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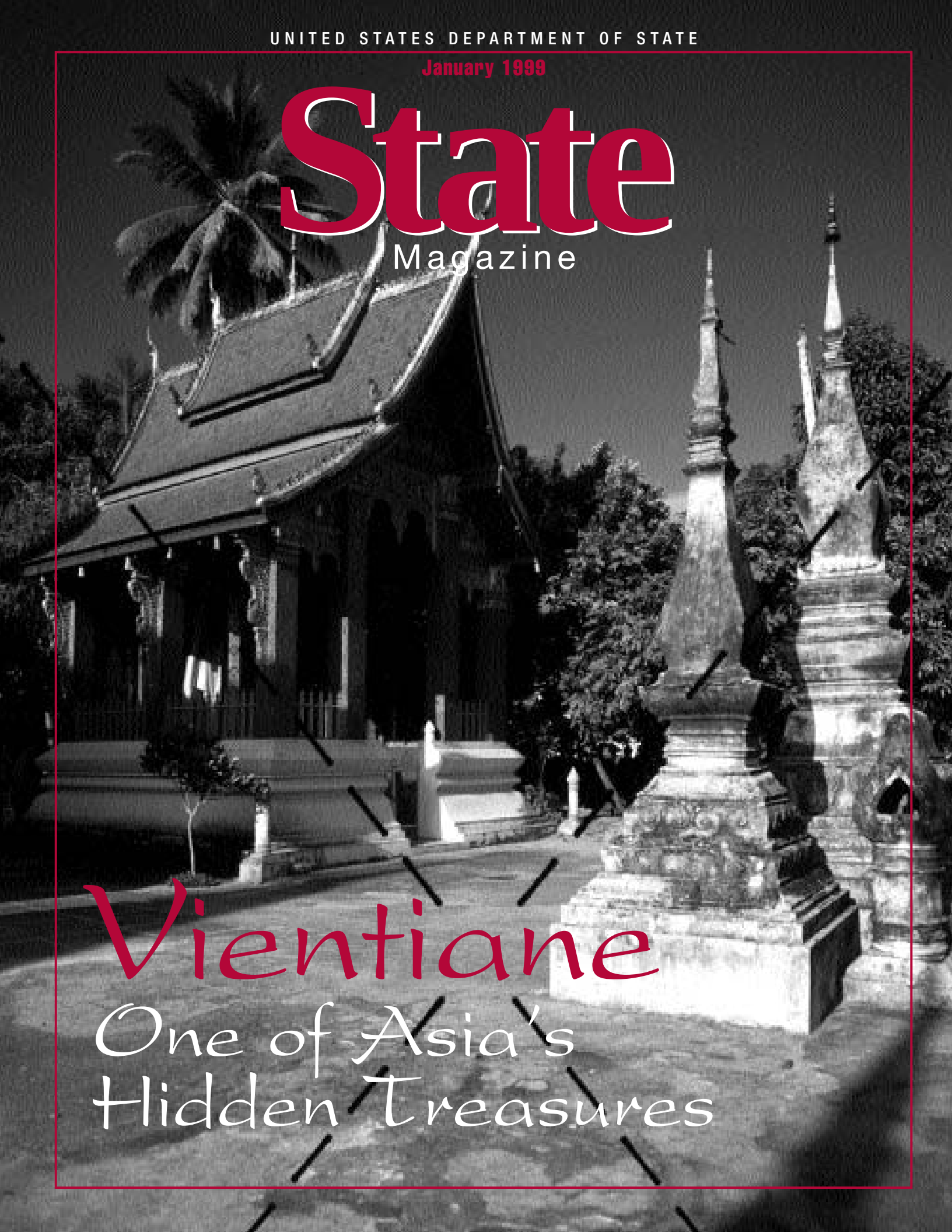

Vientiane

One of Asia's Hidden Treasures

State
Magazine

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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.

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A Message on the Reorganization

Undersecretary for Management Bonnie Cohen.

"We are becoming one team and one family."

By Bonnie Cohen
Undersecretary for Management

I want to reinforce the warm words Secretary Albright has extended to everyone who will be welcomed from other foreign affairs agencies into the Department of State and to the Department personnel they will be joining. Integrating the Arms Control and Disarmament Agency and the U.S. Information Agency and linking the U.S. Agency for International Development more tightly to the Department offers a historic opportunity to strengthen the country's foreign policy. We must not forget, however, that it is the outstanding work of all our dedicated employees that will enable America to take fullest advantage of this opportunity.

As reorganization moves ahead, we will never lose sight of the importance all of you have in this effort. Although any change of this magnitude causes personal uncertainties and anxieties, I hope to allay some of them now, and I will continue to share information with you as we move forward. Although we expect that over time integration will yield efficiencies and savings as well as improve effectiveness, there are no plans for a reduction in force. We will consider "best practices" from all agencies for wider adoption and operate in a spirit of partnership.

I am pleased to report that under the Foreign Affairs Reform and Restructuring Act of 1998, all personnel will be transferred to the Department at the same grade or class and the same rate of basic pay or salary and with the same tenure as held prior to integration. Some flexibility is needed to align people and positions most effectively. The act gives us authority to do this sensibly. For up to six months after the transfer, the Secretary is authorized to assign transferring personnel to positions or sets of duties in the Department, except that by virtue of such assignment neither grade or class nor rate of basic pay or salary will be reduced, nor will tenure be changed.

The Department will offer more opportunities for retraining and upgrading skills. The Foreign Service Institute will work with USIA colleagues to integrate public diplomacy into the FSI curriculum. FSI will soon run a pilot course on public diplomacy intended for a wide audience in the Department and other U.S. government agencies. FSI also will offer a course for newcomers on how the Department functions.

We are becoming one team and one family. Reorganization is a cooperative endeavor and a big task. If we approach it with a spirit of openness, equality and mutual respect, we can make it the success the American people expect. As we go forward, we will emphasize consensus building and communication along with efficient decision making and flexible structures.

Assistant Secretary for Administration Pat Kennedy is heading the interagency team responsible for this important undertaking. Pat and his team, composed of senior representatives of each agency, will be sending biweekly telegrams to keep you up to date. As implementation proceeds, we will place information on the Department's web site, including the presidential plan and report and answers to frequently asked questions. You may use e-mail, DG DIRECT, as a hotline to ask your own personal questions.

Your ideas and questions will be most welcome as reorganization enters its implementing stages. ■

From the Editor

Reorganization is the subject of several articles in this issue and a topic of much discussion since Congress passed the long-awaited Foreign Affairs Reform and Restructuring Act of 1998. The act merges the Arms Control and Disarmament Agency and the U.S. Information Agency with State, with ACDA officially becoming part of the State family on April 1 and USIA on Oct. 1. But already, as Undersecretary for Management Bonnie Cohen tells us, "We are becoming one team and one family."

It takes a lot of teamwork to organize official functions of State, we learn in our feature on the 70-year-old Office of the Chief of Protocol. There's an interesting sidebar, too, on Blair House, the President's official guest house, operated by the Protocol folks. The amenities are nice, but you won't find it in a bed-and-breakfast directory.

Vientiane, considered one of Asia's hidden treasures, is our featured Post of the Month, and many old Asian hands will visit these pages with nostalgia—at least we hope so—and will write us about their own experience at this hardship post.

Also in this issue, we meet some "Third Culture Kids," children of Foreign Service families whose mobility and international environments shape their lives. Always the new kid on the block or in school, these global nomads have acquired characteristics that set them apart as pioneers of a new global culture.

Most of us wear many hats, but some folks among us wear two distinctive hats—military reservist and Department employee. Handling both is demanding, but most of those interviewed consider their military obligation "enriching."

Finally, in this issue, we introduce a new section, "People Like You," which we hope you will find interesting and support. We're confident that there are, indeed, many People Like You among our readers. Do let us hear from you.

The staff at *State Magazine* wishes all our readers a safe, happy and fulfilling new year.

A Minor Nitpick

Dear Editor:

Just a minor nitpick. Your article on Edinburgh in the October issue refers to "whiskey." This is the Irish version. The Scottish version is either Scotch or whisky. The name is derived from the Gaelic "uisge beatha," which translated literally means "water of life."

Allan MacLeod
Edinburgh

We'll drink to that!—The Editors

Cheers to the Web Site

Dear Editor:

I stumbled onto your home page and find it extraordinarily rich in content and easy to navigate. It will serve as a excellent way for me and my wife, also a retired Foreign Service officer, to stay in touch with the Foreign Service community.

C. Edward Bernier
Hilton Head Island, S.C.

For the Record

Dear Editor:

I read with interest and pleasure the articles in October's issue about disabled Foreign Service officers. There is an error, however, in the article "Extraordinary Achievers" that should be corrected. The article states that the first blind officer joined the Foreign Service in 1991. I joined the U.S. Information Agency in 1983 and am also blind, not to the extent that I need a guide dog, but within the legal definition of blindness. Mine is a visual field deficiency, the result of a head injury, that restricts my reading and prevents me from driving.

I look forward to the day when all hurdles to successful participation by disabled employees are gone.

Roy Glover
USIA Program Officer
Educational and Cultural Affairs

Part of the Team

Dear Editor:

In his October article about the bombing crisis in Tanzania, Deputy Chief of Mission John E. Lange praised an embassy husband who assisted at the airport, noting that he was "not even a U.S. government employee." As a Foreign Service spouse, I am proud, but not at all surprised, to hear of this husband's contribution. We spouses can be found not only pitching in during a crisis, but also assisting evacuees in Washington, helping to build a sense of community overseas, and simply taking on the jobs—paid or unpaid—that need to be done. We may not be part of the country team, but we are definitely part of the team in the country. You can continue to count on us.

Patricia Linderman
Leipzig

DIRECT FROM THE D.G.

By Edward W. "Skip" Gnehm Jr.

Progressing Toward a Successful Reorganization

As 1999 opens, we are making good progress toward successfully reorganizing the U.S. Information Agency and the Arms Control and Disarmament Agency into State. Assistant Secretary for Administration Pat Kennedy is heading up the overall merger, and I know you have seen his reports on other issues. I wanted to provide some thoughts on how we're approaching personnel issues. Under the leadership of Principal Deputy Assistant Secretary Janice Bay, we are working closely with Jan Brambilla, director of USIA's Office of Human Resources, and Nancy Aderholt, ACDA's director of Personnel.

We all recognize that change is stressful and sometimes difficult and that there will certainly be some bumps in the road. We are all guided by a few basic principles. First, we are all energized and excited by the prospect of the natural synergy that can and will be achieved by combining our resources. Second, we are committed to creating a combined agency in which, five years down the road, employees will shake their heads and wonder how we ever got the job done when we were separated.

Because ACDA will join us on April 1, we have been working very closely with senior staff from both ACDA and State to formulate more complete integration plans. These have included very specific plans for assigning ACDA employees to positions in the new State structure. We hope the lessons learned from this first step in reorganizing will help us with USIA's transition later.

Although the USIA merger is further down the road, the larger size of its workforce and the presence of both Foreign and Civil Service components make this task considerably more complex. We are working with our USIA colleagues on many issues. Among the most pressing:

- Reconciling USIA and State time-in-class and time-in-service policies for the Foreign Service, and the six-year senior threshold.
- Establishing the post-reorganization tenuring procedures for Foreign Service junior officers who will have served a considerable amount of their career candidacy with USIA.
- Implementing a "vacancy hold" policy to ensure that any State Civil Service positions that become vacant before reorganization are not offered to outside candidates until we have ensured that there is not a viable candidate at USIA or ACDA.
- Reviewing posts' plans for their post-reorganization Foreign Service National workforce. Within reasonable parameters, we are giving post management wide latitude to determine what structure works best for them.
- Merging payroll and personnel records, both paper and electronic, into the State system to ensure there will be no interruption of salary or benefits to new members of the State community. When added to the preexisting requirements for year 2000 compliance, this places a heavy burden on our technical and administrative staffs.
- Developing a joint Foreign Service Employee Evaluation Report format. A USIA-State working group is seeking to adopt the "best practices" of both systems.
- Establishing a "fifth cone" for public diplomacy officers and incorporating USIA specialists who do not have counterparts into the existing State structure. The English language officers, information resource officers and printing specialists must have places in the State personnel system.

Of course, one of our highest priorities is keeping all of you informed of our progress. During my town hall meeting at USIA on Dec. 4, I fielded many questions, some of them quite direct. I responded honestly, admitting that I simply did not have ready answers at the time for all the queries. As we develop those answers in the coming months, you will be kept informed via joint USIA-State messages to our domestic and overseas employees.

As we plan for the integration of USIA, ACDA and State, we know we are combining three capable and strong workforces composed of individuals with legitimate career aspirations. If we do our jobs well, the melding of these three agencies will create, rather than circumscribe, professional opportunities for all our employees. With your help and goodwill, I know we can do it. ■

ANGOLA. *Joseph Gerard Sullivan* was confirmed by the Senate as U.S. Ambassador to the Republic of Angola. A career member of the Senior Foreign Service, he became chair of the Israel-Lebanon Monitoring Group in July l997. He previously served as special coordinator for Haiti, principal officer in Havana, deputy assistant secretary for Inter-American Affairs and director of the Office of Central American Affairs. He also has served in Tel Aviv, as special assistant to the counselor of the Department and in the Office of Policy Planning for Inter-American Affairs. He was assigned to Lisbon, as desk officer for Costa Rica and as vice consul and political officer in Mexico City. He was a diplomat in residence at Georgetown University in 1993 and spent the 1979–1980 academic year at Yale University. Ambassador Sullivan received a master's degree from Georgetown University and a bachelor's degree from Tufts University. He speaks Spanish, Portuguese and Hebrew.

BARBADOS. *E. William Crotty* was recently confirmed as the U.S. Ambassador to Barbados, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines. An attorney since 1958, he served as the senior managing partner of Black, Crotty, Sims, Hubka, Burnett, Birch and Samuels in Daytona Beach, Fla. He was appointed in May 1996 to the Commission for the Preservation of America's Heritage Abroad and served on the Judicial Foundation Board and the National Skill Standards Board. He earned a bachelor's degree from Dartmouth College and a law degree from the University of Michigan, where he was a Frederick L. Leckie Scholar. He also received a master's of law in taxation from New York University.

BENIN. *Robert C. Felder* was recently confirmed by the Senate as U.S. Ambassador to the Republic of Benin. Ambassador Felder joined the Foreign Service in 1966, serving initially as vice consul in Port-au-Prince, then as the desk officer for Cuba. He later served as special assistant to the ambassador in Buenos Aires, then as the desk officer for Argentina. Ambassador Felder was a political officer in Kenya from 1976 to 1978 and chargé d'affaires in the Seychelles before returning to Latin America as a political officer in Brasilia in 1981 and in Buenos Aires in 1983. He attended the Department's Senior Seminar from 1989 to 1990 and became deputy chief of mission in Caracas in 1990. Ambassador Felder served as director of the Office of Mexican Affairs from 1993 to 1995, when he became deputy chief of mission in Haiti. He received a bachelor's degree from Williams College and attended the School of International Affairs at Columbia University. He speaks Spanish, French and Portuguese.

CAMEROON AND EQUATORIAL GUINEA. *John Melvin Yates*, former ambassador to the Republic of Benin and the Republic of Cape Verde, was recently confirmed as the U.S. Ambassador to the Republic of Cameroon and to the Republic of Equatorial Guinea. A career member of the Senior Foreign Service, Ambassador Yates has served as deputy chief of mission in Lagos, Libreville and Kinshasa and was posted in Algeria, Malawi, Mali, India and Turkey. In Washington, D.C., he served in the Bureaus of African Affairs, and Oceans, Environment and Scientific Affairs. Ambassador Yates earned a bachelor's degree from Stanford University and two master's degrees and a doctorate from the Fletcher School of Law and Diplomacy. He speaks French and Portuguese.

CENTRAL AFRICAN REPUBLIC. *Robert C. Perry* was recently confirmed as the U.S. Ambassador to the Central African Republic. A career member of the Senior Foreign Service, he joined the Foreign Service in 1968 and was detailed to the U.S. Agency for International Development to serve in the Vietnam rural development program. He also served in Chile, Ethiopia and Mexico. At State, Ambassador Perry served on the South Africa and Cuba desks, as special assistant to the undersecretary for Political Affairs, as an analyst in the Bureau of Intelligence and Research and as a division chief and office director in the Bureau of International Narcotics Matters from 1990 to 1994. He was deputy chief of mission in Mauritius from 1986 to 1989 and in Bolivia from 1995 to 1998. He earned a bachelor's degree from Wittenberg University and a master's degree from American University and attended the National War College and the Senior Seminar. He speaks Spanish and French.

CÔTE D'IVOIRE. *George Mu*, a member of the Foreign Service since 1969, was recently confirmed as the U.S. Ambassador to the Republic of Côte D'Ivoire. Ambassador Mu began his career in Singapore, followed by postings to Hong Kong, Taipei and Tokyo. He served with the Department of Commerce in 1983, where he was

deputy director in the Office of Japan, followed by assignments in Korea, Canada and Tokyo and at the U.S. Mission to the European Union in Brussels. Ambassador Mu was appointed to the rank of career minister in 1992, becoming the highest-ranking Foreign Service officer in the Foreign Commercial Service. He graduated from the University of California at Berkeley.

CZECH REPUBLIC. *John Shattuck,* former assistant secretary for Democracy, Human Rights and Labor, was recently confirmed by the Senate as U.S. Ambassador to the Czech Republic. Before becoming assistant secretary in 1993, Ambassador Shattuck was vice president of Harvard University and a lecturer at Harvard Law School. He has written and lectured extensively and has received several prestigious awards for his contributions to public service, education, and promoting human rights and civil liberties. Ambassador Shattuck is a graduate of Yale Law School. He received a master's degree from Cambridge University and a bachelor's degree from Yale College.

GABONESE REPUBLIC. *James Vela Ledesma* was recently confirmed by the Senate as U.S. Ambassador to the Gabonese Republic and to the Democratic Republic of Sao Tome and Principe. A member of the Foreign Service since 1972, he served in Beirut, Algiers, Paris and Reykjavik. He was assigned to State's Bureau of Personnel and served as deputy director of the Office of East African Affairs. Ambassador Ledesma was named deputy chief of mission in Accra in 1992 and in Dakar in 1995. He received his bachelor's and master's degrees from the University of California at Santa Barbara and speaks Spanish and French.

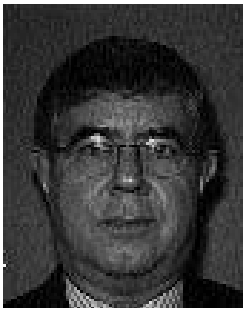
GHANA. *Kathryn Dee Robinson* has been confirmed as U.S. Ambassador to the Republic of Ghana. A career member of the Senior Foreign Service, she has served in Mumbai, in State's Operations Center and in Guangzhou. Ambassador Robinson was a Congressional Fellow for then-Rep. Al Gore, deputy director of the Office of Thailand-Burma Affairs and a management analyst in the Bureau of Consular Affairs before returning to China in 1988 to become consul general in Beijing. She was principal officer in Medan and became consul general in Seoul in 1995. She received a bachelor's degree from the University of Tennessee and speaks French, Mandarin Chinese and Indonesian.

IRELAND. *Michael J. Sullivan*, former governor of Wyoming, was recently confirmed as the U.S. Ambassador to Ireland. Ambassador Sullivan was elected governor in 1986 and was reelected in 1990. He is a partner in the law firm of Brown, Drew, Massey and Sullivan and sponsored an Institute of Politics Fellowship at the Kennedy School of Government at Harvard University in 1996. He chairs the Wyoming Board of Bar Examiners and formerly chaired the Western Governors Association and the Interstate Oil and Gas Compact Commission and co-chaired the Alliance for Acid Rain Control. He received a bachelor's and law degree from the University of Wyoming.

KAZAKHSTAN. *Richard Henry Jones*, a career member of the Senior Foreign Service, was recently confirmed as U.S. Ambassador to the Republic of Kazakhstan. Ambassador Jones has served as a diplomat for 22 years, concentrating on economic and Middle East issues. Before becoming U.S. Ambassador to Lebanon in 1996, he served as director of State's Office of Egyptian Affairs and as director of the Office of Developed Country Trade in the Bureau of Economic and Business Affairs. He also was posted to Riyadh, Paris and Tunis. He earned his master's and doctoral degrees from the University of Wisconsin–Madison as well as a bachelor's degree from Harvey Mudd College and is a graduate of the Department's Senior Seminar. He speaks Arabic, French, German and Russian.

MALAYSIA. *B. Lynn Pascoe* was confirmed by the Senate as the U.S. Ambassador to Malaysia. Ambassador Pascoe, a career member of the Senior Foreign Service, previously served as special negotiator for Nagorno-Karabakh and regional conflicts in the Newly Independent States and as U.S. co-chair of the Organization for Security and Cooperation in Europe's Minsk Group, which seeks to resolve the dispute between Armenia and Azerbaijan over Nagorno-Karabakh. Before assuming that position, he served as a senior adviser in the Bureau of East Asian and Pacific Affairs and at the U.S. Mission to the United Nations. He also served as director of the American Institute in Taiwan, principal deputy assistant secretary in the Bureau of East Asian and Pacific Affairs, deputy chief of

mission in Beijing, deputy executive secretary and special assistant to the Deputy Secretary. He served on the Soviet and China desks and was posted to Moscow, Beijing, Hong Kong and Bangkok. Ambassador Pascoe received a bachelor's degree from the University of Kansas and a master's degree from Columbia University. He studied Chinese at Stanford Center in Taipei and attended the U.S. National War College and State's Senior Seminar. Ambassador Pascoe speaks Chinese and Russian.



OMAN. *John Bruce Craig* was confirmed by the Senate as U.S. Ambassador to the Sultanate of Oman. A career member of the Senior Foreign Service, Ambassador Craig has served in Saudi Arabia, Libya, Egypt, Haiti and the Bureau of Near Eastern Affairs. He directed the junior officer division in the Bureau of Personnel and was deputy chief of mission in Damascus from 1988 to 1992 and in Bogota from 1992 to 1995. His most recent assignment was as director of the Near Eastern Affairs Bureau's Office of Arabian Peninsula Affairs. Ambassador Craig received his bachelor's degree from American University. He speaks Arabic, French and Spanish.

PANAMA. *Simon Ferro*, a professional and civic leader in South Florida for 20 years, was confirmed by the Senate as U.S. Ambassador to the Republic of Panama. A zoning and land-use attorney, Ambassador Ferro has been active in numerous professional and charitable organizations. He was appointed to the board of directors of the Overseas Private Investment Corporation in 1994 and is a member of the board of directors of Union Planters Bank of Florida. He is a former director of the United Family and Children's Services of Dade County, a former trustee of the City of Miami General Employees and Sanitation Employees Pension Fund, and former director of the Latin Builders Association. Ambassador Ferro earned his bachelor's degree from the University of Miami and his law degree from the University of Florida.

RWANDA. *George M. Staples* was confirmed by the Senate as the U.S. Ambassador to the Republic of Rwanda. He joined the Foreign Service in 1961, after serving as an Air Force officer and manager in private industry. His Foreign Service assignments include tours in El Salvador, Uruguay, Equatorial Guinea, the Bahamas and Zimbabwe. From 1995 to 1996, Ambassador Staples was assigned as a National Security Affairs Fellow to the Hoover Institution at Stanford University. He most recently served as deputy chief of mission in Bahrain. In Washington, Ambassador Staples has served as a senior watch officer in State's Operations Center and as the senior Turkey desk officer in the Bureau of European Affairs during the Gulf War. He holds a bachelor's degree from the University of Southern California and a master's degree from Central Michigan University. He speaks French, Spanish and Turkish.

SIERRA LEONE. *Joseph H. Melrose Jr.* was recently confirmed as the U.S. Ambassador to the Republic of Sierra Leone. A career member of the Senior Foreign Service, Ambassador Melrose helped establish the Multinational Force and Observers in the Sinai Peninsula and served as executive secretary of the U.S. delegation to the Conference on Disarmament in Europe. He was appointed executive director of the Bureau of Near East and South Asian Affairs in 1986, worked for several years in the Office of the Undersecretary for Management and became deputy chief of mission in Nigeria in 1995. Ambassador Melrose received his bachelor's degree from Ursinus College and his master's degree in journalism from Temple University. He speaks Vietnamese and is a past vice president of the American Foreign Service Association.

TAJIKISTAN. *Robert Patrick John Finn*, deputy chief of mission in Zagreb since July 1995, was confirmed by the Senate as U.S. Ambassador to the Republic of Tajikistan. A career member of the Senior Foreign Service, he opened the U.S. Embassy in Baku in 1992, serving as chargé d'affaires and deputy chief of mission. He directed the embassy office in Diyarbakir during the initial months of Operation Provide Comfort and was a deputy coordinator of the Kuwait Task Force during the Gulf War. Ambassador Finn also served as deputy principal officer in Lahore and has had several tours in Ankara, Istanbul and Izmir. He has worked in the Bureaus of African Affairs and Intelligence and Research. He was a Peace Corps volunteer in Turkey from 1967 to 1969 and a

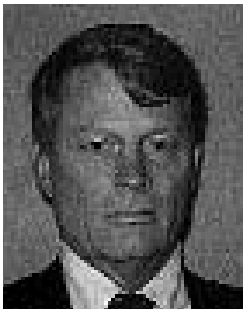
Fulbright scholar at Istanbul University from 1976 to 1977. He received the 1994 Baker-Wilkins Award for outstanding deputy chief of mission and a 1988 State award for heroism. Ambassador Finn has a bachelor's degree from St. John's University, a master's degree from New York University and master's and doctoral degrees from Princeton University.

Washington Appointments

CHIEF FINANCIAL OFFICER. *Bert T. Edwards* was recently confirmed by the Senate as State's chief financial officer. Ambassador Edwards spent 34 years with the Washington, D.C., office of Arthur Andersen, retiring as a partner in 1994. A certified public accountant, he specialized in audits and consulting for governments, nonprofit organizations and higher education institutions. Ambassador Edwards is a member of the Resource Council of the Greater Washington Boys and Girls Clubs and held several offices with the Barker Foundation, an adoption agency, and Junior Achievement of Metropolitan Washington. He is treasurer of the National Committee on Public Employee Pension Systems and the Population Reference Bureau and is director and treasurer of the D.C. Appleseed Center. Ambassador Edwards received a bachelor's degree from Wesleyan University and a master's of business administration degree from Stanford University.

DEMOCRACY, HUMAN RIGHTS AND LABOR. *Harold Koh* was confirmed by the Senate as assistant secretary for Democracy, Human Rights and Labor. Before his confirmation, he was the Gerard C. and Bernice Latrobe Smith Professor of International Law and director of the Orville H. Schell Jr. Center for International Human Rights at Yale Law School. He previously clerked for Judge Malcolm Richard Wilkey of the U.S. Court of Appeals for the D.C. Circuit and Justice Harry A. Blackmun of the U.S. Supreme Court and worked as an attorney at the Department of Justice. Ambassador Koh has written more than 70 articles on international law, international business transactions, human rights and constitutional law, and is the author of several books on international relations, law and human rights. He has received the Asian American Bar Association of New York's 1997 Outstanding Lawyer of the Year Award and was recognized by *American Lawyer* magazine as one of America's 45 leading public sector lawyers under the age of 45. He received bachelor's degrees from Harvard University and Oxford University and a law degree from Harvard Law School.

GLOBAL AFFAIRS. *Frank E. Loy*, former deputy assistant secretary for Economics and Business and director of Refugee Programs in the Bureau of Population, Refugees and Migration, was recently confirmed as undersecretary for Global Affairs. He was a senior vice president for Pan American Airways and president of the German Marshall Fund of the United States and has been active in several environmental organizations. He chaired the Foundation for a Civil Society, which fosters democratic institutions in Eastern Europe. Ambassador Loy is a graduate of the University of California at Los Angeles and Harvard Law School. He speaks German and Italian.



INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS. *Rand Beers* was confirmed as assistant secretary for International Narcotics and Law Enforcement Affairs. A member of the Senior Executive Service, he has served as principal deputy assistant for International Narcotics and Law Enforcement Affairs since January 1998. He also served on the National Security Council staff for the past 10 years. During the 1970s and 1980s, he was a Foreign Service officer and Civil Service employee in the Bureau of Political and Military Affairs. Ambassador Beers received a bachelor's degree from Dartmouth College and a master's degree from the University of Michigan.

INTERNATIONAL ORGANIZATION AFFAIRS. *C. David Welch*, principal deputy assistant secretary for Near Eastern Affairs, was confirmed as assistant secretary for International Organization Affairs. Ambassador Welch has had several assignments in the Middle East and South Asia, including Jordan, Syria and Pakistan. He was deputy chief of mission in Saudi Arabia from l992 to 1995, serving two of those years as chargé d'affaires. He was a member of the National Security Council staff from 1989 to 199l. Ambassador Welch is a graduate of Georgetown University's School of Foreign Service and the Fletcher School of Law and Diplomacy.

President Signs Embassy Bombing Supplemental

A $1.4 billion emergency supplemental appropriation is being used to enhance the security of U.S. diplomatic facilities and personnel worldwide.

The supplemental will cover efforts to increase the Department's physical security at 260 U.S. missions worldwide, including upgrading, relocating or constructing facilities in high-threat areas. It also will cover costs incurred after the terrorist bombings in Kenya and Tanzania and of restoring the two embassies to full operation.

More than $1 billion of the appropriation will be dedicated to upgrading the security of diplomatic and consular facilities overseas. This will include hiring nearly 400 more Diplomatic Security agents and support personnel and providing overseas posts with enhanced perimeter security measures, bomb-detection equipment and other security equipment. Relocating and upgrading chanceries will cost an additional $185 million. The Department is surveying posts in the highest-risk areas.

The appropriation provides $200 million to rebuild to security standards the embassies in Nairobi and Dar es Salaam. The funds also cover outfitting these facilities with telecommunications, security and consular equipment, as well as furniture and office equipment.

Also included in the appropriation is $50 million in disaster assistance to Kenya and Tanzania to cover costs resulting from the bombings. These include expenses for evacuations, medical care for U.S. and local employees, and support to families of the deceased and injured Americans and Kenyans. The appropriation also covers costs for those who traveled to the sites to investigate the bombings and to help the embassies maintain operations, and the costs of setting up temporary facilities and buying replacement equipment and supplies.

The appropriation also includes $20 million to boost the Department's anti-terrorism assistance program.

The emergency supplemental appropriation, which addresses the Department's most immediate security needs, received strong support from President Clinton and Secretary Madeleine Albright, as well as the Office of Management and Budget and many members of Congress.

Department officials plan to seek increased funding in fiscal year 2000 and beyond to sustain this increased security level and to make permanent security improvements, particularly in facilities construction programs.

State Site Wins Award

The Geographic Learning Site, part of State's World Wide Web-based educational outreach effort, has been named one of the Internet's top educational sites.

Awesome Library, a Department of Education project that links more than 12,000 web sites for teachers, students, parents and librarians, presented the State site with its star rating. Fewer than 5 percent of educational sites qualify for inclusion in the Awesome Library, and only the top 2 percent have received star rating.

State's Geographic Learning Site was launched last January to support President Clinton's Call to Action for Education and the Education Department's America Goes Back to School effort. The site, managed by the Office of the Geographer and Global Issues, can be found at http://geography.state.gov/index.html.

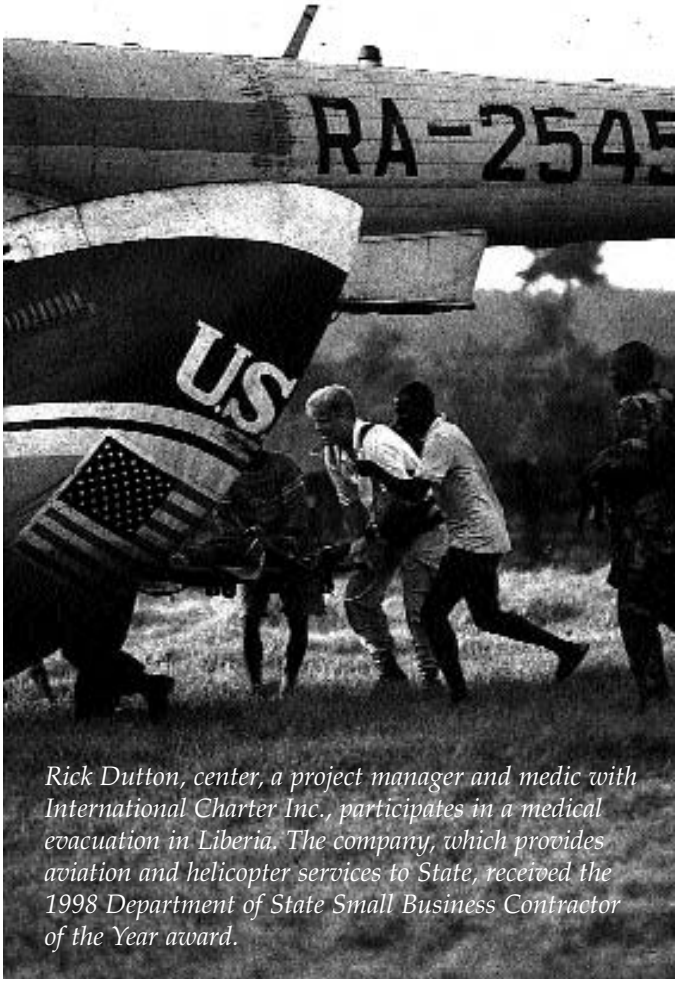


Photo by Nathan Jones

Rick Dutton, center, a project manager and medic with International Charter Inc., participates in a medical evacuation in Liberia. The company, which provides aviation and helicopter services to State, received the 1998 Department of State Small Business Contractor of the Year award.

Reward Offered for Bombing Suspects

In a major step in the investigations of the terrorist attacks against U.S. Embassies in Nairobi and Dar es Salaam, State recently offered a reward of up to $5 million for information leading to the arrest or conviction of Osama Bin Laden and his military commander, Mohammad Atef.

The two men were charged in November with the embassy bombings in the U.S. District Court, Southern District of New York. Mr. Bin Laden allegedly planned and financed the attacks, and his followers carried them out—killing more than 200 people and injuring more than 5,000.

The reward is offered through the Counter-Terrorism Rewards Program. The program, recently revised by Congress and the President to increase the maximum reward from $2 million to $5 million, has been called an effective tool in combating international terrorism. In the past few years, the program has provided leads in about 20 cases.

Overseas, anyone with information about Mr. Bin laden or Mr. Atef is urged to contact the nearest U.S. Embassy or Consulate or to write: Heroes, P.O. Box 96781, Washington, DC 20090-6781, USA. Domestically, those with information should contact the FBI, write to the above post office address or call the Bureau of Diplomatic Security at (800) HEROES-1. In addition, the Counter-Terrorism Rewards Program staff can be reached directly via Internet e-mail at heroes@heroes.net.

Foreign Service Turns 75

The Foreign Service turns 75 this year, and a wide range of celebrations will commemorate the anniversary.

An honorary committee chaired by Secretary Madeleine Albright and including all living former Presidents and Secretaries of State will lead various commemorative events throughout 1999. The events will be designed to enhance understanding of the importance of foreign relations and the contributions of the Foreign Service to the well-being of U.S. citizens.

This year's Foreign Service Day, scheduled for Friday, May 7, will pay special tribute to the 75th anniversary. An evening reception on May 6, hosted by the Diplomatic and Consular Officers, Retired, will kick off the Foreign Service Day program.

Retirees planning to attend Foreign Service Day should complete the form below and return it to: Foreign Service Day, PER/EX, Room 3811, Department of State, Washington, DC 20520-2810. For more information, call (202) 647-8115.

Foreign Service Day Retirees

Please fill out and send to: Foreign Service Day, PER/EX, Room 3811, Department of State, Washington, DC 20520-2810

Name _____

Address _____

_____

_____

Telephone _____

ASK DR. DUMONT

By Cedric Dumont, M.D.

Q. Several of my colleagues have experienced back trouble that has caused them a considerable amount of pain. What is recommended for keeping a healthy spine?—NEA

A. Back pain, especially lower back pain, eventually strikes eight out of 10 adults. While most episodes pass quickly, you should call your health care professional if you experience back pain that affects bowel or bladder control, if your groin or rectum gets numb or if your legs feel weak.

The good news is that you may prevent back pain from occurring or recurring by staying fit and by following some guidelines. Good posture is one of the best ways to prevent lower back pain. Assume your full height, hold your head up and pull your tummy in. Avoid sticking out your buttocks or arching your back. Don't stand for long periods in high-heeled shoes. If you sit at work, take regular breaks to stretch stiff muscles. Your work surface should be at a comfortable height, and your chair should support your lower back. For additional support, place a pillow or rolled-up towel at the small of your back. Rest your feet flat on the floor or on a footrest. If you must stand for prolonged periods, try placing one foot on a low stool. When lifting, always bend your knees so you hoist the load with your thigh muscles. For support and balance, keep your feet apart and lined up under your shoulders. Don't twist, bend forward or reach while lifting. Carry heavy objects close to your body. In addition, experts advise sleeping on your side with your knees drawn up. Avoid exercises that strain your lower back, such as double leg lifts with straight legs, classic sit-ups, hip twists, toe touches and backward arches. Regular aerobic exercise strengthens your back and the rest of your body, too. Try brisk walking, swimming, stationary biking or cross-country skiing.

Q. I have heard that there is a new vaccine for chicken pox, but our health unit does not have it. I have two children, and neither they nor I have had chicken pox. Is it recommended that my children and I receive the vaccine?—ARA

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

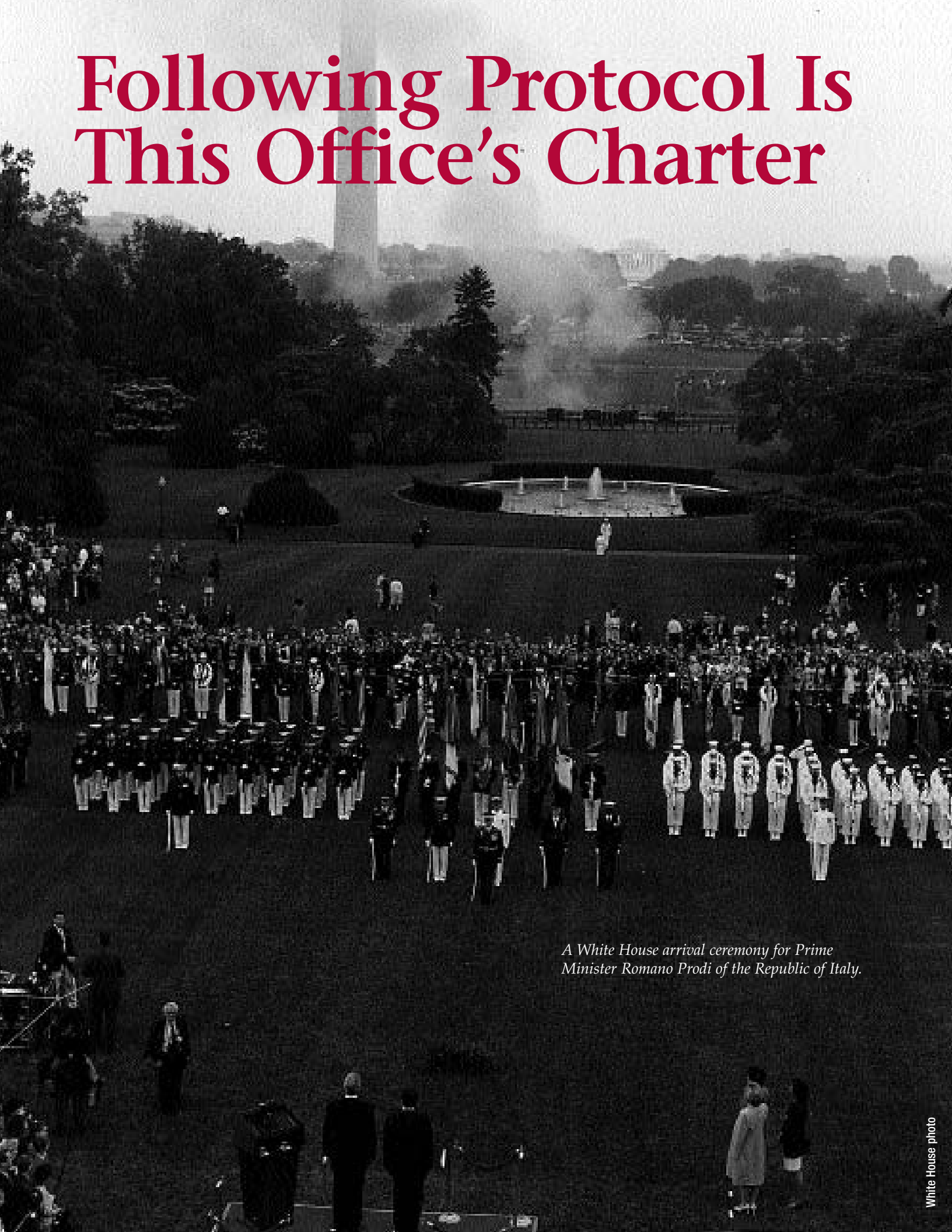
A. Chicken pox is one of the most common childhood viral diseases. It is usually mild and not life-threatening to children who are otherwise healthy. The American Academy of Pediatrics and the Centers for Disease Control and Prevention recommend the chicken pox vaccine for all children between 12 and 18 months old who do not have a history of chicken pox. Older children should be immunized at the earliest opportunity, also with a single dose of vaccine. Healthy children over age 13 with no history of chicken pox and who have never been immunized against the disease should get two doses, four to eight weeks apart. The vaccine is 70 to 90 percent effective in preventing chicken pox. If vaccinated children do get chicken pox, they generally have a much milder form of the disease. Chicken pox in adults can be life threatening. Adults unsure of whether they have any protection against chicken pox can have a blood test to determine if they are protected. You and your children can receive the vaccine when you are stateside after consulting with a health care provider.

Q. My two children are busy and active and eat all day long! Neither would ever consider interrupting play to brush their teeth. I'm concerned about the long-term consequences of this behavior. Is there anything I can do to prevent the cavities that are sure to develop?—AF

A. Consider protecting your children's teeth with a dental sealant. Dentists apply this invisible plastic coating to the chewing surface of the back teeth to help prevent tooth decay. The quick and painless procedure costs about half the price of getting a filling. Although sealants are an effective way to help prevent cavities, they will not replace good dental habits. You still need to encourage your children to brush twice and floss daily. And make sure they visit their dentist regularly.

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

Following Protocol Is This Office's Charter



A White House arrival ceremony for Prime Minister Romano Prodi of the Republic of Italy.

White House photo

By Shannon Burke

Orchestrating the high-level visit to Washington, D.C., of a chief of state or head of government; accrediting newly designated ambassadors; providing local police with information on diplomatic immunity; and organizing functions hosted by the Secretary of State. These are just a few of the activities in the Office of the Chief of Protocol, a lively and exciting section of the Secretary's offices established 70 years ago, where no two days are alike.

Chief of Protocol Mary Mel French and Deputy Chief of Protocol David Pryor Jr. head a staff of almost 60 Foreign Service officers, Civil Service employees and political appointees assigned to divisions for visits, ceremonies, diplomatic and consular liaison, and administration.

The chief of protocol travels frequently on official business, including Presidential trips, to ensure that delegation members follow the rules of international protocol. Ambassador French has accompanied President Clinton to more than 75 countries, including China, Ireland and Russia.

In addition, Protocol supplies the President, Vice President, Secretary of State and their spouses with a variety of appropriate official gifts when they travel abroad, and tracks all gifts they and other individuals receive as representatives of the United States from members of foreign governments. A Protocol gifts officer also travels with the President to oversee the distribution of gifts to everyone from heads of state to chiefs of protocol.

The office also works with embassies, the regional bureaus, the White House and the Secret Service to develop and carry out programs for foreign dignitaries visiting the United States on official or personal business. Protocol has arranged historic events, including the 1993 Middle East Peace Accords, the funerals of former President Richard Nixon and Secretary of Commerce Ron Brown, and the Summit of the Americas in Miami. Protocol is now working with the NATO summit staff to organize events honoring the 50th anniversary of NATO in Washington, D.C., in April.

During the Clinton administration, Protocol has planned more than 20 state and official visits for world leaders invited by the President—including South African President Nelson Mandela, the Emperor of Japan and Prime Minister Tony Blair of the United Kingdom. The chief or deputy chief of Protocol greets foreign dignitaries upon arrival at any of the Washington, D.C., regional airports, and the office coordinates customs clearance, baggage handling and ground transportation throughout the official portion of their stay in the United States.

Vice President Al Gore welcomes His Royal Highness Prince Abdullah bin Abdulaziz Al-Saud to the United States during his official visit last September.

White House photo

Embassy of South Africa photo

Republic of South Africa President Nelson Mandela, center, with the Protocol staff at Blair House. With him, from left, are Tanya Turner, Jessie Johnson, Mary Masseri, Kimi Weinman and Hillary Lucas.

State and official visits include a White House arrival ceremony, during which the chief of Protocol presents the visiting dignitary and spouse to the President and Mrs. Clinton. They, in turn, introduce the Vice President, Secretary of State and other officials. Following a 21- or 19-gun salute—21 for a chief of state on a state visit and 19 for a head of government on an "official visit"—and the national anthems of the United States and the visiting country, the two leaders review troops from the Military District of Washington, a ceremonial Army division, and make brief remarks before adjourning to meet in the Oval Office. Other components of most state and official visits include a formal White House dinner, a luncheon in State's diplomatic reception rooms hosted by the Vice President or the Secretary, and a wreath-laying ceremony at the Tomb of the Unknowns in Arlington National Cemetery.

The ceremonials staff plans and executes social functions hosted by the President and Vice President, the Secretary and Deputy Secretary of State and other government officials. State's diplomatic reception rooms, which can seat 200 guests, are popular for entertaining because of their beauty and the historic significance of their furnishings. These rooms showcase American furnishings from 1750 to 1820. Valued at over $90 million,

BLAIR HOUSE

Foreign guests of the President may stay at Blair House, a historic residence near the White House that's operated by State's Office of Protocol.

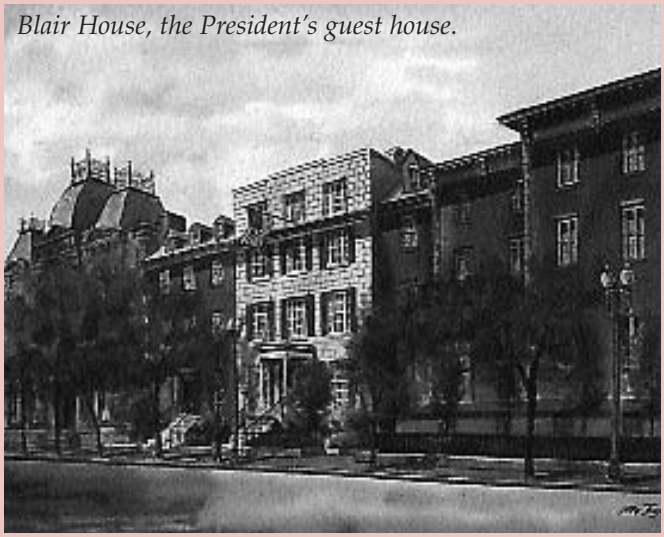
Blair House consists of four historic interconnected townhouses that form a 117-room complex totaling 70,000 square feet. The original Blair House was built around 1824 by Dr. Joseph Lovell, the first surgeon general, and was purchased in 1836 by Francis Preston Blair, a close confidant of President Jackson's.

Blair House has a long, interesting history. President Franklin D. Roosevelt used it for bilateral meetings and to accommodate guests. In 1942, the United States purchased the residence for $150,000 and spent $35,000 for furnishings. President Harry Truman occupied Blair House between 1948 and 1952, while the White House was being renovated.

Blair House's Lee Study was the Oval Office of its day and has been renamed the Truman Study. The Lee Dining Room was the site of historic meetings that inspired the Truman Doctrine and the Marshall Plan.

Today, Blair House is used to host visiting foreign dignitaries and is the site of frequent luncheons and meetings hosted by the President, Vice President, Secretary of State and other government officials.

Blair House, the President's guest house.



Artwork by Ken Frye

Photo by Spec. James C. Fidel

Czech Republic President Vaclav Havel at the Tomb of the Unknowns at Arlington National Cemetery.

the collection was acquired by private citizens, foundations and corporations.

Once an event has been scheduled, ceremonials officers develop a guest list, invite the guests and take their responses. The ceremonials division is responsible for every aspect of official functions, from coordinating flowers, tablecloths, china and decorations to arranging entertainment to selecting a seasonal and colorful menu that meets the personal and religious preferences and dietary restrictions of the guest of honor. The diplomatic reception rooms are also used for the swearing-in ceremonies of U.S. ambassadors to foreign countries and senior State officers, when the oath of office is administered by a senior Protocol representative. The division also coordinates the presence of the diplomatic corps at congressional sessions and inaugural activities.

Protocol's diplomatic and consular liaison division is responsible for the Department's program on the immunities and liabilities of foreign representatives in the United States. In performing the accreditation process, the staff reviews the appointments of diplomatic and consular personnel and issues identification cards to officers, spouses and qualifying dependent children. The division is the office of record for more than 100,000 foreign government representatives, staff and their family members. The assistant chief serves as the senior Protocol representative on State's accreditation review panel, which formulates policies on accreditating foreign government personnel in the United States and administering their rights, privileges and immunities.

Division representatives also investigate and act on cases of criminal violations involving individuals with diplomatic immunity. Staff members serve as mediators between foreign missions and private citizens in civil matters that would likely result in litigation were it not for diplomatic immunity, and the assistant chief occasionally is called upon to attest to the immunity of embassy and consular personnel in conjunction with judicial proceedings. The division also oversees submission of the annual *Report on Criminal and Civil Cases Involving Immunity* by the Secretary.

Another important consular liaison division function is providing information on immunity to foreign diplomatic and consular officials, law enforcement officers and the general public. The division recently collaborated with the Bureau of Diplomatic Security and the Office of Foreign Missions on a video to help train law enforcement personnel on immunity principles and applications. Representatives participate in training sessions for local police officials throughout the United States and distribute a brochure to the diplomatic community on how to deal with local police.

In addition, the division of diplomatic and consular liaison coordinates the accrediting of ambassadors. Once White House approval has been granted, Protocol arranges to present credentials to newly designated ambassadors. Protocol staff members provide the Deputy Secretary with an original letter of credence, a letter of recall and written remarks to be presented by the President at a brief Oval Office meeting

Protocol is also responsible for coordinating delegations to represent the President in foreign countries at inaugurations, state funerals or other important events. Working closely with the U.S. Embassy in the country where the event takes place, a Protocol officer makes travel arrangements for the delegation, creates a detailed schedule, handles travel logistics and accompanies delegations, when necessary, to ensure that the trip runs smoothly. ■

Shannon Burke was an intern in the Office of Protocol in the summer of 1998.

Post of the Month:

Vientiane

One of Asia's Hidden Treasures

By Robert McKay

It is the dead of winter in Vientiane. The smoke of fires lit for warmth permeates the air. Babies are bundled and motorcyclists wear ski masks, their passengers huddled together against the cold. It's 7 a.m. and it's 81 degrees Fahrenheit.

The cold weather—and people in Vientiane *do* think 81 degrees is cold—doesn't alter the city's yin and yang. Monks in saffron-colored robes proceed past the People's Revolutionary Party headquarters, and while commerce doesn't exactly hum, it squeaks along as Laos searches for its place among its fellow Association of Southeast Asian Nations.

Although the Lao People's Democratic Republic is a one-party state, and the Lao People's Revolutionary Party is the nucleus of the political system, the country has opened its doors to private commerce and foreign investment. The eyes of Lao officials twinkle when they remind visitors that the United States is the country's second-largest investor. Political institutions also are changing. In the early 1990s, the Communist Party adopted a constitution and established a National Assembly that started the slow, difficult process of creating a legal system based on written law.

The obstacles to political and economic reform are daunting. The Lao PDR consistently ranks as one of the world's poorest countries, with a per capita income of less than $300 in 1998. The U.N. Development Program estimates that about 80 percent of the population engages in subsistence-level agriculture. There is great need for

A Lao highlander in traditional dress for the Autumn Luaang Festival.

Photo by Will Lawson

Buddhist images are prevalent throughout Laos.

assistance, and some 44 percent of the national budget comes from foreign donor aid. The United States has contributed nearly $12 million in aid during the last year to support opium crop substitution, training for unexploded ordnance clearance and humanitarian assistance.

The mission also is working to promote environmental protectionism and to reduce opium cultivation in Laos. The country's natural resources are largely untapped, though the combination of poverty, opium cultivation, wildlife poaching and commercial logging threatens to destroy one of the world's last pristine areas of biodiversity. Five of the last large mammal species discovered or rediscovered worldwide are found in Laos.

The U.S. military is active in Laos, supporting the mission's highest priority of providing a full accounting for those missing in action from the war in Southeast Asia. According to Defense Department statistics, 442 of the 2,076 Americans that remain unaccounted for are believed to be in Laos. The military has sent 40 teams into Laos since 1992 seeking to recover human remains that may lead to the their identification.

In addition, U.S. military members in Laos are supporting another key mission priority: ridding the country of unexploded ordnance. During the Vietnam War, more than 2 million tons of bombs and millions of anti-personnel bomblets were dropped on Laos, primarily in the southeastern border provinces where the Ho Chi Minh Trail snakes its way through the country. Although many unexploded ordnance-related accidents took place in the five years immediately after the war, the annual casualty rate remains at more than 200 deaths and injuries.

In addition to training the Lao in mine-clearance techniques, U.S. troops are also building schools and renovating hospitals.

Despite daunting challenges in development, education, health care and infrastructure, the quality of social and cultural life brings smiles to the Lao and their guests alike. Laos is a treasure trove of exotic silk and cotton and hand-worked silver. Luang Prabang, the former royal capital north of Vientiane, was established in 1353 at the confluence of the Mekong and Nam Khan Rivers. It now boasts status as a U.N. Educational, Scientific and Cultural Organization World Heritage Site, with a former royal palace, historic Buddhist temples, golden stupas and French colonial mansions in a beautiful mountain setting.

In Xieng Khouang Province, in a windy and isolated landscape, are the enigmatic stone urns that give the Plain of Jars its name. No one knows for sure who sculpted them from rock or how they hauled them to this barren plain, and that mystery only adds to the romance of a scene recently witnessed from a helicopter by a mission member—a herd of wild elephants traversing the plain at twilight.

Above, administrative staff members Phutavong Pathoumvanh and Sisamouth Inthisith and embassy guard Soukhy Sisouk on payday—a weighty matter since devaluation of the KIP. Below, Ambassador Wendy Chamberlin, left, welcomes Yvonne Bakalar's first-grade class to the embassy.

In keeping with the country's Buddhist heritage and agrarian traditions, many Lao festivals follow lunar and harvest cycles. Each April, the hottest month of the year, Lao and foreigners alike drench each other with purifying water to welcome the Lao New Year and a new planting season. In October, the Lao commemorate the end of Buddhist Lent with serene candle processions, lively temple fairs and longboat races on the Mekong River. The end of the Lenten period signals the onset of the dry season, the beginning of the harvest and the much-anticipated period of rest that follows before the cycle begins anew.

Ambassador Wendy Chamberlin contends that you never really get to know a place until you experience its dust on your feet. Given the dustiness of Vientiane's network of unpaved roads, it doesn't take long to get well acquainted with the city. Many of the paved roads have been subjected to reengineering for more than a year, with pavement removed and trenches dug, filled and redug in inexplicable ways.

Laos presents challenges to those who live there. Western-quality health care is limited, the tap water needs treatment, and the country has an array of tropical diseases and poisonous snakes. Dr. Daniel Lu, who works for a U.S. nongovernmental organization in Vientiane, sums it up in *An Overview of Health Issues in Laos*: "Roads in Laos are not designed or maintained for safety, local driving habits are undisciplined, drunk driving is frequent at night and large vehicles have ineffective brakes," adding, "No adequate trauma care facility is available in Laos."

Photo by Will Lawson

U.S. servicemen and their Lao counterparts search for clues to help identify military members missing from the war in Southeast Asia.

A young monk atop a stupa in Luang Prabang.

Photo by Joe De Maria

Vientiane is, after all, a hardship post, and also a Special Embassy Program post. It has no commissary, no Marine security guard detachment and no medical unit. Members of the embassy community shop in Thailand more out of necessity than desire.

So given these harsh realities, why do most people posted to Vientiane choose to extend their assignments? And why do they consider it one of the hidden treasures in Asia?

To some degree it is the Lao people themselves, their gentle nature and their friendship despite differences over the war in Southeast Asia. The exotic setting and the pace of life in Laos are only wistful memories in most other Asian capitals.

Morale in the mission is high and people work well together. Vientiane is a do-it-yourself post where each person assumes a greater share of the overall burden. Lines of responsibility blur and colleagues are always willing to help in these times of limited budgets and resources. The embassy staff is a team. Vientiane's dust is on everyone's feet—if not under their skin—and they like it. ■

The author is the community liaison officer in Vientiane.

USIS Vientiane

by Elizabeth McKay

Unlike its neighbors in Vietnam and Cambodia, the U.S. Embassy in Vientiane has never closed its doors since its establishment in 1950. In the wake of the Pathet Lao victory in 1975, however, the embassy's presence was greatly reduced, and agencies such as the U.S. Information Service, the U.S. Agency for International Development and the Defense Attaché's Office ceased operations after the change in government.

Buddha Park in Vientiane.

Photo by Will Lawson

In 1992, USIS Vientiane reopened when full diplomatic relations were restored between the United States and Laos. Known in Laos as the embassy's public diplomacy section, USIS Vientiane directs its programs and products at the large government bureaucracy, controlled by the Lao People's Revolutionary Party, a powerful force in the country's decision-making process. Lao media are controlled by the Ministry of Information and Culture, and all Lao journalists are employees of the state, as are most academics and lawyers. Few Lao citizens can afford satellite dishes, and some foreign news publications are prohibited.

As a consequence, many Lao bureaucrats rely on USIS for background information about U.S. policies. The USIS *Washington File* and publications such as *Economic Reform Today* are sought after by senior Lao officials.

Cultural and educational exchange programs play an increasingly important role in Laos. In the years immediately following the takeover by the Lao People's Revolutionary Party, many of Laos' elite and educated classes fled and resettled in other countries. Their exodus left a tremendous void in the number of Lao officials with firsthand experience of the United States, a situation that existed of few exceptions until a full USIS program was reestablished.

In 1997 the Lao accepted an invitation to send three provincial governors, all members of the party's central committee, to the United States as part of an international visitor program. This was the highest-ranking delegation of Lao leaders to visit on an exchange program since the war. Two of the three governors, already national leaders, later were promoted to minister.

The Lao government is now eager to send its officials on U.S. government programs. The American Studies Summer Institutes have been particularly helpful in giving Lao academics and foreign policy officials a better understanding of American society, culture and institutions. The positive impact of programs such as Fulbright Scholarships and the Humphrey Fellowships are clearly visible in the faces and attitudes of returning grantees.

Today, relations between the two countries are good, and there is growing cooperation by the Lao on issues most important to the United States. But building a foundation of trust in a country where until recently the leadership viewed the United States as an opposing force remains a challenge. The USIS Vientiane staff works with the country team to overcome the difficulties—building credibility, trust, friendship and understanding, one issue at a time. ■

The author is the public affairs officer in Vientiane.

Helping Put Dar Back on Track

Story and Photos by Corinne Thornton

A lot has been said about the bombings of the U.S. Embassies in East Africa last Aug. 7. Most of the media coverage so far has, appropriately, focused on the traumatic loss of life, serious injuries and extensive property damage. Little, however, has been said about the remarkable rebuilding efforts that started within hours of the bombings.

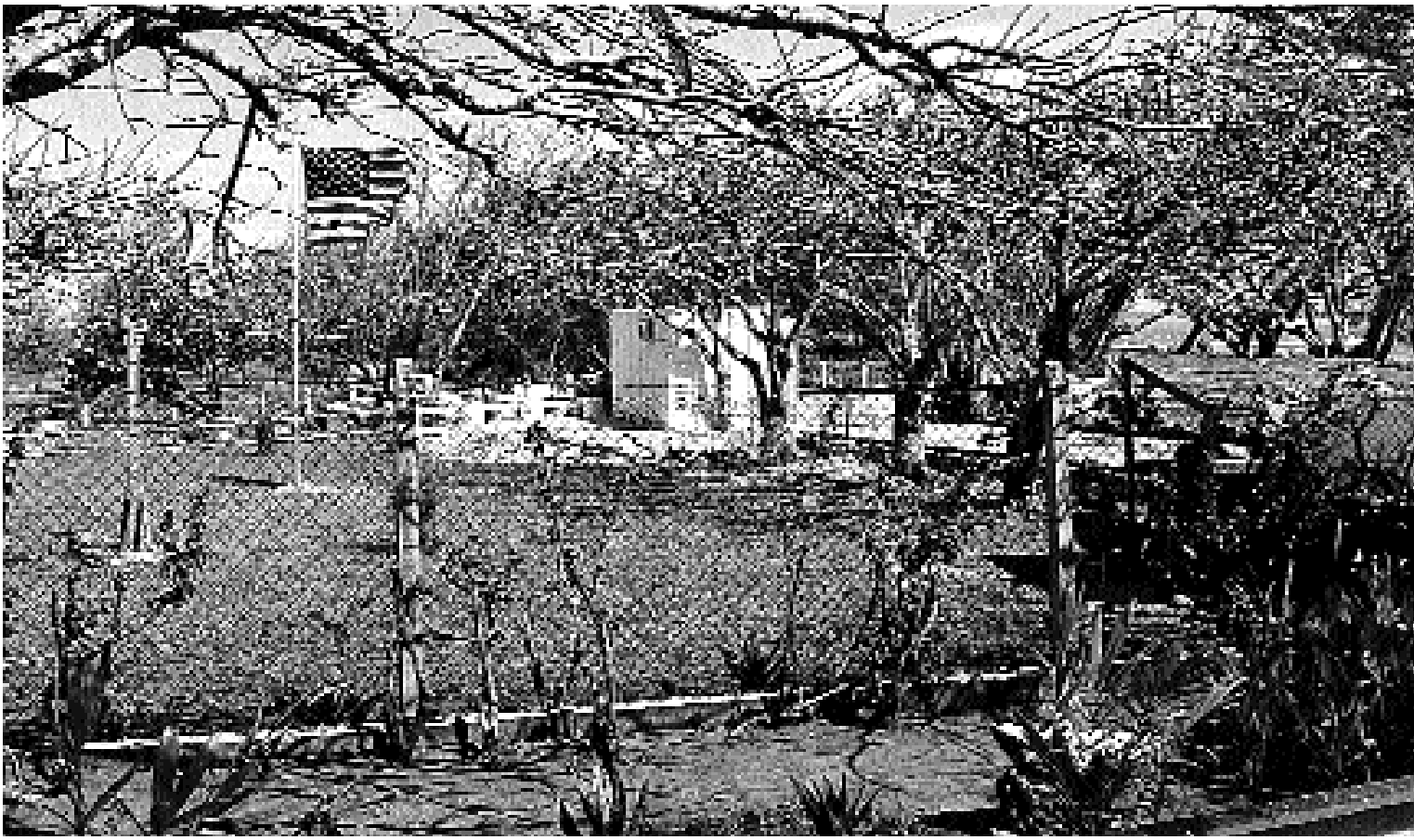
Although I have never served in East Africa, I, like others, was shocked and saddened when I heard the news that Friday morning. Ten days later, with just 48 hours' notice (more than some employees received!), I was en route to Tanzania to help establish emergency personnel operations.

After the bombing in Dar es Salaam, emergency embassy operations were directed from the public affairs officer's house in a residential part of the city. The house, peacefully situated on the Indian Ocean and accented with tropical flora, was transformed into a command center for an army of State, U.S. Information Service and U.S. Agency for International Development employees and law enforcement agents—all on emergency temporary duty.

The living room became the administrative and consular sections, with two to three people sharing a desk, computer, telephone and sometimes the same chair! The kitchen became the cafeteria; the upstairs bedroom, the main conference room; and the walk-in closet, the chargé's office. Thanks to the hot and sunny climate, the backyard barbecue pit was transformed into the personnel section's main conference room. Initially, visa applicants were interviewed on the front patio—until that area, too, was secured as an office by another eager TDYer.

I don't know if anyone stopped to count all the Americans and Foreign Service Nationals who descended on this small post to provide temporary duty support, but they must have numbered in the hundreds. A steady stream of engineers and architects flowed from the Office of

View from the interim embassy site in Dar es Salaam.



Foreign Buildings Operations in Washington, D.C. Consular officers were plucked out of retirement. Others came from Cairo and Washington. A retired 35-year veteran administrative officer serving in a "While Actually Employed" capacity and a first-tour facilities maintenance officer were rerouted to Dar es Salaam from their evacuation in Kinshasa. Another TDY administrative officer cut short his home leave from Antananarivo and volunteered to help sort through the complex property issues in Dar. Office managers from Washington, D.C., Belgrade and Pretoria established functional offices in hallways. Invaluable FSN support came from Paris, Port Louis and Pretoria.

There was, admittedly, a measure of chaos, but also a tenacious determination among everyone to resume normal embassy operations. Reestablishing communications was an immediate top priority. With the help of some top-notch technicians from Frankfurt, Amman, Bonn and Dar es Salaam, a closet in the makeshift command post was jerry-rigged into the new Information Program Center. Incoming and outgoing cable traffic resumed, and the embassy started getting back to business.

One FSN died in Dar es Salaam, and another is missing and presumed dead. In addition, five guards and a member of the maintenance staff were killed, for a total of eight Tanzanian staff members.

Many other staff members were injured or experienced property damage, including having the bicycles and cars they drove to work destroyed. Everyone was deeply affected by the experience.

Meeting with the family of the Foreign Service National driver killed in the explosion was one of my first priorities. As I spoke to the FSN's widow, a Muslim from a small village who was shrouded in grief and bewildered over the extent of her loss, I realized how painfully inadequate were my words of condolence.

A Foreign Service National guard, left, and FSN personnel specialist Valerie Nair at the emergency site.

The interim embassy site where the staff quickly set up emergency operations after the bombing in Dar es Salaam.

This was just the start of actions needed on the personnel front. Since the administrative and consular sections were among the hardest hit from the blast, we were amazed to discover that most of the paper records appeared to be intact. Unfortunately, they were considered evidence in a criminal investigation and therefore could not be released immediately, so we relied substantially on the institutional memory of the FSNs during the first weeks after the bombing.

When the consular section finally gained access to the files and sifted through the boxes, the staff encountered bloodstains and pulverized glass—a disturbing and poignant reminder of the explosion.

As we reviewed the records, support from Washington, D.C., and the Financial Service Centers in Charleston, S.C., and Paris proved invaluable in filling in much of the missing information about payroll and personnel records.

No story about the rebuilding efforts in Dar would be complete without describing the FSNs' role. Anyone who has served overseas knows that FSNs are the linchpin of embassy operations. The Tanzanians have always had a reputation as gentle, hospitable and kind people. The Aug. 7 bombing revealed other honorable traits in our Tanzanian FSNs, such as resilience, courage and an unshakable sense of humor.

Through it all, employees managed to return to work and quickly resumed their integral role in the embassy operations. Individually, they coped with the traumatic experience in their own private ways. One of the most enduring and positive images I will retain of Dar es Salaam is the resilience and dignity the FSNs demonstrated when things were at their worst. ■

The author is a Foreign Service personnel officer in the Office of Employee Relations.

Civil Service
Opportunities Overseas

Several new programs give Civil Service employees the opportunity to work at U.S. embassies and consulates around the world in what Department officials call a "win-win" arrangement.

By Donna Miles

Ronald Hartley considers himself a lucky man. As the husband of a Foreign Service office management specialist, he's had the opportunity to live and work abroad, experiencing new cultures and ways of life. When his wife was posted to Amman, Jordan; Jakarta, Indonesia; and Moscow, Mr. Hartley found work as a physical education assistant, a receptionist in an embassy commissary, a supervisor and assistant manager at a recreation association and a mail clerk for the Army and Air Force Postal Service.

Now, after nine years as a Civil Service employee in State's Bureau of Administration, Mr. Hartley is serving as a Foreign Service general services officer in Kiev, Ukraine.

It's an assignment that would have been almost impossible for a Civil Service employee just a few years ago. But now, thanks to several new Department programs, Civil Service employees are getting more opportunities than ever to serve one- to three-year tours at U.S. Missions overseas.

State has several programs for placing Civil Service members overseas, and last year alone assigned more than 100. More than half were posted through the Hard-to-Fill Program, which enables Civil Service employees to bid on specific positions left vacant following the Foreign Service assignments process. The positions cover a wide range of specialties, but not surprisingly, most are at hardship posts.

Other Civil Service employees overseas are filling unexpected and critical-need Foreign Service vacancies announced through cables and Department Notices. Still others are serving in developmental assignments sponsored by their bureaus or in positions that demand the employee's unique expertise.

The newest program for posting Civil Service employees overseas, the Civil Service Overseas Mobility Initiative, was introduced recently by Edward W. "Skip" Gnehm Jr., director general of the Foreign Service and director of Personnel. In this program, the bureaus compete for five two-year positions anywhere in the world, based on need. So far, two Civil Service employees have been assigned through the program—a narcotics officer in New Delhi, India, and a refugee officer in Tbilisi, Georgia.

Regardless of what program they're enrolled in, all Civil Service employees receive limited, noncareer Foreign Service appointments for the duration of the overseas assignments. Their salaries are based on their Civil Service grades, not those of the Foreign Service positions they accept. Their overseas salaries are equal to or slightly higher than, but never lower than, their Civil

Carol Oakley, second from right, at a Fourth of July celebration. With her, from left, are Valerie Lynn, Anne van Axel, Patricia van Aerde, Alexandra Holmstrom and Roy van Aerde.

Civil Service employee Ronald Hartley, right, with Larry Kozak in Kiev.

Service salaries. When their overseas assignments are completed, Civil Service employees revert to their previous Civil Service grades and salaries.

All Civil Service employees serving overseas are granted domestic reemployment rights at State, generally by their own bureaus. Bureaus are not required to grant reemployment rights, and sometimes a bureau's denial is the only factor that prevents a Civil Service employee from accepting an overseas assignment. In granting reemployment rights, bureaus are obligated to reinstate employees in similar jobs in the same career series and at the same grade levels, but not necessarily in the same jobs they left to go overseas.

Joann Alba in the Office of Career Development and Assignments said the programs for placing Civil Service employees overseas benefit the Civil Service, the Foreign Service and the Department as a whole. They put experienced Civil Service employees into Foreign Service positions that might otherwise go unfilled. And they give Civil Service employees an opportunity to learn firsthand about Foreign Service operations overseas—and to apply that experience in future positions in Washington, D.C. "It's a win-win situation," Ms. Alba said.

And for Civil Service employees with thoughts of joining the Foreign Service, the Hard-to-Fill Program offers exposure to the rewards, the challenges and, sometimes, the frustrations, of overseas life. "It lets them test the waters of the Foreign Service," Ms. Alba said.

When Mr. Hartley, who said he has considered entering the Foreign Service in the future, applied for his assignment, he had a pretty good idea of what to expect. He'd already lived and worked overseas. And fresh out of the Foreign Service Institute's 12-week Foreign Service general services officer course, he felt confident he could do the job that awaited him.

But his experience in Kiev has reshaped some of his thinking about embassy operations. He remembers, for example, sitting in the Bureau of Administration's supply division in Washington, D.C., wondering why people overseas ordered certain items instead of simply going out and buying them locally. Now he understands. "I have been learning firsthand just how frustrating it is to procure items that either are not available, or are inferior in quality to what our standards require, or are simply cheaper to buy in the United States, even with shipping costs figured in," he said. Buying supplies from vendors in the United States or elsewhere in the world isn't always the ideal either, he added, because it increases delivery times and makes it difficult to quickly respond to needs at post.

Mr. Hartley said his assignment also has given him experience in one of the less popular aspects of Foreign Service life: family separations. He and his wife were separated in the past when he worked in Washington, D.C., and she was posted to Moscow, but they had hoped to work together in Kiev. Instead, she ended up with an assignment in Jakarta. "We knew that there would be separations during our careers and have planned accordingly," Mr. Hartley said. "We are working on being assigned to the same post in the future, or at least assigned to the same bureau so that we can visit each other on long weekends."

On the positive side, Mr. Hartley said his assignment has reinforced much of what attracts him to the Foreign Service. "It has been fun meeting the local Ukrainians and trying to communicate with them by sign language," said Mr. Hartley, who arrived in Kiev with no language training because he was critically needed at post.

"All in all, I am very happy working in the overseas environment and hope to continue for several more years," he said, quickly adding, "but it's not for everyone."

In contrast, Carol Oakley, a Civil Service secretary, almost gushes as she talks about her position as the ambassador's Foreign Service office management specialist in Paramaribo, Suriname. "I had always dreamed of someday working overseas, but never thought it would become a reality," she said. "I must say it is all I expected—and more!"

Ms. Oakley, who was a Civil Service secretary in the Bureau of International Organizations before accepting the Suriname position, said the new job is more diverse than any she's ever had. On a given day, she said, "my job may involve greeting visitors and putting them at ease, making appointments, working with host government ministers and protocol officials, typing cables and diplomatic notes, drafting letters, preparing the payroll, clearing the communicator's queue and getting the ambassador to the right place at the right time."

The experience is one she said she will long remember. "I have gained so much in the last year and a half that I am amazed," she said. "Living in a foreign country, being exposed to a unique culture and making friends that I would have missed all are a part of my life now that I value greatly.

"I cannot express enough gratitude to all who support and encourage this program," she said. "It is definitely a worthwhile endeavor." ■

Peggy Kelly helps prepare youth headed for overseas during the Foreign Service Institute's Young Diplomat's Day.

Photo by Bob Kaiser

Growing Up Foreign Service

Mobility and changing international environments shape the lives of these "Third Culture Kids."

By Sydnee Tyson

When Jessica Tyson was 3-1/2 years old, she rode the bus with her nanny to Belgrade's historic Kalemegdan Park on the Danube, had her hair cut by a Serbian barber and helped her parents chat in Serbo-Croatian over the fence with the neighbors from their embassy-leased house. Her younger sister Beth spoke her first word, "agua," in her family's house 13 miles south of the U.S. Embassy in Managua, Nicaragua. Jessica and Beth went trick-or-treating in the embassy compound in Moscow, and years later spent Thanksgiving on the beach in Sydney, ignoring the sand in the turkey.

Finally, when their father, Foreign Service officer Don Tyson, was reassigned to the Department, Jessica and Beth collected their friends' farewell autographs on their schoolgirl uniforms, packed up their Australian dog and came "home" to America.

The two most important factors in Foreign Service children's lives are their mobility and their changing international environments. Every two or three years—and sometimes after only one year while a parent completes training for an assignment abroad—Foreign Service children take apart the furnishings of their lives, say good-bye to friends, and move with their families to a new place where they will again be the new kids in school.

Sometimes the social language of their "American" school is Spanish or Portuguese or Chinese. Sometimes

Journal of a Traveling Childhood

"It is strange. The things I love about my country are the very things I hate. I love the rawness of the American spirit and I hate its crudeness. I love American boldness and I despise its brashness. I love Twinkies and Ripples chips and Oreos—they reflect a special brand of American brilliance—and I also hate their aftertaste. I love the American passion for independence and yet I hate the way it dissolves to selfishness. I hate American sloppiness but I love dressing casually in cut-offs and a T-shirt and being able to go to a restaurant that way if I want. I adore the extravagance in any direction that is possible in the U.S., but I despise the rampant materialism. I love the direct look in an American's eye, and I love the basic honesty, but I also hate the lack of style and politeness. I love and I hate the lack of rules for social interaction. I love devil-may-care and I love the perfect centerpiece. I love the egalitarianism, the true story that in America you can rise from rags to riches, that you can be born poor and gain respect. Most of all, I love the sense of possibility that suffuses the air of my country. In America, you can ride over the horizon."

—Sara Mansfield Taber, looking back on her Foreign Service childhood as an adult, in Of Many Lands: Journal of a Traveling Childhood, published by the Foreign Service Youth Foundation

they witness historic events alongside their parents, such as the fall of the Berlin Wall, the election of South African President Nelson Mandela or the bombings of the U.S. Embassies in Nairobi and Dar es Salaam. Occasionally, Foreign Service children experience the anxiety and drama of a post evacuation, such as a helicopter ride from Tirana to the safety of a Navy ship.

Each Foreign Service childhood is a unique quilt of patterns that mirror their parents' service at U.S. Embassies and Consulates abroad.

Foreign Service children develop their core identities while living through sometimes dramatic change. Many acquire characteristics that set them apart from other children. They become "Third Culture Kids," or "TCKs."

TCKs were first identified as a distinct population by Michigan State University sociologist Ruth Hill Useem, who studied U.S. missionary children in India. She described young people growing up under the influence of parents who shared U.S. cultural values while living in an Indian cultural setting. These children tended to display thoughts and behaviors that reflected a blend of the two cultures they knew, creating a "third culture."

Today, a whole new generation of TCKs is emerging around the world. U.S. missionaries, businesspeople, academics, journalists, armed forces members and government employees—including Foreign Service members—are living overseas in record numbers.

Their children are beginning to recognize their similarities as global nomads. Some even say that a U.S. Foreign Service child may have more in common with the child of a Japanese or Belgian diplomat than with another American child.

There are different "brands" of TCKs. One child, whose parents serve for an extended period in one foreign country, may exhibit characteristics blending two cultures. Another child's parents may move frequently, as some Foreign Service families do, exposing the child to many cultures. Children may have parents from two different cultures and live in a country with still another culture.

Despite the children's different exposures, researchers agree that global nomads share certain traits. These can include strong geographic knowledge and the ability to speak two or more languages and to understand complex social, political

FSI helps youth transition between life overseas and in the United States.

Photo by Bob Kaiser

Photo by Sally Light

Foreign Service children in Vientiane learn ancient Lao traditions.

and economic conditions in foreign countries. They can include cross-cultural skills, an ability to adapt to new situations and an appreciation of other viewpoints.

On the other hand, TCKs can experience insecurity, lack of a sense of roots and lingering sadness over interrupted relationships—all possible side effects of a highly mobile lifestyle.

Foreign Service parents face challenges in rearing and educating their TCK children as they move from post to post. Thirty years ago, Foreign Service children often had to attend any school that would enroll them at the foreign post, and many parents reluctantly sent their children to boarding schools far from post where they could be taught in English. As expatriate communities grew in foreign cities, more American-style international schools opened, evolving over time into a "third culture" educational network. The Department's Office of Overseas Schools has done much to support these schools and make it possible for Foreign Service children and others to receive an American-style education in a culturally diverse environment.

Interestingly, many Foreign Service children find that the hardest move of all is to the United States. A Washington, D.C., assignment can be a homecoming for most parents, but for many Foreign Service children, it means leaving what they have come to know as "home"—whether that's Amman, Lagos or Caracas. Foreign Service children active in the Washington-based "Around the World in a Lifetime" teen club often mention their initial discomfort with

Foreign Service youth Alyson Rose-Wood during a Girl Scout project at an orphanage in Tegucigalpa.

Internet Info for Third Culture Kids

Two sites on the World Wide Web are specifically designed for young people raised overseas. Global Nomads Virtual Village at www.gnvv.org provides a permanent "place" for anyone who has grown up in a foreign land to keep in touch. The site contains lots of useful information and a bulletin board. Another site, www.tck-interact.net, helps connect Third Culture Kids, parents and researchers with the information they need. The site has a section devoted to "diplomat's kids."—Jan Fischer Bachman

Photo by Bob Kaiser

Lisa Toney teaches Foreign Service youth some geography during Young Diplomat's Day at the Foreign Service Institute.

American teen life. Compared with what they knew overseas, some TCKs find U.S. public school huge and student behavior disrespectful. And worst of all for young people with some great stories to tell, not many of their classmates seem interested in their adventures abroad.

For the most part, Foreign Service children who return to Washington, D.C., succeed in making new friends or in renewing old friendships. They wait patiently to be recognized yet again by new teachers and peers for their academic or athletic talents. They catch up on driving, a coming-of-age skill that may be closed to them when living overseas. They get used to shopping malls and material abundance and learn how to pursue their own interests in an American setting. They never forget, though, childhood experiences that have given them insight into other ways of life, and they retain a sense of being citizens of a small planet.

Many Foreign Service children seek international careers like their parents'. Others seek to balance their nomadic childhoods abroad with an adult commitment to one place in America. Whatever they choose, they may well be what international training consultant and TCK expert Dave Pollock calls a new social resource. No matter where they live, TCKs can serve as cultural bridges. Mr. Pollock calls them the prototype of 21st-century citizens, pioneers of a newly emerging global culture. ■

The author, the mother of two Foreign Service children, is the education and youth officer in the Family Liaison Office.

Information and Services for Foreign Service Families

Several Department offices—including the Family Liaison Office, Overseas Briefing Center, Office of Overseas Schools and Employee Consultation Service—offer information, counseling and referral services and classes or workshops to help Foreign Service parents support their children. Two other organizations, the Foreign Service Youth Foundation and Around the World in a Lifetime, offer fun activities and training experiences for young people preparing to accompany their families overseas assignment, or returning to Washington, D.C.

For further information, visit the Family Liaison Office in Room 1212A at Main State or call (202) 647-1076. The Foreign Service Youth Foundation can be reached by writing: Foreign Service Youth Foundation, P.O. Box 39185, Washington, DC 20016, or by calling (703) 759-7952.

Cyber-Assistance in the Workplace

By Heide Rowe

The reference material you need for that project you're working on might be as close as the Internet. By keying in a World Wide Web address, many State employees are finding a wealth of valuable information literally at their fingertips. Here are some addresses that may be of interest: (all addresses begin with http://).

❑ **www.state.gov** Official U.S. Department of State home page. This site provides information about the Department and its key officials, U.S. foreign policy, and major foreign affairs issues. It also includes an archive of press briefings, official speeches and congressional testimony by Department representatives.

❑ **www.state.gov/www/listservs.html** Foreign Affairs Network Listservs, operated by the Department, which provides a subscription service for speeches and testimony by the Secretary and other senior State officials, as well as daily press briefings, *Dispatch Magazine*, *Background Notes* and foreign travel per diem rates.

❑ **secretary.state.gov** Secretary Madeleine Albright's home page, also accessible through the Department home page.

❑ **travel.state.gov** The Bureau of Consular Affairs home page, which includes international travel information.

❑ **geography.state.gov/index.html** The Department's Geographic Learning Site, posted by the Office of the Geographer in cooperation with the Bureau of Public Affairs and the University of Illinois at Chicago. *(See page 9.)*

❑ **foia.state.gov** The Department's Freedom of Information Act Reading Room. Provides access to Inforegs, which contains foreign affairs regulations, foreign affairs manuals, the Foreign Service Act of 1980 and the Vienna Conventions, and other foreign affairs-related documents.

❑ **www.opm.gov:80/index.htm** Office of Personnel Management home page. This site, posted by the federal government's human resources agency, provides an alphabetical index that includes information about appointments, benefits, career transition and other employment topics.

❑ **www.opm.gov:80/html/faq.htm** Office of Personnel Management frequently asked questions. This site offers information about OPM's mission and how to contact an OPM representative, as well as specifics on topics such as life insurance for current and retired federal employees and the Combined Federal Campaign.

❑ **www.opm.gov:80/wrkfam/telecomm/telecomm.htm** Office of Personnel Management Telecommuting Page. This site includes a briefing kit and information about the National Telecommuting Initiative, the government-wide pilot project, basic parameters for telecommuting in federal agencies and a list of telecenter sites.

❑ **www.mtnds.com/af** Acronym Finder, a database with up to 62,000 acronyms and abbreviations concerning computers, technology, telecommunications and the military, as well as their meanings.

❑ **www.embpage.org** This site is undergoing renovation and when completed will provide a database of more than 50,000 mailing and e-mail addresses and telephone numbers of diplomatic posts.

Continued on page 32

USIA Director Joseph Duffey leads a town hall meeting.

Photo by Barry Fitzgerald

USIA Director Holds Town Hall

Following the passage of the Foreign Affairs Reform and Restructuring Act of 1998, USIA Director Joseph Duffey held a town hall meeting of USIA and International Bureau of Broadcasting employees. Following are excerpts from his remarks.

During the next 12 months and beyond, USIA and U.S. government broadcasting services will be responding to a number of organizational changes mandated by recent legislation. Final arrangements to integrate USIA into the Department of State will have to be determined through a joint effort involving every element of both USIA and Broadcasting.

Our goal will be to bring into the Department of State the functions and operations involved in public communication and contact with publics overseas in which USIA has established a long and enviable record as an independent agency for nearly half a century.

As all of you are aware from my statement to our employees the day President Clinton signed the legislation, this is a change not in the business we do, but in how we undertake it and how we work together as part of a more unified foreign affairs agency on behalf of the nation. The reorganization plan is meant to streamline the executive branch's foreign policy institutions. The result is meant to enhance our ability to meet foreign policy challenges in the 21st century. I can recall no Secretary of State more experienced or articulate than Secretary Albright in describing the goals and nature of public diplomacy. Nor has any predecessor expressed in stronger terms the need for this element to become a more central part of the way the United States presents itself to the world and pursues leadership on interests that are critical to our future.

A variety of views have been expressed about our integration with State. It is not an exaggeration to say that we have had debates and differences about how this can be done best. We will have an atmosphere in which our goal will continue to be doing the job in the most effective, creative and relevant way possible. The Secretary has requested us to help increase the importance of public diplomacy to this nation's international leadership and multiply the

skills, resources and insights of public diplomacy into the heart of foreign policy implementation.

Although this will be a busy time, I do not anticipate that it will in any way replicate the tasks that all of you engaged in in the summer of 1997, when a master plan was prepared. That plan will be our template as we start the process anew, but many questions will have to be reviewed in light of what we all have learned since that time in conversations and exchanges with our colleagues at State.

All of us—Foreign Service Nationals, Civil Service employees and Foreign Service officers —will be involved in this process. While we have much to be proud of in the long history of USIA, we now face the challenge of adapting to and indeed being creative in a new era. Our service to the American people and the advancement of foreign affairs require us to rethink what we do and how we do it and what our priorities are. In every case, the men and women of this agency have shown, through their commitment, their practical skills, and their professional skills and capabilities, that we can rise to the opportunity to create new approaches to public diplomacy, to broadcasting and to international exchanges. We're now being asked to recreate public diplomacy—with many of the traditional and historic values that have guided our work in the past—in a new context, working even more closely with our Department of State colleagues as a part of one larger, new State Department.

A Step Toward Reorganization

By Valerie Crites

With a snip of the scissors, Assistant Secretary for European Affairs Marc Grossman and U.S. Information Agency Director Joseph Duffey cut the ribbon formally opening the European Office of Public Diplomacy.

The move on Oct. 30, 1998, of USIA's Bureau of Western European Affairs office to Main State marked the beginning of a new era of cooperation and coordination between USIA and the State Department, said Assistant Secretary Grossman. Mr. Duffey echoed his sentiments, comparing this pilot project to an expedition into unknown territory, launched four months ahead of congressional legislation mandating reorganization of three foreign affairs agencies.

As preparations for the pilot began last July, WEU area director Brian Carlson assigned an officer to the Department as a full-time advance scout, to get the lay of the land, make friends with the locals and learn their language, and arrange for the appropriate resources. With support from EUR's Executive Office and the Bureau of Administration's Operations Office, a suite was prepared with each office fully wired to the State classified system, the USIA unclassified system and the Internet. WEU officers are now able to e-mail USIS colleagues in the field as easily as their State counterparts.

The close association of USIA and State officers is changing the way EUR conducts foreign affairs. Public diplomacy considerations are more fully integrated into policy formulation at the earliest stages. Under the new WEU-EUR partnership, foreign policy development incorporates a strategic approach to influencing foreign audiences and promoting greater engagement with private-sector organizations and interest groups.

Photo by Michael Gross

USIA Director Joseph Duffey, left, and Marc Grossman, assistant secretary for European Affairs, at the ribbon cutting.

This reinvention of diplomatic business is a welcome response to criticisms U.S. foreign affairs agencies received in reports from the Center for Strategic and International Studies and the Stimson Center. Indeed, the WEU and EUR collaboration sets the tone for developing the larger infrastructure integrating USIA and State. In advance of reorganization, USIA's resources and responsibilities remain separate from State's, but the Western European staffs work on projects and share information as though a single entity. The progress in fostering closer interaction on projects and issues bodes well for the broader reorganization.

The author, based in Washington, D.C., is the country affairs officer for Italy, Greece, Turkey, Cyprus and Malta.

The legislation calls for both USIA and the Arms Control and Disarmament Agency to be transferred to the Department of State. That means all our functions and our personnel, with the exception of Broadcasting, will be integrated into the current State Department operations even as those operations may well be changed and reconsidered over the course of the next several years. We will begin implementing this new institutional arrangement as soon as Congress has had 90 days to review the plan. For USIA, that's no later than Oct. 1.

That does not mean that every aspect of integration has to take place by that day. It certainly will not mean that every element of USIA will be relocated by that time. It means that there will be one institutional framework—or whole—for all these activities and that everyone who is now employed by USIA, other than those in Broadcasting, will be a member of the professional component of the Department of State. But space is at a premium at State. Some USIA personnel will be moved into offices at Main State next year, but the majority of us likely will be working where we are come Oct. 1. There may be very little change in what we do from day to day, but we will be working in a new context, with a new set of contacts and procedures.

I know that many of you share a fundamental concern about how we are going to be treated in terms of job security. Let me quote from the legislation: "All personnel or positions of USIA shall be transferred to the Department of State at the same grade or class and the same rate of basic pay or basic salary rate, and with the same tenure held immediately preceding transfer." The legislation stipulates that for six months and no more than six months after the merger is effected, the Secretary will have the authority to reassign personnel to any position or any set of duties at the Department. Such personnel shall not have their grade or class or their rate of basic pay or basic salary reduced nor their tenure changed. While the legislation presumes there will be savings, it does not mandate savings. There is every reason to believe that there will be no threats to personnel in terms of displacement or retrenchment.

All of you have played a role in focusing on and dramatizing what this agency can do on behalf of U.S. policy in contacting, communicating with, informing and providing advocacy to publics overseas. That effort has served us very well. In fact, it has, I think, heightened the sense that the Secretary and others have expressed many times that these are skills and operations that need to be a much more central part of U.S. foreign policy. If I have any worry, it's that so much is expected of us because of what you have demonstrated we can do.

I make a special plea that during the next few months we continue to pursue the question of how we can make all the elements—those at both the State Department and USIA—work together on behalf of public diplomacy. We are going to recommend to the Secretary a particular focus for three, four or more areas of concern and demonstrate how our resources can be brought to bear along with the Department's. ■

Cyber Assistance *Continued from page 29*

❑ **www.tsp.gov** Thrift Savings Plan web site, which offers information about the federal Thrift Savings Plan, its different funds and rates of return, as well as TSP forms and publications.

❑ **www.broadcast.com/events/usstate** State's audio feed of daily press briefings. This site also provides access to archived press briefings.

❑ **www.hilink.com.au/times** Local times around the world.

❑ **www.geocities.com/Pentagon/3076** The U.S. government links page, which offers links to the executive departments, government agencies, the armed forces, the U.S. Congress, the Library of Congress, executive branch offices, U.S. courts and U.S. state governments.

❑ **nccic.org** National Child Care Information Center. This site offers information for families and child care providers.

❑ **www.whitehouse.gov** Official White House home page, which includes presidential directives and ambassadorial nominations, as well as information about a wide range of federal services.

❑ **www.fema.gov** Federal Emergency Management Agency home page. This site offers weather-related news and warnings and information about federal disaster assistance.

❑ **www.cdc.gov** Centers for Disease Control and Prevention home page. This site provides information on the CDC as well as health information and health statistics.

❑ **www.corporatehousing.com** The Corporate Housing Connection, which provides information about hundreds of professionally screened housing opportunities throughout the United States and abroad.

❑ **www.dna.lth.se/cgi-bin/kurt/rates** A source for foreign exchange rates.

❑ **www.fedex.com** The Federal Express home page, where packages in transit can be tracked.

❑ **www.abcnews.com** ABC News.

❑ **www.news.bbc.co.uk** BBC News.

❑ **www.cnn.com** CNN Interactive.

❑ **www.usnews.com/usnews/home.htm** U.S. News and World Report Online.

❑ **www.newsservice.com** Los Angeles Times–Washington Post News Service.

❑ **www.federal.com/Political.html** All Things Political, an alternative look at Washington, D.C., from the citizen's perspective.

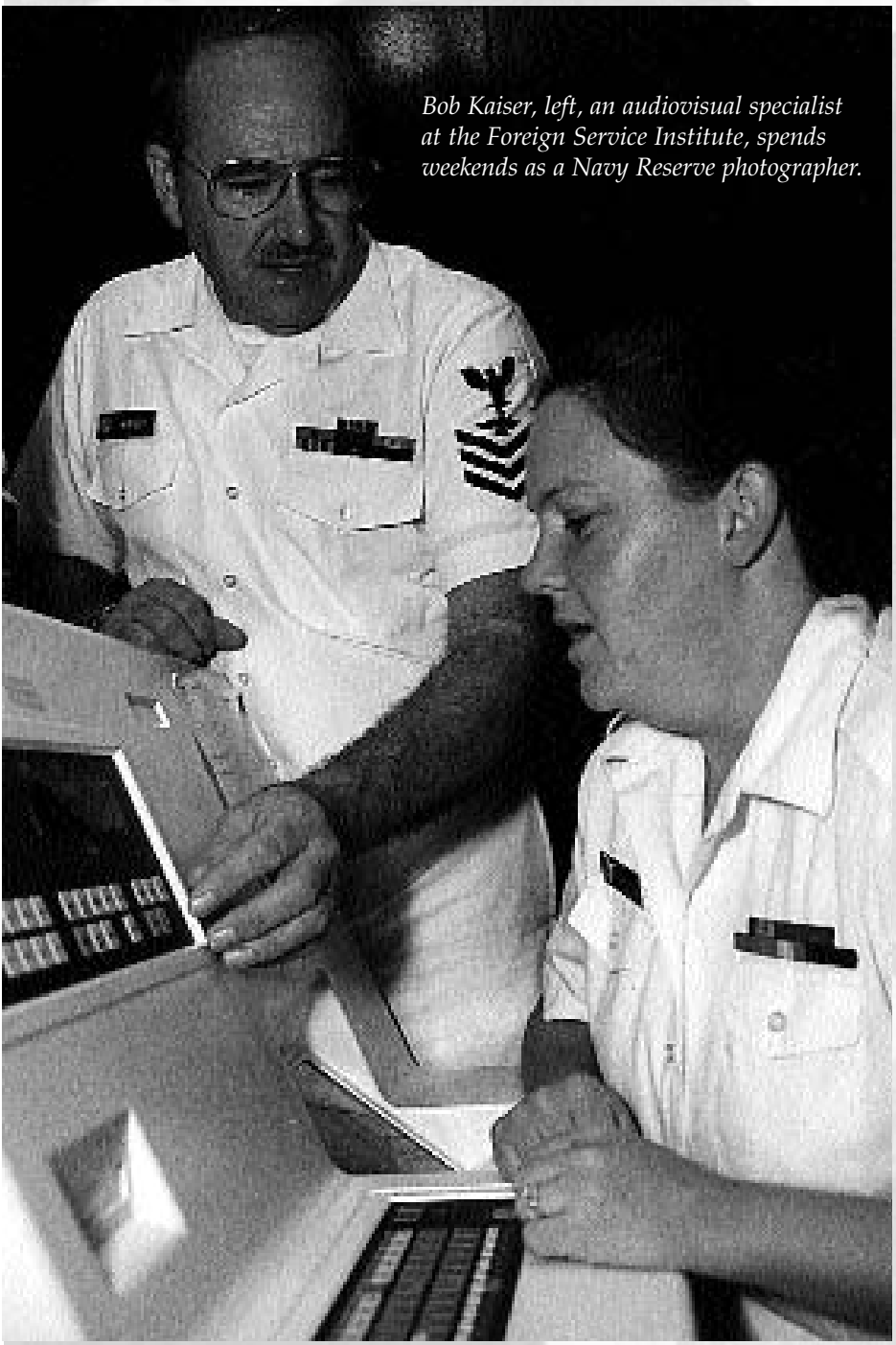
❑ **www3.web21.com/newspaper** One hundred of the web's most popular newspaper sites.

❑ **www.healthfinder.gov** Healthfinder, which identifies health-related online publications, clearinghouses, databases, web sites, support and self-help groups, government agencies and nonprofit organizations. ■

The author is a member of the Foreign Service currently serving in the Bureau of Personnel's Office of Employee Relations.

STATE'S TWO-HATTED WORKERS

These employees serve the Department as well as military.



Bob Kaiser, left, an audiovisual specialist at the Foreign Service Institute, spends weekends as a Navy Reserve photographer.

Photo by Petty Officer 2nd Class F.T. Eyre

By Donna Miles

Employees in the Finance and Management Policy Executive Office probably thought their deputy executive director was off vacationing recently. Little did many of them realize that Vince Taylor—make that Lt. Col. Vince Taylor—was at Fort Bliss, Texas, serving as the top military police official for a joint exercise involving more than 6,500 U.S. and European troops.

Mr. Taylor, an 11-year member of the Army Reserve, is among many State employees who serve in the National Guard or Reserve. They're members of the Foreign Service and Civil Service, scattered throughout the Department's domestic bureaus and overseas posts and performing a wide range of jobs.

Some, like Kathy Glaser, a Foreign Service nurse practitioner based in Tel Aviv, say there's a lot of similarity between their military and civilian careers. In fact, the Navy lieutenant colonel credits her military nursing experience, and the master's degree in nursing the Navy paid for, with helping her gain admission to the Foreign Service. She said the variety of medical experiences the Navy Reserve exposes her to—last year, for example, when she took part in a humanitarian assistance project in Ndjamena, Chad—helps sharpen the skills she uses at State.

Likewise, Bob Kaiser, a Civil Service audiovisual specialist at the Foreign Service Institute, said he regularly applies the training he's received during the past 13 years as a Navy Reserve photographer at FSI. Both the Navy and FSI are moving increasingly into the digital imaging field, he said, so he's able to use the information he gains in one position to support the other—whether it's for the Naval Intelligence Command or for State.

Tom Johnson said he uses his legal expertise in both his civilian and military jobs, but in

very different ways. In State's Office of the Legal Adviser, he works legal issues for the bureaus of Democracy, Human Rights and Labor, and Population, Refugees and Migration. But as a Marine Corps Reserve colonel, he takes to the lectern, heading up a team that teaches military leaders from the United States as well as other countries about treaties and conventions governing the rules of war and the treatment of civilians during conflicts.

On the other hand, Bob Dickson, executive director in the Bureau of Administration, said he's always made it a point to apply for military jobs that differ from his civilian job. At State, he's involved in management planning, personnel, financial management and information technology within his bureau. But as an Army Reserve colonel, Mr. Dickson plans civil affairs for the U.S. Central Command area of operations, coordinating military and related host nation governmental programs. He said he welcomes the opportunity to carry out such diverse jobs. "It's enriching," he said. "It gives me the opportunity to do a lot of different things in life."

Above, Vince Taylor from the Bureau of Finance and Management Policy exits a gas chamber during Army Reserve training. Left, Greg Holobaugh from the Office of the Legal Adviser is a sergeant in the National Guard.

Most of State's guardsmen and reservists serve one or more weekends a month, plus at least two weeks a year of active duty. Like all other federal employees, they receive 15 days' paid military leave a year to fulfill their military obligations.

But the military downsizing and, as a result, the Defense Department's increased reliance on the reserves, means many guard and reserve troops are donning their uniforms more often than ever before. Once referred to as "weekend warriors," many now find that their military jobs demand more of their time, whether it's to receive specialized training or to participate in exercises or real-life military operations.

Greg Holobaugh, a sergeant in the Army National Guard, said he once had to leave his job as administrative and budget officer in the Office of the Legal Adviser for five months to attend an Army school. And during the Persian Gulf War, Vince Taylor was called to active duty for three months—not in Saudi Arabia, but at the Army's Intelligence Center at Fort Huachuca, Ariz.

State's reservists and guardsmen acknowledge that wearing two hats, one civilian and one military, can cut into their personal and family time. "It's like a juggling act," said Mr. Taylor, "but I've been at it so long I've learned to spin several plates at one time and keep them all going." He tries to use his vacation time to perform

Bob Dickson from the Bureau of Administration during Army Reserve training.

military obligations that exceed his 15 days of military leave, and occasionally takes his family with him during his annual training. John McGruder tries to catch up on the workload he takes home with him from both State and the military when his family is asleep, at school or at other jobs. And to avoid spending his weekends away from his 17-year-old son, Herm Cardona in the Bureau of Information Resource Management got him to join the National Guard, too.

The nomadic Foreign Service lifestyle can interfere with reserve and guard service, too. Kathy Glaser said she hasn't always been able to find reserve assignments where she's posted and has sometimes had to work outside her medical specialty when she did. Her current reserve assignment is in London, but the Navy allows her to drill at the Defense Attaché's Office in Tel Aviv.

U.S. Ambassador to Ghana Edward Brynn ran into a conflict that forced him to retire from the Air Force Reserve after 22 years of service. When he was appointed as an ambassador, he was no longer considered available for immediate military mobilization—a critical requirement for all military members.

Like most other State employees, Ambassador Brynn said the Department strongly supported his military commitments, even when it sometimes meant occasional absences from the office. He said he always considered that support "a good investment on State's part" because the military and State Department cultures are so different, "and having some of us who could work in both arenas made our common objectives easier to reach." Ambassador Brynn said that was especially the case in Africa, where much of the support work for the U.S. military is handled by Foreign Service officers.

Herm Cardona said his supervisors have seen firsthand how the experience he's gaining as a special agent in the Maryland National Guard contributes to his work as an information management technical specialist at State. He said the military has offered him valuable training in state-of-the-art computer messaging and processing systems, in the Defense Department satellite communications systems used by State, and in securing and protecting classified information.

Bob Dickson credits many of the principles and values stressed by the military—leadership, training and mission accomplishment among them—with building the foundation for his management career at State. John McGruder, who's serving a one-year detail in the Bureau of Democracy, Human Rights and Labor's Office of Asylum Affairs, said his 30 years in the Army Reserve has taught him analytical and supervisory skills and given him the ability to work with people from a wide range of backgrounds and cultures. Vince Taylor said the Army taught him how to supervise and manage within large organizations and to control multimillion-dollar budgets and equipment inventories—lessons he said he draws on regularly as a deputy executive director at State.

But Department employees say they've gained more than just professional skills through their dual affiliations. John McGruder said he enjoys the friendships he's made through the military and the opportunity to earn "a few extra dollars" while building a second retirement fund. Tom Johnson said the Marine Corps has offered him affiliation with "the highest quality of people I've ever been around." Carl Gee, a security specialist with the Bureau of Diplomatic Security, said his job as an Army Reserve senior noncommissioned officer gives him the satisfaction of helping mold young soldiers who will be tomorrow's military leaders.

Bob Dickson said the biggest reward is the pride that comes with serving two organizations that he believes in so strongly. "From my view," he said, "it doesn't get any better than that!" ■

The author is a major in the Army Reserve assigned to the American Forces Information Service, and the deputy editor of State Magazine.

Energy Contracts Overseas

The embassy in Mexico City will soon be more comfortable and energy-efficient.

By Jane Loyer

Employees at the U.S. Embassy in Mexico City will soon be living and working more comfortably, thanks to the Department's first overseas energy savings performance contract, or ESPC.

The embassy soon will receive improved and more efficient fluorescent ballasts and bulbs; zone-control thermostats; and minor upgrades for chillers, cooling towers and air handlers.

And these improvements, which will increase creature comforts for employees while saving energy, won't cost taxpayers a cent.

Under an agreement between State and Enviro-Management Resources, a U.S. energy service company, the contractor will pay all up-front energy project costs, including purchasing, installing, operating and maintaining the equipment.

Most cost savings from the energy-efficient equipment will go to the contractor until the contract period expires—which, in Mexico City, is nine years. After that, State will retain all the savings and equipment.

The contractor must save money on energy costs to get paid, guarantee energy savings throughout the contract period and assume all risks for the project. The Department's sole responsibility is to monitor energy usage and track energy savings. The Office of Foreign Buildings Operations will assume this role.

Under a similar agreement between State and Lord and Co., the consulate general in Frankfurt will receive a gas-powered fuel cell that chemically converts natural gas into electricity. The cell will generate electricity efficiently at costs 50 to 60 percent less than the local utility power.

Environmentally friendly with low emissions, the principal by-product of the fuel cell is hot water—another utility resource for the consulate general.

FBO will analyze data from post energy surveys and other information sources to determine which other posts may benefit from ESPC initiatives. Current candidates include New Delhi, Mumbai, Tokyo and Santo Domingo.

Although the program is new for overseas locations, State's domestic ESPC program, headed by the Bureau of Administration's Operations Office, already is highly successful. The Department's first domestic ESPC was awarded in 1995 to Energy-Wise Lighting Inc. to install electronic relamping and a motor drive chiller pump at the Beltsville Information Management Center.

The second domestic ESPC was awarded in 1996 to Lord and Co. to upgrade the Main State facility in Foggy Bottom with energy-efficient fluorescent lighting and to replace corridor motion sensors. The new electronic lighting is expected to save $500,000 a year in energy costs. Furthermore, Washington, D.C., public schools benefited from the Department's recycling and the donation of its old lamps and ballasts.

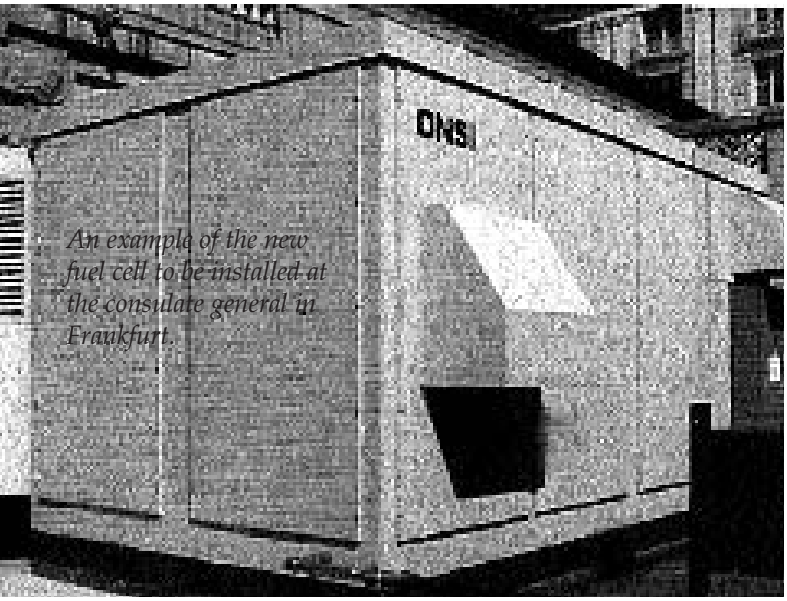
Public-private sector contracts are a long way from State's typical way of doing business, so implementing the Department's first overseas ESPC was no easy task.

The working group for the first new overseas contract. From left are Peter Wood, Office of Foreign Buildings Operations facilities maintenance director; Greg Krisanda, FBO; Steve Rogers, Bureau of Administration; and Kathy Bethany and Larry Silverio, FBO.

The effort required teamwork throughout the Department and a willingness to modify long-standing procurement and financing practices.

Undersecretary for Management Bonnie Cohen emphasized the benefits of the program during her visit to Mexico City in 1997, and the post management was highly receptive.

The Office of the Chief Financial Officer linked the program's energy performance measures with special provisions in accounting procedures, as required by law. The International Cooperative Administration Support Services, or ICASS, center coordinated with various federal agencies to ensure a smooth transition of the ESPC with other federal agencies at post. The Bureau of Administration coordinated the program among the many State organizations involved in implementing an ESPC overseas. And the Office of Acquisition Management worked through the special requirements to initiate the ESPC award overseas.



An example of the new fuel cell to be installed at the consulate general in Frankfurt.

One obstacle was finding contractors qualified not only to perform the required construction work, but also to manage various financial and legal risks sometimes encountered by U.S. firms doing business overseas.

Despite initial obstacles, the program offers a unique opportunity for U.S. energy companies to showcase their technology overseas. Contractors can demonstrate the latest in U.S. energy technology in the functioning and operating environment of a U.S. Mission, possibly opening new markets for U.S. products and technology.

At the same time, the ESPC program helps bring the Department's energy use in line with "energy diplomacy," its goal of maintaining access to economical, environmentally sustainable energy sources.

An old Chinese proverb states, "One generation plants the trees so that the next generation enjoys the shade." Although some benefits of energy conservation are realized immediately, the greatest success of current energy policies will be State's legacy of energy efficiency.

For more information about overseas ESPCs or other energy initiatives, call Richard Crowson at (703) 875-5740 or Larry Silverio at (703) 812-2340. Domestic inquiries should be directed to Tim Arthurs at (202) 647-6001. ■

The author is a program analyst with the Office of Foreign Buildings Operations' facilities maintenance division.

People Like You

State's Road Scholar

Barbara Bacon enjoys the world from the back seat of a Harley.

By Donna Miles

What are you and your co-workers doing outside the office? We're looking for short pieces about the adventures and achievements of Department employees in their "other lives" for this new section of the magazine. Photos are a must. We're counting on you to make this new feature a success!

By day, Barbara Bacon carries off the Department's stereotypical pinstriped image with aplomb as she oversees the printing of everything from treaties and background notes to visa forms and passports to *State Magazine*.

But get the Civil Service printing specialist away from the Office of Multimedia Services and you're likely to see a very different persona. Ms. Bacon becomes a motorcycle momma, traveling the highways and byways on the back of a Harley Davidson. In fact, she recently returned from a nearly 1,400-mile motorcycle trip from Washington, D.C., to Louisville, Ky., and back.

Ms. Bacon said she enjoys traveling with different motorcycle clubs, sharing camaraderie and laughter along the way. "I love motorcycling because it tunes me into nature's blue skies, trees and birds," she said. "Watching the clouds, feeling the wind in my face and hearing the roar of the Harley drag pipes take me away from everything."

Presidential look-alike David Carpenter is sworn into office by Secretary Madeleine Albright. Assistant Secretary for Administration Patrick Kennedy looks on.

Hail to the DS Chief

State's new assistant secretary for Diplomatic Security doesn't need to pose next to one of those President Clinton posters so popular with the Washington, D.C., tourists.

Ambassador David Carpenter, who also serves as director of the Office of Foreign Missions, has sometimes been mistaken for the President. Before he retired from the Secret Service, where he was the special agent in charge of Mr. Clinton's protective detail, the tall, silver-haired Mr. Carpenter often found himself before the media's cameras as he stepped off Air Force One ahead of the President.

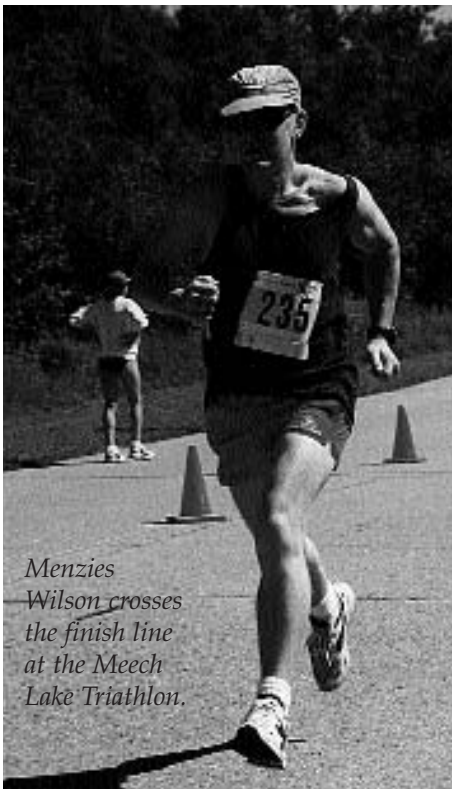
"I've been accused of being the President's brother, his look-alike and his decoy," shrugged the assistant secretary. The only comment that troubled him, he admitted, was when a young girl in Little Rock, Ark., once looked up at Ambassador Carpenter, then the President, and asked Mr. Clinton, "Is that your daddy?"

Triathletes Win Big

They'd trained intensively for more than a year for the big event. So when an endurance training group composed largely of employees at the U.S. Embassy in Ottawa proved they had the right stuff during one of area's most challenging and prestigious triathlons, victory was all the more sweet.

The group sponsored three teams in the Meech Lake Triathlon. The first, "Stars and Stripes," was headed by Foreign Buildings Operations' George Rovder as the swimmer; John Elliott, a consulting engineer with the new embassy project, as biker; and FBO's Menzies Wilson as runner. The team placed first in the men's relay in the over-40-year-old category.

The second team, "The Meech Lake Marauders," finished third in the men's relay in the under-40 category. The team included captain Achim Holzenberger, a swimmer "borrowed" from the German Embassy who trains regularly with the U.S. Embassy group; Raul Alfarez, the embassy photographer, as biker; and U.S. Air Force Exchange Officer Karl Mickelson as runner.



Menzies Wilson crosses the finish line at the Meech Lake Triathlon.

The group's third relay entry, "The Patriots," included swimmer Sarah Robb, daughter of embassy general services officer George Robb; economics officer John Stewart as biker; and Defense and Air Attaché Rusty Paul as runner. Regrettably, Sarah had to scratch at the last minute due to a sprained ankle, but a substitute swimmer helped the team pull in a strong performance.

Political section minister counselor Christine Shelly, Army Attaché Kirk Knight, and Jennifer Gilbert, who handles military procurement for the embassy, were the team's three solo participants. Ms. Shelly came in first in the women's 45-to-49-year-old category; Ms. Gilbert, fourth in the women's 25-to-29 category; and Mr. Knight placed third in the men's 50-to-54 category.

Ms. Shelly said the group already is training for future competitions but stressed that triathlons Ottawa-style are about more than sports performance. "It's brought people of all ages, agencies and abilities together to enhance our commitment to fitness and to become a team," she said.

The 1998 Foreign Service Promotion Statistics

The Bureau of Personnel has prepared the following statistical summary of promotions granted on the basis of recommendations made by the 1998 Selection Boards. The data show the number of members who competed, the number promoted and the percentage of those competing who were promoted. Additionally, the data give the average time-in-class and length of service of the employees eligible to compete for promotion and of those promoted. Readers should note, the Bureau stressed, that the data have little significance for competition groups with relatively small numbers of promotion opportunities.

The data are organized by class and primary skill code (i.e., functional field for generalists and occupational category for specialists). Multifunctional promotions of generalists in classes 01, 02, and 03 are shown in separate groups by cone. The specialist group of narcotics affairs officers at the FEOC grade level had two members that competed classwide only; neither was promoted. The remaining four narcotics affairs officers at the FS-2 level competed multifunctionally only; none was promoted. A summary explanation of the various skill code groups at each level is provided below; detailed information on this aspect may be obtained from the 1998 Selection Board precepts.

Competition Groups	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Competed	Promotees' Average Length of Service
FECM TO FECA							
	2	1	50.0	7.0	6.0	33.5	32.0
FEMC TO FECM (Classwide competition of all eligible officers)							
Admin. Generalist	21	1	4.8	7.2	7.0	27.8	31.0
Consular	14	0	0.0	6.3	0.0	28.6	0.0
Economic	40	3	7.5	7.1	9.3	29.6	30.0
Political	83	4	4.8	7.3	8.8	29.3	28.8
Labor Officers	1	0	0.0	6.0	0.0	32.0	0.0
Psychiatrist	1	0	0.0	8.0	0.0	18.0	0.0
Medical Officers	2	0	0.0	6.5	0.0	14.5	0.0
Total	**162**	**8**	**4.9**	**7.1**	**8.9**	**28.9**	**29.6**
GENERALIST FEOC TO FEMC (Classwide comp. of all eligible officers and comp. by cone)							
Admin. Generalist	44	10	22.7	4.6	5.9	21.9	21.7
Consular	38	6	15.8	4.8	5.5	23.9	21.3
Economic	50	12	24.0	5.0	6.1	24.9	24.8
Political	89	21	23.6	5.0	5.8	24.0	22.6
Labor Officers	1	0	0.0	3.0	0.0	18.0	0.0
EST Officers	1	1	100.0	6.0	6.0	20.0	20.0
Total	**223**	**50**	**22.4**	**4.9**	**5.9**	**23.7**	**22.8**
FS-1 TO FEOC (Multifunctional competition of all eligible officers and competition by cone; eligibles include only those requesting threshold review)							
FUNCTIONAL PROMOTIONS							
Admin. Generalist	79	13	16.5	6.6	7.2	22.2	21.8
Consular	76	7	9.2	7.2	7.3	22.9	20.4
Economic	71	10	14.1	7.1	6.7	22.8	15.7
Political	120	9	7.5	7.3	7.0	23.3	20.2
Labor Officers	3	1	33.3	7.0	6.0	24.0	24.0
EST Officers	4	1	25.0	5.5	7.0	20.8	21.0
MULTIFUNCTIONAL PROMOTIONS							
Admin. Generalist	17	2	11.8	6.0	6.0	18.5	17.0
Consular	43	4	9.3	7.3	7.5	21.5	19.8
Economic	36	7	19.4	6.1	6.1	21.0	19.1
Political	92	15	16.3	6.7	6.5	20.3	18.7
Labor Officers	3	0	0.0	7.0	0.0	24.0	0.0
EST Officers	3	0	0.0	5.7	0.0	21.0	0.0
Total	**381**	**69**	**18.1**	**6.5**	**6.9**	**21.2**	**19.4**
FS-2 TO FS-1 (Multifunctional comp. of all eligible officers and comp. by cone)							
FUNCTIONAL PROMOTIONS							
Admin. Generalist	148	18	12.2	6.0	6.3	16.4	14.6
Consular	131	12	9.2	6.2	7.2	16.7	15.7
Economic	170	16	9.4	6.3	5.8	15.5	11.9
Political	200	19	9.5	6.6	6.9	17.7	16.2
MULTIFUNCTIONAL PROMOTIONS							
Admin. Generalist	54	4	7.4	5.8	6.8	15.3	16.3
Consular	65	5	7.7	6.3	7.6	16.8	17.6
Economic	44	6	13.6	5.6	5.3	14.9	12.0
Political	82	19	23.2	6.1	5.8	16.4	15.4
Total	**683**	**99**	**14.5**	**6.0**	**6.4**	**15.8**	**14.8**
FS-3 TO FS-2 (Multifunctional comp. of all eligible officers and comp. by cone)							
FUNCTIONAL PROMOTIONS							
Admin. Generalist	119	32	26.9	5.6	5.1	10.9	10.2

Competition Groups	Number Competed	Number Promoted	% Competed Promoted	Average Time-in-Class of Competed	Promotees' Average Time-in-Class	Average Length of Service Competed	Promotees' Average Length of Service
Consular	108	22	20.4	6.5	5.7	12.2	11.4
Economic	147	35	23.8	5.0	4.9	10.2	9.3
Political	187	40	21.4	5.5	5.8	10.9	10.1
MULTIFUNCTIONAL PROMOTIONS							
Admin. Generalist	55	8	14.5	5.4	5.1	10.6	10.8
Consular	52	8	15.4	6.2	5.4	12.1	9.5
Economic	45	8	17.0	5.1	5.1	9.9	9.1
Political	87	15	17.2	5.3	5.1	10.0	10.0
Total	**600**	**168**	**28.0**	**5.2**	**5.3**	**10.3**	**10.1**

A number of officers competed functionally and multifunctionally. Thus, they are included in both competition groups, and the totals are greater than the actual membership of the competition group. If a member was promoted multifunctionally in the first session, he or she did not compete functionally in the second session.

FS-4 TO FS-3 (Tenured junior officers competed classwide; FP generalists competed by cone or administrative subfunction)

Admin. Generalist	69	32	46.4	4.4	4.4	6.2	6.2
Consular	78	44	56.4	4.4	4.5	6.0	6.1
Economic	70	50	71.4	3.8	3.9	5.7	5.6
Political	67	47	70.1	3.7	3.7	5.3	5.2
Unconed	74	28	37.8	2.5	2.7	4.1	4.3
Total	**358**	**201**	**56.1**	**3.8**	**3.9**	**5.4**	**5.5**

Specialists FEOC to FEMC (Competed by occupational category)

Info Management Technical	1	0	0.0	3.0	0.0	27.0	0.0
Diplomatic Couriers	1	0	0.0	4.0	0.0	35.0	0.0
Psychiatrists	2	0	0.0	3.0	0.0	7.5	0.0
Security Officers	8	1	12.5	4.5	6.0	23.1	25.0
Info. Management	3	1	33.3	3.0	4.0	27.3	32.0
Construction Engineers	4	0	0.0	5.3	0.0	13.0	0.0
Medical Officers	9	1	11.1	4.1	5.0	10.1	9.0
Total	**28**	**3**	**10.7**	**4.3**	**5.7**	**17.5**	**22.3**

FS-1 to FEOC (Eligibles include only those requesting threshold review)

Info. Management Technical	3	0	0.0	5.0	0.0	22.7	0.0
Info. Management	18	2	11.1	4.6	5.5	24.7	25.5
Diplomatic Couriers	3	0	0.0	4.7	0.0	32.0	0.0
Security Officers	43	4	9.3	6.1	7.3	21.8	22.5
Security Engineers	8	1	12.5	7.6	8.0	19.3	17.0
Facilities Maintenance	2	0	0.0	4.0	0.0	21.0	0.0
Construction Engineers	5	0	0.0	4.8	0.0	12.0	0.0
Medical Officers	4	1	25.0	5.0	5.0	5.0	5.0
Financial Management	15	0	0.0	7.9	0.0	20.3	0.0
Total	**101**	**8**	**7.9**	**6.0**	**6.8**	**21.1**	**20.5**

FS-2 to FS-1

Finance	38	4	10.5	6.0	8.8	12.8	16.0
Personnel	10	1	10.0	4.7	9.0	20.0	40.0
General Services	16	2	12.5	5.9	12.0	18.0	27.5
Info. Management	78	10	12.8	4.9	4.8	18.1	15.2
Info. Management Technical	15	0	0.0	5.9	0.0	20.1	0.0
Diplomatic Couriers	5	1	20.0	3.8	3.0	25.4	21.0
Security Officers	159	9	5.7	7.1	7.1	17.2	17.4
Facilities Maintenance	4	1	25.0	5.5	6.0	7.3	11.0
Security Engineers	59	3	5.1	5.5	5.7	12.0	11.7
Construction Engineers	8	1	12.5	4.5	7.0	10.0	13.0
Nursing	8	0	0.0	7.0	0.0	19.9	0.0
Total	**400**	**32**	**8.0**	**6.1**	**6.8**	**16.3**	**17.2**

FS-3 to FS-2

Finance	15	9	60.0	4.3	4.8	5.2	6.1
Personnel	8	5	62.5	4.5	3.6	18.6	22.4
General Services	33	7	21.2	4.9	5.3	13.3	10.9
Info. Management	67	22	32.8	4.5	3.3	17.3	13.9
Info. Management Technical	45	2	4.4	6.5	12.0	14.1	20.5
Diplomatic Couriers	13	1	7.7	5.6	3.0	29.0	12.0
Security Officers	188	31	16.5	4.9	5.1	11.6	11.5
Security Engineers	14	6	42.9	4.8	3.8	8.8	8.3
Facilities Maintenance	.12	4	33.3	5.0	5.5	6.1	6.3
Construction Engineers	2	1	50.0	3.5	3.0	3.5	3.0
Medical Technicians	4	1	25.0	8.8	11.0	16.0	18.0
Nursing	12	2	16.7	5.1	8.0	9.7	12.5
Off. Management Specs.	12	0	0.0	6.0	0.0	31.2	0.0
Total	**425**	**91**	**21.4**	**5.1**	**4.8**	**13.6**	**11.9**

FS-4 to FS-3

Finance	3	3	100.0	5.0	5.0	15.0	15.0
Personnel	9	7	77.8	3.2	2.4	16.1	15.0
General Services	10	8	80.0	5.1	3.8	10.5	10.1
Info. Management	112	41	36.6	4.2	3.9	14.8	13.3
Info. Management Technical	41	12	29.3	5.2	5.4	7.6	7.8
Diplomatic Couriers	33	3	9.1	4.3	3.7	10.0	6.3
Security Officers	76	43	56.6	4.9	4.9	7.7	7.7
Security Engineers	1	1	100.0	5.0	5.0	5.0	5.0
Facilities Maintenance	29	6	20.7	3.2	4.2	3.3	4.2
Construction Engineers	2	1	50.0	1.0	1.0	1.0	1.0
Medical Technicians	1	0	0.0	2.0	0.0	29.0	0.0
Nursing	1	1	100.0	5.0	5.0	5.0	5.0
Off Mgmt Specs.	81	4	4.9	5.0	5.8	23.1	16.5
Total	**399**	**130**	**32.6**	**4.5**	**4.4**	**13.0**	**10.2**

FS-5 to FS-4

Info. Management	189	59	31.2	4.4	3.7	8.8	7.1
Off Management Specs.	149	18	12.1	4.7	6.3	16.7	18.3

FS-6 to FS-5

Off Management Specs.	196	42	21.4	4.7	4.6	10.2	10.1

FS-7 to FS-6

Off Management Specs.	144	67	46.5	4.7	5.3	6.2	7.0

OBITUARIES

Walter F. X. Collopy, 74, a retired Foreign Service officer, died July 2 in Columbia, Md. Mr. Collopy served as a diplomatic courier and Foreign Service officer in Manila, Copenhagen, Luxembourg, Brussels and Ottawa.

William Edward Dietz Sr., 81, died Aug. 24 in Fort Myers, Fla. During his Foreign Service career, Mr. Dietz served in Germany, Indonesia, Japan and Australia.

Asa Louis Evans Sr., a retired Foreign Service officer, died Oct. 8 in Marion, S.C. He was 87. Mr. Evans joined the Foreign Service in 1949 and served as a security officer in Athens, followed by assignments in Tokyo and Manila, where he was responsible for security in the Far East. He later became State's chief of security, then first secretary in Ghana and South Africa. He was named the Department's inspector general in 1967 and held the post until his retirement in 1969.

Elaine F. Heifetz, 66, died Sept. 16 in New York after a long illness from a progressive neuromuscular disorder. Ms. Heifetz joined the Department as an intern in 1952 in Washington, D.C. She later transferred to the Bureau of Educational and Cultural Affairs' New York City office, becoming its director in 1975. In that post, she arranged for foreign guests of State and the U.S. Information Agency to meet U.S. colleagues in their fields of interest and to explore appropriate centers of cultural, educational and intellectual activity. Ms. Heifetz also served on the U.S. delegation to the United Nations for two years in the early 1980s. After her disability retirement in 1987, she was an active member of the Council on Foreign Relations and tutored foreign diplomats and professionals in spoken English.

Robert W. Lambert, 78, of Falls Church, Va., a former historian for the Department, died Oct. 6. During his 30-year career, Mr. Lambert worked in the Historical Division and for the Arms Control and Disarmament Agency. He was the author and co-author of numerous books and papers published by State and ACDA.

Peter Spicer, 71, a Foreign Service officer who served in the Middle East, Africa and Northern Ireland, died of cancer Oct. 11 in Falls Church, Va. During his 35-year Foreign Service career, Mr. Spicer served as consul general in Belfast and was posted in Damascus, Casablanca and Mbabane. He received a Meritorious Service Award before retiring in 1989.

Charles Howard Thomas II, 64, U.S. ambassador to Hungary from 1990 to 1994 and special U.S. envoy to the former Yugoslavia before his retirement in 1995, died of leukemia Sept. 13 in New York. Ambassador Thomas joined the Foreign Service in 1959 and spent his early career in Latin America, with postings in Mexico and Bolivia. He served the Peace Corps as deputy director in Honduras and as director in Uruguay. He was also posted in Portugal and Belgium. In Washington, D.C., he served at the Foreign Service Institute, as director of the Operations Center, as director of the Office for NATO and European and Security Affairs, and as deputy assistant secretary for European and Canadian Affairs. He also attended the National War College. During his career, Ambassador Thomas received the Department's Award for Heroism in 1965 and was decorated by the Hungarian government for his work there as ambassador.

Thomas E. Van Antwerp, 76, died of a cerebral hemorrhage and edema Sept. 20 in Macomb, Vt. Mr. Van Antwerp began working for State in 1941, leaving the following year to serve in the Coast Guard during World War II, then returning to the Department's finance office. He became an accounting supervisor in State's publications division in 1952 and retired in 1976.

W. Allen Wallis, 85, undersecretary for Economic and Cultural Affairs under Secretary George Shultz, died Oct. 12 in Rochester, N.Y., of a cerebral hemorrhage. In addition to his duties as undersecretary, Mr. Wallace served as the personal representative of former President Ronald Reagan for the preparation of six G-7 summit meetings, beginning with the summit hosted by the United States in 1983. An academic before joining State, Mr. Wallis became a resident scholar at the American Enterprise Institute for Public Policy Research after leaving the Department in 1989.

Courses: National Foreign Affairs Training Center

Education & Training

Program	Feb.	Mar.	Length
Language			
Early Morning: Arabic (Modern Std.), Chinese (Std.), French, German,Italian, Portuguese (Brazilian), Russian, Spanish	—	1	17 W
F.A.S.T. (all languages)	22	—	8 W
Leadership & Management Development			
EEO/Div. Awareness for Man. & Sup.	4, 10	4, 15	2 D
Introduction to Management Skills	—	15	1 W
Managing Change	—	10	1 D
Managing People Problems	18	—	3.5 D
Performance Management Seminar	—	1	3 D
Team Building	—	10	1 D
Managing State Projects	—	29	1 W
Overseas Briefing Center			
Regulations/Allowances/Finances	16	—	3 D
Protocol	20	—	1 D
Tax Seminar	—	10	2.5 H
Go Without Kids/Go With Kids	—	20	3 H
Go Logistics/Adults	10	20	2.5 H
Going Overseas—Logistics for Child.	—	20	2.5 H
Employment Planning	—	22	1 W
Post Options for Emp. & Trng.	—	26	1 D
Targeting Job Search	—	23	2 D
Communicating Across Cultures	—	6	1 D
Emergency Medical	27	—	1 D
Realities of Foreign Serv. Life	—	5	1 D
Security Overseas Seminar			
Advanced Sec. Overseas Sem.	23	23	1 D
Security Overseas Seminar	8	8	2 D
Youth SOS	20	—	1 D
Career Transition Center			
Job Search Program	1	—	13.2 W
Retirement Planning Seminar	—	29	1 W
Political			
Global Issues	—	1	3 D
Advanced Neg.: Solving Problems	22	—	4 D
Intelligence & Foreign Policy	17	—	3 D
Multilateral Diplomacy	8	—	3 D
Negotiation Art & Skills	—	8	1 W
Political Tradecraft	—	15	3 W
Consular			
Automation for Consular Managers	22	22	1 W
Continuous Enrollment: Consular Orientation, CONGEN Rosslyn Consular			
Administrative			
NEPA Training Domestic Operations	—	15	1 W
Property Man. for Custodial Officers	—	3	2 D
Man. Control Workshop	22	—	2 D
Customer Service	—	24	2 D
COR/Pre-Award	—	8	3 D
COR/Post-Award	—	11	2 D
Financial Management Officers	—	1	7 W
Working with ICASS	9	30	4 D
Appropriations Law	—	2	4 D
General Services Operation	1	8	10 W
Basic Administration Management	—	1	1 W
FSN Classification & Compensation	15	—	2 W
Management for FSN Managers	—	29	3 W
ICASS Executive Seminar	17	—	1 D
Correspondence Courses: How to Be a Contracting Officer Rep., How to Write a Statement of Work, How to Be a Certifying Officer, Introd. to Simplified Acquisitions & Reg. Overseas, Management Controls Workbook, Overseas Cashier Supervisor, Overseas Cashier, Overseas Voucher Examiner			
Office Management			
Civil Service Trng. for Entering Pers.	—	2	2.6 W
Drafting Correspondence	—	22	1 W
Travel Regulations & Vouchers	3	—	2 D
Better Office English/Written	—	1	2 W
Better Office English/Oral	—	29	2 W
Writing Effective Letters & Memos	22	—	1 W
Supervisory Studies Seminar	1	—	1 W
Information Management			
Alma Overview—PC/Windows	8, 11, 12	1, 4, 5, 15, 18, 19	1 D
Alma Overview—PC/Windows	9	2, 16	1.5 D
Alma Overview—PC/Windows	10	3, 17	.5 D
Internet Concepts	3, 5, 9, 11, 17, 19	1, 3, 5, 9, 11, 23, 25, 29, 31	1 D
Access 8.0 Introduction	10, 24	10, 24	2 D
Access 8.0 Intermediate	18	15	2 D
Clout Administration	1	1	2 D
Excel 8.0 Introduction	8, 22	8, 29	2 D
Excel 8.0 Intermediate	3	3	2 D
Microsoft Project	—	29	2 D
MS Exchange Administration	22	22	1 W
MS Outlook	26	26	
Networking Essentials	1	1	1 W
PC/Windows NT 4.0 Fundamentals	1, 22	8, 22	2 D
PowerPoint 8.0 Introduction	17	1, 22	2 D
PowerPoint 8.0 Intermediate	24	25	2 D
Windows NT 4.0 Administration	8	8	2 W
Word 8.0 for Windows, Introduction	3, 17	10, 31	2 D
Word 8.0 for Windows, Intermediate	11	17	2 D
Courses at Warrenton Training Center:			
Basic Communication Operations	8	—	2 W
Introduction to Tel/Key Systems	8	15	1 W
Satellite Operation/Maintenance	15	—	3 W
Refresher Communication	1, 8, 16, 22	1, 8, 15, 22, 29	1 W
DATACOMM—Intro. to DATACOMM	22	—	2 W
CLAN/Class Local Area Network	22	30	4 W
TERP V—Term. Equip. Replace. Prog. V	22	—	2 W
SC-7 Satellite Operation/Maintenance	—	22	3 W
Generators—Power-Generated Sys.	—	23	2 W
Commercial Term CT-7/9	8	8	1 W
Wide-Band Digital Trans. Networking	—	8	2 W

Continued on page 48

Transfers

Adams III, John C., Inter-American Affairs to Montevideo
Aldridge, George W., Addis Ababa to Belize City
Allen, Edward L., Pre-Assign. Trng. to Manila
Allen, Robert E., Frankfurt to Inter-American Affairs
Allt, Emily J., Tirana to Intel. and Res.
Anderson, Craig A., Info. Resource Mgt. to Guadalajara
Armbruster, Susan A., Nicosia to Dip. Sec.
Aroian, Lois A., Nouakchott to Quebec
Asgard, Ramin, Istanbul to Ankara
Atherton, Lewis R., Bamako to Rangoon
Austin, Martha L., Sanaa to Abu Dhabi
Ayoub, Marcella, Frankfurt to Personnel
Bagley, Gertrude S., F.S. Spec.ist Intake to Dakar
Bajek, Michael Lee, Pol. and Mil. Affairs to Monrovia
Barbessi, Bartholomew L., Brussels to European Affairs
Bargeron Jr., John H., Dem., Human Rights and Labor to Pol. and Mil. Affairs
Baum Jr., Russell Alton, Foreign Service Institute to Foreign Buildings
Bayuk, James W., Cairo to Medical Director
Beauford, Elaine P., Personnel to Geneva
Bennett, Keith Dermont, Intel. and Res. to Inter-American Affairs
Bent, William David, Kingston to Prague
Benzinger, Robert A., Oceans and Int'l. Envir. and Sci. Affairs to Pol. and Mil. Affairs
Bezner, Mark Jeffrey, Vientiane to Beijing
Blumberg, Kelley Jo, Bogota to Dip. Sec.
Boly, Richard Charles, Quito to Asuncion
Bond, Clifford George, Moscow to European Affairs
Boone, Hazel Robinson, Marseille to Consular Affairs
Boyce Jr., Ralph L., Bangkok to East Asian and Pac. Affairs
Bradley, Peggy A., Port Moresby to Havana
Brailey, Kip Andrew, Tel Aviv to Near Eastern Affairs
Brenn, Michael G., Algiers to Dip. Sec.
Broadway, Jamuna D., Athens to U.S. Info. Agency
Brooks, David C., Warsaw to Caracas
Brown, Marvin S., Santo Domingo to Mexico City
Brown, Teresa A., Nicosia to Personnel
Brynn, Jane Cooke, Accra to Paris
Buentello, Maria-Eliana, Bogota to Personnel
Burkhead, Paul David, Bangkok to Port-au-Prince
Burress-Floyd, Karen L., Kathmandu to Personnel
Buske, Mark S., Oslo to Berlin
Caessens, Charles B., Sofia to Athens
Callinan, Kevin J., Jakarta to East Asian and Pac. Affairs
Cammel, Lloyd E., Athens to Lilongwe
Campbell, Glenn Scott, Dip. Sec. to Rabat
Campbell, Therman C., Belgrade to Oslo
Carbajal, Noe, Moscow to Personnel
Carroll, Joyce L., Cairo to Moscow
Carter, Marlene Deanne, Port of Spain to Harare
Casebeer, Cheryl A., Econ. and Bus. Affairs to India-Pakistan Coordinator
Catipon, Lauren W., East Asian and Pac. Affairs to Foreign Service Institute
Cayer, Kathleen M., Paramaribo to Frankfurt
Chamberlain II, Harry, Mexico City to St. Petersburg
Chang, David Cheng, Johannesburg to Belize City
Cheever Jr., Francis S., Chisinau to Tbilisi
Chinn, David Ross, Frankfurt to Amman
Christenson, Jennifer Lara, Pre-Assign. Trng. to Santo Domingo
Chumley, Lana C., Pol. and Mil. Affairs to Nuevo Laredo
Clay, Stephen B., East Asian and Pac. Affairs to Manila
Cobb, Joyce B., Kathmandu to Paris
Cobbs, Bart D., Bangkok to Osaka Kobe
Coffey, Steven James, Dem., Human Rights and Labor to Foreign Service Institute
Coleman, Donald Barry, Spec. Dom. Assign. Prog. to Bangkok
Collins, Jeanine Marlen, Moscow to Bonn
Conroy, Carmela A., Auckland to Tokyo
Cooke, Donald J., Lisbon to East Asian and Pac. Affairs
Copenhaver, Judy J., Monrovia to Freetown
Cornforth, Jeremy A., Pre-Assign. Trng. to Jerusalem
Covey, James P., Nat. Sec. Council
Davenport, Joseph Edward, Bandar Seri Begawan to Kingston
Deddens, Mark A., Lima to Mexico City
Delly, Daniel Purnell, Copenhagen to Foreign Service Institute
Detwiler, Isabella, European Affairs to Managua
Dhillon, Pushpinder Singh, Econ. and Bus. Affairs to Dhaka
Dibble, Elizabeth Link, Econ. and Bus. Affairs to Near Eastern Affairs
Dinger, John R., Foreign Service Institute to Tokyo
Doell, Cynthia Rae, Foreign Service Institute to Pol. and Mil. Affairs
Dogu, Laura Farnsworth, Consular Affairs to Foreign Service Institute
Doherty, Paul Martin, Toronto to Mexico City
Domaingue, Robert C., Pre-Assign. Trng. to Dhaka
Dombi, Harry Joseph, Prague to Damascus
Dougherty, Christina, Personnel to Foreign Service Institute
Drafts, Georgette, Port of Spain to Personnel
Enstrom, Karen L., European Affairs to Foreign Service Institute
Enzminger, Raja Ben Ayed, Sanaa to Personnel
Eppers, Laura Ann, Tel Aviv to Beirut
Eppler, Dale B., European Affairs to Foreign Service Institute
Ereshefsky, Marilyn Carole, European Affairs to Foreign Service Institute
Eustis, Mitsuko, Tokyo to Addis Ababa
Eustis, Wallace James, Manila to Addis Ababa
Evans, Michael P., Pre-Assign. Trng. to Yaounde
Farrar, Marie Therese, Montevideo to Personnel
Ferguson, Earl A., Bridgetown to Quito
Fern, Daniel David, Hanoi to Madrid
Finegan, Michael H., East Asian and Pac. Affairs to Beijing
Fite, Nina M., Foreign Buildings to Foreign Service Institute
Flemister, Zandra I., Consular Affairs to Foreign Service Institute
Flowers, George A., European Affairs to Personnel
Foley, Rafael P., Pre-Assign. Trng. to Abuja
Fork, Maureen P., Dip. Sec. to Frankfurt
Francia, Sarah J., Consular Affairs to Hanoi
Fritch, Paul F., European Affairs to Foreign Service Institute
Gain, Phyllis G., Hermosillo to Near Eastern Affairs
Garcia-Frias, Jose R., Bissau to Inter-American Affairs
Garcia-Frias, Jose R., Inter-American Affairs to Bogota
Garnett, Nancy Ruth, War Crimes Init. to Nassau
Garrett, Stephen W., Yaounde to Havana
Germain, Ellen J., Tel Aviv to London
Gianfranceschi, Robert E., Econ. and Bus. Affairs to Paris
Gill, Daniel P., Info. Resource Mgt. to Frankfurt
Gillen, Patrick M., Pre-Assign. Trng. to Dhaka
Gilsdorf, Warren Lee, Rangoon to Montreal
Glassman, Jeffrey M., Internat. Org. Affairs to Personnel
Gooch, William A., Kinshasa to Nairobi
Goodroe Jr., James W., Jakarta to Info. Resource Mgt.
Greene, Raymond F., Manila to Tokyo
Greer, Donald Lee, Cairo to Belgrade
Gregory, Lisa B., Tokyo to Dem., Human Rights and Labor
Griffin, Christopher T., Kampala to African Affairs
Grigola, Sandra T., Counterterrorism to New Indep. States
Guthrie, Herman R., Frankfurt to Bangkok
Hall, Sarah C., Pre-Assign. Trng. to Mexico City
Hanford, Janet J., Tel Aviv to Rome
Hanson, Anissa A., Near Eastern Affairs to Paris
Harbison, Otho Neil, Cairo to Paris
Hart, Patricia Ann, Beijing to Vienna
Haverty, John James, Dhaka to Berlin
Helmick, Jerry Duane, Santo Domingo to Foreign Service Institute
Hill, Jeffery C., F.S. Spec.ist Intake to Lilongwe
Hooker, Robyn A., Managua to Singapore
Horsey, Sarah R., Inter-American Affairs to Non-Gov. Orgs.
Houk, Keith, Belgrade to Vientiane
Hurley, Matthew C., Pre-Assign. Trng. to Monterrey
Jackson, Babette, Lisbon to Personnel
Jacobs, Stephen H., Rome to Personnel
Jacquin, Barbara B., Ouagadougou to Port-au-Prince
Jamison, Michael, Info. Resource Mgt. to Frankfurt
Jardine, Henry V., Dhaka to Bridgetown
Jenderseck, Troy R., East Asian and Pac. Affairs to Tokyo
Jess, Charles J., Vientiane to Perth
Johnson, Joyce L., Rome to East Asian and Pac. Affairs
Johnson, Sarah Ann, Port-au-Prince to Manama
Jones, Michael D., Ulaanbaatar to Buenos Aires
Karmilowicz, Samuel Peter, Dip. Sec. to Beirut
Keane, John F., Caracas to Inter-American Affairs
Kenealy, Henry D., Tirana to Info. Resource Mgt.
Khadem, Farnaz, Tel Aviv to Rome
Khant, Eric, Moscow to Rabat
Kidwell, Virginia R., Frankfurt to Personnel
Kiehl, Pamela Francis, Bangkok to Log. Mgt.
Klinger, Robert Owen, Warsaw to Harare
Knudsen, Kenneth P., Mexico City to Oslo
Kuehn, Barbara, Kuala Lumpur to Inter-American Affairs

Transfers

Laguna, Gloria, Accra to Personnel
Lassiter, Immy R., Nairobi to Personnel
Lauderdale, Steve A., Ottawa to Log. Mgt.
Lawrence, Michael C., Paramaribo to Info. Resource Mgt.
Lea, Randy Scott, Stockholm to Ulaanbaatar
Leahy, W.P., Shanghai to Jakarta
Lempert, Yael, Pre-Assign. Trng. to Shanghai
Lenderking, Timothy, Damascus to Operations Center
Levinson, Michael A., Jerusalem to Rome
Ley, Gale J., Praia to Personnel
Lischke, Jeffrey D., Port-au-Prince to Asmara
Lopez, Lucia R., Havana to Personnel
Lubow, Richard E., Beirut to Dip. Sec.
Ludwig, Alexis, Tokyo to East Asian and Pac. Affairs
Luna, Cecilia, Monterrey to Personnel
Lynch, Joseph, Calgary to Foreign Service Institute
Lynch, Wendy S., Info. Resource Mgt. to Vladivostok
Malamud Jr., Michael H., Dip. Sec. to Bogota
Mandel, Lawrence C., Mgt. to Budapest
Mandich, Denis M., European Affairs to Zagreb
Mann, Hillary Prudence, Pre-Assign. Trng. to Cairo
Manuel, William J., F.S. Spec.ist Intake to Almaty
Manzanares, Joseph Robert, Foreign Service Institute to African Affairs
Marlowe, David R., Nicosia to Sanaa
Martin, Barbara J., Ndjamena to Abuja
Martin, Williams Swift, European Affairs to Foreign Service Institute
Martinez, Hilarion A., Foreign Service Institute to Florence
Martinez, Sylvie Lynn, Foreign Service Institute to Zagreb
Mazyck, Dazzie Derlene, Abidjan to Casablanca
McBride, Thomas K., Fed. Communications Comm. to Rome
McCarthy, Daniel R., Lagos to Dip. Sec.
McClammy, Matthew E., Rabat to Nicosia
McConnel, Wendy M., European Affairs to Vienna
McDannel, Florentina B., Abidjan to Personnel
McEvoy, Meredith Clare, Pre-Assign. Trng. to Port-au-Prince
McGann, C. Steven, Nairobi to Internat. Org. Affairs
McGifford, Douglas G., Cairo to Addis Ababa
McIlvaine, Stevenson, Lusaka to African Affairs
McKennan, Jacqueline K., Info. Resource Mgt. to East Asian and Pac. Affairs
Meece, Roger A., Kinshasa to African Affairs
Melzow, Martha L., Foreign Service Institute to Marseille
Memler, William H., Sarajevo to Econ. and Bus. Affairs
Menyert, Louis S., Foreign Buildings to Personnel
Messick, Scott M., Dip. Sec. to Lima
Metzgar, Emily T., Pre-Assign. Trng. to Beijing
Meyer, Gerald J., Sanaa to Beirut
Meyers, Alfreda E., Pol. and Mil. Affairs to Port-au-Prince
Micaller, Manuel P., Ashgabat to Moscow
Millard, Elisabeth Inga, Operations Center to Near Eastern Affairs
Miller, Andrew Thomas, Consular Affairs to Tel Aviv
Miller, Richard T., Econ. and Bus. Affairs to Wellington
Miller, Ritchie W., Dublin to Niamey
Miller, Stephen Howard, East Asian and Pac. Affairs to Foreign Service Institute
Millet, Donna L., Libreville to Abu Dhabi
Minor, James T., Sarajevo to Dip. Sec.
Mire, Lawrence J., Yokohama to Naha
Monahan, Katherine E., Warsaw to Monterrey
Monogue, Sally S., Lagos to Islamabad
Moore, Candace B., Budapest to Sofia
Moore, Elizabeth, Executive Sec. to Hong Kong
Moore, Ralph W., Mexico City to Inter-American Affairs
Mozena, Dan W., Islamabad to Dhaka
Mueller, Jonathan D., Baku to Population, Refugees and Migration
Mueller, Maureen P., Dushanbe to Personnel
Muller, Bruce T., Bonn to Frankfurt
Mullinax, James David, Surabaya to Foreign Service Institute
Myers, Robert E., Tegucigalpa to Dip. Sec.
Navadel, George M., Almaty to La Paz
Nelson, Kirby D., Pre-Assign. Trng. to Dhaka
Neus, Robert Steven, Pre-Assign. Trng. to Rio de Janeiro
Nicholson, Marc E., Bangkok to Brasilia
Noll, George A., Pre-Assign. Trng. to Istanbul
Norland, Richard, Dublin to Oceans and Int'l. Envir. and Sci. Affairs
Nowell, Joseph B., Amsterdam to Riyadh
O'Brien, Linda K., Geneva to Inter-American Affairs
Olson, Michael J., Taipei to Dip. Sec.
Orlando, Elizabeth A., Frankfurt to Bangkok
Palaia, Thomas Andrew, Pre-Assign. Trng. to Panama
Park, Anna Maria, Monrovia to Personnel
Patonai, Richard, Paris to New Delhi
Paunescu, Razvan, Chisinau to Personnel
Peirson, Scot Merideth, Guatemala to Prague
Pepper, Kathy E., Beijing to East Asian and Pac. Affairs
Perry, June Carter, African Affairs to Antananarivo
Peterson, Janie A., Mexico City to Personnel
Peterson, Krista, Pre-Assign. Trng. to Tegucigalpa
Phipps Jr., Paul C., Havana to San Salvador
Podratsky, Michael F., New Delhi to Near Eastern Affairs
Podratsky, Teresa St. Cin., New Delhi to Near Eastern Affairs
Pollick, Arthur Lee, Montreal to São Paulo
Potash, Janet R., Sofia to Buenos Aires
Powell, Christopher J., Beijing to Dhaka
Prespare, William R., Foreign Service Institute to Moscow
Raynor, Michael A., Conakry to Windhoek
Regan, Mary Louise, Foreign Service Institute to Paris
Ritchie, Robert F., Abuja to Personnel
Ritchie, Sheila M., Abuja to Personnel
Robinson, Sandralee M., Dushanbe to African Affairs
Rooks, Christopher R., Dip. Sec. to Managua
Root, Danny B., Guadalajara to Bogota
Rosa, Antonio C., Info. Resource Mgt. to Havana
Rowles, David John, F.S. Spec.ist Intake to Niamey
Ruff, Gale L., Georgetown to Singapore
Ruggles, Taylor V., Tegucigalpa to European Affairs
Ruiz, Edgar R., St. Petersburg to Athens
Ruterbories, Julie Ann, Consular Affairs to London
Rutledge, Alvin David, Foreign Service Institute to High Rep.
Sandate, Celio Francisco, Calgary to Foreign Service Institute
Schaefer, Paul L., Dar es Salaam to Madrid
Schufletowski, Drew Frank, Pre-Assign. Trng. to Seoul
Schultz, Eric T., Tbilisi to European Affairs
Seman, Joseph E., Prague to Seoul
Sheehan, Kathleen S., Operations Center to European Affairs
Sherman, Richard Morey, Consular Affairs to Nat. Visa Center
Shoemaker, Lori A., Seoul to Conakry
Shouse, Eloise K., Inter-American Affairs to San Francisco Passport Agency
Simmons, Barbara J., Kuwait to Chengdu
Skotzko, Alexis E., New Delhi to Near Eastern Affairs
Smith, Janice G., Abu Dhabi to Vienna
Smith, Leopoldine E., Yaounde to Personnel
Smith, Rufus Grant, Tajikistan to Dept. of Defense
Solomon, Caryn Marie, Sarajevo to St. Petersburg
Sprouse, Mark David, Foreign Buildings to Lisbon
Stephens, Doris Kathleen, Belfast to Lisbon
Stern, Fredric W., Mumbai to Singapore
Stevens, Sandra A., Monrovia to High Rep.
Stickney, Brian R., Brussels to Brasilia
Strubel, Edward T., Peshawar to Info. Resource Mgt.
Strudwick, A. James, Kinshasa to Dhaka
Sutphen, Mona Kai, Internat. Org. Affairs to Nat. Sec. Council
Sweatt, Mona P., African Affairs to Accra
Swinehart, Keith A., Karachi to Addis Ababa
Tabb, Vandoster L., Paris to Foreign Service Institute
Tavakoli, Edith I., Amman to Bonn
Taylor, Lowry, Leg. Affairs to Islamabad
Tilton, Juliane D., Moscow to Santiago
Tinney, Philip M., Paris to Info. Res. Mgt.
Tinsley, Peter Geoffrey, Kingston to Pol. and Mil. Affairs
Trueman, Kenneth E., Info. Res. Mgt. to Harare
Turner, Courtney L., Rome to Operations Center
Van Heuven, Ruth M., European Affairs to Milan
Vanderhoff, James, Tokyo to Frankfurt
Verloop, Marja, Pre-Assign. Trng. to Warsaw
Viergutz, Carol Anne, Tel Aviv to Personnel
Villegoureix-Ritaud, Patri, Internat. Org. Affairs to Log. Mgt.
Wagner, Karl T., Mexico City to Inter-American Affairs
Weaver, Pilar A., Moscow to Personnel
Weiler, Roger, Vilnius to Personnel
Weiss, Richard M., East Asian and Pac. Affairs to Tokyo
Whaley, Peter, Banja Luka to Medical Complement
White Jr., Robert W., Brussels to Info. Res. Mgt.

FOREIGN SERVICE

Transfers

Wiener III, Howard C., European Affairs to Mgt.
Wiener, Sharon Anderholm, Foreign Service Institute to Near Eastern Affairs
Williams, Wallace Ray, Foreign Buildings to Dip. Sec.
Wilson, Robert D., Intel. and Res. to Pol. and Mil. Affairs
Wright, Scott R., Near Eastern Affairs to Tunis
Yeager III, John B., Harare to Pretoria
Zuehlke, Robert B., Manila to Inter. Narc. and Law Enfor. Affairs

Resignations

Bednasek, Kimberly Y., Chengdu
Bonilla, Martha H., Bogota
Boyd, Patrick, J., Frankfurt
Brenneke, Brett J., Baku
Connole, Timothy D., Info. Resource Mgt.
Davis, Alice Jean, Personnel
Davis, Janice O., Quito
Friedman, Lara S., Beirut
Hacker, Paul, High Rep.
Hicklin, James K., Majuro
Keffer, Sandra M., London
Kouns, Yong Hui, Tunis
Miller, Rhonda S., New Delhi
Moore, Tina L., Manila
Rasoolzadeh, Minoo, Leave Without Pay
Rawlins, Tanya M., La Paz
Ruthrauff, Holly M., Bratislava
Walker, Jenonne R., Prague
Walters, Karen I., Harare
Weller, Shirley A., Riyadh
Williams, Susan M., Kampala
Wilshire, Bonnie, Pretoria

USIA CIVIL SERVICE

Promotions

GS-9

Beamon-Freeman, Anita R., Office of Citizen Exchanges
Bullock, Dana L., Office of the Executive Director
Joyner, Lydia L., Office of the Executive Director

GS-11

Wehbi, Siham B., Office of Geographic Liaison

GS-12

Bruner, Kim Robin, Office of Human Res.

GS-13

Brown, Deborah M.S., Office of Thematic Progs.
Estephan, Hilda Zakhem, Office of the Executive Director
Nelson, Irma J., Office of Technology
Pryce, Marcia E., Exchange Visitor Prog. Services

GS-14

Marrero, Carmen, Office of Internat. Visitors

WG-09

Andrews, Andrew J., Office of Administration

Appointments

GG-3

Collins, Hope L., Internat. Org. Affairs

GS-5

Kaufman, Stephen E., Exchange Visitor Prog. Services
Marshall, Carlenia M., Declassification Unit

GS-12

Emerson, Susan L., Office of Academic Progs.

GS-13

Saunders, Richard S., Office of Technology

USIA FOREIGN SERVICE

Appointments

Brennig, Joseph J., Pakistan
Burgess, Denise, Office of Human Res.

Retirements

Doerflein, Carol, Office of Strategic Communication
Taylor, Larry R., Office of Human Res.
Kandel, Gerald K., Office of Human Res.
Cohen, David N., Office of Human Intel.

TSP Open Season Continues

The Thrift Savings Plan open season continues through Jan. 31.

Employees eligible to participate in the TSP currently have three investment options: the Government Securities Investment, or G Fund; the Common Stock Investment, or C Fund; or the Fixed Income Index Investment, or F Fund.

Employees covered by the Foreign Service Pension System and the Federal Employees Retirement System receive an automatic contribution of 1 percent of their salary and a matching contribution from their agency.

While employees in the old retirement plans—the Foreign Service Retirement and Disability System and Civil Service Retirement System—receive no automatic or matching contribution from their agency, they can invest in any of the three TSP investment funds.

Your TSP election form should be sent to your bureau's executive office or your post personnel officer for certification. The TSP open season booklet describes the program in detail. Employees who have not received a copy are encouraged to contact their administrative or personnel office.

Promotions

GG-3

Collins, Hope L., Internat. Org. Affairs

GS-2

Rice, Marian A., Worker Trainee Initiative

GS-3

Calloway, Velma N., Worker Trainee Initiative
Cooke, Darnisha M., Administration
Evans, Rita R., Worker Trainee Initiative
Ford, Leslie F., Worker Trainee Initiative
Staten, Sharon E., Worker Trainee Initiative
Taylor, Dorothy, Worker Trainee Initiative
Thomas, Stephen N., Log. Mgt.

GS-5

Ashley, Tarsha N., Houston Passport Agency
Carson, Julie A., New Orleans Passport Agency
Moody, Nicole A., Consular Affairs
Newman, Vella Ann, Info. Res. Mgt.
Rivers, Shawn M., New Orleans Passport Agency
Washington, Jacqueline T., New Orleans Passport Agency
Welp, Deborah K., New Orleans Passport Agency

GS-6

Newby, Dorrella F., Administration

GS-7

Arnette, Valerie R., Nat. Passport Center
Boria, Paul J., Nat. Passport Center
Burkley, Tania F., Administration
Dickens, Valencia D., Executive Office
Fenwick, Gale M., Washington Passport Agency
Francis, Renee D., Inspector General
Lee, Kau Y., New York Passport Agency
Lopez, Carole Ann, San Francisco Passport Agency
Moyes, Allan, Personnel
Munger, Roger D., Nat. Passport Center
Myers, Bertha J., Consular Affairs
Parente, Joseph A., Consular Affairs
Smith, Alice S.N., Dip. Sec.
Smith, Jean E., Personnel
Stanfield, Richard A., Medical Director
Williams, Carolyn E., Inter-American Affairs

GS-8

Miles, Cynthia R., East Asian and Pac. Affairs
Shelton-Stokes, Naomi, Consular Affairs
Thomas, Jennette, Info. Res. Mgt.

GS-9

Ball, Jacqueline, Operations Center
Barnes, Carolyn M., Office of the Sec.
Bournes, Shelby Joyce, Dip. Sec.
Forby, Alisa M., Executive Secretariat
Foster, T. Glenn, Log. Mgt.
Gusler, Elizabeth C.M., Stamford Passport Agency
Handler, Phuong B., East Asian and Pac. Affairs
Harrington, Brenda, Dip. Sec.
Keeler, Susan L., Executive Secretariat
Lofty, Tamiko Eunice, Inspector General
Love, Denise Renee, Consular Affairs
Merchant, Diana Marie, Foreign Buildings
Piquet-Stoll, Edith G., Log. Mgt.
Powell, Tanya A., Executive Secretariat
Whitlock Jr., James W., Log. Mgt.

GS-11

Brooks, Maren, Office of the Sec.
Brumfield, Eva M., Chicago Passport Agency
Carr, Annmarie Angela, Near Eastern Affairs
Coates, Stephanie L., Info. Res. Mgt.
Eggert, Tamara E., European Affairs
Estes, Marlene C., Dip. Sec.
Fisher, David L., Log. Mgt.
Holleran, Francis J., Legal Adviser
Holmes, Juanita Beatrice, Dip. Sec.
Kim, Jennifer V., Inspector General
Kim, Penelope R., East Asian and Pac. Affairs
Kozlik, Karen F., Chicago Passport Agency
Marsh, Duncan R., Pres. Mgt. Intern Prog.
Moore, Margie W., Chicago Passport Agency
Quarles, Janet E., Pol. and Mil. Affairs
Romagnoli, Nicole M., Dip. Sec.
Tenney, Bryan O., Inspector General
Williams, Stacy D., Inspector General

GS-12

Bush, Christopher, Public Affairs
Crosby, Kimberly E., Info. Res. Mgt.
Damus, Rosette P., Inter-American Affairs
Degonia II, Thomas M., Office of Counsel
Esser, Barbara Elisabeth, Intel. and Res.
Hall, Barry L., Foreign Buildings
Herbert, Michael Darrell, Dip. Sec.
Jones, Richard Joseph, Boston Passport Agency
Larkin, John R., Bureau of Econ. and Bus. Affairs
Litschauer, Virginia L., Administration
Marshall, Mary E., Near Eastern Affairs
Matchey, Paul Michael, Foreign Buildings
McCree-Green, Carol E., Info. Res. Mgt.
Moser, Sheree A., Inspector General
O'Rea, Eric V., Info. Res. Mgt.
Rogers, Gypsy L., Chief Fin. Officer
Vacante, Jane Marie, Nat. Passport Center
Weinshenk, Andrew J., Econ. and Bus. Affairs
Wimmer, Margery L., Inspector General
Woody, Jennifer M., East Asian and Pac. Affairs

GS-13

Abood, Diane Lynn, Intel. and Res.
Bernhardt, Lilibeth Cleto, Personnel
Bethune-King, Eliza, Personnel
Brown, Anita A., Personnel
Derosa-Joynt, Barbara M., Oceans and Int'l. Envir. and Sci. Affairs
Hemby, Sandra J., Personnel
Jackson, Ruth N., Pol. and Mil. Affairs
Portell, Sherman D., Consular Affairs
Scott, Patricia R., Pol. and Mil. Affairs

GS-14

Alms, Kenneth Richard, Info. Res. Mgt.
Edillon, Joel A., Foreign Buildings
Lucich, Michael A., Chief Fin. Officer

GS-15

Blake, Donald E., Dip. Sec.
Fria, Lillian E., Intel. and Res.
Gorsky, Jeffrey H., Consular Affairs
Recachinas, George J., Office of the Sec.

Retirements

Damours, Stephen L., Personnel
Hagen, Trudy Frederica, Foreign Service Institute
Sutton, Gerald M., Inspector General

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Appointments

Adams, Susan M., Inspector General
Anderson, Pamela J., Foreign Service Institute
Carr, Erin E., Pres. Mgt. Intern Prog.
Cento, Daniel Willard, Inter-American Affairs
Chaverini Jr., Vincent, Log. Mgt.
Coffey, John W., Pol. and Mil. Affairs
Drisko, Shapleigh C., Administration
Eddington, Sandra L., Log. Mgt.
Ezrahi, Ariel M., Legal Adviser
Fernald, Jan Arlene, Nat. Passport Center
Fisher, Alice A., Dip. Sec.
Gravett, Dionne A., Internat. Org. Affairs
Grimes, Emma S., Pol. and Mil. Affairs
Hawkins, Ardenia R., Inter. Narc. and Law Enfor. Affairs
Hodd, Andrew A., Intel. and Res.
Hudak, Patrick M., Econ. and Bus. Affairs
Jackson, Sandra W., Econ., Bus. and Agri. Affairs
Kirchgasser, Karen E., Public Affairs
Kojm, Christopher A., Intel. and Res.
McCall, Louis A., Inspector General
McGlinchey, Andrea J., Log. Mgt.
McIff, Colin L., Oceans and Int'l. Envir. and Sci. Affairs
McMahon, Margaret E., Consular Affairs
Perry, Maureen, Chief Fin. Officer
Pratt, Jonathan G., Internat. Org. Affairs
Schmidt, Laura A., Pol. and Mil. Affairs
Settlage, Rachel D., Dem., Human Rights and Labor
Simmons Jr., Robert F., European Affairs
St. Clair Jr., Roy P., Intel. and Res.
Thomas, Claudia S., Foreign Service Institute
Tran, Annie, Legal Adviser

Resignations

Bamiduro, Adewunmi, Log. Mgt.
Boyd, Monica Renee, Inter-American Affairs
Brand, Sarah A., Log. Mgt.
Brown, Daphne Y., Worker Trainee Initiative
Burke, Shannon K., Protocol
Burkett, Kevin, Consular Affairs
Byrd, Tiffany R., Info. Mgt.
Cerrillo, Daisy, Inter-American Affairs
Chatman, Tracy P., East Asian and Pac. Affairs
Cicale, Raymond E., Chief Fin. Officer
Cintron, Christian, Foreign Buildings
Cintron, Lydia Christina, Inter-American Affairs
Clark, Lisa M., Personnel
Clinton, Cheri, Consular Affairs
Combe-Clark, Pauline, European Affairs
Craig, Gregory B., Policy Planning Council
Creeser, Gregory J., Pol. and Mil. Affairs
Curiel, Cristina, Policy Planning Council
English, Karla R., Log. Mgt.
Fraley, Kathryn Denise, Chief Fin. Officer
Garrett, Johnetta, New Indep. States
Goldwyn, Lesley David, Internat. Org. Affairs
Goux, Carissa S., Public Affairs
Gupta, Sanjay, Mgt.
Hall, Crystal R., Foreign Buildings
Henson, Aprelle R., Log. Mgt.
Hogg, Linda J., Info. Mgt.
Infelise, Erik W., Log. Mgt.
Jackson, Erica L., Inspector General
Johnson, Marquitta D., Foreign Buildings
Kamas, Julie Ann, Los Angeles Passport Agency
Kemp, Jack Kenneth, Dip. Sec.
King, Rachel S., Legal Adviser
Lacombe, Patrick Gerard, Intel. and Res.
Liebler, David G., Personnel
Lloyd, Jamiel C., Log. Mgt.
Malinowski, Tomasz P., Policy Planning Council
Martin, Kathleen Dale, Legal Adviser
Masterman, Frances L., Info. Res. Mgt.
McClenaghan, Eliza Jane, Mgt.
Miller, Kelvin L., Consular Affairs
Nadeau, Carla T., Population, Refugees and Migration
Niel, Lateia, Personnel
Park, Christopher J., Internat. Org. Affairs
Prince, Jonathan M., Public Affairs
Prince, Lucille D., Nat. Passport Center
Roberts, Shannon R., Administration
Rosen, Debra J., Log. Mgt.
Rybicki, Stephen John, Dip. Sec.
Scott, Dawn A., Personnel
Smolar, Robert B., Foreign Buildings
Spiewak, Donna Mae, Inspector General
Sprinkle, Julianne, Legal Adviser
Sullivan, Alexandra Maria, Dip. Sec.
Wilson, William C., Consular Affairs
Zeiss, Scott E., Log. Mgt.
Zigoris, Lynn A., Legal Adviser

Education & Training *Continued from page 43*

Program	Feb.	Mar.	Length
SX-50—Mitel PBX SX-50	15	22	1 W
SX-200D—Mitel PBX SX-200	22	29	1 W
SX-2000—Mitel PBX SX-2000 Analog	1	8	1 W
SX-20/200A—Mitel PBX SX-20/200 Ana.	—	1	1 W
Basic PC Maintenance	1	—	1 W
Windows NT 4.0 Local Administration	8	8	2 W
Network Essentials	1	1, 29	1 W
Alma Tech Certification	1	29	5 W
Clout 3.0	—	22	3 D
Fast Backup	—	8, 22	1 W
Fast TERP V	—	15, 29	1 W
BPS—Black Packet Switch	8	8	1 W
Meridian 61C (YW-497)	15	22	2 W
Amanda Mail/Mdr. Account	—	1	1 W
Banyan LAN—Local Networks	8	—	2 W
PC B/A—Pers. Computer Basics/Adv.	15	15	3 W
Black Router	1	1, 22	1 W
Microsoft Exchange	22	22	1 W
IDNX/90 EXS, IDNX/20 & IDNX MICRO/20	8	22	1 W

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

Courses to which personnel are assigned are not listed. For additional information, consult the course catalog or contact the Office of the Registrar at (703) 302-7144.

Nominations Wanted
for Volunteerism Award

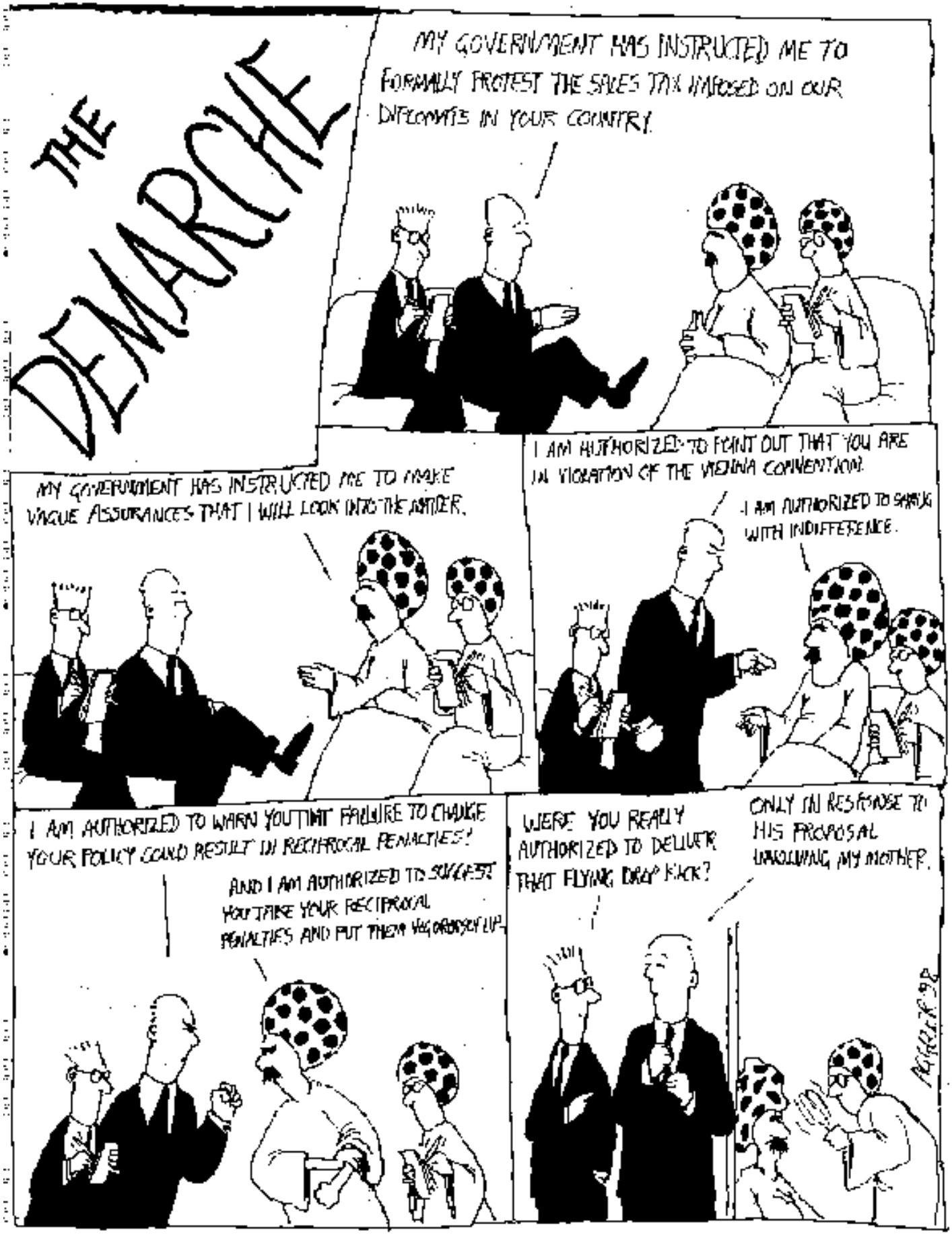
The Association of American Foreign Service Women is seeking nominations for the AAFSW/Secretary of State's Award for Outstanding Volunteerism Overseas.

The deadline for nominations is Feb. 1.

U.S. government direct-hire employees, spouses and family members over age 18 qualify for the award. Nominees must be U.S. citizens.

Nominations, with an explanation of the nominee's outstanding qualifications, should be sent to: AAFSW, 5125 MacArthur Blvd. NW, Suite 36, Washington, DC 20016. Nominations may also be sent by fax to (202) 362-6589 or by e-mail to aafsw@erols.com.

AAFSW, a nonprofit organization, also seeks donations to the fund that supports the volunteerism awards. Donations may be sent to the above address.


THE DEMARCHE
MY GOVERNMENT HAS INSTRUCTED ME TO FORMALLY PROTEST THE SALES TAX IMPOSED ON OUR DIPLOMATS IN YOUR COUNTRY.
MY GOVERNMENT HAS INSTRUCTED ME TO MAKE VAGUE ASSURANCES THAT I WILL LOOK INTO THE MATTER.
I AM AUTHORIZED TO POINT OUT THAT YOU ARE IN VIOLATION OF THE VIENNA CONVENTION.
I AM AUTHORIZED TO SHRUG WITH INDIFFERENCE.
I AM AUTHORIZED TO WARN YOU THAT FAILURE TO CHANGE YOUR POLICY COULD RESULT IN RECIPROCAL PENALTIES!
AND I AM AUTHORIZED TO SUGGEST YOU TAKE YOUR RECIPROCAL PENALTIES AND PUT THEM VAGORDSY UP.
WERE YOU REALLY AUTHORIZED TO DELIVER THAT FLYING DROP KICK?
ONLY IN RESPONSE TO HIS PROPOSAL UNDOLLING MY MOTHER.

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