OPERATING PLAN for the Office of International Health Programs

January 1996

U.S. Department of Energy
Office of Environment, Safety and Health
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MASTER

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DIRECTOR'S MESSAGE

Character. . .Competence. . .Commitment. These qualities personify the Office of International Health Programs. Living them enables this office to meaningfully contribute, or as I like to say, add value, to the Department of Energy. By undertaking this planning work, the results of which are reflected in this document, our team now shares a vision of how we can make a difference; how we can add value.

In this document, we have written about ourselves and our organization. We present our unified ideas about what the Office of International Health Programs does, what our individual contributions are, and how we, as an organization, connect to the Department of Energy. But more importantly, this document declares our ideals, the way we conduct business, and the manner in which we treat each other and our customers.

As a team, we decided to run our office like a business, using precise metrics to measure performance against defined goals. Unanimously, we elected to make our customers' needs the foremost consideration. Together, we agreed on core values and the office's mission, business lines, and strategies. Individually, we entered into Performance Agreements with each other that outline our planned accomplishments. Collectively, these actions bring clarity and singleness of purpose to the office's work.

Issuing this document is a first step. The biggest challenge lies ahead: making good on our intentions by implementing the ideas and ideals we embrace here. I am proud to be a member of this team.

A handwritten signature in black ink, appearing to read "Frank Hawkins", with a large, stylized loop at the end.

Frank Hawkins

INTRODUCTION

ORGANIZATIONAL DESIGN AND PLANNING PROCESS

In a series of meetings spanning the last 3 months of 1995, the Office of International Health Programs undertook an intensive effort to redesign the organization, rethink the way day-to-day business is conducted, and plan for the future. This organizational design and planning process was based on three fundamental premises. First, for an office to be effective, its staff must be self-actualized and empowered. This process compelled each person to explore his/her current work situation by asking the question, "Do I find meaning and contribution in my work?" The answers to this question became the catalyst for discussions and decision-making both at the personal and organizational level.

The second premise is that individuals and organizations must be inquisitive, seeking open and honest input with an eye toward improving performance. The office designed a number of processes by which it can learn from successes and failures, including a customer feedback and improvement system, benchmarking process, morale indicator system, and performance measures.

The third and most important premise is that an organization's alignment dictates the quality of its products and services. Or as Stephen Covey says in *Principle Centered Leadership*, "every organization is aligned to get the results it is getting." Covey's point is that misalignment results in poorly performing people and organizations. The office's organizational design and planning process assured personal and organizational alignment. The mission of each staff person was aligned with that of the office, the office's mission was aligned with that of the Department, and so forth. Using principles stemming from Stephen Covey's philosophies and writings, we fit the unique capabilities of the staff with the larger organizational mission.

PROCESS

1. Explore current organizational and individual situations.
2. Design feedback mechanisms.
3. Align unique individual capabilities and interests with the office's mission.

MISSION

Together with our customers, the Office of International Health Programs provides information and management services that expand the knowledge of health effects of radiation and related environmental hazards.

Central to the office's work is the mission. It expresses the organization's purpose, providing fundamental direction for our work.

CORE VALUES

Complementing each of our core values are one-word descriptors that further clarify their meaning.

■ Character

Open
Ethical
Empowered
Trustworthy
Concerned

■ Competence

Innovative
Creative
Leading
Visionary

■ Commitment

Customer-oriented
People-oriented
Team-oriented
Accountable

Core values are fundamental to the way the office does business; in other words, the way we conduct ourselves. They express in the most simple terms those personal and professional attributes that are most important to us as individuals.

STRATEGIC OUTLOOK

STRATEGIC VIEW

The end of the Cold War has presented the Department of Energy with a new set of challenges, including the nonproliferation and dismantling of nuclear weapons, the cleanup and remediation of the radiological contamination of nuclear weapon production facilities and surrounding sites, the declassification and disclosure of documents and information, and the continuation of fundamental and applied bio-medical research. Each of these challenges must be met during an era of fiscal frugality and responsibility.

Our current environment presents us with unique challenges and opportunities for contributing to the understanding of radiation-related health effects.

STRATEGIC RESPONSE

Funding is the single most compelling issue that impacts the ability of the office to carry out its mission in 1996. In some program areas, reduction in contractor support funds on the magnitude of 50 percent or more is being experienced. To meet this challenge and still achieve our mission, the Office of International Health Programs is transforming itself. We are committed to finding ways to leverage assets, conduct work more efficiently, and make full use of the extensive scientific talent that is available.

In keeping with the mission, the office's first priority is to expand the knowledge of health effects of radiation and related environmental hazards. To achieve this goal, the Office of International Health

COMMITMENTS

1. Increase coordination among organizations that fund radiation effects studies.
2. Secure the best scientific data.
3. Support the best scientific research.
4. Expand cooperation and sharing among the scientific community.
5. Promote managed collaboration with national and international organizations.

Programs acts as a facilitator, enabling the best scientists and health professionals to work together to address the health risks associated with radiation exposure and other environmental hazards. The office is committed to increasing the coordination among the national and international agencies that fund radiation effects studies; securing the best scientific data; supporting the best scientific research; expanding cooperation and sharing among the scientists working in the radiation health studies field; and entering into managed collaboration with other national and international organizations—joining resources whenever and wherever possible.

To fulfill these fundamental commitments, we promote the use of information resulting from our studies to generate new paradigms and directions for basic research. We emphasize programs that promise new scientific knowledge. And, we are committed to working with the radiation health studies community to break down existing barriers that may preclude our working together toward common objectives. The office will engage the scientific community and stimulate public involvement by publicizing our programs, providing educational opportunities, and publishing the results of the studies in open, peer-reviewed journals.

ORGANIZATIONAL DESIGN

PROGRAM AREAS

Our planning efforts focused on the office's three areas of responsibility: **Europe, Japan, and the Marshall Islands**. Common to each technical program area are issues related to: health of populations exposed to radiation incidents and the associated medical aspects of exposure; dose reconstruction; training; and public involvement. Each of the program areas, its customers, and primary customer interests are described below.

Europe

Program Description: Currently, the Europe Program comprises projects in the countries of the former Soviet Union and a project in Palomares, Spain.

In the **former Soviet Union**, projects are sponsored under the authority of two groups:

- *The Joint Coordinating Committee for Civilian Nuclear Reactor Safety*, which resulted from a bilateral agreement between the United States and the former Soviet Union to study the health effects of radiation following the Chernobyl disaster. After the breakup of the former Soviet Union, separate bilateral agreements were signed between the United States and Ukraine and Belarus, respectively.
- *The Joint Coordinating Committee for Radiation Effects Research*, which was created as a result of another bilateral agreement with the Russian Federation, following the breakup of the former Soviet Union.

Projects sponsored under the Joint Coordinating Committee for Civilian Nuclear Reactor Safety include studies of childhood thyroid cancer and other diseases in the population exposed to the Chernobyl fallout in Belarus and Ukraine, as well as studies of leukemia and cataracts in the Chernobyl liquidation workers located in the Ukraine.

Feasibility studies authorized by the Joint Coordinating Committee for Radiation Effects Research are currently underway to determine the health effects of chronic exposure to low levels of radiation on both the population and workers in the radioactively contaminated region of the southern Urals, the site of the Mayak weapons production facility.

The Palomares, Spain, project is the result of the Hall-Otera agreement between the United States and Spain to followup on the sequelae of a non-nuclear explosion of two nuclear weapons dropped during a mid-air collision in Palomares in 1966. Over the years, the U.S. Government has provided technical and scientific assistance to Spain for the medical followup of residents of Palomares, as well as environmental monitoring of radioactive contamination.

Customers: We identified four primary customers of the Europe Program. The first of these is the scientists whose work involves dose reconstruction and studies of health effects of radiation. Second, is the intergovernmental joint committees that have been set up to determine funding and manage related issues. The U.S. and foreign governments and international agencies that use the data generated and are partners in international health studies projects form the third customer group, along with the Department of Energy organizations that have a common interest in these projects. The fourth customer group is the exposed populations, whose involvement is a necessary component of the studies.

A customer is any person, group, or organization who succeeds if we succeed.

Customer Considerations: In carrying out the office's mission, we will be mindful of the following:

- the health and welfare of international populations exposed to radiation accidents;
- unique opportunities in the former Soviet Union to learn from chronic low-level exposures because they may present different risk levels from those previously known;
- opportunities for increased collaboration and communication, as well as opportunities to gain scientific expertise through experiences in other countries; and
- the desire to continuously improve radiation protection standards.

Japan

Program Description: The Atomic Bomb Casualty Commission was established in 1946 to investigate the effects of radiation exposure in survivors of the atomic bombings in Hiroshima and Nagasaki. In April 1975, the Radiation Effects Research Foundation was established as full successor to the original Commission and was designated to continue the research according to an agreement between the Governments of the United States and Japan. The Act of Endowment states that the objective of the Foundation is "to conduct research and studies, for peaceful purposes, on the medical effects of radiation on man and on diseases which may be affected by radiation, with a view to contributing to the maintenance of the health and welfare of atomic bomb survivors and to the enhancement of the health of all mankind."

Annual funding for these studies is provided equally by the Government of Japan, through the Ministry of Health and Welfare, and by the U.S. Government, through the Department of Energy. The U.S. Government's support of the Foundation and its mission is reflected in the one-third of a billion dollars contributed by the Department and its predecessor agencies since inception of the studies by the Atomic Bomb Casualty Commission.

Customers: We identified five primary customers of the Japan Program. The first of these is the scientific community, which evaluates and uses epidemiological and dosimetry data from the Radiation Effects Research Foundation for risk assessment. The Department of Energy Secretary and other U.S. Government officials who make decisions about the program and who are involved in establishing criteria for radiation protection comprise the second customer group. Third, is the Congress of the United States, which mandates the program and funding involvement. A fourth customer is the Japanese governmental entities that are party to the agreement funding the program and that have continual involvement in the program. Finally, the office works with the National Academy of Sciences, which is the scientific and administrative liaison between the Department of Energy and the Radiation Effects Research Foundation.

Customer Considerations: In carrying out the office's mission, we will be mindful of the following:

- the continued support of studies of survivors of the Nagasaki and Hiroshima atomic bombs while valuable information can be gained by further followup;

- the institution of a funding agreement that takes into account the U.S. budgetary constraints, while honoring the mission of the Radiation Effects Research Foundation;
- the health and welfare of the atomic bomb survivors and their descendants; and
- the need for better information exchange and open access to data.

Marshall Islands

Program Description: The Department is mandated by U.S. Public Law to provide medical surveillance and care, environmental monitoring and characterization, and dose assessment for the peoples of the Marshall Islands. The Department provides the latest and most up-to-date technologies, methodologies, and procedures to assist in treating possible radiogenic diseases that may arise in the exposed populations of Rongelap and Utrik atolls. The Department also provides assistance to aid the four affected atolls of Bikini, Eniwetok, Rongelap, and Utrik in their efforts to resettle these atolls.

Customers: We identified four primary customers of the Marshall Islands Program. The first of these is the Marshall Islands Government, which uses the medical and environmental data generated by the program. The citizens of the Rongelap and Utrik atolls, who were exposed to the accidental fallout of atomic testing and are under the medical surveillance and care of the Department of Energy/Brookhaven Medical Program, comprise a second customer group for the Office of International Health Programs. The citizens of the four affected atolls exposed to the accidental fallout in the Marshall Islands, to whom we provide radiological monitoring of both the individuals and their environment, are the third customer group. The fourth customer is the scientific community that evaluates and uses data on radiation risk assessment, environmental monitoring, and remediation techniques generated from our work in the Marshall Islands.

Customer Considerations: In carrying out the office's mission, we will be mindful of the following:

- the health and welfare of those accidentally exposed to fallout from atmospheric nuclear weapons testing and to doses received from residual levels of radioactive contaminants in food and soil;
- the need for technical assistance for local atoll communities to aid in evaluating the levels of residual contamination in resettlement areas;

- the need to use effective mitigation strategies to reduce doses to levels that are consistent with international standards for exposure rates for members of the public; and
- the desire of the Marshallese people to safely resettle the affected atolls.

Program Areas

Note: PTA - Project Team Administrator

ORGANIZATIONAL PLANNING

BUSINESS STRATEGY

The Office of International Health Programs' staff will focus on two business lines: **Management and Information**. The two business lines apply to the three program areas: Europe, Japan, and Marshall Islands. For each business line, the office developed a series of strategies that define the tasks on which we will focus our human, financial, and material resources.

MANAGEMENT BUSINESS LINE

Strategies:

The Office of International Health Programs' staff identified five strategies for the **Management** business line.

VISION

We manage our human, financial, and material resources effectively and evaluate and align our activities to meet our customers' needs.

1. Attract and Fund High Quality Scientific Projects.

We are committed to—

- incorporating the scientific community's input in our strategic planning;
- utilizing the peer-review process in evaluating specific projects;
- re-evaluating the value and productivity of each project on an annual basis; and
- developing internal performance measures for productivity of programs.

2. Develop Infrastructures and Mechanisms to Support Mission Needs.

We are—

- developing mechanisms for sharing database information and upgrades in current capabilities to collect and analyze data;

- instituting a master plan that facilitates coordination of efforts to meet common goals and achieve desired results; and
- reviewing each project to ensure it offers the appropriate data, database maintenance and refinement, and dosimetry and dose reconstruction information necessary to relate exposure to potential radiogenic health effects.

3. Leverage our Assets to Achieve Optimum Results.

We are collaborating with interagency supporters and foreign entities to—

- ensure that we invest our assets in the most productive and effective manner; and
- ensure that there is wide scientific participation in all studies.

4. Define Existing Processes and Improve Their Effectiveness.

As a relatively new office, we are—

- examining the value, efficiency, and cost-effectiveness of inherited processes; and
- revising each process as necessary, taking into consideration individual staff member strengths and roles and the office's mission.

5. Facilitate the Development and Administration of National and International Agreements, Grants, and Contracts.

We will accomplish this by—

- coordinating with joint governmental bodies;
- communicating with foreign dignitaries to achieve consensus and to reach formal agreement on processes and methods to best serve individual and community needs; and
- developing Memoranda of Understanding and Memoranda of Agreement, ensuring that these agreements meet stringent departmental, national, and international ethical, contractual, and legal standards and principles.

INFORMATION BUSINESS LINE

Strategies:

The Office of International Health Programs' staff identified five strategies for the Information business line.

VISION

The knowledge and information produced and disseminated by us and our programs is accurate, timely, reliable, and useful.

1. Focus the Studies to Ensure the Resulting Information Fills Gaps in Knowledge and Does Not Duplicate Efforts.

We will do this by—

- seeking input from the broad scientific community and the public;
- remaining cognizant of technological developments and advances, current research activities, and the level and locations at which the activities are being conducted; and
- reviewing research agendas and providing the basis for better coordination of information.

2. Heighten Awareness, Promote Involvement, and Enhance Competence Through Education, Training, and Fellowships.

We will achieve this by—

- making presentations about current program activities at professional society meetings;
- participating as instructors in training opportunities for students and professionals at local universities, colleges, and special interest groups in the Washington, D.C., area;
- funding and managing a cooperative research fellowship program; and
- join with other organizations to support travel fellowships and training programs.

3. Promote and Nurture the Development of New Technologies and Facilitate Technology Transfer.

We will address this by—

- soliciting, receiving, reviewing, and funding scientific research proposals or enhancements of medical surveillance protocol that have the potential to directly further our understanding of the measurement of radiation effects on human beings; and
- promoting the transfer of proven tools to the commercial sector and our customers.

4. Enhance the Dissemination of Scientific Information.

We will address this by—

- developing and disseminating reports/manuals, publications, and other correspondence relevant to the mission; and
- conducting workshops/conferences/meetings.

5. Enhance Communications with the Public and the Media.

We will promote communication by—

- disseminating accurate technical input to the Department's public affairs outreach and information capabilities;
- strengthening relationships with the Department of State and sister agencies with responsibilities for health to develop and promote common messages and understanding; and
- responding to the concerns of domestic and international media while maintaining sensitivity to manipulation or exploitation.

Operations Review Cycle

OPERATIONS REVIEW CYCLE

Each year, the Office of International Health Programs will conduct a comprehensive operations review. This process is intended to help the office:

- maintain its customer focus;
- ensure the effectiveness of its programs; and
- establish priorities and resource needs.

The figure, "Operations Review Cycle," illustrates the annual process. A brief overview, including timeframes, is provided below.

1. External Review Process.

Every other year, between February 1 and March 15, a group of outside experts from the scientific community will—

- review ongoing programs supported by the office;
- develop specific recommendations for the upcoming year; and
- make general recommendations for the following 2 years.

2. Customer Focus Process.

From March 15 through April 30 of each year, we will meet with our customers to—

- review the past year's performance by analyzing the results of internal and external performance measures;
- solicit customer input regarding project funding strategies, scopes of work, and new project proposals; and
- ask the office's customers to begin developing specific work plans for the next fiscal year's work.

3. Internal Review and Planning Process.

From May 1 through July 31 of each year, we will—

- review ongoing and proposed programs and establish priorities for the upcoming year, incorporating the recommendations and insights from the external review and customer focus processes as appropriate;
- evaluate internal performance measures (modify as required);
- propose a distribution of funds for the upcoming fiscal year and project budgetary needs for the following 2 years;
- begin preparing next fiscal year's Operating Plan; and
- work with the office's customers to ensure continuity of the planning process, making them aware of our progress and direction.

4. Review and Approval Process.

By October 1 of each year, we will—

- work with the office's customers to negotiate final work plans for the upcoming fiscal year;
- approve the plans based on the customers' final submittals;
- finalize the next year's funding; and
- issue the new Operating Plan.

5. Ongoing Activities.

Throughout the year, we will—

- benchmark other high performing organizations and businesses;
- review the progress of ongoing projects; and
- review proposals for new work. (In general, new proposals for the upcoming year should be submitted by May 1.)

STAFF

UNIQUE CAPABILITIES

Office of International Health Programs' staff members are accomplished and experienced. As a group, we possess—

- expertise in a variety of scientific disciplines;
- research backgrounds in a number of Federal agencies;
- doctoral degrees in basic sciences, medicine, dentistry, and public health;
- ties to the scientific community through:
 - adjunct appointments at medical schools and universities,
 - serving as officers and members of scientific societies, and
 - participating in the peer-review process for other agencies;
- diverse cultural backgrounds;
- fluency in a number of languages; and
- a well-developed network comprising excellent scientists at national laboratories and universities.

Staff Expertise:

Epidemiology

Medicine

Radiobiology

Health Physics

Immunology

Hematology

Physiology

Biophysics

Biochemistry

BIOGRAPHIES

Sue Anderson is a Management Assistant on the Support Team. She has been with the Department of Energy since August 1989 and has been with the Office of International Health Programs since its formation in August 1994. Before beginning work in the Office of International Health Programs, she worked as a secretary in the Office of Health and Environmental Research, the Office of Epidemiologic Studies, and the Office of Occupational Medicine and Medical Surveillance. Ms. Anderson provides support to the Office of International Health Programs for preparing travel and correspondence; developing staff presentations; arranging and coordinating workshops, meetings, and conferences; managing and maintaining the performance agreement system; providing technical editing services; and managing the office action-item tracking system for correspondence and actions due.

Neil Barss is a member of the Marshall Islands Project Team. Mr. Barss joined the Department of Energy in 1990. Before coming to the Department of Energy, he worked as a health physicist for technical and programmatic radiation protection implementation at the University of Illinois, as a radiological engineering specialist at the Clinton Nuclear Power Station, and as a health safety specialist at the State University of New York. Mr. Barss received his B.A. in Radiation Biology at the State University of New York and is currently completing his M.S. in Radiation Sciences at the Georgetown University School of Medicine.

R. Thomas Bell is the Marshall Islands Project Team Administrator. In this role, Mr. Bell coordinates and facilitates the programs that are dedicated to providing the Government of the Republic of the Marshall Islands special medical care for exposed populations; environmental monitoring of contaminated atolls; and mitigation strategies and techniques to assist in the resettlement of Marshall Islands populations whose homelands are still residually contaminated from fallout from the United States atmospheric nuclear weapons tests. He assists the office in developing dose reconstruction capabilities and dose assessment techniques that help to reduce uncertainties as to dose received. These efforts are particularly focused on exposed populations affected in the past from environmental accidents/releases, such as those received from the Chernobyl nuclear reactor accident; from releases from the former Soviet Union's weapon's production and waste processing facilities; or from downwind atmospheric radioactive fallout caused by former Soviet atmospheric nuclear weapons tests. Mr. Bell is a health physicist by training and has 33 years of experience in radiological control, radiological health, and ionizing radiation health effects applications and programs.

Twenty-six of these years involved active duty U.S. Navy assignments in these disciplines while he served as a Medical Service Corps officer. Mr. Bell received his B.S. in Biology from Denison University and his M.S. in Physiology and Biophysics at the Georgetown University Graduate School.

Mohandas Bhat is the Europe Project Team Administrator, coordinating all the activities in the Europe program. He joined the Department of Energy in December 1994 and worked in the Marshall Islands program until recently. Dr. Bhat has a broad background, training, and experience in various health disciplines, including dentistry, orthodontics, public health, epidemiology, and medical informatics. His clinical, teaching, research, and administrative experience includes serving in various capacities on dental school faculties in India, Brazil, and the United States. He has been a consultant for Project HOPE in Brazil, Colombia, and Portugal, as well as a consultant for the Pan American Health Organization in Washington, D.C. Before moving to the Department of Energy, Dr. Bhat served as an intramural researcher in the Epidemiology and Oral Disease Prevention Program, and later as the Director of the extramural program in Craniofacial Development and Disorders, at the National Institute of Dental Research, National Institutes of Health. In addition to his degrees in dentistry and Orthodontics from India, Dr. Bhat has Master's level training in Public Health and Medical Informatics from the University of Pittsburgh and Case Western Reserve University, respectively. He also holds a Doctorate in Public Health from the University of Michigan.

Ann Ecton is a Management Analyst on the Support Team. She has been with the Department of Energy since 1992, first as a contractor and, since April 1995, as a Federal employee. Her career with the Office of International Health Programs began in October 1994. Before her employment with the Department of Energy, Ms. Ecton worked in private industry as an Office Manager. As the office's Management Analyst, Ms. Ecton provides support in the areas of customer relations, performance monitoring (metrics), funding/budget, training coordination, grants/fellowships, speech writing, and graphics services. Ms. Ecton is actively pursuing an Associate in Applied Science degree in Accounting/Business.

Elaine K. Gallin is the Deputy Director. In this role, she is involved in both strategic planning and implementation of the programs and policies of the office. In addition to her management duties, Dr. Gallin provides the office with scientific expertise in the fields of biophysics, physiology, and radiobiology. She has been with the office since November 1994. Dr. Gallin received her M.S. and Ph.D. from the City University of New York in Biology and did postdoctoral fellowships in neurophysiology at Columbia University Medical School and the Johns Hopkins University Medical School. Before joining the Office of International Health Programs, Dr. Gallin was the Head of the Division of Cellular Physiology at the Armed Forces Radiobiology Research Institute, where her primary research interest

was in leukocyte biology. Her experiences in scientific review include reviewing manuscripts and grants for numerous scientific publications and granting organizations and serving as a member of the Study Sections for the National Institutes of Health and the American Heart Association. Dr. Gallin spent a year as a Congressional Science fellow working in the U.S. House of Representatives and continues to play an active role in science policy issues.

Cherie Gianino is a member of the Europe Project Team. She obtained a Bachelor of Science in Nuclear Engineering from the University of Illinois in June of 1992. For the last 3-1/2 years, she has been a part of the Department of Energy in the Office of Environment, Safety and Health. Ms. Gianino spent the majority of that time with Radiological Oversight and Radiological Technical Assistance. She traveled throughout the United States to Department of Energy facilities to assist in implementing radiological programs that support guidance and rules to enhance worker and public health protection from unwarranted exposure to radiation, radioactive materials, or contamination. Recently, Ms. Gianino received a Masters in Public Health from Johns Hopkins University and joined the Department of Energy Office of International Health Programs.

Frank Hawkins is the Office Director. He has worked for the Department of Energy, the Nuclear Regulatory Commission, Bechtel Power Corporation, and the Tennessee Valley Authority. He has represented the Department on several nuclear industry committees and at the International Atomic Energy Commission. Mr. Hawkins received his Bachelors of Science degree in civil engineering from the University of Missouri-Rolla, and he is a registered Professional Engineer in the State of Illinois.

William Jackson is a member of the Marshall Islands Project Team. He is duty-stationed for the office at Hickam Air Force Base in Honolulu, Hawaii, where he serves as the Office of Environment, Safety and Health Representative and Program Liaison Officer for our Marshall Islands program. He has worked in the program for 14 years and has an extensive cross-cultural and intergovernmental affairs background. Mr. Jackson also speaks Marshallese. He worked for the Department of Energy's Nevada Operations Office, handling logistical support functions for the Pacific medical, health science, and environmental programs, before joining the Office of International Health Programs 3 years ago. Mr. Jackson worked for more than 12 years in the Western Pacific, as a community development and housing specialist, as well as a Federal grants coordinator, for the Department of Interior and the Trust Territory of the Pacific Islands Government.

Ruth Neta is a member of the Europe Project Team and the Senior Science Advisor for the Office of International Health Programs. She has been with the Office of International Health Programs since December 1994. She provides the office with scientific expertise in the field of the health effects of ionizing radiation. Her responsibilities for the Europe Program include ensuring high scientific standards for the existing programs and fostering developments of innovative programs. She received her M.S. in Immunology from the University of Tel Aviv and a Ph.D. from the University of Notre Dame. She has nearly 120 original publications and reviews in the fields of Immunology, Hematology, Endocrinology, and Radiation Biology. She is an elected Fellow of the National Academy of Microbiology (since 1987), has served as a member of Study Sections, and serves on the editorial board of professional journals. Since 1983, she has been an Adjunct Professor at the Department of Microbiology, George Washington University Medical School.

Maria Pavlova is a member of the Europe Project Team and the Medical Officer, responsible for the medical aspects, risk communication, and public participation activities of the office. She received her M.D. from the I. Pavlov Medical School in Bulgaria and Ph.D. in Public Health from Charles University, Czechoslovakia. She obtained specialty in Epidemiology and Public Health from the Institute for Specialization of Physicians in Bulgaria, and a post doctoral fellowship from Charles University in Czechoslovakia. Dr. Pavlova received certifications in Immunology from the World Health Organization, Czechoslovakia, and in Epidemiology and Microbiology from the Czechoslovak Academy of Sciences. She is registered medical microbiologist, American Academy of Microbiology, and has certifications in virology and hospital infection control from the Centers for Disease Control, Atlanta. Dr. Pavlova has worked as Director, Epidemiology Division, Ministry of Health, Bulgaria; Research Associate, University of Massachusetts; Director, Microbiology Lab and Research Scientist, Medical Research Center, Brookhaven National Laboratory; Associate Professor, Department of Basic Health Sciences, Medical School, Stony Brook, New York; Medical Officer, Office of Research and Development, U.S. Environmental Protection Agency, Washington, D.C.; National Expert on Toxicology and Medical Officer, U.S. Environmental Protection Agency, New York, New York. She has served as the U.S. Environmental Protection Agency representative at the Interagency Committee on Formulation of a National Protection of Human Research Subjects Policy, organized by the Office of Science and Technology Policy; as Chair of the Working Group of a congressionally-mandated Task Force on Environmental Cancer, Heart and Lung Disease, reporting annually to Congress; as Chair of the Risk Communication and Public Education Subcommittee of the Task Force; as a Principal Investigator of an Interagency (Department of Energy, Environmental Protection Agency, and National Institute for Occupational Safety and Health) Epidemiological and Occupational Health Study in Yugoslavia; and as a Principal Investigator of a multi-institutional epidemiologic health study on coke-oven workers in Pittsburgh, Pennsylvania. Dr. Pavlova has conducted research

on water pollution, cancerogenesis, and risk communication and education. She is an Adjunct Professor at the Institute for Environmental Medicine, New York University Medical Center, and an Adjunct Professor at the Department of Environmental and Community Medicine, UMDNJ R.W. Johnson Medical School, New Jersey. She has been teaching environmental health and preventive medicine; conducting training and workshops on health risk assessment, risk communication and public participation in the United States and internationally.

Joseph Weiss is the Japan Project Team Administrator and program manager for the Department of Energy Health Effects Postdoctoral Fellowship Program. Dr. Weiss has been at the Department of Energy for almost a year, after working 20 years at the Armed Forces Radiobiology Research Institute. At the Armed Forces Radiobiology Research Institute, he managed research projects in various areas, including radiation biochemistry, pharmacologic protection against radiation, biochemical and clinical indicators of radiation exposure, tumor markers, lipid peroxidation, and antioxidants. For a short time, he also served as Research Requirements Administrator at the Armed Forces Radiobiology Research Institute, promoting the interaction between customer requirements and the bench scientist. Among his scientific publication activities, he served as co-editor of three books on radioprotection and treatment of radiation injuries and was on the Editorial Board of the International Journal of Radiation Biology. Before living in the Washington area, Dr. Weiss was on the faculty of New York University, where he did research on the biochemistry of brain tumors. His interest in this area developed from 2 years of postdoctoral training at the University of Milan and from his graduate research on cholesterol metabolism at Ohio State, where he majored in physiological chemistry.

Libby White is a member of the Japan Project Team. She had been with the Department of Energy for 6 years before beginning her assignment with the Office of International Health Programs, first as an intern, then as the Training Officer at the Chicago Operations Office, and finally as a Technical Training Analyst in the Office of the Technical Personnel Program Coordinator. Her background includes an undergraduate degree from Bucknell University in Japanese and international relations and an M.B.A. in international business and marketing from Northwestern University.

DIRECTORY

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