, Paul Warnke, Ralph Earle and Ronald Lehman, among them—John Holum is the first to say he’s “standing in the footprints of giants.”

Now, after more than five years as ACDA director, Mr. Holum is about to venture beyond those footprints, taking one of the most dramatic steps in the agency’s 37-year history.

By April 1, ACDA will no longer exist as an independent agency. It will become an integral part of the State Department in the first phase of a Presidential plan designed to make U.S. foreign policy more effective and efficient. Within the next six months, the U.S. Information Agency will follow suit, incorporating many of the lessons to be learned during the ACDA merger.

But rather than mourning the demise of an agency, Acting Undersecretary Holum said he sees the merger as an opportunity to move international arms control where it belongs—into the heart of U.S. foreign policy. “We’ll become a voice much more widely heard, both in the United States and internationally,” he said.

The merger, originally proposed by the President almost two years ago, was temporarily stalled because of lack of legislative authority. But during the interim, Mr. Holum got firsthand experience in his post-merger role; he became the acting undersecretary of State for Arms Control and International Security Affairs in December 1997 while continuing in his capacity as ACDA director.

As the final step in the ACDA merger, he will trade the ACDA part of his title for a new tag line: senior adviser

to the President and the Secretary of State for Arms Control, Nonproliferation and Disarmament. This designation gives him the authority to express independent views at Cabinet-level meetings, protecting the independent advocacy role that he said has been vital to ACDA’s effectiveness.

The integration plan calls for Mr. Holum to oversee the complicated business of merging ACDA with State’s Bureau of Political-Military Affairs.

The new Arms Control Bureau, he explained, will negotiate conventional, nuclear, chemical and biological weapons agreements, then follow up with detailed day-to-day implementation issues to make sure they aren’t violated. It will oversee the Nuclear Risk Reduction Center, the 24-hour center responsible for arms control

ACDA's History at a Glance

By Ambassador Thomas Graham

1961 President John F. Kennedy Jr. established ACDA as an independent agency focused specifically on arms control and disarmament.



1966–1968 ACDA leads U.S. government efforts to negotiate successfully the Nuclear Non-Proliferation Treaty, prohibiting the spread of nuclear weapons. The treaty remains the bedrock of today's international security system.

1969–1972 ACDA heads the U.S. SALT I delegation that negotiates the first strategic arms limitation treaties: the Anti-Ballistic Missile Treaty and the Interim Agreement on Strategic Offensive Weapons. Both are signed in 1972.

1971 ACDA negotiates for the United States the Biological Weapons Treaty prohibiting possession of these weapons.



1975 ACDA negotiates a compromise, after nearly 50 years, among the Department of Defense, the White House and the Senate Foreign Relations Committee to permit U.S. ratification of the Geneva Protocol. The protocol bans the use of chemical and biological weapons in war.

1977–1979 ACDA leads U.S. government efforts and heads the U.S. delegation that leads to signing of the SALT II Treaty, the second strategic arms limitation treaty.

1980 ACDA leads U.S. government efforts to accuse the Soviet Union of significantly violating the Biological Weapons Convention at the treaty's first review conference.

1983 ACDA leads U.S. government efforts to accuse the Soviet Union of significantly violating the ABM Treaty based on construction of the Krasnoyarsk Radar in Siberia.

1985 ACDA argues against the U.S. government adopting the so-called "broad" interpretation of the ABM Treaty, developed to permit space-based Strategic Defense Initiative testing. The traditional interpretation of the ABM Treaty is reaffirmed and reinstated by the United States in June 1993.

1986–1990 ACDA contradicts the Departments of State and Defense in opposing aid to Pakistan, due to its nuclear weapons program. ACDA's position eventually prevails in 1990.

1981–1993 ACDA helps lead U.S. government efforts to negotiate successfully the Intermediate Range Nuclear Forces Treaty banning medium-range nuclear missiles in Europe (signed in 1987) and the START I and START II treaties mandating reductions in overall strategic nuclear force levels (signed in 1991 and 1993, respectively). Also, after the collapse of the Soviet Union, ACDA leads efforts to broaden membership in the START I Treaty to the newly independent states, leading to the signing of the Lisbon Protocol in 1992.



1989–1992 ACDA helps lead U.S. government efforts to negotiate the Conventional Armed Forces in Europe Treaty, signed in 1990, to resolve implementation issues and permit the treaty's entry into force in 1992.

1989–1993 ACDA leads U.S. government efforts and negotiates for the United States the Chemical Weapons Convention, which bans the possession of chemical weapons. The convention is signed in 1993.

1993 ACDA successfully leads efforts within the U.S. government to pursue a Comprehensive Test Ban Treaty to prohibit all nuclear weapons tests, without a threshold, and to continue the congressionally mandated U.S. moratorium on nuclear testing until the CTBT is signed.

1993–1995 ACDA leads U.S. government efforts to achieve the permanent extension of the Nuclear Non-Proliferation Treaty, which was due to expire in 1995—25 years after its implementation.

1995 ACDA, working with the U.S. National Security Adviser, promotes U.S. adoption of a zero-yield Comprehensive Test Ban Treaty. Language prohibiting exceptions to the ban is an important negotiating tool.

1993–1997 ACDA leads U.S. government efforts to revise START II to permit Russian Duma ratification of the treaty. The agency negotiates successfully agreements expanding participation in the ABM Treaty and modifications distinguishing between tactical ABM systems the treaty does not cover and those strategic ABM systems it does.



1996 ACDA leads U.S. government efforts and negotiates for the United States the Comprehensive Test Ban Treaty, banning all nuclear tests. The treaty is signed in September 1996.

The author served with ACDA for 27 years, most recently from 1994 to 1997 as special representative to the President for arms control, nonproliferation and disarmament.

A Russian strategic bomber is dismantled under the provisions of the Strategic Arms Reduction Treaty.



Department of Defense photo

Acting Undersecretary John Holum.

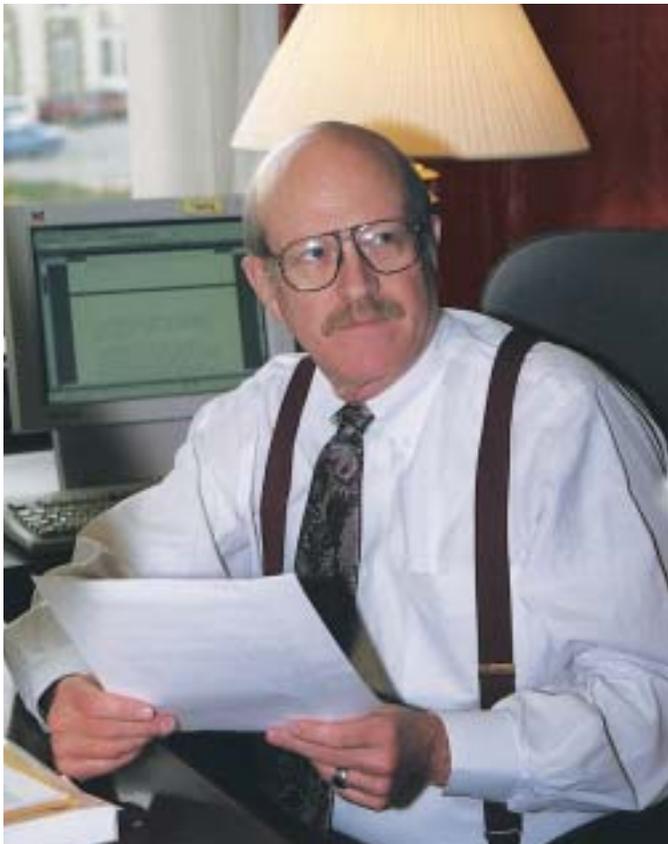


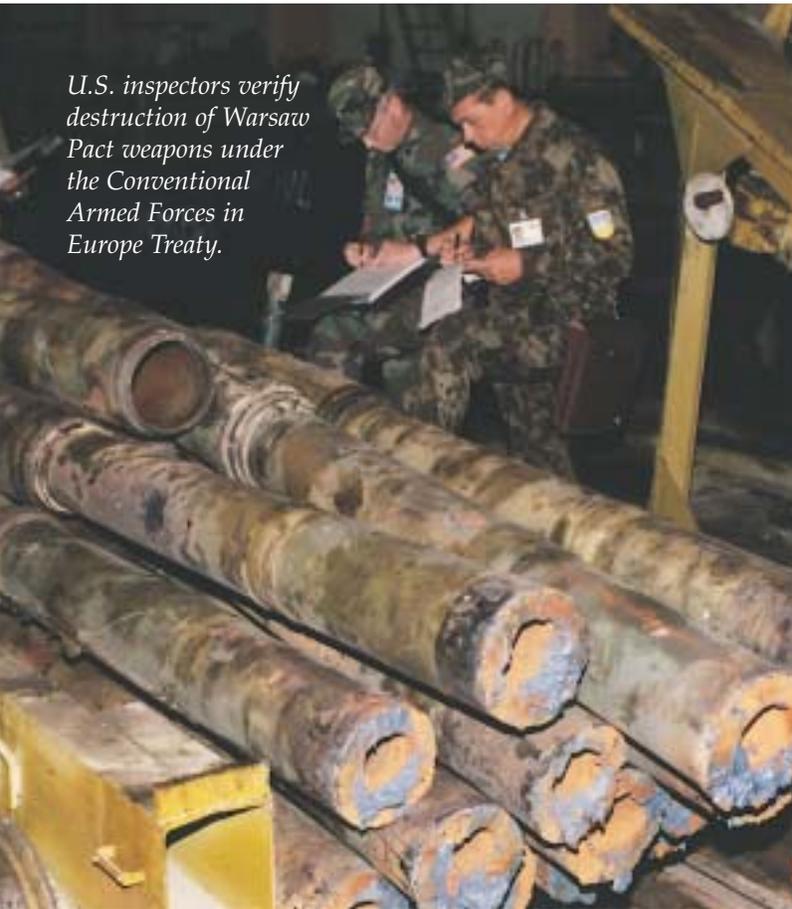
Photo by Kathleen Goldymia

notifications, primarily with the nuclear republics of the former Soviet Union. In addition, the bureau will maintain a formal link to the Defense Threat Reduction Agency for treaty implementation issues.

The Bureau of Nonproliferation will focus on stopping the spread of weapons of mass destruction and missiles—basically, Mr. Holum said, “to prevent the wrong things from going to the wrong places.” The bureau will be responsible for implementing the Nuclear Non-Proliferation Treaty that prohibits additional countries from developing nuclear weapons. The bureau’s focus also will include the security of nuclear materials in the newly independent states of the former Soviet Union, disposal of nuclear stockpiles and the advancement of safe and secure civil-nuclear cooperation. The bureau also will press for the nonproliferation of chemical and biological weapons and missiles, promoting restraint in transfers of conventional arms. It will pursue regional and bilateral initiatives to increase incentives for nations not to acquire weapons of mass destruction, while denying them the technology to do so.

The Political-Military Affairs Bureau will continue to coordinate State’s involvement in U.S. military operations such as non-U.N. peacekeeping and humanitarian missions. It will focus on security assistance, arms transfers and defense trade controls, as well as U.S. humanitarian demining activities worldwide. The bureau will

U.S. inspectors verify destruction of Warsaw Pact weapons under the Conventional Armed Forces in Europe Treaty.



Department of Defense photo

promote international political-military cooperation to prevent cyber-attacks that could jeopardize U.S. national security interests.

Mr. Holum said he's "enthusiastic about the synergy" he expects from bringing together the talents of the ACDA and Political-Military Affairs workforces, forming a team with expertise in areas ranging from nuclear physics and biochemistry to military strategy and arms control negotiations. "We'll have a powerhouse in terms of experience," he said.

And that's exactly what the arms control and disarmament effort demands, he stressed. Throughout his career, Mr. Holum has staunchly defended arms control and disarmament efforts as a pillar of national security, no less vital to U.S. interests than defense. "Our job is not to replace defense, it's to make the challenge of defending this country easier," he said. "It's to limit the options available to those countries or forces that might want to do us harm, by putting some weapons out of bounds."

While some might think the fall of the Iron Curtain reduced the threat, Mr. Holum said it's actually made it more complex. The demise of the Soviet Union left a great deal of work to reduce Cold War "overarmament," he said. It also has caused the spread of weapons of mass destruction and the technology used to build them to more countries, including states like Iraq and North

Korea. "Stopping the spread of these weapons is harder than ever," the acting undersecretary said. "You can't go to one source and negotiate an agreement and feel you've solved it, as we did with the Soviet Union."

Mr. Holum's office closely watches those countries striving to acquire weapons of mass destruction—North Korea, Iraq and Iran, among them—either by not participating in arms control agreements or by signing agreements with no intent to comply. His office is particularly concerned about terrorist groups gaining access to nuclear, biological or chemical weapons.

Even disarmament, the process of destroying nuclear weapons, has unintended and potentially dangerous consequences. Dismantling nuclear weapons creates enormous reserves of highly enriched uranium and plutonium that are tempting to states and terrorists wanting to build nuclear weapons. So these byproducts, too, have to be safeguarded and monitored.

Mr. Holum said that no matter how effective arms control and disarmament efforts may appear, the true measure of their success depends on implementation and verification. "This is where arms control does its heavy lifting," he said. "I don't think you've solved the problem when you sign a treaty. You haven't solved a problem until you've verified compliance on the ground."

Ensuring compliance requires nearly every diplomatic tool in the book: intelligence assets, negotiations, legal pressure, economic aid, sanctions, even the threat of military force.

Mr. Holum said it also demands that the U.S. arms control chief speak frankly about and report on nations that don't comply with arms control treaties—even when doing so runs counter to other diplomatic efforts. He credits Secretary Madeleine Albright, who he said "is deeply committed to this mission, and has shown it tangibly—not only by elevating the emphasis placed on arms control and nonproliferation efforts but also by stressing the importance of independent arms control advocacy, even when arms control and diplomacy may be at odds."

While recognizing that the merger will strongly benefit U.S. arms control efforts, Mr. Holum acknowledged it will require some adjustments by ACDA's 250-some Civil Service employees.

He credits them with never losing sight of their mission while the fate of their agency was debated on Capitol Hill for the past several years. "Through it all, they kept their eyes on the ball," he said—pushing forward to secure an indefinite extension to the Nuclear Non-Proliferation Treaty and agreement on the Comprehensive Test Ban Treaty, a U.S. goal since the Eisenhower administration.

"They believe in the cause and recognize that what they do is noble work," Mr. Holum said. It's work, he said, that has had and will continue to have a direct impact on the security of the United States and the world.

"In a very tangible way," he said, "they have made the world a safer place. That's their legacy and the legacy of the Arms Control and Disarmament Agency." ■

Honoring State's Women

By Donna Miles

Photos by Kathleen Goldynia

In recognition of Women's History Month, two senior managers reflect on the evolving role of women in the Department.

Assistant Secretary Mary Ryan discusses child abductions with her Consular Affairs staff.



Mary Ryan remembers sitting in her sixth-floor office when Secretary Madeleine Albright called to tell her that she had been nominated to become a career ambassador.

It was a significant moment for the Department—the first female Secretary of State notifying the second woman ever to rise to the highest rank in the Foreign Service.

Ms. Ryan, assistant secretary for Consular Affairs, was speechless. “I was thunderstruck, absolutely astounded,” she said. “There was a long pause, and when I was finally able to get out the words to say that I couldn’t speak, Secretary Albright laughed and said, ‘Yes, I noticed that.’”

Women at State have come a long way, baby.

International diplomacy long stood as a male bastion. For decades, women served at only the lowest levels within the Department, hand-copying letters and official documents before the days of typewriters and washing windows and rest room towels.

As the story goes, when a particular woman was recommended for a job in the Bureau of Rolls and Library in 1884, the Department’s chief clerk scrawled on the recommendation letter he forwarded to the bureau chief, “Is this your chick?” Even then, bureau chief Timothy Dwight bristled at the question, replying that the candidate “would scorn to be called anybody’s chick.”

The term, which practically disappeared from the vernacular during the feminist movement of the 1960s and 1970s, has reemerged in some circles at State, but in a different context. Kathleen Charles, deputy assistant secretary for Budget and Planning and one of the Department’s highest-level Civil Service employees, said she’s heard several male colleagues refer to the “chicks in charge.”

Ms. Charles, who’s served in the Senior Executive Service at State for 10 years, takes no offense and believes none is intended. “I know it’s used tongue in cheek,” she said. “But I honestly feel it’s being said with a recognition that, yes, the State Department does have women in



Deputy Assistant Secretary Kathleen Charles discusses budget issues at one of her twice-weekly managers meetings.

some very high-level positions—Secretary Albright, [Chief of Staff] Elaine Shocas, [Department Counselor] Wendy Sherman and [Undersecretary for Management] Bonnie Cohen among them.

“And I believe it’s said with a healthy respect that they’re dynamic, bright, hard-working, inspirational people doing some pretty great things.”

While women served in various capacities at State from its earliest days, it wasn’t until 1922 that Lucille Atcherson became the first woman in the Foreign Service. In 1933, President Franklin D. Roosevelt named Ruth Bryan Owen chief of mission in Denmark. President Harry Truman appointed Eugenie Anderson U.S. Ambassador to Denmark in 1949. Four years later, President Dwight D. Eisenhower named State’s first woman career Foreign Service officer, Frances Willis, as U.S. Ambassador to Switzerland. Ms. Willis later became the Department’s first woman career ambassador.

Today, women make up almost 30 percent of the Foreign Service and almost two-thirds of State’s Civil Service workforce. At the senior levels, they comprise 19 percent of Foreign Service generalists, 4 percent of Foreign Service specialists and 23 percent of the Civil Service. In addition, 34 women are chiefs of mission around the world.

Assistant Secretary Ryan has watched the role of women at State continue to change since she entered the Foreign

Service in 1966. Those were the days, she recalled, when the Foreign Service was both demanding and protective of its women employees. It required them, for example, to resign if they married—even if they married another Foreign Service member. As one of seven women in her 41-member Foreign Service orientation class, Ms. Ryan remembers that her male colleagues treated her almost like a sister. “We were friends,” she said. “I don’t remember getting the sense that anyone felt threatened by us.”

Ms. Ryan remembers back to her first posting, in Naples, when a male inspector told her there was no reason she couldn’t “go right to the top.” And that’s exactly what she did.

She served in personnel and consular assignments in Honduras, Mexico, Côte d’Ivoire and Sudan, as well as Washington, D.C. She was a Foreign Service inspector, the executive director in the Bureau of European and Canadian Affairs and the executive assistant to the undersecretary for Management. She was named U.S. Ambassador to Swaziland in 1988,

then principal deputy assistant secretary for Consular Affairs, and directed the Kuwait task force after the 1990 Iraqi invasion. She returned to the Bureau of European and Canadian Affairs as deputy assistant secretary for North Europe, then was named to her current position in 1993.

She’s built her career on a philosophy the assistant secretary said applies to everyone, male or female: “If you work

Women make up almost 30 percent of the Foreign Service and almost two-thirds of State’s Civil Service workforce, many serving in senior-level positions.

Continued on page 39

Art in Embassies

If a picture is worth a thousand words, the Art in Embassies Program is telling the world volumes about U.S. history and culture.

By Gwen Berlin



"Beach Houses" by Reginald Marsh.

Contemporary hand-blown glass formed into sinuous folds of brilliant color. Quilted pin-wheels, coaxed from fabric scraps by nimble fingers faithfully preserving a rich tradition of female artistic expression. Thick, shiny black paint applied with a palette knife to raw canvas in expressive calligraphic strokes.

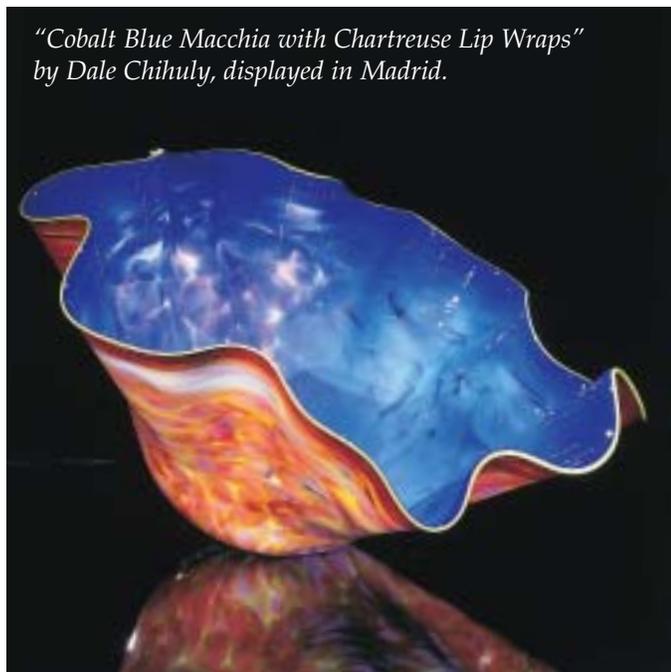
Art transcends the barriers of language and culture. Regardless of its medium, style or subject matter, American art is universal in its appeal and eloquently depicts the tradition of diversity and individuality of expression that American artists have the freedom to convey.

And if the old saying about a picture being worth a thousand words holds true, State's Art in Embassies Program is telling the world volumes about U.S. history and culture.



"Conch Shell" by David Bates, displayed in Vienna.

Art courtesy of Gerald Peters Gallery



"Cobalt Blue Macchia with Chartreuse Lip Wraps" by Dale Chihuly, displayed in Madrid.

Art courtesy of Maureen Littleton Gallery

The program's first director, Nancy Kefauver, began AIEP in 1964 with the modest expectation of "doing something constructive about those bare white walls in the embassies abroad." Since then, AIEP has evolved into a sophisticated program that manages more than 5,000 original works of art by U.S. citizens ranging from 18th-century portraiture to contemporary art and valued at more than \$70 million. These works are exhibited worldwide in about 170 U.S. Embassy residences.

The program's curators, registrars and administrative personnel operate under the Administration Bureau's Office of Foreign Buildings Operations. They're involved in everything from guiding ambassadors in developing collection themes to locating the finest available examples and securing them through lending agreements with artists, galleries, museums, corporations, foundations and private collectors. In addition, staff members use floor plans, photographs and videotapes of the representational rooms where the works will be displayed to determine the number and size of works of art needed, as well as their specific placement.



Above, "Monument to the Last Horse" by Claes Oldenburg, on display in Vienna. Below, Ambassador to Austria Kathryn Hall, left, with her husband Craig Hall and "Dreamer" by Harry Gordon.



Finally, the staff arranges for the artworks to be crated and transported, then installed by professional art handlers, post carpentry staffs and, in some cases, the AIEP staff.

Collections displayed through the program average about eight to 15 works of art and take about six months to plan and install. They remain at post throughout an ambassador's tenure.

Successful collections are the direct result of close cooperation between the ambassador, curator and post personnel, who play a prominent role in the collection's timely delivery, installation and care. This collaboration ensures that collections reflect the ambassador's interests and vision, while respecting the host country's cultural and political climate.

The greatest strengths of the Art in Embassies Program are the generosity and diversity of its lenders. Representing communities throughout the United States, they become partners in acknowledging and supporting the achievements of America's artists and in promoting an awareness of U.S. cultural history.

"Untitled," a bronze sculpture by Joel Shapiro, on display in Vienna.

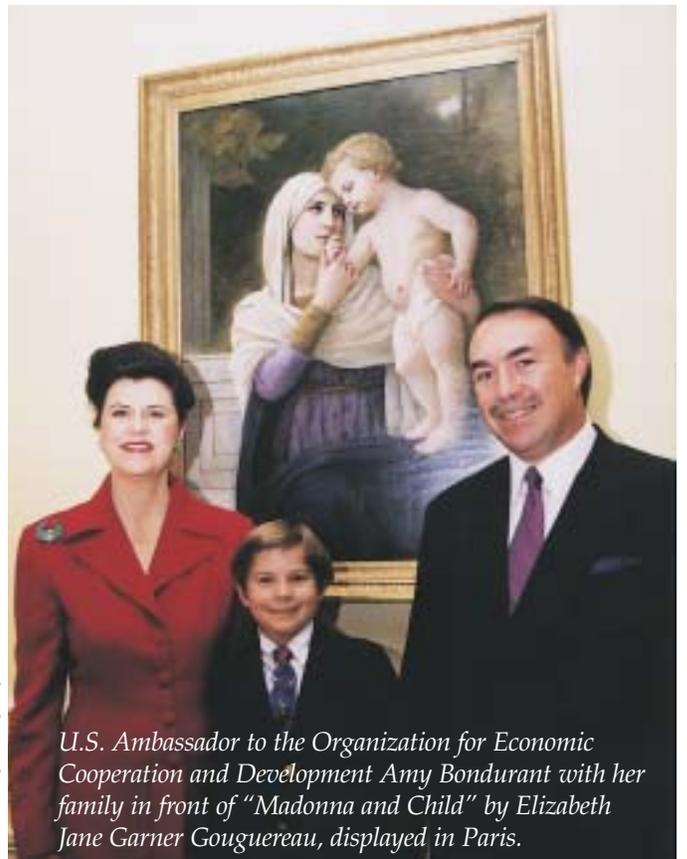




Art is displayed throughout the living room of U.S. Ambassador to Canada Gordon Giffin.

One of the most unusual works of art in the collection is “Untitled (Portrait of Dad)” by Felix Gonzales Torres. This conceptual work boasts 175 pounds of Chicago-made Peerless white mint candies, representing the weight of the artist’s father. The candies are arranged however the exhibitor — in this case, U.S. Ambassador to Belgium Paul Cejas — prefers. In Moscow, Ambassador James Collins’ exhibition, “Faces of America,” compares the multicultural, multiethnic makeups of both the United States and Russia through portraiture. The artists range from recognizable to emerging photographers, painters and sculptors, including two Russian-American artists.

Secretary Madeleine Albright has called for new ways to draw support for U.S. foreign policy objectives, both domestically and overseas. The Art in Embassies Program is responding by including educational outreach in its mission. It is developing “public diplomacy” educational initiatives geared to host country citizens of all ages.



Art courtesy of Joy Bryant

U.S. Ambassador to the Organization for Economic Cooperation and Development Amy Bondurant with her family in front of “Madonna and Child” by Elizabeth Jane Garner Gouguereau, displayed in Paris.



Above, "SS Washington" by Reginald Marsh. Below, "Portrait of a Lady in Black" by Charles Webster Hawthorne, displayed by Ambassador Gerald McGowan in Lisbon.



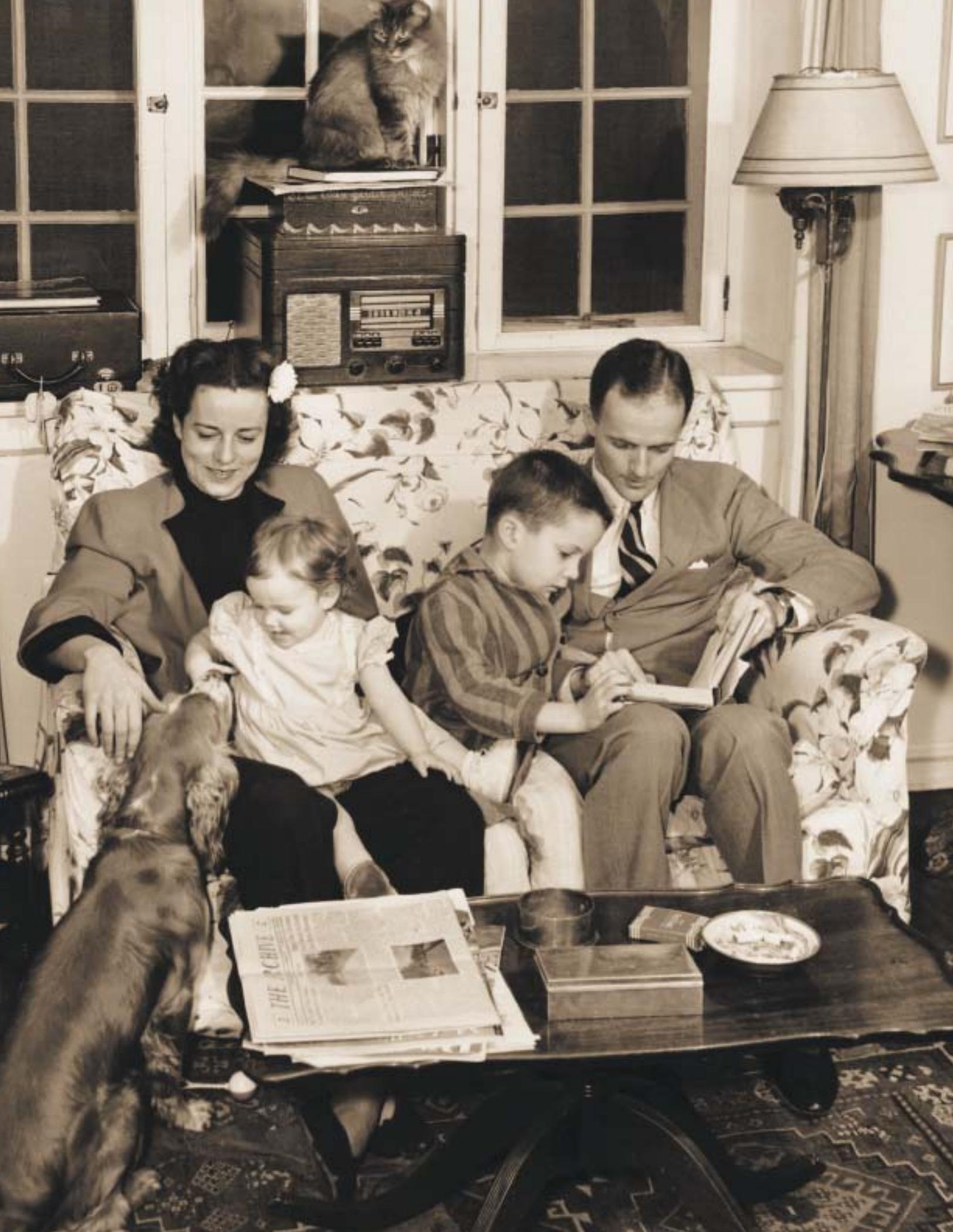
Art courtesy of Babcock Galleries

One program will use currently displayed AIEP art collections as catalysts for promoting a desire to learn about U.S. democratic ideals. Each collection catalog, produced by the post under AIEP staff guidance, will become a learning tool for the program.

AIEP wants to put the works of art to work to stimulate critical thinking, cultural comparisons and dialogue. What better emissaries do we have than our artists, who have the freedom to explore, to experiment and even to criticize our culture? Who better to celebrate our stories through visual history lessons?

The universality of art and its central role in every culture makes it a natural complement to the traditional tools of diplomacy. As Secretary Albright observed, "The Art in Embassies Program provides a unique opportunity for the U.S. government to share America's cultural heritage by exhibiting works of art depicting the stories of our history, our land and our diverse people. This outstanding commitment, supported by the Department of State, promotes art in all its forms as a vital component of the freedom of expression." ■

The author is the director of the Art in Embassies Program.



Second-Generation Employees

For many Foreign Service and Civil Service employees, State is a “family affair.”

By Donna Miles

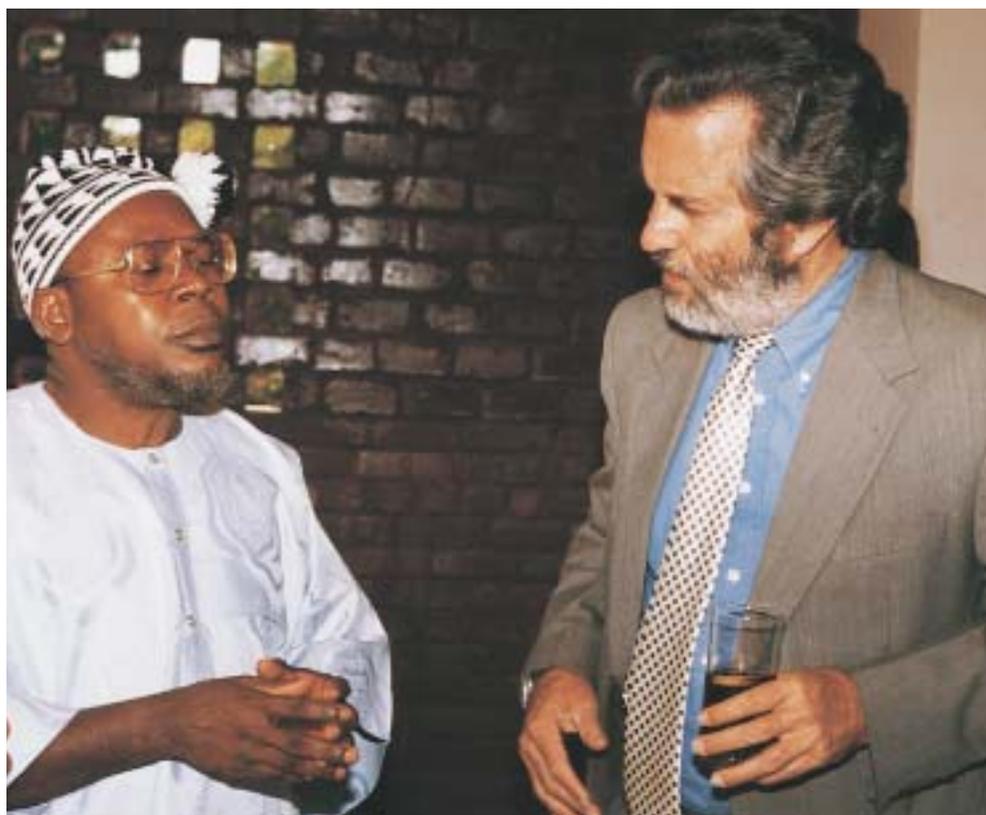
October 1966 was an exciting time in the McIlvaine household. Robinson McIlvaine was sworn in by legendary statesman W. Averell Harriman as the U.S. ambassador to Guinea. His 24-year-old son Steve McIlvaine had just passed the Foreign Service exam and was about to enter the Foreign Service.

After following his father around Africa for so many years, young Steve had discovered a part of the world and a life that intrigued him. His fascination with the African continent and its people survived what he describes as “extensive flirtations” with Europe, Asia and, between Foreign Service careers, Virginia politics. He returned to the Foreign Service in the 1980s and has concentrated on Africa ever since, most recently as crisis country coordinator in the Bureau of African Affairs.

Mr. McIlvaine is among the many State employees who have followed in their parents’ footsteps to become Foreign Service or Civil Service employees at the Department.

Some, like Christopher Lambert, administrative officer at the U.S. Embassy in Rio de Janeiro, say they feel as though they’ve been part of State since birth. The son of Foreign Service officer Francis X. Lambert, Christopher spent most of his early years in Brazil and Mexico, where he came to share his father’s appreciation of Brazilian “futbol,” music, food and culture. Not only did Christopher follow his father into the Foreign Service, but he even got posted to São Paulo, one of the posts where he had grown up.

Left, the McIlvaine family in earlier days. Six-year-old Steve reads a book with his Foreign Service officer father Robinson McIlvaine. Below, Steve McIlvaine discusses African issues with the Nigerian ambassador to Zambia.



Heide Rowe, an office management specialist in the Office of Employee Relations, was also born into the Foreign Service. She and her family lived wherever her father, Frank William Hagan Jr., was assigned at the time—Frankfurt, Bangkok, Singapore, Phnom Penh, Addis Ababa, Asmara, Brasilia, Port of Spain and Okinawa. Years later, she realized how much she missed traveling, visiting foreign countries and learning about different cultures, so she joined the Foreign Service herself in 1984.

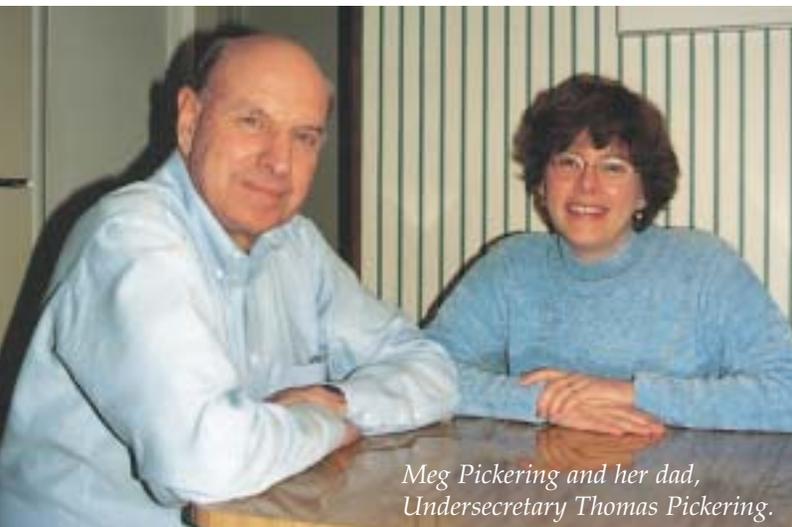
Looking back, Meg Pickering said she thinks her father, Undersecretary for Political Affairs Thomas Pickering, had a “secret agenda” to get her to work for the Department. During her first year at Harvard Law School, Meg was so intrigued by her father’s references to the Office of the Legal Adviser that she applied for a summer internship. She said she found the work “unique, important and absolutely fascinating.” Despite initial concerns about going into the same line of work as her father, she



Heide Rowe, center, with her Foreign Service officer father, Frank W. Hagan Jr., right, and an unidentified colleague in 1970.



Office Management Specialist Heide Rowe delivering turkey dinners to troops in the field while posted in El Salvador.



Meg Pickering and her dad, Undersecretary Thomas Pickering.

now works as a Civil Service attorney-adviser in the Office of the Legal Adviser and calls State a true family affair. Her mother was a member of the Foreign Service at the U.S. Information Agency before Meg was born; her father joined the Foreign Service in 1959, and her husband, John Schmidt, is the political counselor in Islamabad. “All told, I think we must have about 75 years of State Department service!” she said.

Second-Generation Employees: The Pros and Cons

Pat McHale said it’s great having a father who knows the Department and can provide good career advice.

Catherine Brown said her parents’ close-knit group of Foreign Service friends has enriched her family life. “I do think that very special friendships are formed in the Foreign Service,” she said, “and in my family’s case they have in some cases continued into the next generation.”

Patricia Pittarelli said she’s always been proud of the excellent reputation her mother built during her 45 years at State. “To this day, people ask if we are related and then share their fond memories of my mom,” she said.

Nicole Tucker called having the Foreign Service as a family affair a wonderful experience. “I believe my mother and I have a special bond together because of it,” she said.

Meg Pickering admits that having both a father and husband in the same business sometimes makes her work easier because “you end up knowing a lot of people in common and that makes it easier—their years of hard work and experience carry a lot of goodwill, some of which is extended to me.” But she admitted that sometimes it’s tricky being the daughter of such a well-known State employee. “I don’t want to be seen as just the ‘daughter of...’” she said. She tries to maintain her individuality by working on different issues than her dad, and said, “I am still waiting to get on an elevator and overhear someone complaining about him—or my husband, for that matter!”



Patricia Pittarelli, right, and her mother, Rachel Pittarelli.

Catherine Brown, lower right, with her Foreign Service officer father, Emerson Milton Brown, right, and her Civil Service mother, Winifred Ryan Brown, second from left, during the mid-1950s.



Catherine Brown today in the Office of the Legal Adviser.

Patricia Pittarelli admits she really wanted to be a waitress in Ocean City, Md., the first summer after graduating from high school. Her parents, however, had other ideas, so she accepted a clerk-stenographer's job at Main State, where her mother, Rachel S. Pittarelli, worked for 45 years in the visa office—rising from secretary and administrative assistant to chief of the Congressional Inquiries Branch. "My future was sealed," said Patricia, who spent her next four summers and winter holidays working on the seventh floor while finishing college. "I never had any intention of a career in the State Department," she admits, "but as I celebrate my 24th year of service, I am glad I stayed." Today she is the chief of workplace and family work programs in the Office of Employee Relations.

Catherine Brown, a Civil Service employee in the Office of the Legal Adviser, said her mother expressed concern rather than encouragement when Catherine announced plans to leave a private law practice and join the Department in 1985. Her mother, Winifred Ryan Brown, had graduated from Yale Law School in 1945 and took a Civil Service job in the Office of the Legal Adviser because she'd been told about the opportunities for women in Washington, D.C., particularly in the government. But when she learned that her daughter, too, hoped to forge a State career, she worried that Catherine might regret the move. But after growing up in the Foreign Service—her father, Emerson Milton Brown, was an economic officer posted in Germany, the Netherlands and Canada—Catherine said she came to long to work in the international arena. "I initially wanted the opposite lifestyle and thought I would live in Boston and do very locally oriented things," she said. "But I think an interest in the larger world was too deeply ingrained in me by the Foreign Service experience."

Austin “Pat” McHale, office director for technology and development in the Office of Passport Services, said he and his brother Stephen, a computer specialist in the Bureau of Information and Resource Management, didn’t exactly *choose* to make the State a career. “It chose us,” he said. The sons of Austin “Mac” McHale, former director of the Regional Administrative and Management Center in Paris, began at State as clerk-typists. They both enjoyed the Department, so 18 years later for Pat and 16 years later for Stephen, Pat said they’ve become “old hands,” adding with a smile, “We like to think of the Department as a ‘family business.’”

Nicole Tucker, too, said she “sort of just fell into” a career at State. The daughter of Foreign Service officer Susie Tucker, Nicole accompanied her mother to an assignment in Israel when she was 8 years old, thinking that it was “pretty neat that we were going to live in another country.” She spent the next eight years overseas, loving every minute of it. “I have nothing but great memories of growing up overseas,” she said. “I couldn’t have asked for a better childhood.” Although she once thought she might join the Foreign Service, Nicole said that her Civil Service position as special assistant to Chief of Staff Elaine Shocas is giving her plenty of world travel.

Meg Pickering said working at State is a natural extension of the love of foreign affairs she learned from her parents, as well as the dedication to public service they inspired in her. “Their inspiration, and the values and insights I gained living overseas at a young age, laid the foundation for person I am today,” she said. ■



Above, eight-year-old Nicole Tucker and her Foreign Service mother, Susie Tucker, visit the pyramids. Right, Nicole Tucker with a tribal child during Secretary Albright’s trip to Papua New Guinea.



First Memories of State

Meg Pickering’s first memories of State were painful—literally. She remembers being dragged into Main State to get what felt like “boatloads” of shots before her family’s move to Africa. But she loved living overseas, saying it taught her tolerance and strengthened her identity as an American. She remembers what an honor it was for her and her brother to help their father lower and fold up the U.S. flag that flew in front of their house in Zanzibar each night. Now she’s looking forward to the opportunity to give her own children, ages 4 and 1, similar memories of life overseas.

Pat McHale remembers visiting his father at Main State when he was 10 years old, and counting the flags at the diplomatic entrance. The building, he recalled, seemed large and gray and the cafeteria food, great—“but then, I was only 10,” he added quickly.

Stephen McHale recalls being at Main State at age 16, waiting for his passport to be processed for the family’s move to Paris. “I remember seeing all the people in their suits and wide ties and thinking, ‘there sure are a lot of old people here.’” In an ironic twist of fate, he found himself working at State three years later, wearing the same wide ties. “It seemed like I heard everyday, ‘Are you Austin McHale’s son?’” he said. “In my early government years I would cringe and say ‘yes.’ Then as I grew older and heard more about my father and the respect he had earned, I would say proudly, ‘Yes, he is my father.’” Now, with a brother also working at State, Stephen said two things have changed. “One, I don’t think the employees look so old,” he said. “Two, now I hear, ‘Are you any relation to Pat McHale? and I stand up proudly and say, ‘who?’”

Heide Rowe remembers the good and the bad—spending a weekend in St. Thomas, U.S. Virgin Islands, with her Foreign Service officer father and learning that their house in Port of Spain had been attacked with molotov cocktails; spending quality family time studying the stars during the regular power outages in Phnom Penh; having the Marine security guards pile Halloween candy into her bucket in Addis Ababa. “My childhood memories as a Foreign Service ‘brat’ and my own Foreign Service experiences have made me the person I am today,” she said. “I wouldn’t trade them for anything.”

Honoring State's Women *Continued from page 28*

hard and are good at what you do, you'll be successful." That doesn't mean she hasn't sat in a meeting, offered a suggestion and had it ignored, only to watch a man say the same thing and have everyone agree with him. But those experiences, she said, have been few and far between.

Ms. Ryan said she never experienced "the glass ceiling" that some women say separates them from the most coveted jobs and assignments. "The Foreign Service has been good to me," she said. "I always got good jobs and always got recognition and promotions. I always felt that what people considered to be important was how I worked and what I accomplished."

Deputy Assistant Secretary Charles, too, said she's never felt that being a woman has stood in the way of opportunities offered to her in the federal government, including at State. She was a rising star at NASA, going from a GS-7 management intern to a Senior Executive Service manager in just nine years. She does, however, remember one day at NASA in the early 1970s when a supervisor asked her to answer the office telephones while the secretary went to lunch. "Sure," the young intern responded enthusiastically. "Do we all take turns?"

Ms. Charles said the statement established a standard she's maintained throughout her career—a willingness to pitch in and do whatever it takes to get the job done, but not to be singled out for the less-desirable tasks because she's a woman. "My philosophy has always been that if

there's nothing in your inbox, you should go see who needs help," she said. "You'll make a contribution to the office and maybe learn something at the same time."

The lessons Ms. Charles learned at NASA prepared her for a stint as deputy comptroller at the National Oceanic and Atmospheric Administration. Later she joined State as the assistant inspector general for policy, planning and resource management, then was named deputy assistant secretary for resources in the Bureau of Diplomatic Security. She has served as deputy assistant secretary in the Bureau of Finance and Management Policy for the past four years. There, she is responsible for formulating and executing a \$2.5 billion budget that, thanks to an emergency security supplemental, grew by another \$1.4 billion this year.

Not bad, she acknowledges with a smile, for someone with a bachelor's and master's degree in education who never took a business or accounting course. "I've been very lucky," she said.

But Ms. Charles is a firm believer that "luck is the intersection of opportunity and preparedness." Her formula for success—one she's followed throughout her career—is four-fold: Always keep your eye on the next job. Do your very best in the job you have. Don't be afraid to take on extra responsibilities. And be willing to adopt new technology and new ways of getting the job done.

"Bright people who seek opportunities and work hard can succeed at State and anywhere else," she said. "It doesn't matter anymore whether you're male or female. It's what you're willing to contribute." ■

Department Meets CFC Goal



Shirley Harrington-Watson, CFC-loaned executive from the Department of Veterans Affairs, opens the 1998 campaign.

State Department employees donated more than \$1.2 million to the 1998 Combined Federal Campaign.

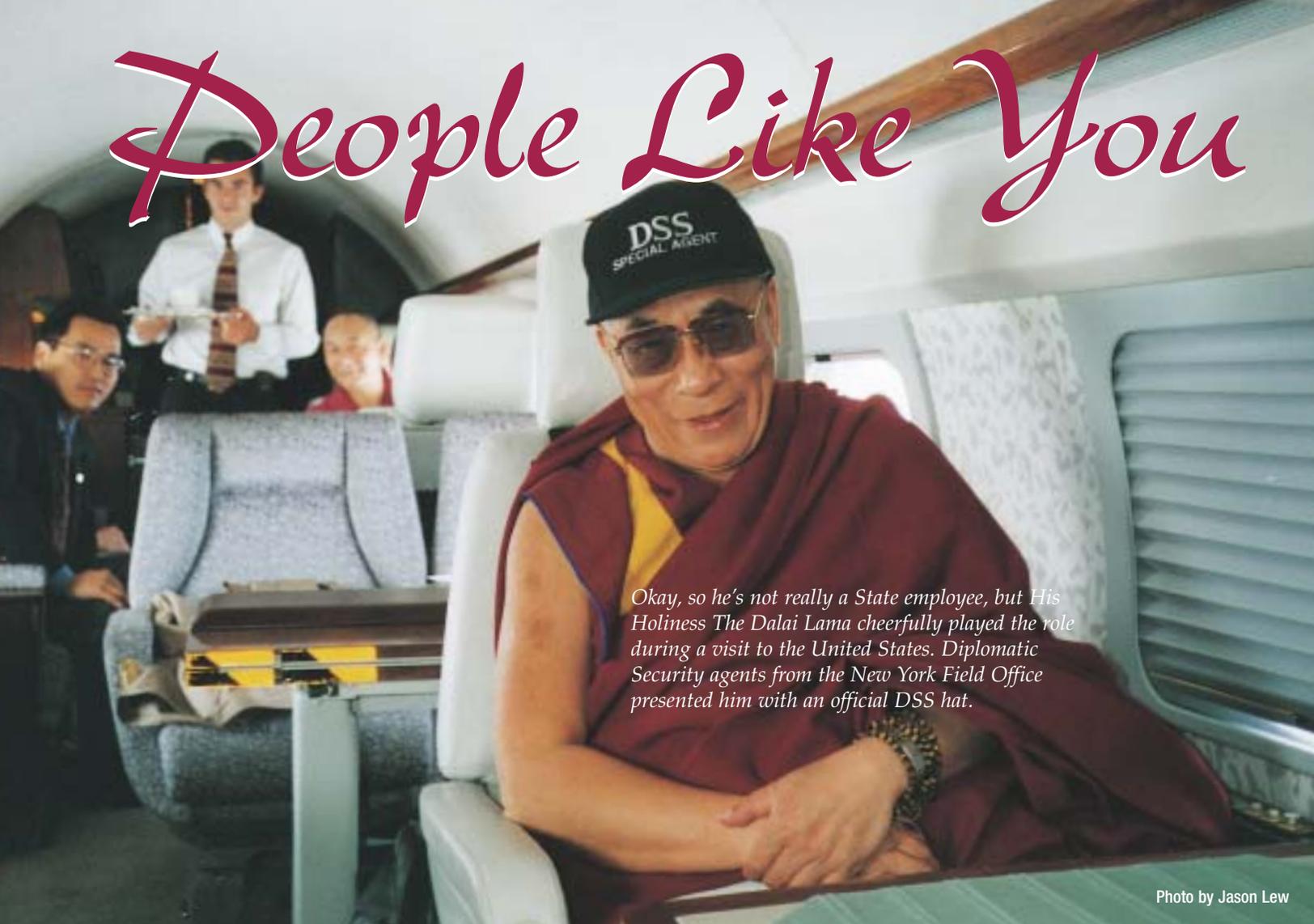
The Department not only met its overall goal, but 14 bureaus met or exceeded their individual goals during the annual campaign, which supports some 2,700 national and international organizations. These organizations conduct a wide range of activities, from feeding the hungry and protecting the environment to providing scholarships.

An awards ceremony to recognize campaign participants has been scheduled for March 18.

The annual CFC drive is the only time of the year that federal employees are canvassed officially for charity. At State, individual gifts averaged \$367.

Last year's campaign raised more than \$1.1 million and the average gift was \$336.

People Like You



Okay, so he's not really a State employee, but His Holiness The Dalai Lama cheerfully played the role during a visit to the United States. Diplomatic Security agents from the New York Field Office presented him with an official DSS hat.

Photo by Jason Lew

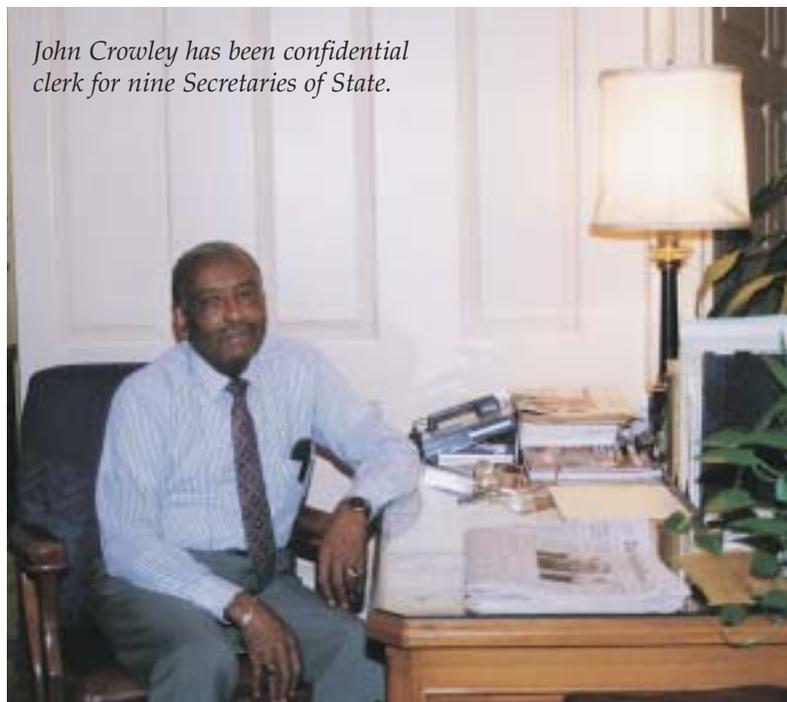
By Donna Miles

The Diplomat's Diplomat

His days start early, so he's on the job in time to open Secretary Madeleine Albright's office each morning and lay out her paperwork for the day. But John Crowley's idea of "flextime" isn't to leave early; it's to work late—until the Secretary has either gone home or left her office for the last function of the day.

The hours are just part of the job, Mr. Crowley shrugs, a small price to pay for the opportunity to work at the highest levels of the Department. Since 1971 he's served as confidential clerk to nine Secretaries of State—Henry Kissinger, Cyrus Vance, Edmund Muskie, Al Haig, George Schultz, Jim Baker, Larry Eagleburger, Warren Christopher and Madeleine Albright.

His favorite? Mr. Crowley practices the art of diplomacy he's witnessed so closely during the past 28 years. "I've gotten along wonderfully with every one of them," he said. "They've all been wonderful to me."



John Crowley has been confidential clerk for nine Secretaries of State.



Caryl Traten Fisher performs "the universal language."

State's Culture Vulture

She's an accomplished pianist and portrait painter who founded and continues to volunteer her time and energy to direct the Department's State of the Arts Cultural Series program. Caryl Traten Fisher, who teaches piano both at State and at Georgetown University, orchestrates twice-monthly noontime performances that feature musicians, dancers, singers and other artists from around the world.

Ms. Fisher started her association with

the Department nine years ago, when she contacted the Foreign Affairs Recreation Association about the idea of offering piano classes to help State employees reduce their stress levels. That blossomed into an entire cultural program that provides top-caliber artistic talent at no cost to the Department or employees, thanks to the volunteerism of the performers and Ms. Fisher. She devotes about 25 hours a week to the program, doing everything from booking performers and reserving auditoriums for concerts to photocopying concert flyers and personally posting them throughout the Department.

The gratification, she said, is the opportunity to expose Department employees to music, which she calls "the universal language." She says, "I'm reaching so many people through music, I like to think that in some small way, I'm altering foreign policy through music."

Into the Mouths of Babes....

Barbara Ash remembers all too well her first posting as a junior Foreign Service officer in Guinea-Bissau, where children were dying from drinking baby formula mixed with contaminated water. Ms. Ash became a firm believer in breastfeeding. She admits that she was "quite a novelty to everyone" during a later posting in the Marshall Islands doing what came naturally to her, breastfeeding her baby son without embarrassment or self-consciousness.

Since then the training coordinator at the Foreign Service Institute's Overseas Briefing Center has evolved from a breastfeeding role model into an advocate. She spent the last three years as a volunteer breastfeeding counselor with the La Leche League. She's given presentations at the Department and at FSI on breastfeeding for working mothers and advised the health unit staff at Main State on setting up a "pumping station" for breastfeeding mothers. Most recently, Ms. Ash became an international board-certified lactation consultant, placing in the top 10 percent of those who took the certification test.

"I've learned through this the tremendous benefits of breastfeeding," she said, "and I'm doing everything I can to help mothers give this wonderful gift to their babies."

Barbara Ash is certified to teach women about breastfeeding.



Caring for the Elderly

Caring for elderly family members can be challenging for anyone, but it's often even more so for Foreign Service members posted thousands of miles away. A recent Department forum focused on the elder care responsibilities shouldered by many Department employees.

By Mette Beecroft

Twelve panelists representing State and six other U.S. government agencies agreed that caring for elderly family members is a major concern and will become even more so in the future.

The problem, they said, is that some agencies are doing little to address the issue, and that interagency cooperation is necessary to provide the support many employees will need.

Those attending the forum, sponsored by the Association of American Foreign Service Women, agreed that the U.S. government can't be expected to establish and fund elder care programs. But they said the government can and should facilitate elder care provided by employees of federal agencies.

Edward W. "Skip" Gnehm, director general of the Foreign Service and director of Personnel, told participants



at the forum that he has added elder care to his list of priority issues. He also has established an Elder Care Working Group to explore options to address elder care concerns.

Ambassador Gnehm told the forum that State should work to reduce the extra expenses employees overseas often incur for elder care responsibilities, to make them more in line with elder care expenses of employees who live and work in the United States.

Elder care has an institutional aspect as well, the director general pointed out, affecting employee retention. He said that if the Department doesn't take steps now to address elder care concerns, State could lose employees with valuable skills during the next 10 to 15 years.

The basic purpose of the elder care roundtable was to suggest ways the

U.S. government might better support employees with elder care responsibilities. Elder care involves many complicated issues, some of which require time-consuming interagency discussion.

Among the issues discussed at the forum were financial dependency, separate maintenance allowances, salary advances, rest and recuperation travel, emergency visitation travel and access to e-mail and tie-lines for employees with elder care responsibilities, medical concerns, and a uniform policy regarding access to housing, commissaries, clubs and shuttles.

The author chaired the AAFSW elder care forum.

Help Offered for Seniors

The Senior Living Foundation of the American Foreign Service was established by the American Foreign Service Protective Association to help former Foreign Service members in need—financial or otherwise.

The foundation's resource center is dedicated to helping people get information about and help from community, state and federal resources. Jill Funk Chobanian, a licensed clinical social worker with extensive Foreign Service experience, reviews each case to determine the most appropriate resources for the individual. Assistance offered has ranged from volunteer visits to long-term care planning to advice on the legal maze of Medicaid.

In addition, the foundation is able to make small grants to help cover the cost of medical transportation, home health care, hearing aids and even durable medical equipment such as wheelchairs.

For more information, contact the American Foreign Service Protective Association at (202)833-4910 or by writing: AFSPA, 1716 N. Street, NW, Washington, DC 20036-2902.

Education & Training

Program	April	May	Length
---------	-------	-----	--------

Language

French LFR 100, German LGM 100, 19 — 24 W
 Italian LJT 100, Portuguese LPY 100, Spanish LQB 100

ASA, Familiarization & Short Term (F.A.S.T.) 19 — 8 W
 French LFR 200, Portuguese (Brazilian) LPY 200, German LGM 200, Spanish LQB 200,
 Italian LJT 200, Russian LRU 200

Advanced Area Studies

During Language Training 19 — 3 H
 Andean Republics AR 533, Brazil AR 535, Central America AR 539, Iberian Peninsula
 AR 591, Francophone Africa AR 513, Italy AR 594, French Speaking Europe AR 592,
 Lusophone Africa AR 514, German Speaking Europe AR 593, Mexico AR 515, Haiti
 AR 536, Northern Africa AR 515, Hispanic Caribbean AR 538, Southern Cone AR 534

Separate From Language Training 19 — 2 W
 China AR 250, Russia/Eurasia AR 281, Europe AR 291, South Asia AR 260, Inter-
 America AR 239, Southeast Asia AR 270, Near East & North Africa AR 240, Sub-
 Saharan Africa AR 210

Administrative Training

Mgt. Control Workshop PA 137 — 10 2 D
 CFMS-Sys. Overview and Orient. PA 150 12 — 2 D
 CFMS-Budget Execution PA 151 22 — 2 D
 CFMS-Misc. Obligations PA 154 16 — 4 D
 CFMS-Requisition Document PA 153 14 — 2 D
 CFMS-Travel Orders PA 155 20 — 1 D
 Budget & Fin. Mgt. PA 211 — 3 7 W
 Appropriation Law PA 215 — 4 4 D
 General Services Operation PA 221 12 17 10 W
 Basic Admin. Mgt. PA 224 5 10 1 W
 Per. Course PA 231 — 3 7 W
 FSN Class. and Compensation PA 232 — 24 2 W
 ICASS Exec. Sem. PA 245 — 19 1 D

Correspondence courses: How To Be A Certifying Officer PA 291, Trng. for Overseas
 Cashier PA 293, How To Write A Statement of Work PA 134, Mgt. Controls Wrkbk. PA
 164, How To Be A Contracting Officer Rep. PA 130, Trng for Overseas Cashier
 Supervisor PA 294, Trng. for Overseas Voucher Examiners PA 200, Intro. to Simplified
 Acq. & Req. O'seas PA 222

Consular Training

Automation for Consular Mgrs. PC 116 19 10, 24 1 W

Continuous Enrollment: CONGEN Rosslyn Consular PC 530, Orient. to Overseas
 Consular Functions PC 105.

Correspondence courses: Immigration Law and Visa Operation PC 102, Nationality
 Law and Consular Procedures PC 103, Overseas Citizens' Services PC 104, Passport
 Examiner's Correspondence Course PC 110

Curriculum and Staff Development

Basic Facil. & Deliv. Workshop PD 513 — 12 3 D
 Strat. Planning Perf. Measure PD 529 27 25 2 D
 Tng. Design Workshop PD 512 — 26 3 D
 Visual Aid Basic PD 520 9 — 1 D

Economic & Commercial Training

FSN Econ. Trng. PE 220 26 2 W

Program	April	May	Length
---------	-------	-----	--------

Junior Officer Training and Orientation Training

Working in an Embassy PN 113 — 5 2 D
 Orient. for Foreign Svc. Officers PG 101 26 — 7 W
 Orient. for Foreign Svc. Specialists PN 106 12 — 3 W
 Orient. for Civil Svc. Employees PN 105 — 19 3 D
 Orient. for Designated Posts PN 112 15 — 2 D
 Orient. for First Tour Employees PN 115 14 26 2 D
 Washington Tradecraft PT 203 — 17 1 W

Leadership & Management Development

EEO/Div. Aware. for Mgrs./Supers. PT 107 5, 22 13, 20 2 D
 Foreign Affairs Leader Sem. PT 119 25 — 2.2 W
 Managing People Problems PT 121 — 20 3.5 D
 Team Building PT 129 — 12 1 D
 Managing Change PT 206 — 12 1 D
 Intro. to Mgt. Skills PT 207 — 17 1 W
 Managing State Projects PT 208 — 24 1 W

Office Management Training

Foreign Sec. Tng. for Entering Per. PK 102 — 5 2.6 W
 Senior Secretarial Sem. PK 111 14 — 3 D
 Drafting Correspondence PK 159 — 17 1 W
 Travel Regulations and Vouchers PK 205 13 — 2 D
 Mentor Trng. PK 208 — 10 1 D
 Effective Speaking & Listening PK 240 19 — 2 W
 Supervisory Studies Sem. PK 245 — 3 1 W
 Employee Relations PK 246 29 — 2 D
 Office Mgt. PK 330 19 — 2 W

Political Training

Peace Operations PP 514 14 — 3 D
 Advanced Negotiations PP 515 — 4 4 D

Overseas Briefing Center (non SOS)

A Safe Overseas Home MQ 916 21 — 2.5 H
 Regulations/Allowances/Finances MQ 104 — 18 3 D
 Introd. and Effective Tng. Skills MQ 111 — 3 1 W
 Explaining America MQ 115 19 29 1 D
 Protocol MQ 116 17 — 1 D
 Communicating Across Cultures MQ 802 20 — 1 D
 Emergency Medical MQ 915 24 — 1 D
 Encouraging Resil. in the F.S. Child MQ 500 3 — 1 D
 English Teaching Sem. MQ 107 13 — 3 D
 Go Log./Adults MQ 220 — 15 2.5 H
 Go Log./Children MQ 230 — 15 2.5 H
 Go With Kids MQ 210/Without Kids MQ 200 — 15 3 H
 Communicating Across Cultures MQ 802 20 — 1 D
 Realities of Foreign Svc. Life MQ 803 21 — 1 D
 Personal Fin. in the Foreign Svc. MQ 852 7 — 2.5 H
 Legal Consid. for Foreign Svc. MQ 854 — 26 2.5 H
 Traveling with Pets MQ 855 28 — 2.5 H
 Foreign-Earned Income MQ 858 — 19 2.5 H

Security Overseas Seminar

SOS: Sec. Overseas Sem. MQ 911 5, 12 3, 24 2 D
 Adv. Sec. Overseas Sem. MQ 912 20 18 1 D
 TDY Sec. Overseas Sem. MQ 913 5, 12 3, 24 1 D

Education & Training

Program	April	May	Length
Career Transition Center			
Job Search Prog. RV 102	5	—	13 W
Information Management Training			
ALMA Overview Client Network PS 503	7, 21	5, 12, 19, 26	3 H
ALMA Overview-Excel PS 505	8, 22	6, 13, 20, 27	6 H
ALMA Overview-PC/Windows PS 501	5, 19	3, 10, 17, 24	6 H
ALMA Overview-PowerPoint PS 506	9, 23	7, 14, 21, 28	6 H
ALMA Overview-Word PS 502	6, 20	4, 11, 18, 25	2 D
Cable Express Admin. PS 285	5	—	4 D
Cable Express Client PS 284	1	—	1 D
CLOUT Admin. PS 291	—	3	2 D
Word 97 for Windows, Intro. PS 232	28	26	2 D
Word 97 for Windows, Intermediate PS 233	15	12	2 D
Access 97 Intro. PS 250	7, 21	5, 19	2 D
Access 97 Intermediate PS 251	14	13	2 D
Excel 97 for Windows, Intro. PS 270	19, 20	24, 18	2 D
Excel 97 for Windows, Intermediate PS 271	—	5	2 D
PowerPoint 97, Intro. PS 240	12	3, 24	2 D
PowerPoint 97, Intermediate PS 241	29	—	2 D
Internet for Power Users PS 318	5, 18	3, 17	1 D
Internet Concepts PS 218	2, 6, 8, 14, 16, 20, 22, 28, 30	4, 6, 12, 14, 18, 20, 26, 28	1 D
PC/Windows NT 4.0 Fund. PS 201	12, 26	17	2 D
Networking Essentials PS 214	5	3	1 W
MS Exchange Admin. PS 269	26	24	1 W
MS Outlook PS 298	23	28	1 D
Windows NT 4.0 Admin. PS 261	12	10	2 W
Courses at Warrenton Training Center :			
ALMA Tech Certification YW 229	—	24	5 W
AMANDA Mail/MDR Account YW 498	5	10	1 W
Banyan LAN-Local Networks YW 640	5	31	2 W
Basic Communication Operations YW 119	5	3	2 W
Black Router YW 745	19	17, 31	1 W
BPS-Black Packet Switch YW 334	5	3	1 W
CLAN/Class Local Area Network YW 177	19	—	4 W
CLOUT 3.0-YW 230	—	17	3 D
Commercial Term CT-7/9 YW 212	5	3, 31	1 W
Desktop systems YW 642	12	10	2 W
Fast Backup YW 231	—	31	1 W
IDNX/90 EXS, IDNX/20 and IDNX MICR/20 YW 850	—	10	1 W
Intro Telephone & Key Systems YW 140	19	24	1 W
Intro to Data Com YW 173	12	31	2 W
Meridian 61C YW 497	26	31	2 W
Microsoft Exchange YW 749	19	17	1 W
Network Essentials YW 228	26	24	1 W
Refresher Communication YW 164	5, 12, 19, 26	3, 10, 17, 24	4 D 1 W
SC-7 Sat. Operation/Maint. YW 192	—	31	3 W
SX-200D-Mitel PBX SX-200 YW 220	—	3	1 W
SX-50-Mitel PBX SX-50 YW 219	26	31	1 W
SX-20/200A-Mitel PBX SX-20/200 Analog YW 222	5	10	1 W
SX-2000-Mitel PBX SX-2000 Analog YW 221	12	17	1 W

Program	April	May	Length
TERP V-Term. Equip. Replac. Prog V YW 184	19	17	2 W
Wide-Band Digital Trans. Net. YW 213	26	—	2 W
Windows NT 4.0 Local Admin YW 225	5	3, 31	2 W

The following courses are Self-Study: CBT MS Exchange Server 5.0 YW 710, CBT Networking Essentials YW 711, CBT MS WIN/NT 4.0 Admin. YW 712, CBT TCP/IP on WIN/NT YW 713, CBT Microsoft Office 97 YW 71

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

For additional information, consult the course catalog or contact the Office of the Registrar at (703) 302-7144.

A computer class at FSI.



Photo by Bob Kaiser

O B I T U A R I E S

Robert Albert Collinge, 73, a U.S. Information Agency officer for 20 years, died Dec. 18 of heart failure. Mr. Collinge, of Bellingham, Wash., previously served on State's public affairs staff. He joined USIA in the early 1960s and served in Turkey, Vietnam, India, South Africa, Barbados and Washington, D.C. He retired in 1982.



Ronald A. Gzehoviak, 68, a retired Foreign Service specialist, died Nov. 29 of lung cancer in Keene, N.H. Mr. Gzehoviak, husband of retired Foreign Service secretary Alina Gzehoviak, started his State career in 1954, serving in Washington, D.C., then as a general services officer in Addis Ababa, Beirut, Conakry, Hong Kong,

Cairo, Damascus, Rome, Brussels, Buenos Aires, Seoul and Warsaw. He was a consular officer in Toronto and served with the Iran Claims Task Force before becoming a supervisory general services officer in Munich and Sanaa. After retiring in 1986, he accompanied his wife to postings in Moscow, Ankara, Amman, Muscat and Warsaw.

Eric Kocher, 86, a retired Foreign Service officer, died of heart failure Jan. 2 on Long Island, N.Y. Mr. Kocher joined the Foreign Service after World War II. He served for 22 years as a labor attaché in Belgium, as consul general in Malaya and Singapore, as deputy chief of mission and chargé d'affaires in Jordan, and as director of South East Asian Affairs in Washington, D.C. His final posting was as a diplomat in residence at the University of Texas in Austin. After his retirement, Mr. Kocher served as associate dean of Columbia University's School of International Affairs.



William Arthur Levis, 67, died of cancer Oct. 9 in Westminster, Calif. Mr. Levis joined the Foreign Service in 1969 and served in Vientiane, Jakarta, Brasilia, Tokyo, Bonn and Washington, D.C. He retired in 1989.

Norma Lillian Lewis, 90, a retired Foreign Service secretary, died Oct. 5 in St. Peters, Mo. Ms. Lewis worked for the Department of Agriculture before joining State. She received the Meritorious Honor Award for continuing performance and record of achievement with the Foreign Service before retiring in 1968.



Helen Anne Mertz, 63, a retired Foreign Service secretary, died of heart disease Dec. 25 in Alexandria, Va. Ms. Mertz began her State career in 1957 and served as secretary to ambassadors in Panama, Chile, Belgium, the Philippines and Korea. She retired in 1986.

Sueo "Sam" Morimoto, 76, a retired Foreign Service officer, died Sept. 17 in Honolulu of respiratory failure following a stroke. Mr. Morimoto served in Japan, Syria, Germany, Mexico, Great Britain and Australia. He retired in 1981.

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

FOREIGN SERVICE

Transfers

- Adams, Michael W.**, Nairobi to Lomé
Adamson, David Michael, Tegucigalpa to Defense Dept.
Adamson, Gregory Jon, Foreign Service Institute to Ho Chi Minh City
Alford, Edward M., Windhoek to Rome
Amon, Jana A., Kampala to Munich
Ang, Melvin T., Guangzhou to Personnel
Anske, Kay L., Guatemala to Nairobi
Arvizu, Alexander A., East Asian and Pac. Affairs to Nat. Sec. Council
Ashbery, Wayne B., Ankara to Diplomatic Sec.
Batchelder, Karen F., Windhoek to Personnel
Bazan, Daniel, Monterrey to São Paulo
Bellis, William D., European Affairs to Brussels
Binger, Lawrence E., Santiago to Tel Aviv
Blanchette, Harry Arthur, Tokyo to Santo Domingo
Booth, Anita Shashy, Personnel to Medical Director
Booth, Gregory, Bonn to Frankfurt
Boshoven, Nancy, East Asian and Pac. Affairs to Personnel
Boy, Donald, Foreign Service Institute to Lomé
Boyd, Paula A., Info. Res. Mgt. to Personnel
Burns, Virginia S., F.S. Specialist Intake to Sanaa
Burris, Carol P., Kuwait to Guatemala
Butchart, Jenny Paige, F.S. Specialist Intake to Tel Aviv
Butchart, Mark S., Mbabane to Tel Aviv
Cammel, Susana A., Athens to Personnel
Carlin, Kim P., Yaounde to Almaty
Cecil, Kelly S., Foreign Service Institute to Matamoros
Cekuto, Robert Francis, Tirana to Personnel
Chin, Alvin H., Tokyo to Inter. Narc. and Law Enfor. Affairs
Clark, Elizabeth, Dem., Human Rights and Labor to Non-Gov. Orgs.
Clerici, Laura A., Warsaw to Moscow
Cole, Orville L., Western Hemispheric Affairs to Cairo
Coleman, Claudia M., Pre-Assign. Tng. to Manila
Cooper, David F., Bangkok to Brussels
Coster, Kathryn M., F.S. Specialist Intake to London
Curtis, Jesse S., Pre-Assign. Tng. to Seoul
Daniels, Alexander N., Pre-Assign. Tng. to Dhaka
Darnielle, Barbara A., Sarajevo to Hanoi
Deleon, Maureen Ann, Conakry to Personnel
Dixon, Michael Scott, Warsaw to Kiev
Donahue, Kathleen E., Kinshasa to Beijing
Donaway, Meredith B., Manama to Beijing
Duffy, Thomas Michael, Near Eastern Affairs to Foreign Service Institute
Eaton, William A., Foreign Service Institute to European Affairs
Fendley, Edward J., Spec. Dom. Assign., Prog. to Nat. Sec. Council
Fenwick, Leah M., Pre-Assign. Tng. to São Paulo
Florence, Jane A., London to Tunis
Foley, James Brendan, Spec. Dom. Assign. Prog. to Public Affairs
Geisler, Daniel Francis, East Asian and Pac. Affairs to Personnel
Geveden, Paul T., Personnel to Info. Res. Mgt.
Gonzalez, Jorge M., Guadalajara to Info. Res. Mgt.
Gregoire, J. Philippe, Personnel to Non-Gov. Orgs.
Grencik, Theresa, Sofia to New Delhi
Gullion, Carol L., Wellington to Yaounde
Guthrie W., Wellington to Yaounde
Hale, David M., Office of the Sec. to Beirut
Harding, Peter X., Ndjamena to Quito
Harley, Timothy W., Luxembourg to East Asian and Pac. Affairs
Harms, Mattie R., Foreign Service Institute to Chief Fin. Officer
Harris, Brian F., Pre-Assign. Tng. to Caracas
Hays, Donald S., European Affairs to Mgt.
Hegger, Richard C., Belize City to Personnel
Hegstrom, Christopher, Gaborone to Santiago
Hermanson, Lynne D., F.S. Specialist Intake to Istanbul
Hirst, Dennis F., Skopje to Jerusalem
Holtzapple, Richard A., European Affairs to Nat. Sec. Council
Howery, Michael S., European Affairs to Bucharest
Howes, Dawn Ellen, Buenos Aires to Personnel
Jancarek, Michael A., Info. Res. Mgt. to Vladivostok
Johnson, Patricia White, Cairo to Spec. Dom. Assign. Prog.
Jones, Angela A., Dhaka to Personnel
Kabumoto, Kevin C., Pre-Assign. Tng. to Doha
Kaczmarek, Michalene F., Ashgabat to Luxembourg
Kaestner, Kimberly V., Windhoek to African Affairs
Keller, Patricia Barron, Yerevan to Kinshasa
Kerstan, Robert P., Rabat to Personnel
Kopiak Jr., Andrew J., Info. Res. Mgt. to Sarajevo
Kramer, Douglas R., European Affairs to Foreign Service Institute
Krichman, Matthew A., Pre-Assign. Tng. to Rio de Janeiro
Lewis, Thedoshia P., Personnel to Bogota
Limbert, John W., Foreign Service Institute to African Affairs
Lombardo, Michael R., Diplomatic Sec. to Abidjan
Marafino, Richard Anthony, Moscow to Info. Res. Mgt.
Martin, Wade C., F.S. Specialist Intake to Libreville
Mason, David Kent, Riyadh to Near Eastern Affairs
Matsuya, Margaret, F.S. Specialist Intake to Jakarta
McClelland, Caryn R., European Affairs to Inter. Narc. and Law Enfor. Affairs
McDonald, Michael L., Amman to Dar es Salaam
McGlothlin, Kevin David, Pre-Assign. Tng. to Colombo
McKean, Margaret Bernard, Port-au-Prince to Ndjamena
McKenny, Lloyd E., Info. Res. Mgt. to Pretoria
McLarney, Patrick E., Paris to Frankfurt
McLaurin, William D., Dar es Salaam to Gaborone
McNamara, John F., Operations Center to Spec. Dom. Assign. Prog.
McNicholas, Daniel F., Pre-Assign. Tng. to Lagos
Mertz, Mary M., Accra to Hanoi
Mignano, Dolores R., Muscat to Personnel
Miley, Stephanie, Executive Secretariat to Foreign Service Institute
Minicozzi, James R., Paris to European Affairs
Mooney, William F., Oceans and Int'l. Envir. and Sci. Affairs to Foreign Service Institute
Morfino, James, Diplomatic Sec. to Frankfurt
Mount, Lisa A., Intell. and Res. to Karachi
Murray, Marie, Econ. and Bus. Affairs to Luxembourg
Murray, Matthew, Pre-Assign. Tng. to New Delhi
Myrick, Dale L., Info. Res. Mgt. to Beijing
Nanevie, Frank, Port-au-Prince to Personnel
Neubert, Brian Thomas, Pre-Assign. Tng. to Kinshasa
Nicholas, Robert A., Mexico City to Western Hemispheric Affairs
Nichols, Vonda G., London to Bonn
Norman, Alain Gignoux, Pre-Assign. Tng. to Paris
Olson, Maria de Guadalupe, Pre-Assign. Tng. to Bujumbura
Parker, Deane W., F.S. Specialist Intake to Lilongwe
Penn, Leo R., Info. Res. Mgt. to Tokyo
Peters, Daniel W., Damascus to Tegucigalpa
Pfister, Margaret, Moscow to Port-au-Prince
Pinson, Anthony Desales, Shanghai to Pol. and Mil. Affairs
Popchak, Robert J., Lisbon to Info. Res. Mgt.
Power, Elizabeth Caruso, Pre-Assign. Tng. to Lagos
Propst, Sharon Elyse, Personnel to Guatemala
Robinson, Donka Todorov, Ottawa to Personnel
Rome-Hopkins, Larea A., Paris to Personnel
Schenck, Charles C., Lilongwe to Budapest
Shearer, Zekiye F., Guatemala to Personnel
Sims, Tonia A., Cairo to Personnel
Sjue, Gordon A., Manila to Lima
Skinner, Robert Lawrence, Pre-Assign. Tng. to Abidjan
Smith, Kirk G., Dushanbe to Bishkek
Smith, Timothy W., Consular Affairs to Oceans and Int'l. Envir. and Sci. Affairs
Spence, Melvin T., Lagos to Kuala Lumpur
Spivey, Mary K., Kinshasa to Kampala
Stonecipher, Charles A., Tirana to Skopje
Stromayer, Eric W., Calcutta to Rabat
Stutz, Stella P., Doha to Geneva
Swank, David K., Bamako to Personnel
Swope, Mary Elizabeth, Western Hemispheric Affairs to Legal Adviser
Thorsen, Kellie G., Kuala Lumpur to Personnel
Tierney, M. Theresa, Hanoi to Pretoria
Tilk, Gerald J., European Affairs to Baku
Titus, Daphne M., Dem., Human Rights and Labor to Kinshasa
Towns, Douglas E., F.S. Specialist Intake to Brussels
Toy, Steven Michael, Intell. and Res. to Personnel
Tressler, Lynn F., East Asian and Pac. Affairs to Seoul
Valenzuela, Lucia J., Lagos to Abuja
Van Maerssen, Otto Hans, Foreign Service Institute to Dep. Spec. Rep. for Trade Neg.
Verdun, Aubrey V., African Affairs to Lisbon
Vernon, Daniel A., Personnel to Paris
Walker, Thomas G., Port-au-Prince to Western Hemispheric Affairs
Walsh, Patrick William, Tirana to Skopje
Walson, Faye P., Shanghai to East Asian and Pac. Affairs
Washington, Gilder, Dakar to Manama
Washington, Wanda M., Lagos to Abuja

FOREIGN SERVICE

Transfers

Weingarten, William A., Econ. and Bus. Affairs to Public Affairs
Weis, John G., Diplomatic Sec. to Algiers
Weissman, William J., Santo Domingo to Brasilia
Wells, Donald Eugene, Moscow to Mumbai
Werderman, Charles F., Singapore to Geneva
Weston, Thomas Gary, Political Affairs to Inspector General
Weygandt, Arkell D., Foreign Service Institute to Moscow
Willis, Ramona, Lomé to Cairo
Wilson, Stuart Raymond, Pol. and Mil. Affairs to Frankfurt
Wintermeyer Jr., Charles A., Pre-Assign. Tng. to Kigali
Wolfson, David Thomas, Non-Gov. Orgs. to Personnel
Woytovech, Suzonne M., Almaty to Kathmandu
Zanfardino, Ralph, Panama to Belgrade
Zate, Steven E., Foreign Service Institute to Kiev
Zeikel, Jeremy S., Helsinki to Geneva
Zimmerman, Robert A., Port-au-Prince to Buenos Aires

Resignations

Abdul-Wahid, Faried, Nouakchott
Allan, Nina P., Ulaanbaatar
Benjamin, Bevan, Pre-Assign. Tng.
Burgess, Denise Naomi, Public Affairs
Chisholm, Frances M., Bonn
Crabb, Thomas R., Windhoek
Doswald, Caroline, Arms Control and Disarm. Agency
Foarde III, John J., Legal Adviser
Futch, Lina, Personnel
Graham Jr., Thomas Edward, Foreign Service Institute
Grover, Randall Scott, Leave Without Pay
Gutierrez, Diane W., Maputo
Holmes, Dwight T., Beijing
Hsieh, Un-Soo S., Vienna
Leatham, Dennis, Diplomatic Sec.
Marafino, Richard Anthony, Info. Res. Mgt.
Meyer, Karen L., Bangkok
Miles, Bryce A., Diplomatic Sec.
Padilla, Leslie Marie, Skopje
Reinhart, Theresa J., Kampala
Rigdon, Sandra D., Leave Without Pay
Rogers, Mary Lou, St. Petersburg
Romfh, Mary Anne, Paris
Sacilotto, Juliana R., Brussels
Scherer, Carolyn Ann, Beijing
Seabreeze, Reginald, Bonn
Seigenthaler, Amy N., Dublin
Stoll, Daniel C., Foreign Service Institute
Swank, David K., Personnel
Swanson, Suzanne, Personnel
Turner, Melvin Raymond, Western Hemispheric Affairs
Uribe, Gloria M., Caracas
Viergutz, Carol Anne, Personnel
Whitaker, Melody E., Beijing
Williams, Sidney, Nassau
Willis, Dereck W., Shanghai
Wright, Michelle D., Leave Without Pay

Appointments

Lee, Won Yong, Shenyang
Marquardt, Arthur H., Hong Kong
McMahan Jr., Robert T., Personnel
Morris, Lorraine F., Havana
Rogers, Christopher John, Amman

Retirements

Andre II, John H., East Asian and Pac. Affairs
Broksas, Arthur H., Kuwait
Donahue, Gilbert J., Int'l. Org. Affairs
Holm, Donald K., Bridgetown
Jeffries, Allan K., Managua
Parker, Frank S., Belize City
Patris, Frank N., Kinshasa
Schulz, Jeanne Lee, La Paz
Stewart, John Todd, Moldova
Tomsen, Peter, Yerevan

CIVIL SERVICE

Resignations

Acosta, Teresa de Jesus, Western Hemispheric Affairs
Adams, Angela, Foreign Service Institute
Bonilla, Rafael O., Near Eastern Affairs
Bryan, Juanita Mailette, Consular Affairs
Bustow, Adena, Chief Fin. Officer
Caemmerer, John, Log. Mgt.
Chang, Phillip, Log. Mgt.
Chock, Kalae, Log. Mgt.
Desler, James Patrick, Econ. and Bus. Affairs
Driver, Cathy, Personnel
Gutin, Daniel A., Int'l. Org. Affairs
Harrison, Janelle M., Log. Mgt.
Harrison, Joseph, Info. Res. Mgt.
Henifin, Jeanne C., Foreign Service Institute
Hill, Aisha K., Log. Mgt.
Hughes, Michael A., Consular Affairs
Hydle, Ingeborg L. R., Chief of Protocol

Irbe, Aina Gudega, Foreign Service Institute
McCoy, Elena, Mgt.
McNeil, Amanda H., Log. Mgt.
Norton, Julia Claire, Leg. Affairs
Osman, Saeed E., Pol. and Mil. Affairs
Pegues, Joselyn S., Foreign Service Institute
Pekel, Kent Stephen, Deputy Sec.
Perry, Victoria L., Medical Director
Pershing, Jonathan C., Oceans and Int'l. Envir. and Sci. Affairs
Poisson, Beth Lindsay, Leg. Affairs
Rider, Sally M., Legal Adviser
Roby, Dolores M., Consular Affairs
Rodriguez, Angela Maria, Log. Mgt.
Steward, Johnnie, Pre-Assign. Tng.
Tapia, Robert, Log. Mgt.
Waako, Margaret R., Houston Passport Agency

Reassignments

Hata, Marianne Jutta, Pol. and Mil. Affairs to Legal Adviser
Oliver, Darriel, Foreign Buildings to Consular Affairs
Tyckoski, James E., Log. Mgt. to Chief Fin. Officer

Retirements

Barry, Mary Louise, Consular Affairs
De Boeck, Anny B., Foreign Service Institute
Jackson, Betty P., Chicago Passport Agency
Vasquez, Azucena Maria, EED and Civil Rights

CIVIL SERVICE

Promotions

GG-14

Amaral, Luiz L., Int'l. Org. Affairs

GS-3

Heigh, Isehia P., Worker Trainee Initiative

GS-6

Butler, Cindy, Chicago Passport Agency

Carroll, Sonja J., Info. Res. Mgt.

Rodgers, Sarah K., Chief Fin. Officer

Timmons, Marcia L., Personnel

GS-7

Arya, Savita R., Houston Passport Agency

Davis, Eddie, Houston Passport Agency

Dison, Lanika L., New Orleans Passport Agency

Moore, Tyron C., Chief Fin. Officer

Penfold Jr., Gary R., Seattle Passport Agency

Thompson, Bruce D., San Francisco Passport Agency

GS-8

Betancis, Arcelia M., Western Hemispheric Affairs

Carter, John T., Leg. Affairs

Jones, Regenia L., Western Hemispheric Affairs

Robinson, Lianne, African Affairs

GS-9

Allen, Carrie, Log. Mgt.

Andrews, Cynthia Lynne, Leg. Affairs

Atwood, Richard B., Miami Passport Agency

Deaner, Nicole, Public Affairs

Fabius, Jennifer, Diplomatic Sec.

Gonzalez, Miguel A., San Francisco Passport Agency

Hill, Josephine E., Diplomatic Sec.

Johnson, Mia A., Personnel

Larsen, Rosario L., Office of the Sec.

Pridgen, Stephen, Log. Mgt.

Rodney, Shauntia S., Oceans and Int'l. Envir. and Affairs

Seratte, Kathlene, Chief Fin. Officer

Sinceno, Yolanda W., New Orleans Passport Agency

Wynn, Renee O., Consular Affairs

GS-10

Ellis, Paula C., Info. Res. Mgt.

Spivey, Brian D., Info. Res. Mgt.

GS-11

Burridge, Lisa Marie, Administration

Chase, Annie Ruth, Intell. and Res.

Hardy Jr., Albert, Int'l. Org. Affairs

Hughes, Joyce, Consular Affairs

Josephs, Howard Owen, Los Angeles Passport Agency

Kiyak, Alexis J., Los Angeles Passport Agency

Martin, Suzanne, Inspector General

Nist, Sally J., Intell. and Res.

Thompson, Brenda G., Foreign Service Institute

Tontz, Brenda Kay, Foreign Buildings

Vialpando, Cindy M., Administration

GS-12

Castillo, Carlos Sosteno, Diplomatic Sec.

Hokenson, Kathryn B., Intell. and Res.

McNeil, Joyce M., Log. Mgt.

Peters, Tammy Suzanne, New Indep. States

Ramos, Joselito Pelina, Consular Affairs

Thian, Anthony A., Consular Affairs

Wanza, Wardell J., Chief Fin. Officer

Williams, Britany D., Consular Affairs

GS-13

Calhoun, Chenobia C., Chief of Protocol

Capelli Jr., Stephen L., Intell. and Res.

Carter-Taliaferro, Fonda, African Affairs

Dodge, Simon Parish, Intell. and Res.

Dunn, Gwendolyn, Info. Res. Mgt.

Holly, Rene Michael, Consular Affairs

Kaeding, Darrell J., Consular Affairs

McManus, Loretta J., European Affairs

Owens, Lisa A., Pol. and Mil. Affairs

Pool, Danielle C., Intell. and Res.

Smith, Lawrence C., Info. Res. Mgt.

Smith, William A., Inspector General

Sullivan, Shawn Francis, Western Hemispheric Affairs

Swankowski, Steve T., Diplomatic Sec.

Workman Jr., Clarence E., Info. Res. Mgt.

GS-14

Carter, Annie M., East Asian and Pac. Affairs

Cheplick, David M., Info. Res. Mgt.

Christian, Steven A., Stamford Passport Agency

Fitzgerald, Timothy Cortez, Info. Res. Mgt.

Mansfield Jr., Charles G., Info. Res. Mgt.

McCormick, Suzanne Mary, Intell. and Res.

McElroy, Larry L., Info. Res. Mgt.

Peppe, Richard Warren, Info. Res. Mgt.

Thompson, Guy B., Info. Res. Mgt.

Wood, Michael T., Boston Passport Agency

GS-15

Feldmann, John R., Administration

Schwartz, Charles Floyd, Foreign Buildings

Appointments

Altbach, Eric G., Intell. and Res.

Bailey, Carolyn L., Foreign Buildings

Boldon, Donald D., Chief Fin. Officer

Burgess, Thomas G., Foreign Buildings

Coates, Norma R., Executive Secretariat

Crerar, Michael J., Foreign Buildings

Elliott, Martha J., Foreign Buildings

Etheridge, Robert E., Inter. Narc. and Law Enfor. Affairs

Gorum, Shirley Bernice, Diplomatic Sec.

Guarnaccio, Angelo M., Int'l. Org. Affairs

Iris, Nancy R., Population, Refugees and Migration

Jacques, Steven L., Public Affairs

Jones, Hattie D., Public Affairs

Kanun, Adnan, Foreign Buildings

McGinley, Megan A., Econ. and Bus. Affairs

Messenger, P. Thaddeus, Pres. Mgt. Intern Prog.

Mira, Heidi, Chief Fin. Officer

Moore, John D., Intell. and Res.

O'Sullivan, Paul F., Inter. Narc. and Law Enfor. Affairs

Owens, Lisa A., Pol. and Mil. Affairs

Rindler, Edward P., Inter. Narc. and Law Enfor. Affairs

Ringland, Michael G., Foreign Buildings

Rosenheck, Thierry E., Foreign Buildings

Shea, Thomas A., Int'l. Org. Affairs

Sherer, Joan M., Legal Adviser

Vigil Jr., James, Inter. Narc. and Law Enfor. Affairs

Walker, Mary Karen, Oceans and Int'l. Envir. and Sci. Affairs

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

NEW STEPS TO EASE INTO INTERAGENCY INTEGRATION

A WORKING GROUP IS EXPLORING MANY POSSIBILITIES...

...AND THE LETTERS TO SPELL

"STATE DEPARTMENT" CAN BE REARRANGED TO SPELL "TREATED SPAM TENT."

MAKES YOU THINK...



RESOURCE DISPUTES TO BE SETTLED WITH LIGHTEARTED GLADIATORIAL MATCHES...



GET HIM, BOYD! THIS IS FOR THE COPIER!

INNOVATIVE CUBICLE DESIGN WILL ENCOURAGE CLOSER CONTACT.



WATCH YOUR HAND, PAL!

HEY, MOVE YOUR FOOT OR I'LL GRIEVE!

COLOR CODED UNIFORMS WILL AVOID CONFUSION.



SAY, ARE YOU FOLKS FROM THE TRIBBLE CONTROL AGENCY?

SIGN UP NOW FOR INTERAGENCY SLUMBER PARTIES!



DOES EVERYONE CLEAR ON ANOTHER GAME OF SPIN THE BOTTLE?

AGGELER '99

Department of State, USA
Bureau of Personnel
Washington, DC 20520

Official Business
Penalty for Private Use

Periodicals
Postage and Fees Paid
Department of State
ISSN 1099-4165

If address is incorrect, please
indicate change. Do not cover
or destroy this address label.
POSTMASTER: Send changes
of address to:

State Magazine
PER/ER
SA-6, Room 433
Washington, DC 20522-0602

