

UNITED STATES DEPARTMENT OF STATE

February 1999

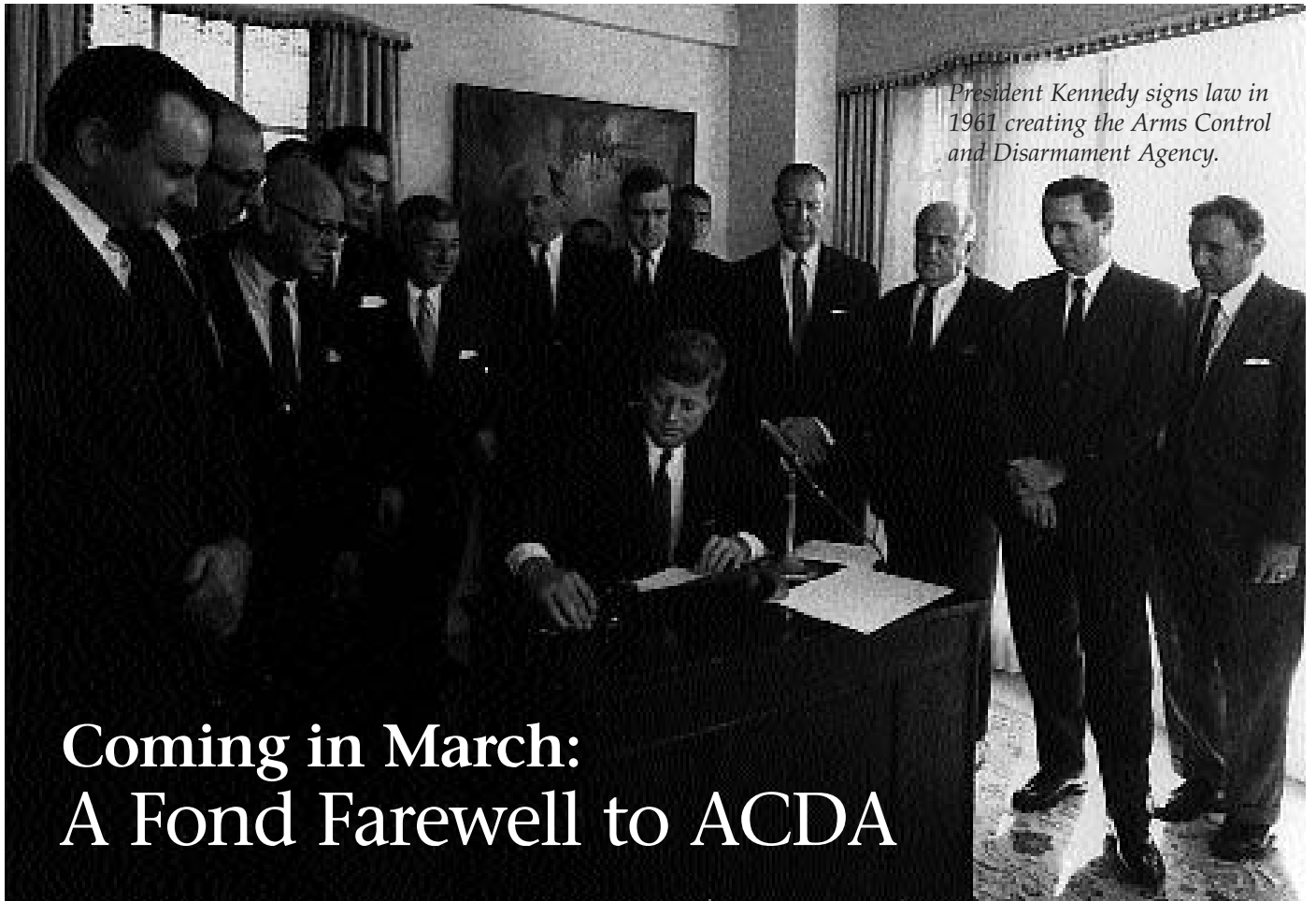
State

Magazine



Jesse Jackson

on
U.S. Africa Policy



President Kennedy signs law in 1961 creating the Arms Control and Disarmament Agency.

Coming in March: A Fond Farewell to ACDA

State Magazine

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

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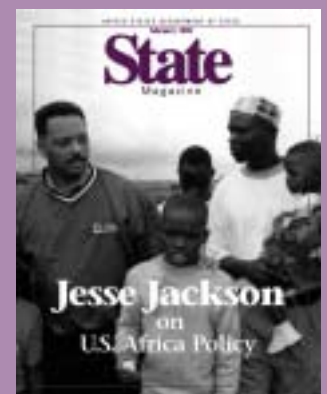
Commercially available computer products are helping the mission in Durban get work done faster and with fewer headaches.

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On the Cover

The Rev. Jesse Jackson visits Nairobi.

Reuters photo



Bridging the Centuries With Purpose

We are now well into the final year before the turn of the century and the start of a new millennium.

The impacts of this milestone, aside from the troubling year 2000 problem, are more likely to be psychological than substantive. We will have crossed a once dimly envisioned threshold into the future, but we will bring with us the accumulated baggage of the past. The world of the 21st century will start where the world of the 20th ends. So our job this year will be to conclude the century on the best possible note.

The question is, "Where to begin?"

Even an abbreviated list of our goals would include better protection against the threat posed by weapons of mass destruction; restored confidence in the world economy; further progress toward peace in the Middle East; a NATO strengthened by new members and prepared for new challenges; greater stability on the Korean Peninsula and in the Persian Gulf region; a diplomatic settlement in Kosovo; a more democratic and cohesive Bosnia; a healthy start toward recovery from the Central American floods; and progress in building hope and avoiding conflict in Africa and in combating terror, crime, drugs, pollution and disease.

Obviously, the year ahead will test us all.

We draw confidence from the versatility, talent and dedication of the State Department team.

We derive inspiration from the knowledge that America's goals around the world are the right ones, grounded in self-interest but also in universal principles of respect for human freedoms and international law.

And we are informed by our awareness of the lessons of the 20th century now drawing to a close:

- From the assassination of an archduke in Sarajevo in 1914 to the massacre in Srebrenica in 1995, we learned that problems abroad, if left unattended, will all too often come home to America.
- From Smoot-Hawley and the Depression, we learned that nations prosper not by hiding behind protectionist walls, but by building bridges of cooperation and commerce.
- From Munich, Treblinka and Auschwitz, we learned that evil must be confronted with determination and courage.

- From the Manhattan Project, we learned that our decisions could determine not only the quality, but also the continued possibility, of human life on earth.

- From Lend Lease and the Marshall Plan, we learned that bold investments in the well-being of our friends can yield large dividends for our own security and prosperity.

- From Susan B. Anthony and Martin Luther King, we learned that America cannot lead for justice abroad unless we pursue justice here at home.

- From Vietnam and Somalia, we learned the need for rigor in defining our interests and realism in pursuing them.

- From the fall of the Berlin Wall and the end of apartheid, we learned that not even the cruelest tyranny can crush the human desire for freedom.

- And from century's dawn to century's close, we have learned just how vital it is that America embrace its responsibilities, live up to its principles and lead.

Fifty years ago, President Harry Truman said this about America's purpose:

We seek no territorial expansion or selfish advantage. The only expansion we are interested in is the expansion of human freedom. The only prize we covet is the respect and goodwill of the family of nations. The only realm in which we aspire to eminence exists in the minds of men [and women], where authority is exercised through the qualities of compassion and right conduct.

Those words provide ample description of our purpose today, in this Department, throughout our government and around our country.

That is a purpose, it seems to me, in which we can all believe.

It provides sufficient reason for showing up, every day, to do our jobs and do them well.

It is why I am incredibly proud to serve side by side with each and every one of you.

And it is a solid basis for our efforts to bring this century to a close in a manner that will brighten prospects for us all in the next. ■

From the Editor

With winter howling at the door, there's warmth in the words "San José," our Post of the Month, where beaches are busy year-round, attracting about 1 million tourists annually. But if you visit, you may see neighbors among the estimated 40,000 Americans who make Costa Rica their home temporarily or fulltime.

The Information Bureau at the U.S. Information Agency is demonstrating the power of information through the Internet and related information technologies. The 360 employees of this month's featured bureau inform and influence global audiences about U.S. policies and principles.

To help observe Black History Month, we caught up with the President's busy special envoy to Africa, the Rev. Jesse Jackson. The pursuit was well worth the insights he had on U.S. efforts to promote democracy and human rights in Africa and on that continent's contributions to America's history.

The Year 2000 problem, or Y2K, has big implications for State and is the focus of a two-pronged effort to face and resolve the problem through overall program management and technical "strike teams" to assist individual bureaus. Stay tuned.

If you enjoy being chief cook and bottle washer, you may want to bid on one of the Department's many "microposts." But there's no passing the buck. It stops with you!

Finally, we salute the Marine security guards, those "ambassadors in blue" who for 50 years have been our first line of defense in emergencies overseas.



are provided to gay and straight officers alike.

David DiGiovanna
Vice President for Policy and Partnership, Gays and Lesbians in Foreign Affairs Agencies

A Department Response

Dear Editor:

Your article "Washington Responds to the Crisis," in last October's issue, omitted Information Resource Management's response to the bombing crisis. IRM immediately established its own 24-hour task group and dispatched vital communication packages to Dar es Salaam and Nairobi to reestablish classified communication links. Besides staffing the task force, IRM employees also volunteered assistance, coordinated huge shipments of classified and unclassified equipment and delivered much-needed materials and hardware to both embassies. Entire phone networks were reestablished, as well as unclassified and classified local area networks to connect the interim embassy sites to the rest of the world. The Department team that pulled together during this crisis extended well beyond the walls of the East Africa Task Force and included numerous bureaus other than those mentioned in your article.

Karen Cygrymus
Bureau of Information Resource Management

Our report was written within days of the bombings under a very tight deadline about a story that was still developing. We realize that every bureau and office responded to the crisis, and each is to be commended. As Assistant Secretary for African Affairs Susan Rice said on this page in the November issue, "Without your teamwork, we could not have coped effectively with this crisis."—The Editors

Talking Tandems

Dear Editor:

While your article on tandems in the November issue was a welcome look at an important subject, it was nonetheless disappointing that the author did not take the opportunity to include a discussion of the growing number of gay and lesbian tandem couples in today's Foreign Service. Lesbian and gay tandems face the same difficulties as the couples profiled in attempting to keep their families together while striving for rewarding and career-enhancing assignments. Unfortunately, lesbian

and gay tandems face these challenges without benefit of official recognition of their status by the personnel system and without the limited assistance and procedures their straight colleagues enjoy. The Department has made noticeable and welcome progress in recent years in acknowledging the increasing number of gay and lesbian officers. It is also, somewhat belatedly, recognizing the value of a strong, stable family life as the underpinning of good Foreign Service officers. In seeking creative solutions to family friendly issues, the Department should ensure that the benefits

DIRECT FROM THE D.G.

BY EDWARD W. "SKIP" GNEHM JR.

We at State are excited about the challenge of integrating the foreign affairs agencies. Our goal is to create a unified organization better prepared to meet the challenges of the next century. I realize, however, that for many Arms Control and Disarmament Agency and U.S. Information Agency employees, the prospect of moving into a large organization like State is somewhat daunting. There are understandable concerns about moving from a smaller agency to one whose employment rolls already number more than 25,000. To alleviate some of these concerns, I want to share with you my thoughts about the benefits of the transition, particularly for our new Civil Service employees.

While State's larger size may be viewed as a drawback, it enables us to offer a number of benefits that smaller agencies cannot provide. The Foreign Service Institute, for example, is developing a continuum of leadership and management training to allow Civil Service personnel to develop these essential skills over the course of a full career. The courses include such mid-level offerings as Washington tradecraft and negotiation arts and skills, as well as management courses like the supervisory studies seminar and the employee relations seminar. At higher levels, we offer such courses as strategic planning and performance measurement and the prestigious foreign affairs leadership seminar. The seminar offers a select group of future leaders at the GS-15 and FS-01 levels and above a two-week, off-site exploration of leadership and team-building skills. All of these courses, from top to bottom, are open to both Civil Service and Foreign Service employees. In fiscal year 1998, 410 Civil Service and 224 Foreign Service employees took advantage of one or more of these courses.

Additionally, State regularly fills coveted slots at the National Defense University at Fort McNair with Civil Service employees. This year, four Civil Service members will receive master's degrees in strategic studies from NDU, and another is earning a degree at the Naval War College in Newport, R.I. We also reserve two slots each year at the Senior Seminar for Civil Service employees. Competition for these slots is indeed fierce, but the opportunity to compete is guaranteed, just as it is guaranteed for our Foreign Service staff.

A larger organization can also provide more opportunity for mobility, both lateral and upward. Many of our most successful Civil Service employees have crafted challenging careers by moving between bureaus—from Personnel to International Narcotics and Law Enforcement, or from



ACDA, USIA Civil Service Employees Have Much To Gain From Merger

European Affairs to Consular Affairs, to cite two recent examples. Besides a wider range of assignment opportunities, State offers career and leadership development programs. For instance, the Department's updated Senior Executive Service Candidate Development Program will begin in fiscal year 1999. This program will provide selected employees at grades GS-14 and GS-15 with the experience, assignments and classroom training necessary to prepare them for executive responsibilities. After completing the program and being certified by the Office of Personnel Management's qualification review board, participants will have noncompetitive conversion eligibility to enter the Senior Executive Service.

We also offer Civil Service employees the opportunity to serve at overseas missions. We currently have 136 Civil Service employees deployed overseas in positions ranging from FS-07 office management slots to an FS-01 political/military job. We also launched our Civil Service Overseas Mobility Initiative this year. The program sets aside a total of 10 rotating overseas positions to be allocated to posts with extraordinary but temporary needs. Each year, we will select five posts to receive an additional two-year position, over and above the normal Foreign Service complement. Qualified Civil Service employees will compete for these positions, which are structured to develop the individual employee as well as serve an essential need at post. The first two participants will serve as a refugee officer in Tbilisi and a narcotics affairs officer in New Delhi.

For those Civil Service employees who want to make a long-term commitment to Foreign Service life, we formalized a Civil Service to Foreign Service conversion program last year. Civil Service employees who serve four of six years overseas and complete 33 months of service at a Foreign Service grade and skill code considered in deficit are eligible for consideration. If successful, they will be converted to the Foreign Service grade equivalent to their current Civil Service grade.

The child care centers near Main State and in nearby Arlington, Va., may also prove a welcome benefit. These centers are run by The Easter Seals Society with oversight by a board of directors. Tuition assistance is available at both sites.

We are committed to making State a model employer for both Civil Service and Foreign Service employees. As we welcome our USIA and ACDA colleagues on board, we seek your suggestions for other steps we can take to create a supportive workplace and opportunities for professional development. ■

State Issues Digital Passports



The Department recently started issuing a new, more secure U.S. passport featuring a digitized photograph and data page.

The National Passport Center in Portsmouth, N.H., issued the first new passports in November, and by late 1999, all domestic passport agencies will be equipped to produce them. In the interim, both versions of the passport will continue to be issued domestically.

Embassies and consulates will continue to issue the old-style passports, although State is studying the feasibility of equipping overseas posts to produce the new passports.

The new passport, which officials say represents the most important improvement in passport technology in 17 years, replaces the traditional passport photo with a computer-generated image of the bearer.

Digitized images are less vulnerable to photo substitution, an illegal technique used to replace the photo of the legitimate bearer with one of an imposter.

In 1997, about 15,000 of the more than 6 million U.S. passports issued were reported stolen by U.S. citizens traveling abroad. Many of these stolen passports are altered and used to commit financial crimes, to smuggle drugs or to gain illegal entry into the United States. Criminal organizations charge up to \$30,000 for expertly altered passports and even provide specialized training for their "clients" to help them impersonate the legal bearer.

The new U.S. passport also contains several anticounterfeiting features in the data page, including security film with an image similar to a hologram to protect both the digital photo and the personal data. Microline printing, in the form of wavy lines, is being added behind the photograph to serve as another deterrent to counterfeiting.

Bearers of the old-style passport will not be required to exchange it for the newer version.

New Office Supports Religious Freedom

State recently established the Office for International Religious Freedom and appointed a new special representative of the Secretary to lead it.

Secretary Albright created the new position and office on the recommendation of the 20 religious leaders and scholars who form her Advisory Committee on Religious Freedom Abroad. Robert Seiple, the new special representative, reports to the Secretary and the assistant secretary for Democracy, Human Rights and Labor.

The new office will give unprecedented attention to the issue of religious freedom as a priority in and central element of U.S. foreign policy. The President and Secretary have instructed all Foreign Service officers to intensify their advocacy and reporting on U.S. efforts to promote religious freedom and oppose violations.

State Improves Immigrant Visa Processing

The Department recently introduced a new procedure to help prospective immigrants comply with the requirement to demonstrate that they are unlikely to become a public charge to the U.S. government.

State's National Visa Center in Portsmouth, N.H., is now mailing the Affidavit of Support Form I-864 directly to the U.S. petitioner sponsoring the prospective immigrant's visa application. Under the old system, the center mailed the form to the applicant, who then forwarded it to the petitioner in the United States.

The Department's three largest immigrant visa processing posts—Ciudad Juarez, Manila and Santo Domingo—began instructing petitioners in January to return the completed form to the National Visa Center. The center then forwards it to the embassy or consulate where the visa interview will take place.

This change is designed to reduce the time required to process immigrant visas and the number of denials due to incomplete documentation.

State Sponsors Job Fair

An information technology job fair designed to recruit computer, telecommunications and information management specialists to the Department is scheduled for Saturday, Feb. 27, at the National Foreign Affairs Training Center in Arlington, Va., from 8 a.m. to 5 p.m.

Open to the public, the job fair will offer information about high-tech career opportunities throughout State. Attendees will learn about worldwide Foreign Service openings as information management specialists and information management technical specialists. Information also will be provided on Civil Service opportunities in Washington, D.C., for computer and telecommunications specialists.

Richard E. Hecklinger Named Envoy to Thailand



Richard E. Hecklinger, a career member of the Senior Foreign Service, is the new U.S. Ambassador to the Kingdom of Thailand. He joined the Foreign Service in 1967 and served in the Office of Soviet Union Affairs and as vice consul in Stuttgart before returning to the Department to serve on the Executive Secretariat staff, then as a

deputy office director in the Bureau of Public Affairs.

Ambassador Hecklinger then began a series of assignments dealing with international economic policy issues, serving as director of an energy office in the Bureau of Economic and Business Affairs, acting deputy assistant secretary at the Department of Energy, economic counselor in The Hague, executive assistant to the undersecretary for Economic Affairs, deputy chief of mission in the U.S. Mission to the Organization for Economic Cooperation and Development and principal deputy assistant secretary for Economic and Business Affairs. He served as special adviser to the undersecretary for Political Affairs, deputy assistant secretary for European and Canadian Affairs and senior inspector in the Office of the Inspector General. Before his appointment to Thailand, he was senior adviser to the undersecretary for Economic, Business and Agricultural Affairs.

Ambassador Hecklinger received a bachelor's degree from St. Lawrence University, a master's degree from the Johns Hopkins School of Advanced International Studies and a law degree from Harvard Law School.

Web Site Serves FS Community

A group of six Foreign Service spouses has created a web site designed to link members of the Foreign Service community.

The site, Foreign Service Lifelines, features an interactive, limited-access bulletin board where visitors can go with questions and find people who can suggest solutions. The site also provides resource information for those serving in U.S. missions aboard, as well as articles written by members of the Foreign Service community.

The site can be reached at www.kreative.net/fslifelines.



Corrections

The October issue of *State Magazine* incorrectly reported that William B. Milam, the newly appointed U.S. Ambassador to the Islamic Republic of Pakistan, previously served as deputy chief of mission in Monrovia. Ambassador Milam was the chief of mission.

The same issue reported incorrect information released by the White House press secretary's office. Ambassador John Melvin Yates was nominated—and has since been confirmed—as U.S. Ambassador to the Republic of Equatorial Guinea. There is no Republic of Equatorial New Guinea.

In our December article on "A Day in the Life of the Secretary," we misspelled the last name of Czech Ambassador to the United States Alexandr Vondra in two photo captions. We regret the errors.—*The Editors*

DG Talks to USIA Employees

The director general of the Foreign Service recently offered reassuring words for employees of the U.S. Information Agency who will join the State Department on Oct. 1.

"This is not the disappearance of any one group because it has been devoured by another, but it is a combination of three into a new structure, a new Department of State that is stronger," State's Director General of the Foreign Service and Director of Personnel Edward W. "Skip" Gnehm Jr. told USIA employees at a recent town hall meeting.

The meeting also featured USIA's director of Human Resources, Jan Brambilla; International Broadcasting Bureau's director of Personnel, John Welch; and USIA reorganization coordinator, Dick Stephens. Steve Chaplin, a member of USIA's Reorganization Steering Committee, moderated.

Ambassador Gnehm listed his three priorities as director general of the Foreign Service and director of Personnel: reinforcing the idea that State Department service is a profession; renewing the Department's commitment to diversity; and successfully implementing the merger of ACDA, USIA and State into a "new State," drawing on the strengths of all three agencies.

"There is a place for everyone in the new structure," he said. "All personnel of ACDA and USIA are going to be assigned, and they will be assigned at the same grade and class, the same rate of base pay and with the same tenure. There is no intention... to RIF people or separate people."

Placing USIA personnel in the new State structure is a top priority, he said, "because when you know where you're going and what you're going to be doing... and know what your future is, you'll be confident." He described the Civil Service "vacancy hold" policy put in place before the consolidation. It requires that certain State vacancies be reviewed to determine if the position could be filled by an employee currently in ACDA or USIA at the appropriate grade and with the appropriate skills. He also noted that, while the ultimate goal is to have all employees of the new State located in Foggy Bottom, current space constraints make that impossible for the immediate future.

Ms. Brambilla stressed that since the April 1997 announcement of the President's plans to integrate the

foreign affairs agencies, both the director general and Deputy Assistant Secretary Alex De La Garza have been personally involved in ensuring a smooth transition. Ms. Brambilla said the various joint USIA-State working groups had confronted "tough issues," but emphasized the positive tone the groups maintained as they looked for creative solutions. She addressed the need for orientation sessions to teach USIA and State employees about the functions and structures of each other's agencies, with an eye to facilitating merger down the road.

Mr. Welch, meanwhile, talked about the challenge his bureau faces as it begins to create its own support structure once it becomes an independent agency.

A spirited question-and-answer session followed, with union representatives stressing the need for employee participation in the decision-making process and seeking reassurances that positions would not be downgraded when they were carried over to State.

Asked about new, stricter reviews on "accretion of duties" promotions, Ambassador Gnehm said the stricter reviews were placed at all three agen-

cies to ensure that no employee or agency would use the period before reorganization to promote individuals in a manner that would limit future advancement opportunities for other employees. In response to another question about State's commitment to diversity in the workforce, the director general described the Foreign Affairs Fellowship Program as "State's own ROTC program." It provides tuition assistance to undergraduate and graduate students in return for a commitment to enter the Foreign Service. Financial need is among the criteria used to select fellows, he said.

When asked about the "crosswalks" being developed to place USIA employees into positions at State, the director general emphasized that existing crosswalks are not final, and that he anticipated many adjustments to the initial drafts in coming months.

Ambassador Gnehm concluded his remarks, however, by reassuring the audience, "I firmly believe that we can do this right, and that we can end up with a very strong structure that has done right by our people. We're determined to do it fairly and equitably, and we're going to try our best to prove that to you over the next few months."

**"There is a place
for everyone in the
new structure."**



*San José's historic
National Theater.*

Post of the Month:

San José

By Connie Goldsberry Griffin

Costa Rica has enjoyed a peaceful existence in the midst of the turmoil in Central America during the past few decades. Its military was abolished in 1949, and Costa Rica is the region's most stable democracy, boasting a literacy rate of 93 percent. The Costa Rican people, known as "Ticos," are warm, friendly and caring. They demonstrated that compassion last fall during Hurricane Mitch, when they responded generously to frequent calls for donations of food, clothing and money for hurricane-devastated Nicaragua and Honduras. Employees at the U.S. Embassy in San José became involved in these efforts, too, working at the airport to load planes with necessities.

The country is home to approximately 20,000 U.S. residents, with an equal number residing temporarily in Costa Rica and returning to the United States for part of the year. The Costa Rican Tourism Institute predicts that 1 million tourists will visit the country in 1999. Most will enjoy traditional Tico hospitality as they travel to the rain forests, spectacular beaches and volcanoes.

Tourism is the number one revenue producer in Costa Rica, followed by the traditional agricultural exports, bananas and coffee. However, industry accounts for a higher percentage of gross domestic product than agriculture, and Costa Rica's goal is to increase its technical manufacturing capacity. Intel, using the well-educated Tico workforce, currently conducts final assembly of 25 percent of its latest-generation central processor in Costa Rica. The country is moving toward greater private industry involvement in many sectors of the economy previously handled by government, such as management of the airport, with others to follow in the future.

Most of the nation's population lives in and around San José, the capital and principal city. San José is in the Central Valley, surrounded by a mountain range. Over the mountainous terrain, the Pacific Ocean lies to the west and the Caribbean Sea to the east. Costa Rica is

*Scarlet Macaws
near Jaco Beach.*



Photo by Pamela Stacy

about the size of West Virginia, but in spite of its relatively small size, driving times are much longer than might be expected because of rugged, winding mountain roads and uncertain road conditions.

Although the rainy season stretches from May to November, mornings are usually sunny, followed by gray afternoons. The sun rises at about 5 a.m. and sets by 5:30 p.m. year-round, so people get out early to do their business. The dry season brings beautiful sunny weather with strong winds, and with it, the tourist season from December to April.

Contrary to what some people may expect, typical Tico food is not spicy. The national breakfast in Costa Rica is called *gallo pinto*, and consists of fried rice and beans. Another wonderful dish is *ceviche*, lime-cured raw sea bass with onions and coriander.

Money raised by coffee exports was used to build San José's beautiful National Theater in 1897 to entice world-class entertainment. Today the theater, a national landmark, hosts cultural events ranging from symphonies to dramas to ballet. San José also boasts numerous museums, including the Gold Museum and the Jade Museum, which house pre-Columbian jewelry and artifacts.

Costa Rica also offers a wealth of natural attractions. The ecologically conscientious government has established national parks that cover more than 13 percent of the country.

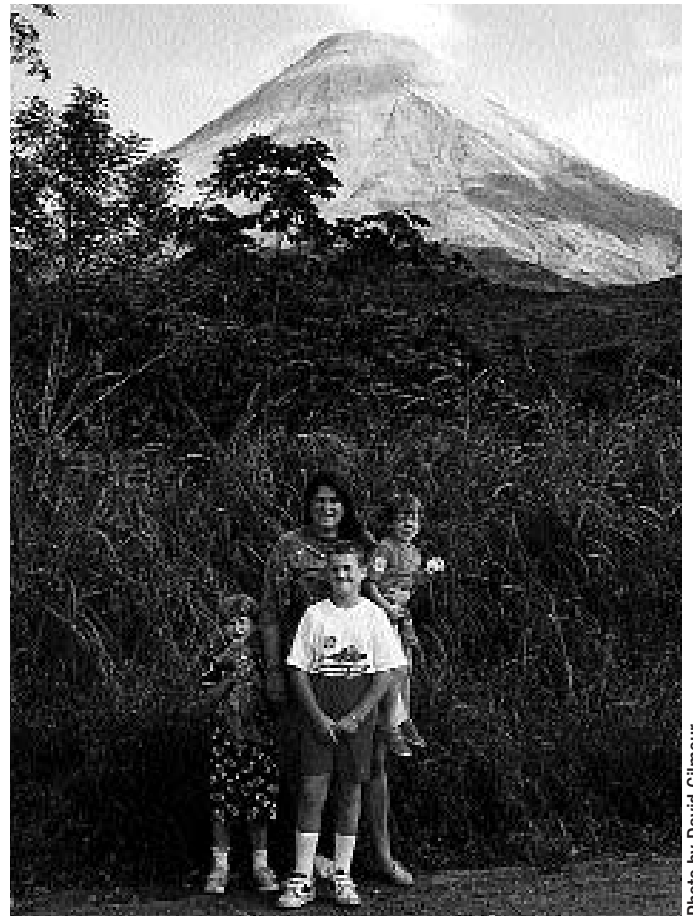


Photo by David Gilmour

Above, community liaison officer Judith Martin, center, with Foreign Service family members Miles, Tristan and Schyler Gilmour in front of active Arenal Volcano. Below, visiting Poas Volcano, from left, are political officer Wendy Schmidt, Marine Sgts. Charlie Magruder and Bonnie Blair and a friend.





Above, a traditional oxcart filled with purple orchids at the annual oxcart parade in Escazu. Below, Alexandria and Virginia Foster, family members of Foreign Commercial Service commercial attaché, Frank Foster, in front of an oxcart filled with coffee wood.

One of the most spectacular sites in Costa Rica is Arenal Volcano, an active volcano north of San José. Other volcanoes often visited by embassy employees and tourists include Iraszú, the highest volcano in Costa Rica at 11,260 feet, last active in 1965; Poas, with an elevation of 8,800 feet; and Barva, at 9,500 feet. As a country of so many volcanoes, Costa Rica experiences occasional tremors.

Costa Rica's array of wildlife is immense, but it is not easy to locate many of the animals in the dense rain forests. Visitors may catch a glimpse of a howler monkey or spider monkey, and the elusive quetzal, the bird with a tail up to three feet long, lives in several Costa Rican forests. Nocturnal turtle watching is a fascinating activity during egg-laying season. About 1,000 species of butterflies—5 percent of the world's population—may be found in Costa Rica.

Those willing to brave the traffic, bad roads and mountainous terrain enjoy bicycling. Residents and visitors alike can wind surf in Lake Arenal next to the volcano, surf on the Pacific coast or ride horseback



Photo by Frank Foster



Above, Ambassador Thomas Dodd, facing camera, on a humanitarian demining trip along the Costa Rican–Nicaraguan border. Below, banana plantation workers use a trolley to pull banana bunches in Guapiles.



through the beautiful mountains. Costa Rica's highest peak in Chirripo National Park can be reached after a day-and-a-half-long hike. Whitewater rafting trips are popular in the rainy season when the water is up, and sport fishing is a popular tourist attraction, particularly on the Pacific coast.

Rain forests, beaches, volcanoes, wildlife. Life in San José provides access to all of these, although sometimes the journey over the notorious pothole-pocked roads can be just as much of an adventure as the destination itself!

Many embassy employees bring a four-wheel drive vehicle, particularly for exploring the many attractions Costa Rica offers. When asked about the best the post has to offer, their responses vary from "friendly people" to "great beaches" to "live volcanoes" to "turtle watching." ■

The author is the wife of regional security officer William Griffin in San José.

By Gary McElhiney

Many people regard Costa Rica as a quiet, peaceful place, a paradise free of the problems and controversies that afflict most countries in Latin America. Costa Rica is a paradise, but it too has its problems. Many significant public affairs challenges confront the U.S. Mission, including narcotics trafficking, anticorruption, the environment, civic education and opening the market for U.S. products and services.

Costa Ricans consider their nation to be a model of democracy and stability. With a long history of centralized government, Costa Ricans are interested in local empowerment and civic education. USIS Costa Rica supports Costa Rican community activists, educators and journalists in improving the quality of civic education and developing innovative means of promoting good citizenship, responsive government and community involvement. The office works closely with CIVITAS Costa Rica and Democratic Integrity, two nongovernmental organizations created with USIS assistance to strengthen civic education and encourage anticorruption initiatives.

The United States, Costa Rica's most important trading partner, is currently enjoying a boom in foreign investment. To make the environment for U.S. investment even better, USIS works closely with the embassy's economic and commercial sections, the American Chamber of Commerce and other entities to engage government, business and media leaders in programs emphasizing the importance of Costa Rica's adoption of open trade and investment policies. The office directs media, speaker and exchange resources to develop dialogue on ratification and implementation of intellectual property rights treaties, reform of land tenure and expropriation laws, opening public monopolies to greater competition and liberalization of the financial sector.

Seen as the most environmentally advanced of Central American nations, Costa Rica has an impressive record in conservation efforts, with an extensive system of national parks and nature preserves. Even so, air quality in the urban areas leaves much to be desired. Water and solid waste management are serious problems. These issues concern Costa Ricans because they take pride in their country's environmental preservation and ecotourism. USIS works with the embassy's environmental hub to schedule speakers, provide publications, implement exchanges and conduct electronic programs that encour-



Photo by Gale Scavone

Costa Rica is widely known as a paradise, but it also presents diplomatic challenges.

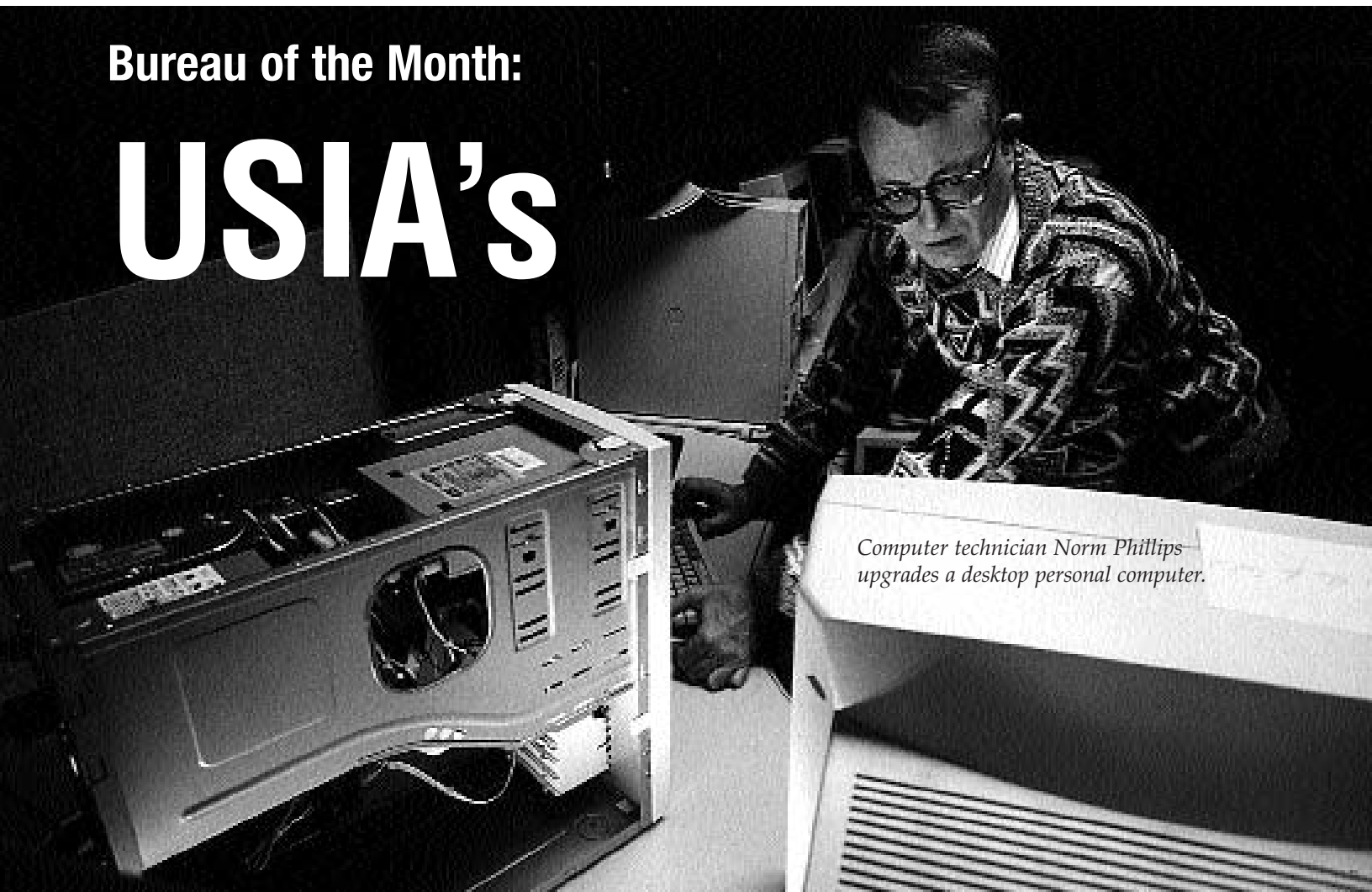
age the government, the media, academic institutions and nongovernmental organizations to promote environmentally sustainable development policies.

Costa Rica has become an important transit and storage point for illegal narcotics. Seizures of drugs bound for the United States and Europe have increased significantly. Costa Ricans are very concerned about local drug consumption and its associated violent crime. Together with U.S. Drug Enforcement Administration and State colleagues, USIS works with its media contacts to support programs to stem illicit drug traffic, educate youth against drug abuse and increase public awareness of the dangers of money laundering and drug corruption. ■

The author is the public affairs officer in San José.

Bureau of the Month:

USIA's



Computer technician Norm Phillips upgrades a desktop personal computer.

INFORMATION BUREAU

By Howard Cincotta

Photos by Barry Fitzgerald

Information is power.

That's hardly an unfamiliar assertion, but its meaning has changed dramatically in a world transformed by the Internet and related information technologies.

Diplomacy and Networks

In an earlier era, information was treated much like any other scarce commodity: Those who possessed it held a measure of power and influence over those who did not. That's no longer the case, because we now swim in a sea of information, gathered and shared by individuals and organizations of every possible description.

As a result, power today resides in networks that collect and communicate information at speeds and efficiency unimaginable even a decade ago. Information keyed into a computer empowers an individual or institution. This information linked to a network can empower everyone connected to it, including nations or even the world.

Diplomacy is no exception to this phenomenon. Moreover, international affairs is no longer the exclusive preserve of nations, but an ever-widening arena of public diplomacy that encompasses nongovernmental organiza-

tions, multinational corporations, regional and local governments, academic institutions, media and a host of other players.

In such a world, the public diplomacy arsenal of USIA's Information Bureau is a key component in conducting U.S. foreign policy, whether addressing short-term crises or building the larger structures of mutual interest and understanding. At its inception in 1994, the I Bureau earned a Hammer Award from Vice President Al Gore for "building a government that works better and costs less," along with the designation of one of the government's first reinvention laboratories. Under the leadership of Jonathan Spalter, the vice president's former adviser for international public affairs, the I Bureau will bring those same core values—innovation, technology, team-based culture and customer orientation—to consolidation with State.

The I Bureau's 360 employees work to inform and influence global audiences about U.S. policies and principles. Whether the issue is a political confrontation in Kosovo or the longer-term consequences of the Asian financial crisis, the Information Bureau can deploy and deliver a large and varied array of public diplomacy tools—from traveling speakers and videoconferences to special web sites and a daily file of texts and transcripts—to every U.S. Mission around the world.

Within two hours of President Clinton's announcement that the United States had struck terrorist sites in Afghanistan and Sudan, for example, the I Bureau had launched its special web page in four languages about the terrorist Osama bin Laden. That's part and parcel of 21st-century diplomacy, using the most advanced tools to

explain America's principles and priorities around the world. And that is why the I Bureau's task is so vital to American interests in the next century.

The Power of Teams

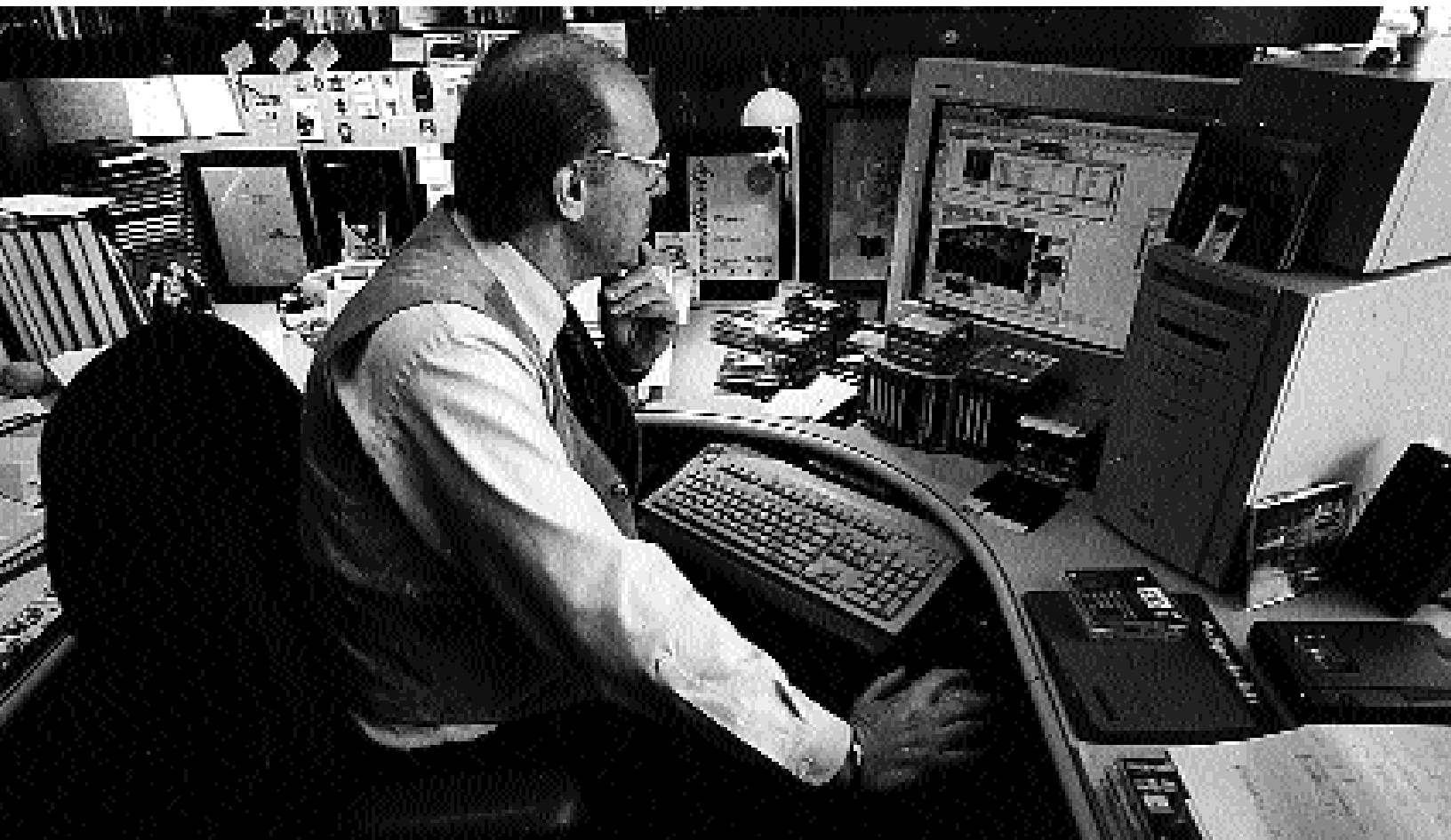
The Information Bureau is founded on the twin organizing principles of teams and technology, and the interaction between the two is central to the flexible, integrated manner in which the bureau operates.

Instead of a standard, top-down hierarchy, the I Bureau is constructed around a set of multifunctional teams that are encouraged to take responsibility at the lowest possible level. The employee-supervisor ratio is roughly 13 to 1, in contrast to the more conventional 8-to-1 ratio typical of the rest of the federal government. The team environment enables individuals to respond swiftly and creatively, without regard to conventional lines of authority or job descriptions.

The Information Bureau contains four offices—Geographic Liaison, Thematic Programs, Foreign Press Centers and Support Services—and more than 20 teams. Teams are empowered cross-functionally, which means that virtually every aspect of their public diplomacy work is integrated throughout the bureau. Both geographic and thematic team members develop web sites, research information from online databases, edit texts and transcripts carried on the daily *Washington File* and recruit speakers who can address key policy issues identified by the posts. Members of special project teams, assembled to deal with a fast-breaking event or crisis, are drawn from anywhere in the bureau.



Reference specialist Kathy Spiegel, seated, reviews research materials with program officer Miriam Caravella.



Graphic artist Ted Miksinski ponders his layout for a special publication commemorating the 50th anniversary of NATO.

The team-based model also gives the I Bureau the flexibility to shift staff and resources quickly, a surge capacity to assemble the right mix of professionals and experts to handle the public diplomacy aspects of a large event or unexpected crisis. In the case of Kosovo, the bureau mobilized editors, translators, web designers and technical staff members to deliver a vast array of texts and transcripts. They also created a web site featuring a special page of official statement sound bites, which independent media in the region could access to circumvent the press crackdown by the Milosevic government. The site was listed as the number one web page on Kosovo by Yahoo—ahead of CNN and *The New York Times*.

This team-based approach to management provide a one-stop shopping location for an entire range of international information programs—whether democracy building, NATO enlargement, Year 2000 problems, the new \$20 bill, financial reform, the rule of law, overseas trade missions, global warming, Kosovo, new visa

requirements, weapons of mass destruction or how to manage a local election.

The Information Bureau is making a special effort to inform the foreign affairs community about its capacity to serve its public diplomacy needs. By calling (202) 619-USIA, federal agencies operating internationally can enlist the I Bureau as their partner in crafting integrated, cutting-edge public diplomacy programs. “They can come to us,” Mr. Spalter said, “knowing that they will get world-class products that are timely, cost-effective and relevant.”

Teams and Technology

A commitment to technology is central to the I Bureau’s products and processes, and the expectation is that everyone will become as technologically fluent as possible.

“Technology in the I Bureau doesn’t just belong to the technical staff,” said systems administrator Anne Marie Sheppard. “Instead, we bring people with diverse backgrounds to areas once considered to be solely the realm of the technical specialists.”



The transition to a high-tech standard has not been easy, but Ms. Sheppard has seen a significant change in attitude. "People used to be afraid of new computer applications," she said, "but they no longer see technology as a threat. Now they say, 'When do I get this?' 'Why do I have to have it?'" The I Bureau has invested heavily in infrastructure. Most staffers have had their desktop computers replaced three times in as many years and now run Pentium II, 333-MHZ models with 4-to-8 gigabytes of disk space and 128 MB of memory. All provide full Internet access.

Technology also means mobility. Approximately one-third of the bureau telecommutes on a regular or occasional basis, yet stays connected to access e-mail and transfer files. "It's good for morale," Ms. Sheppard said, "and good for productivity and learning too."

Technology is central to operations of the bureau's Foreign Press Centers, which have offices in Washington's National Press Building, New York and Los Angeles. "With real audio for our press transcripts," said Charles Silver, director of the Washington Foreign Press Center, "we're able to make the complete text available on our web site in minutes for journalists who couldn't attend the session." During the Middle East peace conference at Wye River, reference specialist Miriam Rider used the Internet to access online databases not only for clamoring journalists, but also to keep the State press office informed about how the conference was playing in the foreign press.

In his twin roles as USIA's associate director for information and chief information officer, Mr. Spalter is seeking creative ways to integrate diplomacy and technology. He founded and now chairs the Foreign Affairs CIO Council. And with his State CIO counterpart, Fernando Burbano, he concluded the Comprehensive Information Technology Agreement, which seeks cooperative ways of merging technology systems, as well as strengthening the overall technological capabilities of embassies overseas.

Files and Webs

In general, the I Bureau's products and services can be grouped into three loose, often overlapping categories: written information, speaker programs and information services.

At the center of the I Bureau's written output is the daily *Washington File*, a compilation of foreign policy texts, transcripts, analyses and background reports. They're sent around the world in five regional editions and five language versions, English, Spanish, French, Russian and Arabic. The *Washington File* is not only the I Bureau's largest operation, but the most venerable. The original State Department *Wireless File* transmitted its first article by Morse code in 1936.

In any survey of U.S. Information Service posts, the *File* is invariably labeled as required reading, making it the I Bureau's single most indispensable information product. At the same time, the bureau has used technology to leverage the raw material of the *Washington File* in innovative new ways, producing a hypertext edition to deliv-

I Bureau Learner's Permit

(First issued in 1994, the term "learner's permit" is somewhat misleading, since it is a statement of general principles for all bureau employees, old and new.)

1. Is it supportive of USIS posts abroad?
2. Is it consistent with the mission of the I Bureau?
3. Is it legal and ethical?
4. Is something I am willing to be accountable for?
5. Am I using my time wisely?
6. Is the answer YES to all of those questions?
7. If so, don't ask permission. You already have it.
JUST DO IT.

ering the *File* by e-mail and integrating its output into the agency's large and growing Internet operation.

The Internet was a novelty when the I Bureau established a USIA international home page in 1994. Today, it's a busy portal for packaging and delivering comprehensive policy materials—whether on fast-breaking events or longer-term foreign policy issues. Users can find a set of five policy-oriented electronic journals on the web site as well, which posts can download in a formatted version or selectively view and retrieve individual articles. Recent issues have covered electronic warfare and the threat that corruption poses to trade and economic growth. The web site is also the gateway to more than 100 embassy, mission and USIS post home pages around the world.

Similarly, the web site carries the I Bureau's extensive list of print publications. They can be accessed electronically or ordered from USIA's state-of-the-art printing facility in Manila. These print publications range from the ever-popular Outline series to recent titles on the year 2000 problem, telecommunications, NATO's 50th anniversary and an introduction to human rights—all designed by skilled graphic artists.

Speakers: Alive and Electronic

Working directly with overseas posts, bureau officers recruit and schedule speakers and academic specialists who travel abroad to address key foreign policy and other subjects, from climate change and entrepreneurship to building an independent judiciary or managing a national park. As with its other products, the bureau has worked to improve this long-standing program through innovation and technology.

Posts that want speakers on policy topics also have electronic options. Virtually any embassy can opt for a low-cost telepress conference, essentially an overseas telephone conference call. Missions with high-capacity



Jonathan Spalter, USIA's associate director for information and chief information officer.

telephone lines may opt for digital videoconferencing. Four years ago, a fully equipped digital studio cost \$40,000 to \$50,000. Today the cost hovers around \$10,000, with significantly improved reliability and quality. (Posts that use digital studios infrequently can often rent space and time in a local commercial facility.) Last year, the I Bureau conducted more than 100 digital broadcasts with more than 40 digital-equipped posts—numbers that will increase significantly in 1999.

Reinventing Information

Information specialists exemplify how the I Bureau uses state-of-the-art technology to change the way people work. These specialists come in two categories: Foreign Service information resource officers based in Washington, D.C., and overseas, and Civil Service reference specialists in Washington.

The IROs, in a process that predates the I Bureau, have presided over the conversion of overseas libraries into electronic Information Resource Centers. These reconstituted centers can access multiple online databases and other information resources with a speed and precision unthinkable in the days when they managed large circulating book collections through 3-by-5 card catalogs.

"The IRCs in my former posts definitely saw themselves and were seen as the information gateways for the U.S. Mission," said IRO Ruth Mara, most recently based in Vilnius and responsible for Poland, Russia, Belarus, the Ukraine and the Baltics. The U.S. Ambassador to Belarus, she noted, termed the IRC director his "calling card" for

important contacts. In Poland, the ambassador and defense attaché used the IRC to distribute information about military and security issues.

The Washington-based reference specialists are assigned to five thematic teams, but they formed their own professional work team to address common issues, including creating a repository of questions, answers, facts, data links and other resources called the I Bureau Reference Database.

The database, which can be accessed from a Lotus Notes station or an Internet browser, was designed to prevent time-consuming searches for answers to questions that had already been asked—and answered—weeks, months or years earlier.

But the Reference Database has grown into much more than a source of frequently

asked questions. Posts can access and search it directly, or they can simply choose a reference from a worldwide e-mail directory and send their query directly to an I Bureau specialist. The requested information, in turn, is added back to the Reference Database. "The database makes it easy to reuse the knowledge recorded for a previous request," said reference specialist Kathy Spiegel.

A Model Bureau

The diplomacy of the future will be increasingly public, networked, technology-driven and electronic. Moreover, it will be conducted in a world of constant change—as though a large thumb were pressing down on the fast-forward button and not letting up. To survive and flourish in such a world, the foreign affairs community must forge organizations that are open to change, engaged with technology, dedicated to innovation and willing to adopt the best practices of the private sector. These are all core values of the Information Bureau.

"The bureau provides real value to the Secretary of State and the White House," Mr. Spalter said, "not only for being able to conduct 21st-century diplomacy, with our emphasis on technology, but also by serving as a model for the kind of organizations that the State Department itself must build in the coming months and years." ■

The author is the leader of the I Bureau's electronic media team.

Jesse Jackson on U.S. Africa Policy

In observation of Black History Month, the President's special envoy reflects on U.S. efforts to promote democracy and human rights in Africa and the African continent's historic contribution to U.S. growth and prosperity.

By Donna Miles

The Rev. Jesse Jackson knows all too well the social, economic and political devastation of apartheid. In his native Greenville, S.C., he grew up under the laws of racial segregation—not unlike the racial apartheid he witnessed during his first trip to South Africa in 1979.

"I learned early on what it meant to look at two sides of a wall," he said. "On one side the sun was shining; on the other side there were shadows." Those who lived in the sunshine flourished, he said, not because they were better or more capable, "but because they got the most light"—the most education, the most travel experience and the most opportunities. "And those in the shadows, they floundered," he said.

Rev. Jackson, founder and president of the Rainbow/PUSH Coalition, is known worldwide for helping break down the walls he said have too long cast shadows on not only people of color, but also the poor and underprivileged. As a high-profile political figure for nearly 30 years, he has played a major role in virtually every U.S. movement for empowerment, peace, civil rights, gender equality, and economic and social justice.

In October 1997, President Clinton named Rev. Jackson his special envoy for democracy and human rights in Africa. During several trips to Kenya, Zambia, Liberia, Guinea, Sierra Leone, Ghana and Nigeria in that role, he has worked to bolster the democratic process, promote good governance and resolve conflicts. His objectives are to encourage respect for human rights, to improve the way democratic institutions throughout the continent function and to build bridges to further cooperation in Africa.

The appointment of a special envoy to Africa—a first for the United States—represents just how far U.S. policy toward the African continent has evolved. "I could not have been special envoy to Africa until now," Rev. Jackson said. "I'm excited by our Africa policy because it's a source of pride, not shame."

Rev. Jackson said America's past racial ideology led to a disregard not only of African Americans, but of the entire African continent—despite the important role it played in U.S. growth. He pointed out that "Africa has been on America's front burner from the beginning," and that the African slave trade "subsidized America's devel-



The Rev. Jesse Jackson visits victims of Sierra Leone's civil war.

Photo by Marie Nelson



Photo by Beverly Swanagan/Swanay Production

The Rev. Jesse Jackson, center, with U.S. Ambassador to Liberia Rachel Gbenyon-Diggs, left, and Liberia's First Lady Jewel Howard-Taylor.

opment" and established the foundation for America's international trade.

Rev. Jesse Jackson said that although the United States has been slow to acknowledge its partnership with Africa, Rev. Jackson said that's changing. He said U.S. attitudes have moved "full circle" and that the United States is starting to recognize its interdependence with the nations of Africa and to enter into mutually respectful partnerships.

"We have known Africa through slavery, we have known Africa as a state of neglect," he said during a recent trip to South Africa's Robben Island, where now South African President Nelson Mandela was jailed by the apartheid regime for nearly 25 years. "Now, to treat Africa as a partner is mutually beneficial. It is a great moment in history."

He said, "People are finally beginning to understand that the Atlantic Ocean doesn't divide us; it connects us. It is a trade route. The children of South Carolina and those of Nigeria are playing in the same water."

As the President's special envoy, Rev. Jackson is building on relationships with many African leaders forged during past years when he frequently represented the United States as an international diplomat. "I know the continent well," he said, adding that he hopes

"to give the people of Africa a point of access to the American government."

He said he also wants "to make the public case that African people must resist despotism and military dictatorships" and to encourage the growth of democracy and a climate of "inclusion of all people." It's not a position the United States has always maintained, he acknowledged, noting how the country long supported the European nations that colonized much of Africa rather than the indigenous people. Fortunately, he said, as the civil rights struggle changed U.S. attitudes at home, it also started changing U.S. policies toward Africa.

Looking back over the past 100 years in Africa, he said "it's been a century of wars for independence, a century of struggles, scars, setbacks—but also a century of victories." Gone are the African colonial powers. Gone are the laws of racial apartheid.

But the work is not complete. "The upcoming century must be one of healing and rebuilding," he said, "and of replacing walls with bridges."

Africa's potential can't be reached in one quick fix, he acknowledged, but rather through a step-by-step process that enables the continent to prosper. "We must fight for security, for stability, for democracy, for eco-

conomic development, for debt reduction and growth—in that order,” he said.

Rev. Jackson said replacements for democracy— attempts to establish order at any cost—won’t allow Africa to reach its potential. “Military rulers can bring order through fear, but they cannot bring development through competition. They can rule the country, but they can’t grow the country,” he said. “They can’t make the world respect their arrangement. They can’t make the IMF [International Monetary Fund] or the World Bank see them as full partners.”

He said he is encouraged by the “atmosphere of openness and freedom” being introduced in Nigeria, a country long known for ethnic tension, crime and corruption. In accordance with Gen. Abdulsalami Abubakar’s plan to restore national power to civilians, the country will hold presidential elections in mid-February.

Rev. Jackson said free elections are a big step for Nigeria, which has been ruled by civilians for just 10 years since winning its independence in 1960. But he said they also represent a strong positive step for the entire African continent. Nigeria, with a population of 130 million, represent one-fourth of all Africans. “In many ways, Nigeria is to Africa what China is to Asia,” Rev. Jackson said. “So as Nigeria rises or falls, in some measure it is the destiny of Africa.”

While Rev. Jackson works to promote policies of inclusion and opportunity internationally, he said he can’t help but notice that the Foreign Service remains “one of the last bastions of the old order.” For too long, he said, the Foreign Service—like many other fields—has failed to reflect the diversity he said has made America great.

The Rev. Jesse Jackson with Deputy Assistant Secretary for Equal Opportunity and Civil Rights Deidre Davis during the 1998 Black History celebration at Main State.



Photo by Marie Nelson

The Rev. Jesse Jackson, left, greets Sierre Leonean President Ahmad Tejan Kabbah.

“U.S. foreign policy must be an extension of the country’s domestic values,” he said. “And our domestic values must be the values of inclusion and diversity. We are a multiracial, multicultural society. We must draw on those strengths to connect the people of the world to America.”

He said there’s “no magic formula” for increasing diversity within the Foreign Service and that it basically boils down to recruitment, retention and promotion of qualified candidates. People need to realize, he said, that “the national interest is well served by inclusion” and that by increasing diversity within the Department, State is leading by example and establishing trust around the world.

He recalled his college days at North Carolina AT & T State University, when few students, even black students, could name just five countries in Africa. “That reflected how far behind the wall of apartheid we were, and how the propaganda machinery had alienated us from Africa,” he said. Finally, after years of struggle, he said the cloak is being lifted.

Rev. Jackson called Black History Month an important time for all Americans—regardless of their racial background—to reflect on and celebrate the United States’ long association with Africa.

“We give all the credit for this country to our founding fathers, but without the workers on those plantations, we wouldn’t have had a founding crop, a founding workforce, a founding economy,” he said.

“There is no American history without African history. Africa is part of America’s roots.” ■



AMBASSADORS IN BLUE

Students at the Marine Security Guard School train in room-clearing techniques.

Marine Corps photo by Cpl. M.F. Starcher

By Brenda W. Ferry

The Marine Security Guard Program is celebrating its 50th anniversary.

“In the snow of far off northern lands and in sunny tropic scenes, you will find us always on the job, the United States Marines. . . .”

It’s 2 a.m. Do you know who is standing watch over the security of U.S. diplomatic missions throughout the world?

It’s a Marine security guard detachment that holds true to the Marine Corps’ slogan, “Semper fidelis,” or “always faithful,” standing duty 24 hours a day, seven days a week and providing an invaluable service to the State Department.

For 50 years, Marine security guards, or MSGs, have provided well-trained, highly competent security services at U.S. Embassies and Consulates, where they protect U.S. government personnel and property and prevent classified information and equipment from being compromised.

Time and again, these Marine guards have faced down anti-American riots and demonstrations and helped evacuate U.S. diplomats and their families during crises. MSGs are State’s first line of defense in emergencies overseas.

Most recently, Marine and Syrian guards in Damascus made headlines when they rescued Christine Crocker, wife of U.S. Ambassador Ryan Crocker, after rioters broke into the couple's residence. Amidst anti-American demonstrations in which protesters surrounded the embassy, pelted the building with rocks and scaled its walls to haul down and burn the U.S. flag, the Marine security guards maintained their posts to defend the embassy.

The Marine security guards' day-to-day duty might be a bit less adrenaline-charged, but it's just as crucial.

State's relationship with the Marine Corps dates back to 1799, when a Marine detachment safeguarded U.S. Consul General Edward Stevens while he negotiated with Haitian rebel leader Toussaint L'Ouverture. After the United States and France agreed to terms ending the so-called Quasi-War, Marines accompanied the consul general as he delivered the peace treaty to French officials.

One of the most legendary events in the Marine Corps' association with the Department occurred in Tripoli in 1805. A small landing party of Marines and a group of Greeks and Arabs waged a ferocious fight, raising the U.S. flag that had been torn down from the U.S. Consulate, restoring the rightful heir to the throne of Tripoli and freeing the crew of the U.S.S. Philadelphia being held captive. In recognition of this gallantry, the Pasha of Tripoli presented the Marine officer with a jewel-encrusted sword—a replica of which is worn by Marine officers today.

Marines played a decisive role in suppressing piracy in the Caribbean and arresting civil strife in Argentina during the years that followed. In 1835, they guarded the U.S. Mission in Lima as 40 more Marines landed to protect the American community from lawless armed bands.

In 1842, at the request of the newly appointed consular official to Shanghai, Marines organized the first U.S. consular guard, establishing a historical precedent that was repeated time and again until a permanent legations guard was formed in China's Middle Kingdom in 1905.

Marines repeatedly supported U.S. Missions and American communities overseas in times of turmoil during the next 70 years, serving in Argentina, India, Uruguay, China, Japan, Korea, Egypt, Honduras, Lebanon, Abyssinia (now Ethiopia) and the Philippines.

Perhaps the most famous incident occurred in 1900 in China. The country, torn by revolution and a weak ruling dynasty, broke into a brutal antifeign frenzy led by a group known as the Boxers. Thousands of Boxers laid siege to Peking (now Beijing), and most foreigners fled to the legation compound, seeking protection. A 50-man Marine detachment fought its way through the army of Boxers and took up the compound's defense along with other smaller contingents of international troops. Against overwhelming odds, the defenders held off hordes of attackers for 55 days until relief finally arrived.

The present-day Marine Security Guard Program dates back to World War II, when a 60-man Marine detachment was assigned to guard the U.S. Embassy in war-torn London. The detachment provided internal security for U.S. diplomatic and military personnel, acting as diplo-

matic couriers and providing ceremonial details for dignitaries. The detachment remained in operation until it was deactivated in 1946.

As the Foreign Service expanded its role in world affairs during the mid-1940s, it again turned to the Marine Corps—this time to help protect sensitive communications from increasingly aggressive hostile intelligence organizations.

The Foreign Service Act of 1946 authorized U.S. Navy personnel and Marines to serve under the supervision of the principal officer at an embassy, legation or consulate. Two years later, a formal memorandum of agreement between State and the Navy laid out the conditions and procedures under which the U.S. Marine Corps would provide support to State. The agreement cleared the way for 83 Marines to begin brief training sessions at the Foreign Service Institute.

The first Marine security guards left Washington, D.C., during late December 1948 and early January 1949, for assignments in Cairo, Seoul, Bangkok and Tangier. By May 1949, more than 300 Marines were assigned as Foreign Service guards at posts worldwide. Today more than 1,300 Marines are assigned to 122 U.S. Embassies and Consulates.

Serving in the program is prestigious, and its members are an elite and specially trained force. They undergo six weeks of training that is both mentally and physically challenging. Detachment commanders go through an eight-week training course, and all Marines being



Cpl. John Alen stands watch at Post 1 at the U.S. Embassy in Budapest.

Roll Call of Marine Security Guard Heroes

Sgt. Jesse Nathan Aliganga—killed Aug. 7, 1998, during the terrorist bombing of the embassy in Nairobi, Kenya.

Sgt. Bobby J. Dickson, Cpl. Gregory H. Weber, Cpl. Patrick R. Kwiatkowski and Sgt. Thomas T. Handwork—killed June 19, 1985, when a rebel faction opened fire on them at an outdoor cafe in San Salvador.

Cpl. Robert V. McMaugh—killed April 18, 1983, during the terrorist bombing of the embassy in Beirut.

Cpl. Steven J. Crowley—killed Nov. 21, 1979, when Islamic fundamentalists stormed the embassy in Islamabad.

Sgt. Bobby A. Romero—killed April 18, 1978, in a fire at the Embassy in Paris.

Cpl. Charles McMahon Jr. and Lance Cpl. Darwin D. Judge—killed April 29, 1975, during the evacuation operation in Vietnam.

Sgt. Charles W. Turberville—killed Sept. 26, 1971, during a Khmer Rouge rocket and mortar attack on the U.S. Embassy in Phnom Penh.

Cpl. James C. Marshall—killed Jan. 31, 1968, by a sniper during the Tet offensive in Saigon. Marshall Hall, the Marine Corps security guard training center at Quantico, Va., is named after him.

assigned to counterintelligence threat posts receive an additional week of training.

The Marine guard school, at Quantico, Va., is set up like an operational embassy or consulate overseas with a Post 1 and Post 2. Students are split into detachments with a detachment commander and instructor/adviser who maintain meticulous records on all the Marines to determine if they are suitable for the program.

During the fourth week of training, Marine security guard candidates face a screening board made up of school instructors, a Navy psychologist and a member of State's Bureau of Diplomatic Security. The board questions candidates on a wide variety of subjects ranging from knowledge of their civilian chain of command at post to the use of deadly force. The screening is an opportunity for each student to exhibit sound judgment, integrity and maturity, as well as high standards of personal appearance and physical conditioning and a knowledge of duty and personal conduct.

After they complete their training and arrive at their new posts, MSGs play a variety of roles from guardians of U.S. national security interests to Little League coaches in their off-duty time.

Often referred to as "ambassadors in blue," Marines are often the first Americans foreigners see when they

enter U.S. Missions. They provide their fellow Americans with a constant reminder of patriotic values and the permanence of U.S. institutions. Over the years, visiting Americans to foreign lands who found themselves in desperate situations have said, "When I saw the flag, it represented home, and when I saw that young man or woman in the Marine Corps uniform, I knew I was safe."

Word of the resourcefulness and generosity of the MSGs has gotten around. In their free time, they establish collection sites for their Toys for Tots campaign, visit local orphanages, sponsor benefits or sporting events to raise funds for local hospitals and build game boards for charity fundraisers, among other activities.

The Marine House, quarters for members of the MSG detachment, is also a source of repose and recreational activity. The Marine guards graciously open their doors not only to the official U.S. community and other Americans in-country, but also to members of other diplomatic missions and friends of the host country. The Marine House is invariably a well-known location justly famous for friendship and good fun. Spaghetti night, movie night, chili cook-offs and road rallies are but a few of these activities. And the annual Marine Corps Birthday Ball is a much-revered event that attracts as many as 1,000 guests at some larger posts.

But Marine security guard duty is not all fun and games. From extinguishing fires in U.S. Embassies to saving the lives of personnel involved in civil unrest, earthquakes, floods or auto accidents to providing lifesaving instructions by phone to a mother whose child had stopped breathing late at night, MSGs have assisted with remarkable expediency and resolve.

The courage and support of the Marine security guards were especially evident following the bombings of the U.S. Embassies in Nairobi and Dar es Salaam. As other people were trying to get out of the bombed buildings, the MSGs were scrambling to get in. Their long and arduous work was just beginning.

One person who escaped the blast in Kenya commented, "The MSGs constantly drill for every type of scenario, and as a result, I've seldom seen such unmatched professionalism as displayed by the MSGs in this real-world situation. Within a few short minutes, the MSGs had donned their react gear and moved into their drilled positions, ready to take charge. They knew exactly what had to be done and how to do it."

It is understandable why members of State and the U.S. Foreign Service—and many other Americans abroad—have a warm spot in their hearts for embassy Marines. It makes the 50th anniversary of the Marine Corps Security Guard Program an appropriate time to thank the Marines for a job well done! ■

The author is chief of the Marine Security Guard Branch in the Bureau of Diplomatic Security. Gunnery Sgt. Leo J. Daugherty with the U.S. Marine Corps History and Museums Division also contributed to the article.



Y2K: The El Niño of Cyberspace

By Donna Miles

It's dominated the headlines for months. With the clock ticking toward the year 2000, no one really knows what will happen when it strikes midnight on Dec. 31.

Some alarmists predict the worst: airplanes falling out of the sky, telecommunications systems going on the blink and international finance, power and transportation systems coming to a screeching halt or—worse, going totally haywire.

And while most experts dispute the direness of these predictions, they acknowledge that Jan. 1, 2000, will probably be remembered as a day of computer glitches—perhaps not apocalyptic, but probably inconvenient.

The much-heralded year 2000 problem, nicknamed “Y2K,” stems from the early days of automated data processing. To save then-expensive memory, programmers used only the last two digits of years instead of all four—“98,” for example, for “1998.” In 2000, then, when computers and electronic devices see “00,” they may not know whether it's 2000 or 1900.

That may shut them down altogether or make them operate unpredictably—affecting the computers or embedded computer chips in cars, planes, microwave ovens, furnaces, air-conditioning units, elevators and escalators, automated teller machines, toll booths, even global positioning systems. Based on the enormity of the

problem, one government official has dubbed Y2K “the El Niño of cyberspace.”

Y2K has big implications for the federal government, which relies heavily on computer systems in many of its operations and expects to spend about \$6.4 billion making those systems “Y2K-compliant.”

The State Department, which uses computers to do everything from processing payroll and retirement checks to issuing passports and visas to operating embassies and consulates around the world, is facing and resolving its Y2K problems.

To support its Y2K effort, Chief Information Officer Fernando Burbano hired a deputy, Dave Ames, to focus strictly on Y2K. He also hired additional contract support in two areas—overall program management and technical “strike teams” to assist individual bureaus in their Y2K efforts.

Regional and functional bureaus are responsible for actually fixing, testing and maintaining their own systems—whether they have one, as in the case of the Foreign Service Institute, or 18, as in the case of the Bureau of Consular Affairs, or a number in between. The Y2K Program Management Office provides the bureaus support and guidance.

In addition, the inspector general has joined the operation, evaluating the Y2K test results of the Department's mission-essential systems.

Deputy Chief Information Officer Dave Ames and employees in the Y2K Program Management Office are

Y2K: The International Implications

If anyone in the Department is tempted to think that Y2K is just a Bureau of Information Resource Management problem, think again.

Undersecretary for Management Bonnie Cohen, who represents State on the President's Year 2000 Conversion Council, stressed in a memo to the Department's assistant secretaries that Y2K is everyone's problem.

"As the date approaches, it is going to become a major preoccupation for all of us as we seek to remedy identified problems and develop contingency plans for the unexpected or uncorrected," she said, "particularly in the international arena."

Y2K glitches could cause more than hiccups at State's missions overseas. In a cable to chiefs of mission, Secretary Madeleine Albright stressed that Y2K could pose serious threats to telecommunications, utilities, finance, transportation, health care, public safety and military forces.

"A disruption in any one area could seriously affect your host countries' ability to function, as well as the U.S. government's capability to perform its mission," she said.

To help prepare for Y2K, Undersecretary Cohen assigned John O'Keefe, former administrative counselor in Moscow, to work with the regional bureaus and oversee the international effort.

Secretary Albright directed all chiefs of mission to establish a Year 2000 committee to coordinate policy for Y2K efforts and to evaluate mission systems and infrastructure.

Secretary Albright said the committees should also focus on critical infrastructure in the host country and within the host country's government.

"The critical Y2K issue should be a high-visibility and high-priority agenda topic in discussions and deliberations with the full range of mission contacts," she said.

Many nations are running behind the United States in dealing with Y2K, focusing on other, seemingly more immediate concerns. Canada and the United Kingdom are among the most advanced in addressing the problem, but even some members of the European Union have back-burnered the Y2K issue to concentrate on issues related to conversion to a Euro currency on Jan. 1.

Selma Gomez, a White House fellow in Undersecretary Cohen's office working on the Y2K issue, said it is forcing missions overseas to evaluate their processes from the ground up. They're assessing the host country's infrastructure, including power, transportation and water supply, to identify potential vulnerabilities.

"While host countries' infrastructures are not in your control, all U.S. government agencies need your assessment of public and private utilities and service providers' ability to support the missions' operations, as well as telecommunications, finance and transportation," Secretary Albright told the chiefs of mission.

Posts are determining what steps they can take to minimize the impact on their operations—

be that buying back-up generators to maintain power during an outage or stocking up on extra water and fuel in case they're not available. The Bureau of Administration is working with posts to ensure they have the equipment and other support they may need.

Next, posts are evaluating their emergency action plans to determine how they will work around any system shutdown or degradation. A State-developed contingency plan is being sent to missions this month to be customized by each post to suit its specific needs and situation. State's goal, Ms. Gomez said, is for all posts to have their Y2K contingency plans in place by April.

But she said that despite the best-laid plans, it's unlikely the Department will enter the year 2000 without at least some Y2K-related problems. "They won't necessarily be big emergencies but more likely a lot of little things," she said. "It might be a matter of a system going down and having to do forms manually instead of by computers." Y2K, she said, "is a problem, but it's a solvable problem. That's what we're focusing on."

For now, she said, the biggest challenge is preparing for the uncertainty of what's ahead.

"You can make good guesses about the repercussions of Y2K, but until the day comes, that's all they are, guesses," Ms. Gomez said. "So our strategy is to make every preparation possible to ensure that there are as few surprises as possible."

**Y2K is
everybody's
problem.**



Photo by Shawn Moore

Among State employees supporting the Y2K effort are, from left, Jerry Tolson, acting assistant secretary for Administration; Bonnie Cohen, undersecretary for Management; and Fernando Burbano, chief information officer.

evaluating 238 computer applications to ensure they're Y2K-compliant. Of these applications, which affect the Department's pay, supplies, equipment and overall operations, 59 are considered mission-critical. That means they're essential to State's ongoing functions. Of those, 31 already are Y2K-compliant, and State is replacing or repairing the remaining 28.

Department officials elected to replace many of State's outdated systems—a continuation of the modernization program launched in the early 1990s—instead of repairing them to be Y2K-compliant. Mr. Ames said that's given the Department a black eye in several government reports on its Y2K progress because repairing systems is, at least theoretically, faster and easier than replacing them. But Mr. Ames insists it would be a waste of time and money for the Department to simply fix systems it already plans to replace with newer, more reliable and Y2K-compliant systems.

Included among the Department's Y2K-compliant systems are an enhanced version of the Consular Lookout and Support System, or CLASS, used to screen visa applicants for criminal and terrorist backgrounds; and the Messaging System, which handles records traffic. New Y2K-compliant payroll and retirement systems were installed in the Department last November.

Despite this progress, there remains much to be done, and the Y2K Program Management Office is working hard to meet the March 31 Office of Management and Budget deadline for making all mission-critical systems Y2K-compliant.

Mr. Ames acknowledges that it's taking some jumping through hoops to meet the deadline, and his month-by-month implementation schedule shows "a great big steep curve" between January and March. "We're definitely going to finish with a bang," he said, "and we stand a very good chance of making it."

The process of correcting software programs to understand the "00" year code as "2000" rather than "1900" is a bigger issue than many originally thought.

That's because while it's relatively easy to correct computer codes that are readily visible, such as those used in payroll systems or distribution programs, it's quite another to track down code in the billions of microprocessor chips embedded in everything from elevators to environmental control equipment to navigational systems.

Likewise, making systems Y2K-compliant is a larger project than initially meets the eye, Mr. Ames explained. He said it involves identifying what needs to be fixed and how to fix it, making necessary repairs or replacements, then "testing, testing, testing."

Testing means more than simply advancing a system's internal clock to Dec. 31, 1999, to see if it still works after 11:59 p.m. Mr. Ames said systems also have to be checked to see what happens at midnight on Feb. 28, 2000. Although the standard rule is that every fourth year is a leap year, most years ending in "00" are not. But years that are divisible by 400—including 2000—are exceptions to the exception and included a Feb. 29. But Sept. 9, 1999—recognized by computers as "9999"—also has to be checked, Mr. Ames explained, because some programmers have used that code to designate the end of a computer file. April 9, 1999, the 99th Julian day of the year, also has to be tested. And what happens on Sept. 30, 1999, when computer systems roll over to the new fiscal year?

Ensuring that the Department's critical systems are Y2K-compliant is "sort of like steering an aircraft carrier," Mr. Ames said. "Everyone wants instant results but it doesn't happen that way. You start turning the wheel, but it doesn't respond immediately. It takes awhile. But we're turning the curve. Regardless of what you might hear, we're making progress and most of our systems are fixed and working."

So how will the Department's computer systems—and those they interact with around the world—react after 11:59 p.m. on Dec. 31?

Mr. Ames said he expects some surprises, but nothing catastrophic. Part of his effort is to support the bureaus' efforts to develop contingency plans in case the Y2K fixes don't work. "There may be some unanticipated disruptions. We recognize that," he said.

One reason, he said, is that State doesn't work in a vacuum. Even if the Department has resolved its own Y2K problems, there's no assurance that the many other government agencies, private organizations and foreign governments the Department interacts with have done the same.

"Let's assume that we fix or replace all our systems," he said. "Our payroll system will work, but are we sure that the Treasury Department will make the transfer to the bank? Do we know that the telecommunications lines are in place to make an electronic fund transfer? And do we know that the bank's systems are prepared to accept those transfers?"

In the meantime, he said, looking at his watch, it's time to get back to work. Time is marching on. ■

A Big Step Forward for Office Management

By Sharon Feiser

State kicked off a worldwide office management specialist conference last December—an historic first for the Department.

The National Foreign Affairs Training Center hosted 40 conference delegates during three days of fast-paced, energetic and informative panel discussions, workshops and working luncheons and dinners. The result was a new synergy and cohesive outlook for Foreign Service office management specialists as they face the future. Appropriately themed “New Roles for the New Millennium,” the conference showcased the progress made so far by the director general’s working group on office management specialists’ issues and its ideas for their expanded roles in the future.

Historic moments, new millennium, office managers, expanded roles. Have we missed something here? The answer is yes. State is changing the way it does business, and that means particular and exciting changes in the field of personnel. A new movement is under way at State to address concerns for the future in all career fields.

A great deal has been going on behind the scenes during the past few months to review the office management career field, made up of what used to be called Foreign Service secretaries. Problems in recruiting Foreign Service secretaries and discontent in the ranks of current employees caused Edward

W. “Skip” Gnehm Jr., director general of the Foreign Service and director of Personnel, to establish a working group to address the most pertinent issues and to develop a road map to better use this valuable human resource.

The working group, comprising representatives from the Bureau of Personnel, the American Foreign Service Association, the Foreign Service Institute and domestically assigned office management specialists, met biweekly for the past year under the direction of Deputy Assistant Secretary Gretchen Welch. Its goals have been to foster better teamwork, improve promotion opportunities, increase career mobility and training programs, provide expanded job roles through new technology and increase recruiting. In a relatively short time, the working group has reported several huge successes.

The director general started the momentum by naming an office management specialist coordinator, Kathy Gaseor, from the Bureau of Personnel’s Office of Career Development and Assignments. She and the working group established a list of issues to boost morale and foster better teamwork among the office management specialist corps.

State now has a new name and career field for its office management specialists. Promotions have been reestablished on a sustainable basis to the FP-03 level and a senior level corps of office management specialists was formed for the FP-03 and 04 ranks. A special office management specialist TAG—AOMS—was created for Department cables, and an e-mail address list was set up. New position descriptions have been written, approved and sent to the field.

Based on the new position descriptions and creation of the senior-level corps, the grade levels of all office management specialist positions were reviewed and, when

State’s first-ever office management conference convenes.



Photo by Bob Kaiser



Kathy Gaseor, State's new OMS coordinator, discusses changing roles in the career field.

appropriate, adjusted. Some positions were downgraded, but more were upgraded during the process.

Career mobility programs for office management specialists, including functional specialization and mustang and consular excursion tours, were retained and increased for this year.

A joint effort of the working group, the Personnel Bureau's Office of Recruiting, Examination and Employment and domestically assigned office management specialist volunteers helped reestablish a register that was used to hire 88 new office management specialists. And promotions were increased substantially this past year.

The ultimate success for the group, however, was the worldwide office management specialist conference—something that had been talked about for 20 years!

It offered the venue to share these successes with office management representatives from all overseas geographical areas and domestically assigned employees. The morning of the conference's first day seemed rather restrained and formal, but as the hours passed and networking began among the participants, information was shared, problems were resolved, new ideas were fostered and a real awakening was achieved.

Professional presentations by Carol Wzorek on "Managing Up," Dr. Tom Kessler on "New Roles for Office Management Specialists in Technology," and Dr. Patricia Mann on "Wellness for Peak Performance" highlighted the conference. Two working dinners provided opportunities for senior managers to discuss shaping their profession for the future.

Ginny Taylor of NFTAC and her staff put together workshops on uses of Intranet and Internet opportunities to enhance your work and ways to promote yourself, manage your career and use assignments as career building blocks.

By the end of the conference, both the delegates and members of the working group had gained much. Free and frank discussions gave the working group new ideas and guidance on what is left to be done—improving training in both computer technology and languages, providing more career counseling and establishing a career path that will enable office management specialists who choose to do so to move into other career fields.

Delegates were encouraged to return to their posts to share their new knowledge and ideas with colleagues and senior managers. The conference proved to be a win-win for all and a step toward the new and improved office manager of the future. ■

The author is an office management specialist in the Bureau of European Affairs.

Trust Invites Proposals for 1999

The J. Kirby Simon Foreign Service Trust, a charitable fund established in memory of Kirby Simon, a Foreign Service officer who died in 1995 while serving in Taiwan, invites proposals for funding in 1999.

The trust supports professional and community projects initiated and conducted by active duty Foreign Service officers and their families in an unofficial capacity. The trust will, however, consider proposals from other U.S. government employees or members of their families, without regard to nationality, at diplomatic posts abroad.

The trust awarded 18 grants in 1998, ranging from \$400 to \$3,000 and totaling \$24,800. The grants supported a variety of projects—from facilities for disabled children in the Middle East and Africa to libraries and day camps in South America and the Ukraine.

Proposals should include a description of the project, its goal, the role of the applicant and a preliminary plan for disseminating results. Proposals for funding during 1999 must be received by the trust no later than Feb. 28.

Proposals should be sent to the J. Kirby Simon Foreign Service Trust, 82 Edgehill Rd., New Haven, CT 06511. They may also be faxed to (203) 432-0063 or e-mailed to John.Simon@Yale.Edu. Inquiries may be made by telephoning (203) 432-2698 or contacting the trust through the above addresses.

Smoothing the Path to Citizenship

New U.S. citizens celebrate after taking the oath of allegiance during a naturalization ceremony.



A State program helps guide Foreign Service members' foreign-born spouses and adopted children along the sometimes rocky road to U.S. citizenship.

By Donna Miles

"I pledge allegiance to the flag of the United States of America. . . ." Countless people around the world hope to someday take that oath, which grants them the rights and privileges—and responsibilities—of U.S. citizenship.

Take Mark Jennings. Last April, he married Vienna Baganz, a U.S. Foreign Service office management specialist. Born in the United Kingdom, Mr. Jennings had lived in Switzerland most of his life and was a citizen of both countries. He hadn't initially planned to pursue U.S. citizenship when he married Ms. Baganz, feeling he "hadn't earned it." But the couple reconsidered when they realized the protection and advantages U.S. citizenship would offer Mr. Jennings as they traveled to his wife's new assignment in Caracas.

Anyone questioning the value of U.S. citizenship need pause for only a moment to consider the untold number of people from around the world with dreams of becoming U.S. citizens. For some, the dreams are ideological, based on a desire to be a part of a nation built on principles of equality and freedom.

But according to Beverly Schroeder, who processes the Department's citizenship applications under the Immigration and Naturalization Service's "expeditious naturalization" program, U.S. citizenship offers more tangible benefits as well, particularly for Foreign Service families. When posted overseas, Foreign Service spouses with U.S. diplomatic passports are entitled to the same diplomatic immunity Foreign Service members receive. And U.S. citizenship can open the door to employment opportunities at posts overseas that are closed to noncitizens.

U.S. Immigration and Naturalization Service photo by Bill Powers

The reasons for seeking U.S. citizenship are often a lot clearer than the path to obtaining it. The Immigration and Naturalization Act generally requires legal permanent resident aliens to live in the United States for at least five years before applying for citizenship. Ms. Schroeder said the law shortens the U.S. residency period to three years for the spouses of U.S. citizens, including members of the Foreign Service.

But when an employee is posted overseas for at least one year, the foreign-born spouse and any adopted children can generally become citizens in less than seven months. According to Ms. Schroeder, applicants must demonstrate that they are scheduled to be posted abroad for at least one year and be scheduled to leave the United States for an overseas assignment within about 45 days of naturalization.

Requests for expeditious naturalization are processed through State's Office of Employee Relations, where Ms. Schroeder serves as a liaison between Foreign Service families and the Immigration and Naturalization Service. She helps smooth the path to citizenship—a path that can sometimes be especially bumpy for Foreign Service families posted overseas.

Some Foreign Service members complain that complicated immigration and visa laws make the process stressful, inconvenient and expensive. It can require multiple trips to the United States, all paid for by the family, with no government reimbursement.

Applicants for expeditious naturalization must enter the United States as legal permanent resident aliens before submitting their paperwork through Ms. Schroeder to INS. To become a legal permanent resident alien, she said, the spouse or adopted child must apply for and receive an immigrant visa from the consular section at a U.S. Mission overseas before traveling to the United States.

Beverly Schroeder, left, helps Foreign Service member Vienna Baganz, right, enroll her foreign-born husband Mark Jennings, center, in the expeditious naturalization program.



This can be inconvenient for some Foreign Service members. Mark Conord, a Foreign Service officer posted in Peru, learned the hard way that his Lebanese wife could not apply for citizenship using her nonimmigrant visa, and was unable to apply for an immigrant visa once in the United States. Ms. Baganz and Mr. Jennings traveled from the consulate in Bonn, which does not offer immigrant visa services, to apply for his immigrant visa at the embassy in Frankfurt. There, they said, the process went off "without a hitch."

Requests for expeditious naturalization require an alien file, established on entry to the United States as an immigrant, and an FBI report, compiled from the applicant's fingerprint chart. Applicants living overseas are advised to have their fingerprints taken by their post's consular section or by U.S. military police before traveling to the United States.

Ms. Schroeder said the time required for INS to process a request for expeditious naturalization varies among INS branches, but generally takes two to seven months. For Mr. Jennings, the process took five months, from the day he submitted his paperwork until he took his oath of citizenship.

The Arlington INS branch office conducts a citizenship exam and swearing-in ceremony on the first Tuesday of each month. Ms. Schroeder said it's a moving ceremony. The spouses and adopted children of Foreign Service employees, speaking with a blend of accents, pledge their allegiance to the United States and receive the privilege of U.S. citizenship.

The citizenship certificate each receives after the swearing-in ceremony may be used to apply for a diplomatic passport at Main State.

Once citizenship is granted, the family member's original passports should no longer be used when entering or exiting the United States, so Ms. Schroeder recommends that applicants plan to stay in the United States for a few days after INS processing until they receive a new passport and any required visa.

As Mr. Conord noted, the road to U.S. citizenship for a foreign-born spouse or adopted child can be laden with potholes and speed bumps. But according to Mr. Jennings, who became a U.S. citizen last Dec. 1, the process is well worth the time and occasional frustrations.

"It's a true privilege to become an American citizen," he said.

For more information about expeditious naturalization, contact Ms. Schroeder by phone at (703) 516-1675, by fax at (703) 516-1677 or by unclassified e-mail. ■

Small Posts, Big Challenges

By Donna Miles

It can be exhilarating—getting the opportunity to put a whole range of professional skills to the test as the proverbial big fish in a small pond. Ask members of the Foreign Service assigned to the Department's smallest embassies and consulates overseas, informally referred to as "microposts," and they'll tell you that it gives them more flexibility, more autonomy and more variety than they could ever hope for at most larger missions.

And just as quickly, they'll tell you that the same factors that make duty at microposts so enticing can also be the drawbacks.

"At a one-officer post, you are it! Everything!" said William Warren, the sole Foreign Service officer at the U.S. Embassy in Apia, Samoa, about 50 miles from American Samoa. "You are the chargé d'affaires when it comes to diplomatic representation, the consul when it comes to American Citizens Services or visa matters, the commercial attaché, the security officer, the general services officer, and sometimes the tour guide or chauffeur when there are visitors or Codels."

Fortunately, Mr. Warren said, he's able to rely on the embassies in Wellington, New Zealand and Canberra, Australia for help on financial and personnel matters, and that he gets "exceptional" support, not only from the Bureau of East Asia and Pacific Affairs, but from other bureaus as well.

Still he admits that he sometimes has trouble convincing the bureaucracy, not only at State, but at other agencies as well, that he can't always offer the same kind or volume of services provided at larger embassies. "So when Beltsville [the Beltsville Messaging Center] rings and wants to talk to my classified communicator, I just switch the receiver to the other hand," he joked.

Turning serious, he said, "But I think the challenge of multifarious tasks, of doing all the jobs and doing them where the situation requires some ingenuity, is part of the fun. Your job is never the same from one day to the next."

Thousands of miles away, Lisa Kierans faces similar challenges as vice consul and acting principal officer at the U.S. Consulate in Recife, Brazil. The consulate normally operates with two Foreign Service officers, a vice consul and a principal officer. But this summer, during a

two-month staffing gap between consuls, Ms. Kierans found herself the lone FSO at the consulate's helm.

"As vice consul, I not only perform the full range of consular duties, but am also in charge of cash counts, classified communications and signing off on purchases," she said. "At the moment, since I'm alone, I authorize my own expenditures and edit my own outgoing cables. And when we had an electrical fire recently," she added with a note of amusement, "I had to come and help extinguish it, and then I did the reporting cable."

Being assigned to such a small post means FSOs rely heavily on their Foreign Service National staffs.

Judith Francis, one of two Foreign Service officers at the U.S. Embassy in Lomé, Togo, said such heavy dependence on high-quality FSNs means Foreign Service officers at microposts need good cross-cultural skills, a willingness to be flexible and innovative, and a recognition that "the American way" isn't the only way to get a job done.

Like Mr. Warren and Ms. Kierans, she said microposts offer members of the Foreign Service a level of responsibility often unheard of at their grade, and the chance to rise or fall based on their own merits.

"At a micropost, you can't pass the buck," summarized Ms. Kierans. Being at a micropost, she said, means that

Judith Francis, next to the Marine security guard, is one of two Foreign Service officers posted to Lomé.





William Warren said being the only Foreign Service officer in Apia has taught him flexibility.

Foreign Service officers interact with members of the community far more than they might if they were at a post with its own cafeteria, commissary and social events. “You need to be able to use the resources of the city in which you live, so you and your family had better have good language skills,” she said.

Being the only Foreign Service member at post also means you’re never completely off duty. “People have no qualms about coming up at all hours of the day or night when you are in public to talk about personal problems,” Mr. Warren said. “But on the positive side, you get to meet and know a lot more people across a large spectrum of society.”

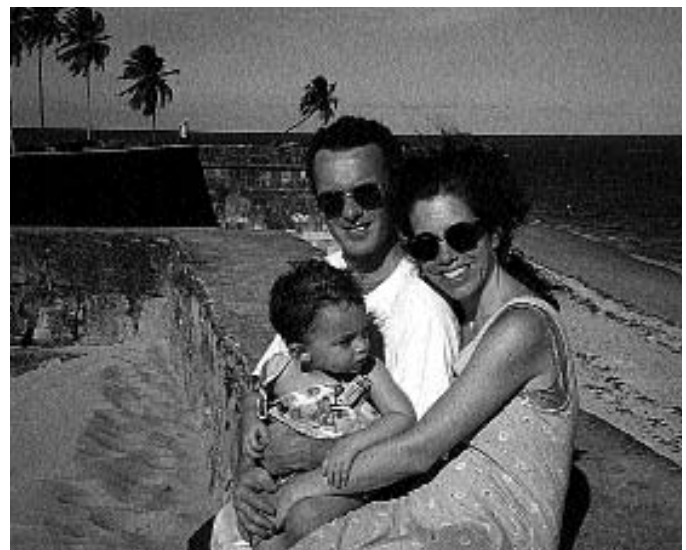
That can have big social payoffs, Ms. Kierans said. “I go to a lot of parties and meet a lot of interesting figures because I’m sort of a novelty here, whereas at a big post I’d just be one more vice consul.”

But Mr. Warren is quick to point out that microposts—especially the more remote ones—aren’t for everyone. Work opportunities for spouses are limited and salaries are often low. “Spouses often find it very difficult to find anything useful to do except hang around with other spouses who are equally at loose ends,” he said. Single officers, or married officers whose families don’t accompany them to post, have to be creative at keeping themselves occupied. “Bring lots of books and lots of videos,” Mr. Warren advised.

“If you absolutely cannot live without museums, theater, opera, first-run (or even third-run) movies, rock concerts, five-acre supermarkets, Wal-Marts or other accoutrements of civilization, then consider other countries

Continued on page 44

Lisa Kierans, right, with her husband Tom and son Liam, spent two months as the only Foreign Service officer in Recife.



State’s Special Embassy Program

By Toni Ponce

Although only a few U.S. Embassies are considered “microposts,” 56 embassies have fewer than 35 U.S. direct-hire positions. These embassies are part of the Department’s Special Embassy Program and offer some of the same challenges described at microposts, since in many instances, individuals must wear multiple hats.

SEP was originally established for budgetary reasons, to preclude growth at small overseas posts. Stopping unnecessary growth and limiting the size of U.S. Missions has also become a critical security issue, making SEP an even more important management policy.

SEP posts are in almost every region—22 within the Bureau of African Affairs, four in the Bureau of

Western Hemispheric Affairs, 10 in the Bureau of East Asia and Pacific Affairs, 19 in the Bureau of European Affairs and the Office of the Newly Independent States and one in the Bureau of Near Eastern Affairs.

The Office of Management Policy and Planning formulates policy for the program, working under the supervision of Undersecretary for Management Bonnie Cohen.

Embassies with 30 or fewer U.S. direct-hire positions for all agencies and 15 or fewer U.S. direct-hire State positions are included in SEP.

The author is the program manager for the Special Embassy Program.

Off-the-Shelf Software to the Rescue

Commercially available computer products are helping the mission in Durban get work done faster and with a lot fewer headaches.

By Frederic C. Hassani

One of my most uncomfortable moments used to be when my secretary would put through a call from someone whose name was vaguely familiar, but whose connection I just could not quite place. We all like to think that we have minds like steel traps, but especially for those of us who are getting a bit gray at the temples, remembering all the details gets harder and harder. We wonder: What did he say his wife's name was? Where were his children going to school? What was his business? When is the last time I talked to him and what was the subject?

And even if your mind *is* a steel trap, there are still the inevitable calls shortly after you arrive at a new place from people who knew your predecessor well and want to continue the relationship with you. It is sometimes surprising to these people—and more than a little embarrassing to you—when they realize that your office has essentially no institutional memory and that they must basically start from scratch.

Before coming to Durban, South Africa, to assume my duties as the consul general, I took the political tradecraft course at the Foreign Service Institute. The course gave me an excellent sense of the subtleties of cable writing and clarified my thinking about the broad interests of various government agencies. What the course did not cover was the seemingly simple matter of how to keep track of the hundreds upon hundreds of people whom the average consul general meets and entertains. Nor did it really lay out for me how I would be expected to pass on information about these people to my successor on my departure. Despite the fact that transitions are relatively routine within the Foreign Service, institutionally we really don't do much to make it easier for officers to make the change.

Fortunately, several excellent software packages can come to the rescue. A variety of commercial, off-the-shelf contact management software packages are available, and some of these are extremely well suited to Foreign

Frederic Hassani, consul general in Durban, has replaced his rotary directory, left, with a faster and more efficient computer-based one.



Service work. The package we use in Durban goes well beyond saving me from embarrassing moments. It greatly enhances my effectiveness, enabling me to accomplish many things quickly with minimal staff.

Now when someone calls, I'm able to bring up the caller's record on my screen before my secretary even transfers the call to my phone. A quick glance at the record tells me if the caller has an appointment scheduled with anyone else from the office and offers a chronology of their previous visits, with information about who they spoke to the last time they called and a few words on that discussion. The record also reveals what official functions the caller has attended, what mailings and faxes the person has received from the consulate, the spouse's name and a variety of additional information. While I am talking to my contact, I add a few words into the record to jog my memory for the next call.

The software is also helpful in preparing for big events, like Independence Day celebrations. At some posts, completing the invitations for these events is a time-consuming ordeal that occupies staff members for weeks and takes hours of the deputy chief of mission's time. But in Durban, it's a snap. A few weeks before the event, we print out the complete database to show who was invited to the party last year and who was not. This list circulates through the office so everyone gets an opportunity to add or delete names. The names of people who should be invited, but who are not in the database, are added. Once we have finalized the annotated list, all changes are recorded in the database. With well-designed software, the time involved is minimal.

We then create an invitation on the computer screen and a few keystrokes later, the computer begins to automatically fax hundreds of invitations. This year it took about 14 hours to fax 450 invitations. When the project was completed, we were able to get a printout confirming which faxes were successfully transmitted and which were not. Those that weren't—about 30—were printed and mailed.

Keeping contacts in a database also pays off when we need to find people with particular interests in short order. For example, last year we hosted an Agency for International Development conference and used the database to select the names of 80 people to invite. We automatically faxed each a customized letter, along with a response form inviting them to nominate others to be invited. The response rate was excellent and after another iteration, we had more than 300 names on our invitation list. A final fax to this group resulted in an extremely well-attended function—and a very productive use of everyone's time.

We liked the software for handling protocol and contact management in our political office so much that we soon adapted it for the consular section. We now maintain records of Americans registered on another database, making it much easier to do mass mailings and keep our warden system up to date.

We have also had great success using this software to track self-help projects. With more than 200 community organizations applying and more than 24 projects under

way at any given time, this tool has proven invaluable in keeping tight control over projects and funding.

Similarly, the commercial section uses the software to track local companies and the administrative section recently started using it for vendor files.

Best of all, I can peek into all the various databases from my desktop and get a pretty good idea of what's going on in each of the sections. Since the information is in essentially the same format, slightly customized for each section, I did not have to spend a lot of time learning different software packages. And by using the same software in all the sections, specially formatted documents such as letterheads, mailing labels, fax cover pages and name tags created in one section can be used by all of the other sections as well.

Since introducing the system, we have expanded its functions using add-on hardware and software products available from third-party vendors. We already do most of our faxing with off-the-shelf software that integrates into our contact management software, and we are experimenting with other packages that will allow us to include images along with the data file. Ultimately we hope that this will allow us to absorb most of our paper files into the system.

These commercial packages also integrate with many of the available handheld personal information management devices. At the end of the day, I take a few minutes to download data from my office computer into my hand-held electronic organizer, which allows me to keep the names and numbers, as well as my schedule, in my shirt pocket. When I'm the duty officer, I feel much better knowing that key contact information is in my pocket.

Having the data on the machine is not without some problems. Since we rely on the database so heavily, we have become religious—some would say obsessive—about backing everything up. You also have to become disciplined about entering notes. It takes a few months before everything becomes habitual, but once you have worked your way up the learning curve, the benefits far outweigh the costs.

I must also give a word of caution to the less-than-computer-literate. While these are off-the-shelf packages, making them all work together takes considerable effort and expertise. Unless you have employees with the right skills in your office, you would not want to consider introducing this software. In addition, the software is not nearly as well known overseas as it is in the United States, so finding local contract support can be problematic.

Nevertheless, if you have people in your office who are technically inclined and are willing to go it alone, the pay-off is well worth the effort. After almost two years using this system, I am now very satisfied with the way we keep track of the 1,659 people with whom the mission interacts.

When I leave, my successor will also arrive to find the same data a fingertip away. I hope it will help when that first call comes in from a stranger who knew me! ■

The author is the consul general in Durban.

People Like You



Janice Dionne, right, plays in Moliere's "The Doctor in Spite of Himself."

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!

The World Is Her Stage

By day, she's a secretary in the Bureau of South Asian Affairs' Office of India, Nepal and Sri Lanka. But outside the office, Janice Dionne becomes an actress, publicity chair, lighting operator and web site designer for a theater group near her Northern Virginia home.

Ms. Dionne said she's always loved live theater, but she didn't get her onstage debut until she was a consular assistant at the U.S. Embassy in New Delhi and took part in the Delhi Community Players' production of "Annie." She was hooked.

Since returning to Washington, D.C., she's become an active member of the Castaways Repertory Theater in the Woodbridge/Dale City area. And last summer she took to the stage in a one-act festival for the Alexandria, Va.-based Tapestry Theatre. "I've been quite enthralled with bringing the magic of live theater to my community," she said.

State's Half-Centurion

He admits it was with mixed feelings that he left his desk in the Freedom of Information Act Office. "After all, it's hard to break away after 50 years," said 78-year-old Laurent "Lonnie" Morin, who retired in September after 50 years with the Department.

Mr. Morin was personally welcomed into the Foreign Service in August 1948 by then-Secretary George Marshall, who told the young Foreign Service officer where to find a good hotel in Algiers, his first post. After his tour in North Africa, Mr. Morin also served in France, Japan and the Middle East. And immediately after retiring from the Foreign Service in 1979, he took a three-day-a-week job through the WAE, or "While Actually Employed," program. He served as the FOIA Office's senior reviewer for documents on the Middle East and South Asia.

"It's been quite an experience," Mr. Morin said of his long-time State career. "I always found the work stimulating and appreciated the opportunities I had to work overseas. I have no regrets."

But even after a 50-year career, Mr. Morin said he's not ready for the rocking chair. In his second retirement, he plans to devote more time to doing research about diplomatic women for his wife, author Anne Miller Morin.



Laurent "Lonnie" Morin recently ended a 50-year State career to launch a new one.

Taking His Act on the Road

Bill Michael has three passions: music, travel and people. As regional personnel officer in Gaborone, he's able to use his love of travel and meeting new people. And as a guitarist and songwriter, he bonds with his audiences while performing for them. "I'm a very lucky guy," he acknowledged.

The troubadour began his performing "career" when his father, retired Foreign Service officer Robert Michael, was posted in Asunción, in the mid-1970s. He started writing songs several years later.

Since discovering music, he's performed in Florida, California, Korea, Nepal and Thailand, and he recently left the band, "Hail Bop," when he was transferred from Kathmandu last July.

Mr. Michael recently performed at a fundraiser in Botswana for victims of the U.S. Embassy bombings in Nairobi and Dar es Salaam. The event raised more than \$1,000.

What drives him to perform? "When people come up to me after a performance and tell me how one of my

Bill Michael's music raises funds for victims of the embassy bombings.



Artists Present Musical Performances

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association recently hosted performances by several highly diverse and talented artists.

Peter Simon and his son Saling presented a delightful performance of classical and popular music from around the world. Their program, which took the audience on a musical journey through Norway, Russia, Argentina, Mexico and Cuba, was interspersed with humorous stories and anecdotes. Peter is an internationally acclaimed pianist/humorist and has performed at the Kennedy Center and Carnegie Hall.

Lewis Elbinger, personnel officer at the U.S. Embassy in New Delhi, treated another State audience to his original Earth Anthem of the U.N. Universal Declaration of Human Rights. He sang and accompanied himself on the piano while the individual articles of the declaration were projected onto an overhead screen. (For more details about this effort, see the December issue of *State Magazine*.)

In recognition of National Disability Month, Bruce Hartley played a potpourri of blues, jazz, country and rock and roll in another State of the Arts performance.

Following his introductory number, "Get on the A Train," Mr. Hartley performed a heartfelt rendition of Leon Redbone's "Walking Stick," which he dedicated to Caryl Traten Fisher, founder and director of the State of the Arts Cultural Series events. It was introduced with Mr. Hartley's acknowledgment of an accident that left him with a permanent walking disability.

Forty-five members of the New England Youth Ensemble presented the State of the Arts' first full orchestral performance in early November. The concert was conducted by the ensemble's founder and artistic director, Virginia Gene Rittenhouse, and Marcos Galvany, whose music has been performed in Carnegie Hall.

The concert included Mr. Galvany's composition for piano and violin, "Elena," performed by Australian concertmistress Naomi Burns; "Oh My Son," sung by soprano Karla Rivera and "Aria for Cello," a cello solo by 13-year-old Bronwyn Banertt. A performance of "Spanish Rhapsody" concluded the captivating concert.

The author is a computer specialist in the Executive Secretariat.



Honoring Placido Domingo, center, are, from left, Organization of American States Secretary General Cesar Gaviria and Ambassador Victor Marrero, Marguerita Riva-Geoghegan and Jean Preston from the OAS Office at Main State.

Famous Tenor Honored

Maestro Placido Domingo was recently presented with the Department's Hispanic Leadership Award for recognition of his leadership in the Hispanic community.

Deputy Secretary Strobe Talbott presented the award during a reception hosted by U.S. Ambassador to the Organization of American States Victor Marrero as part of Hispanic Heritage Month celebrations.

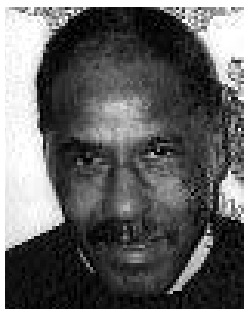
He called Mr. Domingo, who was born in Spain and grew up in Mexico, an inspiration to people around the world, a special source of pride for Hispanic Americans and a promoter of the welfare and culture of all citizens.

O B I T U A R I E S

Louis C. Boochever, 78, died of heart failure Oct. 31 in Bethesda, Md. Mr. Boochever joined State in 1945 to serve in the Union of Soviet Socialist Republic Division, later serving as an economist involved with the Marshall Plan and in the Office of European Regional Affairs. He entered the Foreign Service in 1956 and was posted in Luxembourg, Paris, Belgrade, Rome and Brussels, serving as deputy U.S. representative to the European Coal and Steel Community, as deputy to the U.S. representative to the Office of Economic Cooperation and Development and as chargé d'affaires in Brussels. He retired in 1974.



Robert Hammel Harlan, 80, died of colon cancer Nov. 26 in Freeport, Ill. Mr. Harlan joined the Foreign Service in 1948, serving a 30-year career. He was posted in France, Germany, Iran, Libya, Pakistan, South Vietnam and Washington, D.C. Mr. Harlan also led a team inspecting Foreign Service posts in 1978 in Colombia, Cuba, Panama and Venezuela. His last two assignments were in Frankfurt, where he was consul general, and Paris, where he was the embassy's minister/counselor for economic and commercial affairs.



William Richard Helm, 77, died Oct. 18. Mr. Helm retired from the Foreign Service in Athens in 1980 after serving in many countries around the world.

R. Phillip Hendrix, 63, a retired Foreign Service communications officer, died of cancer Oct. 29 in Spring Hill, Fla. Mr. Hendrix joined the Foreign Service in 1960 and served at 10 posts throughout Southeast Asia, Europe and the Far East. He retired in 1989.



E. Gregory Kryza, 76, a retired Foreign Service officer and former U.S. Ambassador to Mauritania, died Nov. 22 in Arlington, Va., following a cerebral hemorrhage. Ambassador Kryza joined the Foreign Service in 1952 and served in Curacao, Belgium, Yugoslavia, Kenya, Zaire and Brazil. He was assigned to the Bureau of Near Eastern and South Asian Affairs and served as a Foreign Service inspector. He was executive director in the Bureau of African Affairs from 1974 to 1977 and President Jimmy Carter's envoy to the Islamic Republic of Mauritania from 1977 until his retirement in 1980.

Theodore G. Markow Sr. 82, a retired Foreign Service officer, died Nov. 6 of pneumonia in Kensington, Md. Mr. Markow joined the Department in 1951 and served in Chile, Colombia and Paraguay.



Francis S. Newton, 79, a retired Foreign Service officer, died Oct. 11 in Apopka, Fla. Mr. Newton served 30 years in the Foreign Service before retiring in 1970.

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

FOREIGN SERVICE

Transfers

- Alderman, J. Mikel**, African Affairs to Foreign Service Institute
- Alexander, Eric Matthew**, Caracas to Bucharest
- Alexander, Susan Elaine**, Operations Center to Foreign Service Institute
- Alfonso, Betty M.**, Santiago to Beijing
- Allen, Bernadette Mary**, Leg. Affairs to Consular Affairs
- Allison, Lynn Alice**, Port-au-Prince to Kigali
- Alsace, Juan A.**, European Affairs to Foreign Service Institute
- Amadeo, Stefanie**, Maputo to Pretoria
- Amend, Kurt E.**, Riyadh to Islamabad
- Ames, Stephen H.**, Seoul to Accra
- Anderson, Scott M.**, Moscow to European Affairs
- Andrews, Jorgan Kendal**, Moscow to Guatemala
- Anthony, Frank D.**, F.S. Specialist Intake to Lusaka
- Armes, Wallace E.**, Frankfurt to Bangkok
- Aronis, Barbara A.**, Zagreb to Havana
- Audroue, Kenneth R.**, Beijing to La Paz
- Austin, Henrietta C.**, Seoul to Frankfurt
- Austrian, Courtney E.**, Port-au-Prince to Damascus
- Bachus, Jennifer L.**, Pre-Assign. Tng. to Kingston
- Baranowski Jr., Stanley**, Foreign Service Institute to Pretoria
- Barnett, Elizabeth**, Valletta to Personnel Service Institute
- Bassett, Leslie Ann**, Political Affairs to Foreign Service Institute
- Beardslee, William Q.**, Pre-Assign. Tng. to Frankfurt
- Becerra, Juan**, Belgrade to Doha
- Becker, Jane Ellen**, Inter. Narc. and Law Enfor. Affairs to Dept. of Defense
- Benavidez, Debra Anne**, Rabat to Personnel
- Bender, Michael Clayton**, Diplomatic Sec. to Other Agencies
- Bennett, Randall D.**, Luanda to Karachi
- Bentley, Robert Gerald**, Manila to Paris
- Berzins, Gunars**, Diplomatic Sec. to Beirut
- Bilge, Kerem Serdar**, Mumbai to Lisbon
- Binner, Lawrence N.**, Diplomatic Sec. to Moscow
- Blankenship, Robert S.**, Tokyo to Canberra
- Bordie, Helena R.**, Beijing to Beijing
- Bowen, Andrew**, Tegucigalpa to Dep. Spec. Rep. for Trade Negotiations
- Bowen, Mary E.**, Kiev to Personnel
- Boyle, David William**, Manila to Intell. and Res.
- Branstner, Terry Lee**, Info. Res. Mgt. to Vienna
- Braun, Bertram D.**, European Affairs to Foreign Service Institute
- Bray Jr., Francis John**, Cairo to Tashkent
- Brown, James S.**, F.S. Specialist Intake to Nairobi
- Carini, John A.**, Western Hemispheric Affairs to Quito
- Chapoteau, Jean-Rene**, Dushanbe to Tbilisi
- Cheatham, Susan C.**, F.S. Specialist Intake to Seoul
- Christiansen, Ellen M.**, F.S. Specialist Intake to Helsinki
- Coleman, Donald Barry**, Bangkok to Bangkok
- Copenhaver, Barry F.**, Monrovia to Freetown
- Cottrell, Margaret E.**, Personnel to Moscow
- Craynon, Laura E.**, F.S. Specialist Intake to Tunis
- Currie, Joyce Edith**, Near Eastern Affairs to African Affairs
- De Graffenreid, William L.**, Bangkok to Frankfurt
- DeGraffenried, Leslie**, Panama to Bonn
- DeMario, Anthony Joseph**, Near Eastern Affairs to Abu Dhabi
- Dennison, Carol A.**, Inter. Narc. and Law Enfor. Affairs to Dem., Human Rights and Labor
- Detar, Michael Ralph**, Bonn to Frankfurt
- Dickman, Shirley J.**, Amman to Hong Kong
- Diffily, J. A.**, Ciudad Juarez to Maputo
- Dockery, Rebecca**, Tbilisi to Moscow
- Douthit, David Alan**, Lilongwe to Foreign Service Institute
- Drain, Robert Wilder**, Beirut to Helsinki
- Dubrow, Jeannette P.**, European Affairs to Dem., Human Rights and Labor
- Dunne, Charles William**, Int'l. Org. Affairs to Near Eastern Affairs
- Dupuis, Kelley**, Bonn to Personnel
- Durnell, Kevin W.**, Diplomatic Sec. to Foreign Service Institute
- Dye, Christopher D.**, Western Hemispheric Affairs to São Paulo
- Dye, Judyann Hjellum**, Executive Secretariat to São Paulo
- Ehrman, James J.**, Dem., Human Rights and Labor to Rome
- Emery, Dominique**, Panama to Bogota
- Failla-Aloia, Bernadette A.**, F.S. Specialist Intake to Moscow
- Fasciglione, Richard J.**, Damascus to Tbilisi
- Fedzer, Glenn E.**, Pre-Assign. Tng. to Managua
- Feldman, Michael Alan**, Prague to Naples
- Fietz, Patricia L.**, Bogota to Marseille
- Fitzpatrick, Kathleen M.**, Brussels to Foreign Service Institute
- Flohr, Eric Alan**, Merida to Personnel
- Flohr, Eric Alan**, Personnel to East Asian and Pac. Affairs
- Geake, June E.**, Niamey to Personnel
- Geveden, Paul T.**, Lome to Personnel
- Gibbs, Christiane S.**, F.S. Specialist Intake to Oslo
- Gooth, Kay E.**, Vienna to Nairobi
- Gray, Mary A.**, F.S. Specialist Intake to Mexico City
- Guerrero, Simon M.**, Kinshasa to Rio de Janeiro
- Guy, Patricia H. H.**, Minsk to Berlin
- Hallberg, Kent B.**, Athens to European Affairs
- Harbison, Jeanne**, Helsinki to Personnel
- Harral, Gary Lee**, Bern to Ottawa
- Harvey, Karen B.**, F.S. Specialist Intake to Bangkok
- Hayden, Rebecca J.**, F.S. Specialist Intake to Paris
- Hebron, Theresa Ann**, Georgetown to Harare
- Heffern, Richard T.**, Foreign Service Institute to Belgrade
- Hellman, Aaron M.**, Pre-Assign. Tng. to Port Moresby
- Henderson, Jennifer**, Personnel to Info. Res. Mgt.
- Herkert, Richard J.**, Bangkok to San Salvador
- Heslink, Kristen J.**, Pre-Assign. Tng. to Budapest
- Hettel, Thomas Joseph**, Tallinn to La Paz
- Hirsch, Daniel Menco**, Abuja to Calcutta
- Hughes, Nancy J.**, F.S. Specialist Intake to Tokyo
- Hurley, Cynthia J.**, F.S. Specialist Intake to Ottawa
- Ingram, Richard J.**, Diplomatic Sec. to Freetown
- Jackson, Robert P.**, Lisbon to Abidjan
- Jennings, Robert C.**, San Salvador to Frankfurt
- Johnson, Trina T.**, Yaounde to Personnel
- Jones, Steven M.**, Diplomatic Sec. to Guatemala
- Joyce, David C.**, Dakar to Foreign Buildings
- Kaminski, Richard Mark**, Kinshasa to Abuja
- Karaer, Yasar M.**, Port Moresby to Personnel
- Kay, Gregory W.**, Minsk to Info. Res. Mgt.
- Keller, Kenneth C.**, La Paz to Personnel
- Keller, Vivian N.**, Pre-Assign. Tng. to Bucharest
- Kleinsmith, Wanda D.**, F.S. Specialist Intake to Zagreb
- Kopchak, Robert J.**, F.S. Specialist Intake to Colombo
- Kowalchek, Kenneth C.**, Chief Fin. Officer to Paris
- Kujawinski, Peter I.**, Pre-Assign. Tng. to Tel Aviv
- Laguna, Gloria**, Personnel to Foreign Service Institute
- Langston, Jennifer L.**, Pre-Assign. Tng. to Montreal
- Lapenn, Jessica**, Paris to Near Eastern Affairs
- Larsen, Dan Jonathan**, East Asian and Pac. Affairs to Foreign Service Institute
- Lawing, Helen Marie**, Bamako to War Crimes Init.
- Lawson, Timothy C.**, Hong Kong to Bangkok
- Le, Minh-Yen T.**, F.S. Specialist Intake to Seoul
- LePire, Mark**, Seoul to Personnel
- Lewis, John Hargraves**, Brasilia to Personnel
- Lochman, Laura A.**, Near Eastern Affairs to Non-Gov. Orgs.
- Loi, James L.**, Bucharest to Pretoria
- Majewski, Brian R.**, Personnel to Ottawa
- Maloney, Jeanne Marie**, European Affairs to Lisbon
- Mann, Theodore Albert**, Econ. and Bus. Affairs to Foreign Service Institute
- Manuel, John D.**, Port-au-Prince to Kinshasa
- Marcellin, Colette**, Singapore to Paris
- Marrs Jr., Reese E.**, Canberra to Medical
- Marx, Pamela R. Pfau**, Rome to Havana
- Mason, Nancy M.**, Montevideo to Caracas
- Masson, Surinder**, Foreign Buildings to India
- Mathews, Douglas J.**, European Affairs to Kiev
- Mattke, Marilyn R.**, Libreville to Frankfurt
- Maxwell, Raymond D.**, Operations Center to Luanda
- Mazel, Louis**, Windhoek to Addis Ababa
- McCaffrey, Michael T.**, Log. Mgt. to Foreign Service Institute
- McCloy, Deana Lee**, Moscow to Bogota
- McCloy, Mark A.**, F.S. Specialist Intake to Bogota
- McCreery, Melissa Linsey**, F.S. Specialist Intake to Madrid
- McInturff, Richard L.**, Monrovia to Sarajevo
- McInturff, Sandra L.**, Monrovia to Sarajevo
- McKune, Kenneth R.**, Counter-Terrorism to Inter. Narc. and Law Enfor. Affairs
- McLaurin, Beverly A.**, European Affairs to Gaborone
- Melvin, S. Jean**, Personnel to Intell. and Res.
- Merz, Dennis Wayne**, Consular Affairs to European Affairs
- Mesquita, Mario McGwinn**, Pre-Assign. Tng. to Warsaw
- Metres, Katherine Marie**, Pre-Assign. Tng. to Nouakchott
- Meznar, Marc J.**, Population, Refugees and Migration to Barcelona
- Milasi, Paolina**, Harare to Lagos
- Miller, Glenn Wayne**, Frankfurt to Moscow

FOREIGN SERVICE

Transfers

Millington, Jeffrey V. S., Cairo to Dept. of Defense
Milroy, Michael, Gaborone to Dublin
Miquiabas, Ireneo Tan, Pre-Assign. Tng. to Ciudad Juarez
Mobley, Veronica Carolyn, Pre-Assign. Tng. to London
Moore, John A., Budapest to Sofia
Moore, Mark L., Hong Kong to Rabat
Moore, Thomas W., Kinshasa to Tbilisi
Moran, Brian R., Mbabane to Vientiane
Moreau, Cristina, F.S. Specialist Intake to Buenos Aires
Morrissey, Ellen, Lome to Athens
Morritz, Robin Jan, Counter-Terrorism to Consular Affairs
Morrow, Wayne Jackson, Lusaka to Kuala Lumpur
Mozur, Michael C., Foreign Service Institute to European Affairs
Murphy, Sean, Western Hemispheric Affairs to Nogales
Murphy, Thomas M., F.S. Specialist Intake to Port-au-Prince
Murphy, Warren Patrick, Conakry to East Asian and Pac. Affairs
Naby, Dante, Diplomatic Sec. to Personnel
Nahas, Albert Gabriel, Dept. of Commerce to Port of Spain
Napoliello, Steven G., Foreign Buildings to Chief Fin. Officer
Nelson, Nancy J., Econ. and Bus. Affairs to Foreign Service Institute
Neuling, R. Bruce, Dem., Human Rights and Labor to Trade Negotiations
Nguyen, Qui P., Pre-Assign. Tng. to Athens
Nicholas, Linda, Kingston to Lisbon
Nobles, David Timothy, Lagos to Tunis
Norris Jr., John Jacob, Office of the Vice Pres. to East Asian and Pac. Affairs
Novak, Robert K., Vienna to Info. Res. Mgt.
Nutwell III, George M., Almaty to Diplomatic Sec.
O'Boyle, Patrick D., Sarajevo to Panama
O'Connor, Mark Brendan, Paris to Foreign Service Institute
O'Keefe, John M., Personnel to Mgt.
Oreste, Michael P., Paramaribo to Riyadh
Ortiz, Alberto, Harare to Lusaka
Ortiz, Jose M., Ankara to Rabat
Osborne, Kathi R., Rabat to Kinshasa
Papendick, Josefina L., Nat. Visa Center to East Asian and Pac. Affairs
Paschall III, Richard Carl, Nassau to Ndjamena
Payne, Robert David, Conakry to Wellington
Percival, Bronson E., Personnel to European Affairs
Peters, Alene M., F.S. Specialist Intake to Foreign Service Institute
Piazza, Salvatore, New Delhi to Bujumbura
Pollock, Timothy F., Near Eastern Affairs to Islamabad
Powers, Roberto, Kinshasa to Tunis
Prahar, Peter Alan, Kinshasa to Bamako
Quinn, Colleen A., Pre-Assign. Tng. to Bridgetown
Rath, John Thomas, Western Hemispheric Affairs to Foreign Service Institute
Rathke, Jeffrey, Operations Center to Foreign Service Institute
Raymer, Robert Thomas, Lima to Buenos Aires
Redgate, Kathleen M., Spec. Rep. for Bosnia to Foreign Service Institute
Reed, Howard Verne, East Asian and Pac. Affairs to Foreign Service Institute
Reed, Joyce Ann, Nairobi to Personnel
Rendeiro Jr., John G., Diplomatic Sec. to Foreign Service Institute
Roberts, Mary F., East Asian and Pac. Affairs to Port Moresby
Rochman, Daniel Alan, East Asian and Pac. Affairs to Foreign Service Institute
Romero, Steve G., Diplomatic Sec. to Moscow
Rosenberg, Jeffrey R., European Affairs to Moscow
Roth, Matthew Paul, Pre-Assign. Tng. to Bogota
Sainz, Francisco D., Bucharest to Lisbon
Sakla, Cecile Françoise, Damascus to Cairo
Salaiz, Jeffrey Albert, Pre-Assign. Tng. to Mbabane
Sallies, E. Elizabeth, Amman to Near Eastern Affairs
Schmitt, Leonard G., Pretoria to Western Hemispheric Affairs
Schoepl, Johanna E., Helsinki to Asmara
Schwering, Katherine A., Dem., Human Rights and Labor to European Affairs
Shannon, Janet Dawn, Personnel to European Affairs
Sheppard, Margaret Dugan, Dublin to Bucharest
Shiratori, Seiji T., Pre-Assign. Tng. to Islamabad
Siders, Michele M., Warsaw to Seoul
Silberberg, Jules D., Matamoros to Dusseldorf
Sims, Marco A., Mexico City to London
Sims-White, Dionne M., F.S. Specialist Intake to Personnel
Slater, Elizabeth Mary, Dar es Salaam to Nairobi
Smith, John A., Info. Res. Mgt. to Beijing
Sutton, Judy Ann, Antananarivo to Nairobi
Swan, James C., African Affairs to Kinshasa
Sweeney, Eugene Paul, Foreign Service Institute to Rio de Janeiro
Tanabe, Florence T., Berlin to Mexico City
Tangney, Mildred M., Vienna to Ottawa
Taylor, Robert, Rio de Janeiro to European Affairs
Tejtel, Marc, Pre-Assign. Tng. to Calgary
Thibodeau, Alfred Bryan, F.S. Specialist Intake to Lusaka
Tholon, Scott S., Geneva to European Affairs
Thuma, Christopher, European Affairs to Kiev
Tozer, Lyn Grandy, Zagreb to Amman
Twining Jr., Charles H., Cameroon to Pol. and Mil. Affairs
Valenti, Rose Marie, Info. Res. Mgt. to Riyadh
Walker, Isabel P., Frankfurt to Personnel
Ward, Jacqueline Leann, Pre-Assign. Tng. to Helsinki
Watson, Dennis L., Hanoi to Karachi
Wayman, James L., East Asian and Pac. Affairs to Foreign Service Institute
Weller, Anthony R., Manila to Western Hemispheric Affairs
Wells, Vella G., Dar es Salaam to Beirut
White, Franklin E., F.S. Specialist Intake to Beijing
Whiteford, Ruth A., Gaborone to Caracas
Wilhelm, Steven A., Info. Res. Mgt. to Paris
Williams, Kevin W., Addis Ababa to Info. Res. Mgt.

Williard, Eloisa S., New Delhi to Lima
Willis, Kathleen T., Bangkok to East Asian and Pac. Affairs
Wood, William Braucher, Foreign Service Institute to Int'l. Org. Affairs
Woolery, Elaine M., Muscat to Personnel
Wright, Donna Maye, Antananarivo to Personnel
Wright, Georgia Tyiska, Nassau to Bandar Seri Begawan
Wright, Mary A., Sierra Leone to Kolonia
Yen, Michael K., Beijing to Hong Kong
Young, Jeffrey Avery, Pre-Assign. Tng. to Berlin
Zadrozny, Joseph Edward, Pre-Assign. Tng. to Tashkent
Zapp, Terrance, Riyadh to Tokyo
Zelle, Susan W., Near Eastern Affairs to Kinshasa
Zwigaitis, Adele T., Beijing to Athens

Appointments

Backstrom, Paul M., Diplomatic Sec.
Brunn, Anne M., Diplomatic Sec.
Buell, Terrie D., Diplomatic Sec.
Chipman, Alan R., Diplomatic Sec.
Davies, Paul H., Diplomatic Sec.
Dyson, Brian D., Diplomatic Sec.
Fernandez, Marco A., Diplomatic Sec.
Ferry, Richard Durrell, Info. Res. Mgt.
Gonneville Jr., Donald E., Diplomatic Sec.
Green, Bernard J., Diplomatic Sec.
Karavites, Themistocles W., Diplomatic Sec.
Katz, David A., Singapore
Larsen, Tanya Sears, Diplomatic Sec.
Larson, Troy D., Diplomatic Sec.
Mastando, Paul, Diplomatic Sec.
Miller, Steven M., Diplomatic Sec.
Monteiro, Robyn L., Diplomatic Sec.
Ordonez, David, Diplomatic Sec.
Pennell, Robert W., Baku
Ramos, Marcos A., Diplomatic Sec.
Riva, Peter M., Diplomatic Sec.
Rose, Terrence L., Diplomatic Sec.
Rosikiewicz, Cory, Diplomatic Sec.
Sherlock, Shawn H., Diplomatic Sec.
Sparrowgrove, David J., Diplomatic Sec.
Suor, James T., Diplomatic Sec.
Turner, Brett L., Diplomatic Sec.
Von Meister, Frederick W., Diplomatic Sec.
Walsh, David A., Diplomatic Sec.
Warrener, Kevin P., Diplomatic Sec.
Wray, Mareen, Diplomatic Sec.
Wroblewski, K. Andrew, Diplomatic Sec.
Yeager Jr., Loren R., Diplomatic Sec.

FOREIGN SERVICE

Retirements

Booth, Richard Thomas, Inter-American Affairs
Bosken, Jerome J., Vienna
Brimms, John S., Inspector General
Carmack, William L., Foreign Service Institute
Carter, Landon C., Brussels
Caswell, John Davis, Brasilia
Clayton, James R., Nicosia
Cleveland, Donald R., Manila
Collins Jr., David L., Administration
Cotter, Michael W., Ashgabat
Crist, Janet Lorraine, White House
Cunningham, Jeffrey R., Guatemala
Davis, Suzanne Marjorie, London
Day, Frank H., Berlin
Day, William L., African Affairs
Doyle, James R., Arms Control and Disarm. Agency
Duncan, Richard L., Western Hemispheric Affairs
Farrand, Robert W., Office of the High Rep.
Fitzgerald Jr., Edward W., Canberra
Ford, James A., Paris
Ford, Janelle M., Paris
Frechette, Myles R. Rene, Western Hemispheric Affairs
Gallagher, William W., Foreign Buildings
Griego, Robert H., Mexico City
Hauser, Timothy P., Econ. and Bus. Affairs
Hemingway, Barbara, Personnel
Hood, Walter J., Monrovia
Howell, Edward L., African Affairs
Johnson, Dale D., Lusaka

Johnson, Robert D., Dept. of Defense
Jones, Teresa Chin, Log. Mgt.
Jury, Allan G., Population, Refugees and Migration
Kennedy, Mary Virginia, Foreign Service Institute
Kunsmann, Eric A., European Affairs
La Mazza, John J., Rome
LaColla, Gerard A., Foreign Buildings
LaFleur, Mary L., Personnel
Lange, Howard H., East Asian and Pac. Affairs
Larson, Terry A., Jakarta
Livingston, Richard P., Personnel
Maciejewski, Theresa E., Ankara
Mackler, Roderick C., Intell. and Res.
Malloy, Edward M., Econ. and Bus. Affairs
Mark, Jim D., Western Hemispheric Affairs
Marshall, Robert M., Chief Fin. Officer
McConville, Donald Floyd, Western Hemispheric Affairs
McKee, Richard Keller, Personnel
McKenzie, Bruce, Mumbai
McKinley, Brunson, Spec. Rep. for Bosnia
McNamara, Thomas E., Western Hemispheric Affairs
McQueen, James C., Foreign Buildings
Merry, E. Wayne, Personnel
Meyer, Bernard C., Singapore
Minnies, Malachy Todd, European Affairs
Mraz, David S., Tunis
Niles, Thomas M. T., Dept. of Defense
Orr, Harry Leon, Pol. and Mil. Affairs
Pascua, Gerard R., Koror

Passage, David D., Western Hemispheric Affairs
Pierce, David Catlin, Personnel
Price, Thomas L., European Affairs
Quinn, Eileen J., Athens
Rabasa, Angel M., East Asian and Pac. Affairs
Rankin, Haywood, Abidjan
Rice, Thomas Joseph, Santiago
Rickert, Jonathan B., European Affairs
Roberts, Donald A., Econ. and Bus. Affairs
Rogers, Penelope A., Rio de Janeiro
Sarofeen, Robert A., Antwerp
Schlegel, Jimmy L., Madrid
Sell, Louis D., Intell. and Res.
Serwer, Daniel P., Non-Gov. Orgs.
Simons Jr., Robert F., European Affairs
Snyder III, Joseph C., Vienna
Stocker, Carol K., Foreign Service Institute
Sullivan, Gerald N., Tallinn
Teare, Richard W., Pol. and Mil. Affairs
Tuten, James T., Info. Res. Mgt.
Veale, William C., Dept. of Defense
Wardman, Harold Brandt, Log. Mgt.
Weller, Joseph C., Riyadh
Welty, Dean L., Kingston
Wilson IV, Joseph Charles, Nat'l. Sec. Council
Wilson, Nancy J., Vienna

Resignations

Benjaminson, Paula J., Stockholm
Brewer, Jerry W., Info. Res. Mgt.
Cunningham, Rhonda L., Paramaribo
Dalby, Kerry Gafney, Athens
Fitzgerald, Judith C., Canberra
Griffith, John H., Pre-Assign. Tng.

Holstrom, Laura Alison, Guadalajara
Jackson, Ronald L., Brussels
Levinson, Richard Lee, Dem., Human Rights and Labor
Luehrs, Anne M., Seoul
McLaughlin, Timothy G., Manila
McTigue, Marlena, Personnel

Meakem III, John J., East Asian and Pac. Affairs
Pillsbury, Steven Parker, Bangkok
Polcaro, James P., African Affairs
Wechsler, Jonas Ian, Pre-Assign. Tng.
Whitt, William David, Pre-Assign. Tng.

USIA CIVIL SERVICE

Promotions

GS-7

Averette, Angela M., Office of the General Counsel
Westbrook, Roger M., Office of Human Resources

GS-8

Greenberg, Bruce M., Information

GS-9

Bond, Marie A., Office of Technology
Dawson, Sabrina K., Office of East European and NIS Affairs
Ellison, James S., Office of Technology
Moore, Michael, Office of Administration

GS-13

Clark, Loisteen H., Office of Human Resources
Dawkins, Suzanne P., Information
Franko, Mary O Boyle, Education and Cultural Affairs
Martin, Ann Jeryl, Education and Cultural Affairs
Neilson, Robin E., Education and Cultural Affairs
Shifflett, Alice M., Education and Cultural Affairs
Sweeney, Anna E., Office of Research

GS-14

El Assal, Elaine C., Office of Research

Appointments

Bader, William B., Educational and Cultural Affairs
Muse Sr., Avery Q., Office of Technology
Hughes, Richard, Office of the General Counsel

Resignations

Griffin, Patricia A., Office of the Comptroller
Mellott, Joseph B., Information

CIVIL SERVICE

Promotions

GS-2

Jacob, Richard L., Worker Trainee Initiative
Jones, Antoinette D., Worker Trainee Initiative

GS-5

Doner, Stuart, Operations Center
Keita, Kamilah, Administration

GS-6

Smith, Samantha Denise, Near Eastern Affairs

GS-7

Hubbard, Virginia, Philadelphia Passport Agency
Mitchell, Warren, Log. Mgt.
Nordstrom, Susan D., Personnel
Palmer, Camilla Reene, Log. Mgt.
Patton, Linda Giuliano, Log. Mgt.
Sandidge, Denise E., Foreign Buildings
Sleister, Denise L., Seattle Passport Agency
Smith, Terri L., African Affairs
Terrell, Jackie, Personnel

GS-8

Bagley, Joyce Renee, Leg. Affairs
Bowlding Jr., Lawrence F., Intell. and Res.
Buckner, Ellen M., Intell. and Res.
Davis, Clara Manuel, Intell. and Res.
Holman, Beverly S. Willis, Legal Adviser
King, Angela M., Washington Passport Agency
Santiago, Irma R., Western Hemispheric Affairs
Staples, Olwyn, Oceans and Int'l. Envir. and Sci. Affairs

GS-9

Arnold, Robert A., Seattle Passport Agency
Coghill, Sacaguwier E., Chief Fin. Officer
Coley III, William L., Philadelphia Passport Agency
Collins, Ronald S., Operations Center
Cummings, Cheryl A., New Orleans Passport Agency
Diggs, Deborah T., Western Hemispheric Affairs
Farrington, Jahn Richard, Seattle Passport Agency
Guidera, James T., New York Passport Agency
Holton, Pamela G., Log. Mgt.
James, Bonita B., Office of the Sec.
Lynch, Karen Nicole, Inspector General
Muse, Ruth E., Western Hemispheric Affairs
Seawright, Cecelia P., European Affairs

GS-11

Baltimore, Margaret R., European Affairs
Bibbins, Nicole M., Population, Refugees and Migration
Casebeer, Jeffery J., Nat. Passport Center
Duval, Christopher F., Pres. Mgt. Intern Prog.
Ellis, Joe W., Info. Res. Mgt.
Garofano, Michael F., Nat. Passport Center
Hilley, Carol R., Int'l. Org. Affairs
Johnson, Dwayne W., Info. Res. Mgt.
King, Jennifer Z., Info. Res. Mgt.
Lyman, Daria, Office of the Sec.
McGahuey, Ann B., Consular Affairs
Walker, Vicki L., Info. Res. Mgt.
Wright, John L., Info. Res. Mgt.

GS-12

Allen, Tami Tha, Personnel
Anderson, Marlee K., Consular Affairs
Butler, Patsy Lee, Info. Res. Mgt.
Capo, Peter A., Foreign Service Institute
Castleberry, Roy L., Inspector General
Dudley, Patricia C., Pol. and Mil. Affairs
Germano, Maria Lynn, European Affairs
Hadrick, Dennis Franklin, Pol. and Mil. Affairs
Martin, Barbara H., Log. Mgt.
Ward Jr., Marvin E., Intell. and Res.

GS-13

Crouch, Katherine Flaspohl, Pol. and Mil. Affairs
Donald, Kenneth J., Econ., Bus. and Agricultural Affairs
Jeter Jr., R. Lee, Info. Res. Mgt.
Lewis, Lorraine, Consular Affairs
Votaw, Claire-Louise, Info. Res. Mgt.

GS-14

Abdeen, Deanna Hanek, Population, Refugees and Migration
Andersen, Walter Korfitz, Intell. and Res.
Cocke III, William T., Oceans and Int'l. Envir. and Sci. Affairs
Easley, Cheryl D., Int'l. Org. Affairs
Overstrom, Kevin Karl, Consular Affairs
Sponn, Daniel Charles, Foreign Buildings

Resignations

Ali, Frankie R., Foreign Buildings
Arnold, Angela V., Log. Mgt.
Babic, Jennifer I., Diplomatic Sec.
Bethune, Ronda F., Foreign Buildings
Boettcher, Ruth S., Consular Affairs
Buchsbaum, Steven B., Oceans and Int'l. Envir. and Sci. Affairs
Capps, Michael D., Intell. and Res.
De Guzman, Margaret A., Legal Adviser
Denett, Michael P., Log. Mgt.
Eddy, Randolph P., Int'l. Org. Affairs
Foxx, Mimi P., Honolulu Passport Agency
Goetz, Sheila Lynn, Los Angeles Passport Agency
Hammond, Rose M., Consular Affairs
Henrique, Donald J., Inspector General
Kepchar, Pamela Brownell, Near Eastern Affairs
Lijek, Mark J., European Affairs
Lonon, Claude F., Consular Affairs
McGrath, Olga A., Global Affairs
Messer, Jessica L., Consular Affairs
Mitchell III, Calvin A., Int'l. Org. Affairs
Monroe, Tywanda E., Consular Affairs
Nolan, Meghan Elizabeth, Western Hemispheric Affairs
Nowlin, Judy, Pre-Assign. Tng.
Perez, Milagros, Philadelphia Passport Agency
Price, Gillian N., Pol. and Mil. Affairs
Reid, John, African Affairs
Richardson, William B., Int'l. Org. Affairs
Rieckhoff, Jeffrey Warren, Pol. and Mil. Affairs
Schofield, Tia Y., Near Eastern Affairs
Smith, Carter M., Operations Center
Sykes, Tracie, African Affairs
Torrence, Torre, African Affairs
Truitt, Sherstin, Consular Affairs
Tyler, Kresta F., Foreign Buildings
Woodland, Lydia A., African Affairs

USIA FOREIGN SERVICE

Resignations

Marcois, Barton W., Office of the Director

Retirements

Gillespie, Jacob P., Educational and Cultural Affairs
Harley, Philip C., Voice of America

Harwood, William L., Office of General Counsel
Shapiro, Howard Stephen, Office of Thematic Programs

CIVIL SERVICE

Appointments	Reassignments	Retirements
<p>Allen, James Morgan, Western Hemispheric Affairs Boyer, Carol L., Administration Dal Porto, Leroy G., Diplomatic Sec. Farina, Robert A., Log. Mgt. Kronstain, Melissa A., Legal Adviser Maloney, Sarah E., Legal Adviser Messmer, Edward P., Inspector General Mills, Maryse-Noelle, Legal Adviser Natchuras, Michael T., Chief Fin. Officer Parham-Harris, Brenda, Foreign Service Institute Pearson, Randy Paul, Pol. and Mil. Affairs Powell, Darren M., European Affairs Rocchio, Albert J., Inspector General Weber, Guy Anthony, Medical Director Withers, Jerry D., Foreign Buildings Zabetakis, Kathryn, Foreign Buildings</p>	<p>Abrahams, George M., Chief Fin. Officer to Int'l. Org. Affairs Beck, Donald G., Consular Affairs to Pol. and Mil. Affairs Davis, Shirley T., Int'l. Org. Affairs to Econ. and Bus. Affairs Goode, Denise, Pre-Assign. Tng. to Oceans and Int'l. Envir. and Sci. Affairs Lewis, Justina B., Consular Affairs to Washington Passport Agency Maslow, Scott L., Log. Mgt. to Pol. and Mil. Affairs Popovich, Patricia Ann, Personnel to Info. Res. Mgt. Segars, Elizabeth Nan, Info. Res. Mgt. to Personnel Vieira, Peter M., Chief Fin. Officer to Foreign Service Institute</p>	<p>Atkinson, Rosemary F., Log. Mgt. Bland, Janine, Foreign Service Institute Bryant, Linda L., Foreign Service Institute Burton, Pamela A., European Affairs Duncan, Teresa, European Affairs Eldridge, Julia Elena, Foreign Service Institute Evon, Flora M., Int'l. Org. Affairs Evon, Ramon A., Chief Fin. Officer Jackson, Carol J., Chief Fin. Officer</p>
<p>It is Department policy to promote and recognize deserving employees for their contributions to the foreign affairs mission. As the Department's principal employee publication, <i>State Magazine</i> is provided with monthly lists of Civil and Foreign Service employees promoted, assigned, hired, retired or reassigned. As a public document subject to full disclosure under the law, these lists are subject to only minor editing for style purposes by <i>State Magazine</i>. Department policy is to publish the lists in their entirety.</p>		

Fellowship Program Announced

A new national fellowship program for college students was recently announced to honor the late U.S. Ambassador to France Pamela Harriman.

The Harriman Foreign Service Fellowships, sponsored by the College of William and Mary, will provide funds for three students from U.S. colleges to work in the U.S. Embassies in Paris and London and in the Office of the Secretary in Washington, D.C.

The Coca-Cola Foundation donated \$200,000 to the program to help cover travel expenses and provide stipends for students abroad. Another \$300,000 was donated by friends of the late ambassador, both in the United States and overseas.

The first class of Harriman Fellows will be named next spring.

Microposts *Continued from page 33*

where you cannot drive all around them with less than a tank of gas," he said.

If you do choose to bid on a micropost position, Ms. Kierans recommend, "Study the language as hard and as long as you can before you get there. In fact, get as much training of every kind possible, because once you get there you have to hit the ground running, and there are very few people who can help you with your job.

"When you're assigned," she continued, "you'll be much more dependent on the position's incumbent to leave you good notes and good contacts than you would be at a larger post."

So what have these Foreign Service officers learned from their micropost experiences? Mr. Warren sums it up in one word, "flexibility," quickly adding, "and I've had a great time learning it in one of the most beautiful pieces of real estate in the world."

Ms. Kierans was a bit more contemplative. "Mainly I've learned a lot about myself, especially as a manager," she said. "A micropost has so few resources, physically and socially, that you learn a lot about your inner resources, where you're strong and where you're liable to be stretched to breaking."

Looking back over her time in Recife, she said, she realizes a remote assignment and an apartment across the street from the beach—so enticing for those in the hubbub of major capitals—can sometimes be painfully isolating, too. "I'm glad I've had this intense experience early in my career," she said, "and I'll also be glad to move on." ■

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