

UNITED STATES DEPARTMENT OF STATE

September 2001

# State

Magazine

# Australia

*A Robust Partnership*

*Also in This Issue:  
Hiring Initiative Gets Under Way*

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Department of State • United States of America



Photo by Monique Armstrong

Summer interns, from left, Sarah Stanton, Rena Scott and Kathryn Hall.

To meet the icon artists, see *People Like You*.

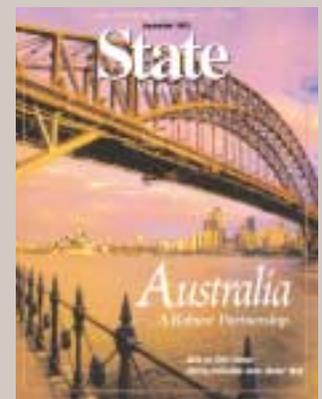
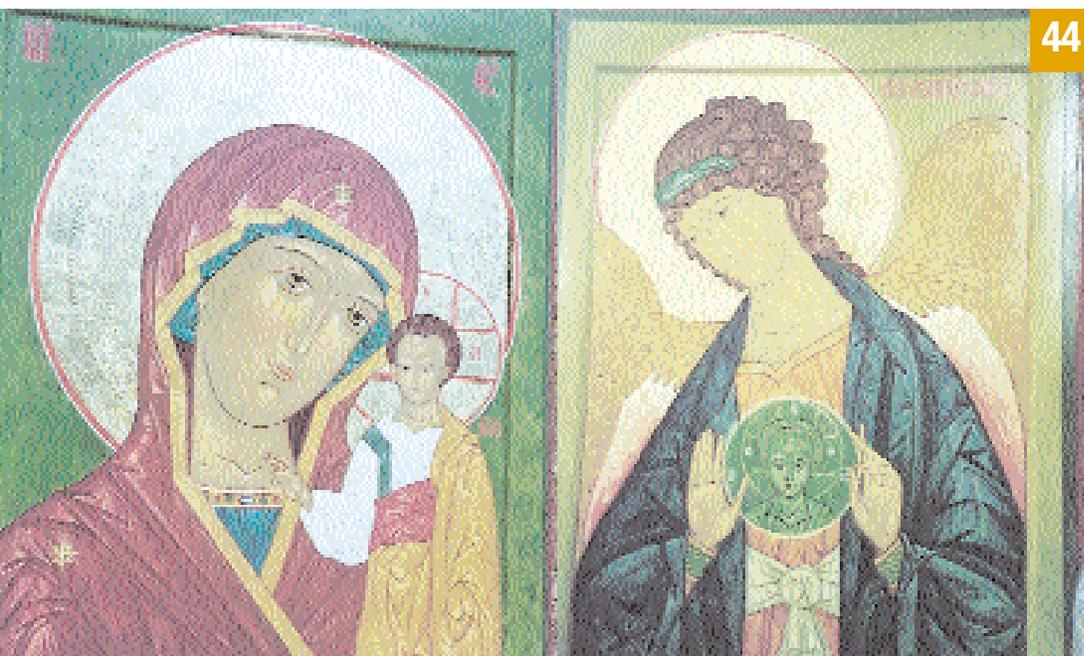
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**On the Cover**

*Sydney Harbor.*

Photo © Daryl Benson/Masterfile



## FROM THE SECRETARY

SECRETARY COLIN L. POWELL

# We Are All Recruiters

**T**he Bush Administration came into office last January intent on improving the ability of the Department of State to play its lead role in managing the foreign affairs of the United States of America. To do that, we needed more people. So we requested—and I continue to push hard for—funding to restore a human resource base eroded by years of hiring below our rate of attrition. We are calling this our Diplomatic Readiness Initiative. We will change the Department's approach to recruitment and meet our ambitious new hiring targets.

Our hiring initiative is a major, three-year effort that will begin in FY02 assuming congressional funding support. In each of the coming three years, we aim to hire approximately 400 new employees *above and beyond attrition*. Our planned hiring of Foreign Service generalists and specialists and Civil Service employees will jump from 1,000 in FY01 to 1,433 in FY02. This will mean hiring, training and assigning 466 new junior officers (yes, we will more than double our "normal" annual target of 225 JOs!). We will also hire 470 Foreign Service specialists and 479 Civil Service employees next year. For more details, see the related story on page 15.

Increasing hiring by 43 percent in one year and sustaining that increase for three years would be a challenge for any organization. It will require major changes in the way we recruit. We can no longer afford to look upon the vital activity of recruitment as the sole province of a single office or bureau. The task is simply too important.

We want to turn every current and former State Department employee into an active recruiter, starting with me. All of us must spread the word that we are hiring and that we offer extraordinarily rewarding careers. Recruitment is *everyone's responsibility*.

In everything we say and do, we must send a coherent, consistent message that we recognize the talent around us and want that talent enrolled in the mission of presenting America's foreign policy to the world.

Gone are the days when recruits were fortunate to get jobs at State. We now compete with private industry for the best and brightest. We particularly need to bring effective managers into the consular and administrative areas, as well as information and office management specialists. We can and we must do more to diversify our officer and specialist corps. We must recruit more people with economic and trade backgrounds. These requirements call for creative, energetic and urgent reaching out to the communities with these skills.

To those of you who have always recruited, our thanks. Keep it up. It's great to see new programs like Hometown Diplomats, which brings colleagues to audiences in their hometowns to talk about opportunities at State. But each of you can do this on your own. Look for current recruitment information from our Intranet site, <http://hrweb.hr.state.gov/ree/outreach.html>, to use in your personal outreach campaign.

Once we unleash your collective expertise and energy, we will see remarkable success. We welcome your suggestions and we ask you all to consider new ways to approach this drive for talent. Please send your ideas and suggestions to Director General Ruth A. Davis or to Niels Marquardt, our special coordinator for diplomatic readiness. We will share "Best Practices" that emerge from this initiative and keep you updated on progress toward meeting our ambitious hiring goals.

This is not "business as usual." We are fixing things that have been broken for years, so it will take time to achieve our goals. But with your support and good efforts, we can change things for the better. We can attract and hire the talent America needs. ■

## On Lost Memorials



I read your articles in the June issue about memorials to former colleagues in Athens and Rangoon. I hope they last longer than the one for the child of one Foreign Service family whose young son died of the measles in the 1970s in Cairo. When swimming pools were built on the embassy compound, the children's pool was dedicated to the boy. In the 1980s Cairo constructed two office towers and covered over the pool. The memorial to their son is gone and seemingly forgotten.

**Janet Petonis**  
FSO, retired  
WAE, Cairo

## On the Flag

I'm responding to the letter in the May issue from a reader offended by a photo of children draped in our flag. The representation may appear unusual, but it is not improper. In a last meaningful tribute, the flag traditionally drapes the caskets of

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Americans who die in the service of their country, a meaningful and well-earned tribute.

Our children, however, are the future of America, and there is hardly a more meaningful expression than to offer them the protection of the flag. Much as we honor our dead, our children are the continuity of the American Dream beyond today, and their symbolic protection by our flag is an expressive manifestation of a dynamic and generous nation for its future. There's nothing more appropriate to nurse new generations.

**H. Pablo Barreyro**  
Deputy Ass't. Chief of Protocol

## On Extending Eldercare

I laud the Department's program on elderly care, particularly the elder-care emergency visitation travel ben-

efit for employees serving overseas as reported in your June issue.

I recently visited my 86-year-old mother in the Philippines, and I was heartbroken at how frail she has become since my last visit two years ago. I would like to see the Department expand the benefit to include Civil Service employees like me with elderly parents living overseas. I believe the cost would be minimal.

**Leticia I. Carter**  
Personnel Management Specialist  
OES

### Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number. Letters will be edited for length and clarity. Only signed letters will be considered. Names may be withheld upon request. You can reach us at [statemagazine@state.gov](mailto:statemagazine@state.gov).

## From the Editor

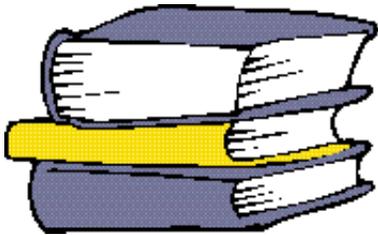
The State Department is now hiring. For the first time in its history, the Department has received special congressional funding to mount an aggressive recruitment campaign to hire tomorrow's Foreign Service and Civil Service employees. According to Director General Ruth A. Davis, the resources will help "to create the kind of State Department we have been dreaming about for years." The goal is to recruit and hire 1,158 new employees during the next three years as part of the Diplomatic Readiness Plan. That's in addition to regular hiring. In its wide-ranging media campaign, officials are using a familiar face: Secretary of State Colin Powell.

As young immigrant nations, the United States and Australia have much in common: a frontier past, an egalitarian streak and optimism about the future. Some 300 employees manage this unique relationship from the U.S. Embassy in Canberra and consulates general in Sydney, Melbourne and Perth. Employees posted to Australia find their hosts speaking pretty much the same language, watching the same television and eating the same sort of food—except for those sliced beets on the burgers.

The lives of two Foreign Service officers have been enriched dramatically, thanks to the Una Chapman Cox Foundation. John Withers and Patricia Scroggs, who received sabbaticals from the foundation, were able to pursue life-long dreams, and they and the Department are richer for their having done so.

These stories and others await you in our September issue.

## Books for Bucks



The 41st annual Bookfair sponsored by the Associates of the American Foreign Service Worldwide is scheduled for the weekends of October 12–21 from 11 a.m. to 3 p.m. in the State Department's main building.

The AAFSW event raises funds for community projects and scholarships. Thousands of books, crafts and collectibles will be for sale.

For more information, visit AAFSW's web site at [www.aafsw.org](http://www.aafsw.org) or call (202) 223-5796.

## 2001 KID VID Contest Winners

The Overseas Briefing Center and the Foreign Service Youth Foundation have announced this year's winners of the KID VID Contest, portraying life overseas.

First prize went to Douglas Sparrow, 17, for his depiction of life in Maputo, Mozambique. His engaging narrative and footage will be a resource for families assigned to or considering bidding on this African post.

Second place went to siblings Lucy, 17; Sarah, 16; Woody, 14 and Alley Heffern, 11, for their video on the teen scene in Brussels.

Third place winners were Julia Lange, 13; Jonathan Combs, 11; and Grace Hathaway, 10, for their portrait of life as Foreign Service youth in Gaborone.

The contest is open to all family members ages 10 to 18 who are stationed at an embassy or consulate abroad. Contestants are asked to submit videos that reflect typical daily life for young people at their posts. Entries should include information on housing, schooling, shopping and recreation at the post from a young person's perspective. The videos can be group or individual projects. All entries become a permanent addition to the Overseas Briefing Center's video library.



Photo by Ann Thomas

Former Assistant Secretary for Administration Patrick Kennedy, right, presents Calvin Sasai, president of Research Design Resources, Inc., of Centreville, Va., with the Small Business Contractor of the Year award.

## State Recognizes Small Business

Research Design Resources, Inc., a Northern Virginia firm working with Overseas Building Operations, received the Department's annual Small Business Contractor of the Year award sponsored by the assistant secretary for Administration.

In its seventh year, the award recognizes small business contractors for exemplary performance, customer service, management and technical capabilities. The firm was cited for its security installations at U.S. posts abroad.

Since 1998, RDR, Inc., has provided the Department with technical security installations. Following the increased threat of terrorist attacks overseas, the firm broadened its role to include both technical and physical security programs.

RDR developed a unique system of tracking and managing security teams and other project-related information. The firm's field teams have demonstrated outstanding performance, working unprecedented hours and performing difficult tasks with professionalism and excellence, officials said.

## Child Care Comes to FSI

The Foreign Service Institute is expecting a new addition as plans to open a child care facility are on track for September.

The FSI center, one of two quality-of-life initiatives announced by Secretary Powell, seeks to offer on-site child care for employees and spouses in training who are transiting between overseas assignments. Space permitting, other Department of State employees may enroll their children at this location.

The center will accommodate about 25 children between the ages of six weeks and five years and will provide care from 7:30 a.m. until 4:30 p.m., Monday through Friday.

For more information, visit the Foreign Service Institute's web site at [www.fsiweb.state.gov](http://www.fsiweb.state.gov) and click on "Child Care Coming to FSI," or contact the child care provider, Beatrice Tierney, at (703) 525-0593.



## Department Recognizes Youth and Service



Photo by Shawn Moore

*Deputy Secretary Richard L. Armitage, right, with award winners. They are, from left, Jane Symington, Laura Wagner, Roy Zwahlen, Courtney Hastings and James Wackerbarth.*

The Department celebrated the service of five youths at the annual Foreign Service Youth Awards ceremony organized by the Foreign Service Youth Foundation and coordinated by the Family Liaison Office.

This year's awards, sponsored by Harry M. Jannette International and Wood Wilson Co., Inc., of Dallas, Texas, were presented by Deputy Secretary Richard L. Armitage in the stately Treaty Room.

Jane Symington, 16, worked with her school's social action committee raising money to build housing for a disadvantaged family living in a local dump in Quito, Ecuador. She gathered resources to aid the emergency cleanup effort after an oil spill threatened the Galapagos Islands. She also organized classes for her church Sunday school program and participated in her school's tutoring program.

Laura Wagner, 16, raised money to rebuild a kitchen in the convent of the Little Sisters of the Poor, a group that manages a home for the elderly in Brussels. She also volunteered at a soup kitchen, raised money for earthquake

victims in El Salvador, worked with Amnesty International and helped her local ecology club's recycling campaign.

While living in Turkey, Roy Zwahlen, 18, was active in raising funds for earthquake victims and in gathering toys for the children's oncology unit at a local hospital. In addition, he organized students from nine countries to collect toys for more than 200 Syrian orphans as his Eagle Scout Award service project.

Certificates of appreciation were presented to the editors of the *Around the World in a Lifetime's* newsletter, *Wings of AWAL*. Seniors Courtney Hastings and James Wackerbarth were recognized for their leadership in and dedication to supporting teens in Washington, the surrounding areas and abroad.

Youth award winners were selected for their volunteer efforts in service to their community or peers. All five of this year's award recipients exemplify the talent, commitment, dedication, vision and volunteer spirit that often characterize internationally mobile youth, officials said.

For more information about the Foreign Service Youth Foundation and youth activities, visit the FSYP web site at [www.fsyf.org](http://www.fsyf.org), or contact Melanie Newhouse at (301) 404-6655.

# Seizing the Moment

I feel enormously honored, privileged and excited to be serving as director general. There is so much challenge and opportunity before all of us—Foreign Service, Civil Service and Foreign Service National employees.

I want to use this first column to explain why I feel this way. But I also want to do two other things: outline my most important priorities and share my vision of how the Bureau of Human Resources should work for you. In subsequent columns I will discuss specific initiatives or challenges.

Anyone who's had even the most casual conversation with me knows that I love being a Foreign Service officer. And my pride in my own career heightens the pride I feel in serving with Civil Service and Foreign Service National colleagues.

But if you want more specifics about why I feel so energized right now, my answer is, "It's as simple as A, B, C, D and E." We enjoy unprecedented access to our new State Department leadership. We are at the beginning of an Administration, so we have time to develop and implement our new initiatives. The Secretary (and his entire management team) cares about the Department's institutional health and feels a direct concern for the people who work here. The new team has delivered new resources, so we are now poised for the greatest peacetime expansion of the Foreign Service in at least three decades. Finally, the Administration has high expectations and will be looking carefully to see whether we measure up.

We need to be clear about one thing: The Department leadership is not required to live up to our expectations. We have to meet theirs. That is what I intend to do as director general. Working together, and with the full support of our Department leadership, we will do some really wonderful things—for our country and for the men and women in this great Department—so that when we look back on our term in public service, we will be proud to say, "I was there when..."

Of my top three priorities, the first and foremost is to carry out the Secretary's ambitious hiring plan. We have not tried anything as sweeping as this in my entire time in



the Foreign Service. I've been in this profession long enough to know that there are some—maybe even some of you reading this column—who don't believe we can accomplish these goals. I say to these people, "Just sit back and watch."

Second, I want to focus on the training and development of all Department employees. My commitment to training should surprise no one. For four wonderful and fulfilling years at the Foreign Service Institute, I was focused on moving our institutional culture from "training averse" to "training committed." I think we've turned the corner on this. But now that we are likely to have enough people to

create a genuine "training float," we will need to do a great deal more to integrate the full range of career training, including leadership and management training, as normal components of a State Department career.

Third, we need to do more on workforce planning. Refining the overseas staffing model and producing the domestic staffing model are critical priorities. Otherwise, we will live in a world of constant personnel and human resource improvisation. That's unacceptable.

I think by now you will have realized that I like to get things done. Complaining about things does not get my pulse racing. Solving real problems affecting real people does. The Bureau of Human Resources exists for only one purpose—to serve our colleagues. The service we deliver must be fast, fair, responsive, compassionate and, sometimes, very strict.

I'd like to close with a few words on transparency and trust. I will focus on transparency—so that everyone who deals with my bureau will know that they get a fair shake. I will give Human Resources officers a lot of authority—and hold them accountable for the results.

The Secretary of State expects great things from us. He has given us the tools we need to deliver on his expectations. And while I don't expect to see you doing hand-springs of joy in our long hallways, I hope I will soon see a bounce in your step and a gleam of excitement in your eyes, because it's such a great time to be serving the people of the United States of America. ■



*Heather Mills, Secretary Powell and Paul McCartney at the diplomatic entrance following their meeting on demining efforts.*

# McCartney, Mills Lobby for Mine Removal

**By John Stevens**

**T**he global landmine crisis is getting a much-needed boost from one of the world's best-known personalities: former Beatle, Sir Paul McCartney.

On April 19, Mr. McCartney and humanitarian-activist Heather Mills met with Secretary Powell to discuss efforts to rid one-third of the world's nations of an estimated 70 million landmines. Mills, who heads the Heather Mills Health Trust, which assists amputees, and Mr. McCartney are raising awareness about landmines and survivors of landmine explosions. They discussed their partnership with the United Nations Association of the USA, which operates the Adopt-A-Minefield® program, and acknowledged the State Department's support for the program.

"We had a good meeting and are very proud of U.S. efforts to support the Adopt-A-Minefield program," said Secretary Powell after a photo opportunity before a crowd of excited State employees who gathered as word of Mr. McCartney's presence spread throughout the Truman Building.

During their meeting, Mr. McCartney, Ms. Mills and William Luers, who heads the U.N. association, discussed

the long-standing U.S. commitment to demining. Since 1993, the United States has contributed nearly \$500 million in demining assistance to 35 countries. Integral to the U.S. effort is the "Demining 2010 Initiative," a Department program aimed at improving international coordination, developing demining technologies and promoting public-private partnerships such as Adopt-A-Minefield.

Adopt-A-Minefield is a grassroots program that finds sponsors to "adopt" some of the most dangerous minefields in Afghanistan, Bosnia and Herzegovina, Cambodia, Croatia and Mozambique.

For as little as \$20,000, community groups, corporations or individuals can underwrite a minefield cleanup. Smaller donations may be pooled to clear minefields, too. Since its launch two and half years ago, the program has raised more than \$2.9 million, arranged adoptions for 80 minefields and cleared more than 20 of them to date, several with funds provided by the Department's Office of Humanitarian Demining Programs. To learn more about Adopt-A-Minefield, visit [www.landmines.org](http://www.landmines.org). ■

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*The author is a public diplomacy officer in the Office of Global Humanitarian Demining.*

# Australia

By Patrick Truhn

**A**n island-continent roughly the size of the lower 48 United States, Australia has about 19 million citizens, fewer than the state of Texas. The two countries are young, immigrant nations with much older indigenous cultures. They share the myth of a frontier past, an egalitarian streak and a comfortable optimism about the future. Both countries have natural beauty, mineral wealth and increasingly multicultural populations. They speak the same language (sort of), watch the same television programs (mostly American) and consume the same food (more or less).

*Almost Like Home—Except for the Beets on the Burgers.*

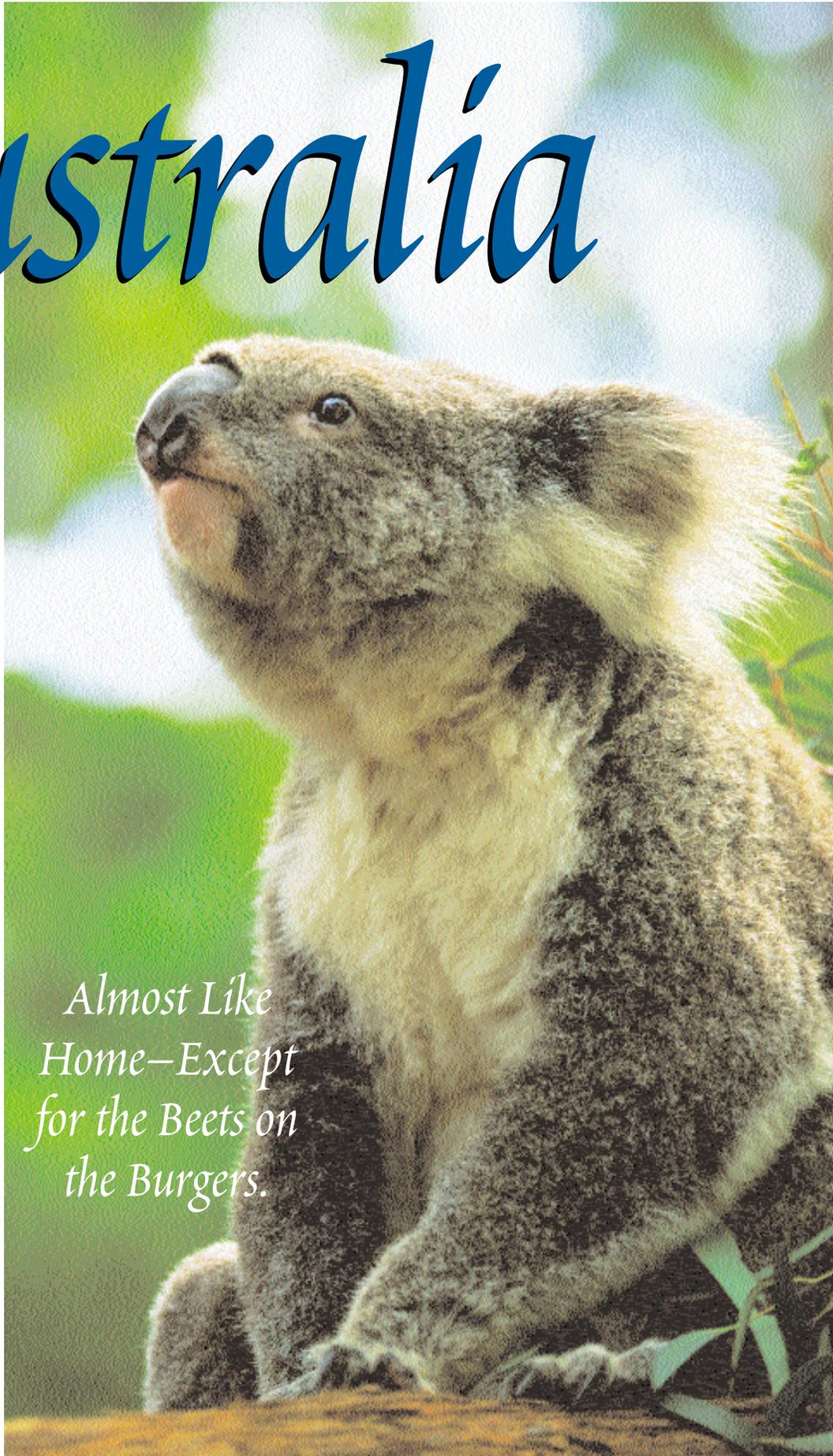
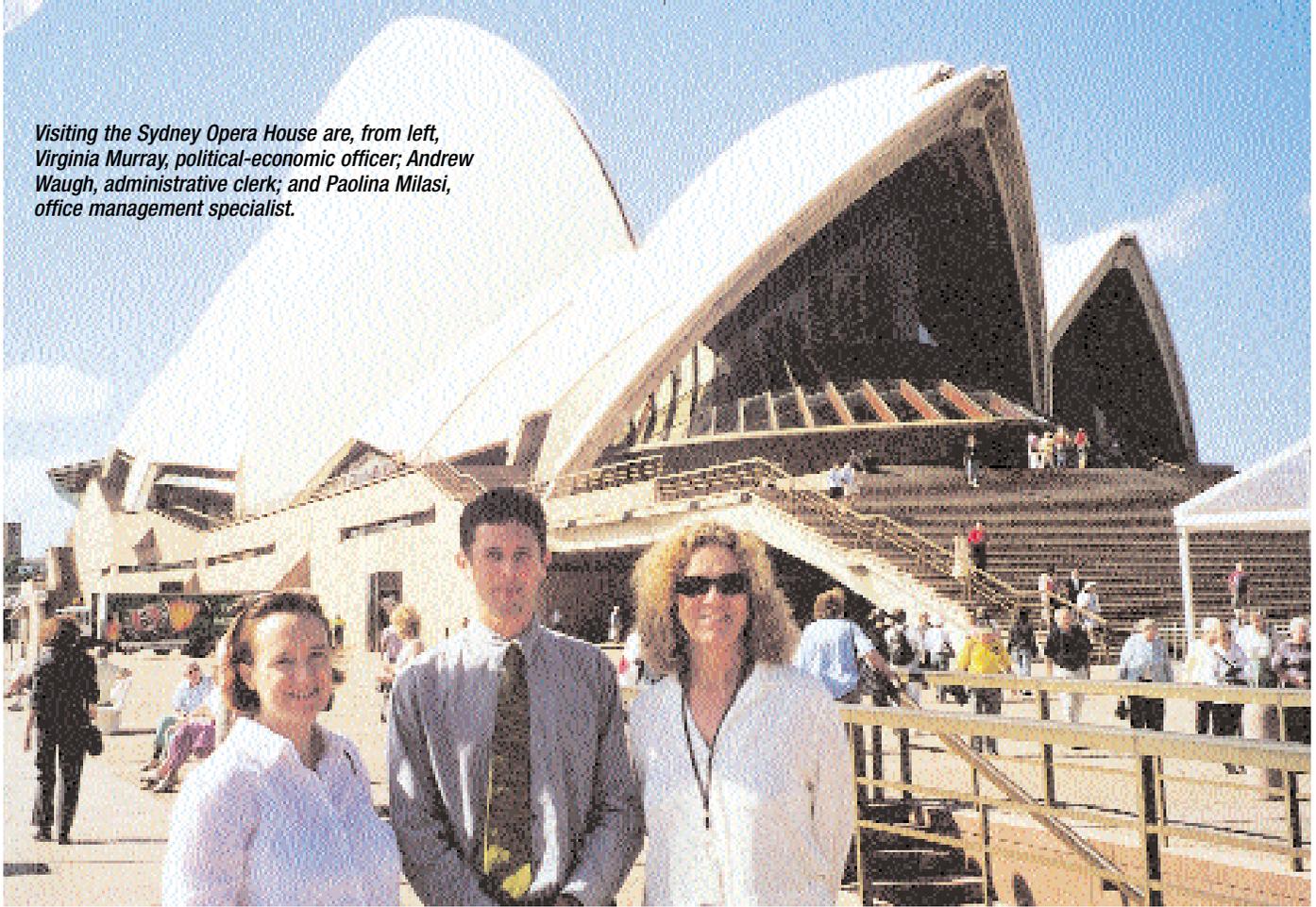


Photo © R. Ian Lloyd/Masterfile

*Visiting the Sydney Opera House are, from left, Virginia Murray, political-economic officer; Andrew Waugh, administrative clerk; and Paolina Milasi, office management specialist.*



With more similarities than differences, the U.S. Mission to Australia finds that minding the details makes the real difference.

It's the mission's role to manage this unique relationship between similar yet different parties. Some 300 employees, half of them American and representing more than 15 agencies, carry out U.S. government programs in the country. Most are concentrated on the east coast, at the embassy in Canberra and the consulates general in Sydney and

Melbourne. The smallest consulate general, Perth, is two time zones away on the Indian Ocean and is the Foreign Service post farthest removed from Washington, D.C.

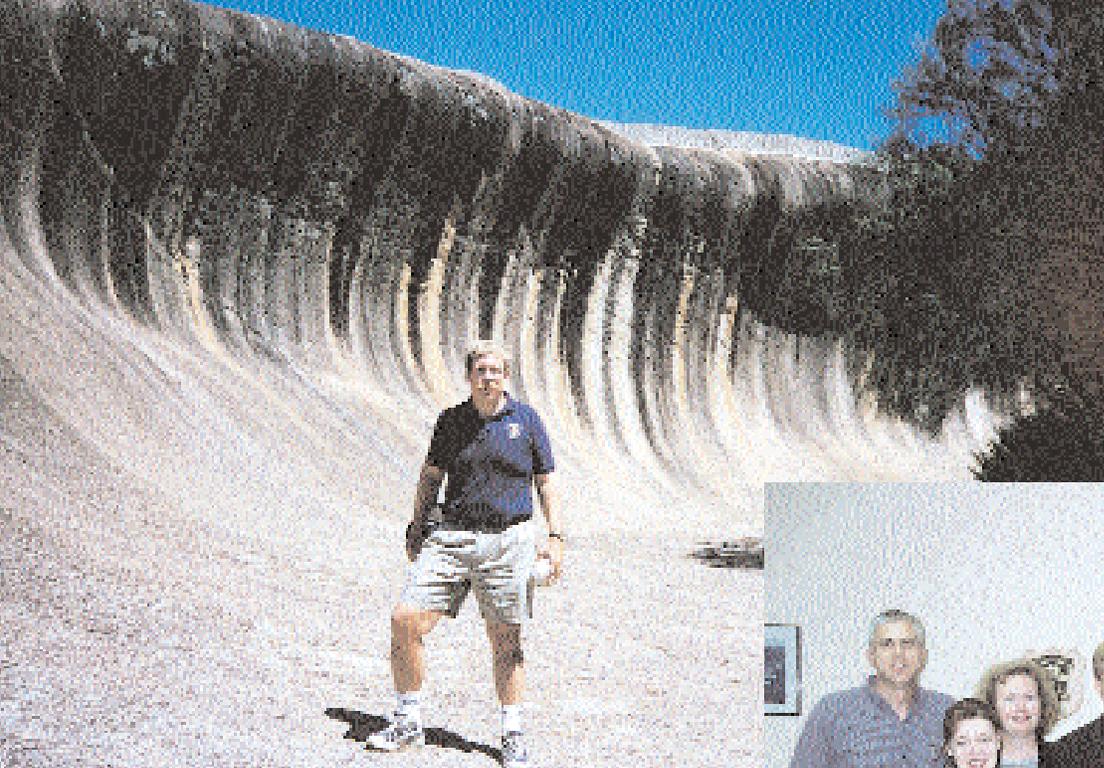
The half-million Americans who visit Australia each year and the 50,000 more who reside in the country spend little time in the capital. As a result, the consular employees serving these American clients are stationed largely at constituent posts, with the countrywide consular coordinator posted in Sydney.

The Australia, New Zealand, United States Treaty, known as ANZUS, concluded in San Francisco in 1951, has been the cornerstone of the bilateral relationship for 50 years. The mission is busy this year commemorating the close cooperation that has characterized the relationship through those years and bolstering the alliance for the next half-century.

Dozens of U.S. military exchange officers work side by side with their Australian counterparts at Australian military installations or joint facilities throughout the country, while others conduct joint military exercises and ship visits. The annual AusMin talks, which alternate between the United States and Australia, bring together the secretaries of State and Defense, the chairman of the Joint Chiefs of Staff and the commander of the U.S. Pacific Command with their Australian counterparts for wide-ranging discussions.



*Human Resources' Kim Becker and Tanya King review a document.*



*Left, Acting Consul General Robert Downes at the Wave Rock in Western Australia. Below, staff at the consulate general in Perth are, from left, Navy Commander Bruce Vandenbos; Veronica Kerr, office management specialist; Wendy Kennis, administrative assistant; Robert Downes; Marie Slythe, consular assistant; Christine Atkinson, visa assistant; Bob McKenzie, local guard; and Scott Forrest, consular assistant.*



This year marks Australia's 100th anniversary, providing additional opportunities to highlight its close links with the United States. Australia's founding fathers melded what they saw as the best from the British and American systems of government to draft Australia's constitution. And 85 years ago, in an international competition, Australia picked Chicago architect Walter Burley Griffin and his wife, Marion Mahony Griffin, to design the nation's capital, Canberra.

Of the total foreign investment in Australia, approximately \$137 billion is from the United States, Australia's largest foreign investor. Much of that investment is concentrated in Sydney, Melbourne and Brisbane and in the vast mining and energy reserves in the western part of the country.

Although the United States currently enjoys a large trade surplus with Australia, some of the mission's greatest challenges in recent years have concerned trade relations. Australian lamb farmers camped out with their "barbies" across the road from the U.S. Embassy during August 1999 to protest tightened U.S. import quotas. Since then, the value of Australian lamb sold in the United States has increased by 30 percent. Thanks to Australia's quarantine barriers, however, U.S. agricultural products are rare in local supermarkets.

The mission focuses much of its energy on developing partnerships with Australia on global issues. Political and defense officers regularly coordinate policy on a wide range of issues, from building an independent East Timor to controlling the prolifera-

*Electrician Barry Funnell, left, and maintenance supervisors Ollie McInerney and Brendan McCormick examine blueprints for the Marine House renovation.*



tion of weapons of mass destruction. U.S. law enforcement agencies work closely with their Australian counterparts to combat drug trafficking and organized criminal activities throughout the South Pacific. NASA runs its largest and most important program outside the United States in Australia, using a number of tracking facilities vital to the American space program. They include the one at Tidbinbilla, just outside Canberra, and at Parkes, also near Canberra, the subject of a recent Australian movie *The Dish*.

Successful diplomacy Down Under owes much to honest informality—shrimp on the barbie and cricket on the telly. The informality of the U.S. Mission’s discourse reflects the friendship enjoyed by the two nations. But make no mistake, Australians work as hard as they play.

*Dish-shaped antenna at the Tidbinbilla Tracking Station is operated jointly by NASA and the Australian Commonwealth Scientific and Industrial Research Organisation.*

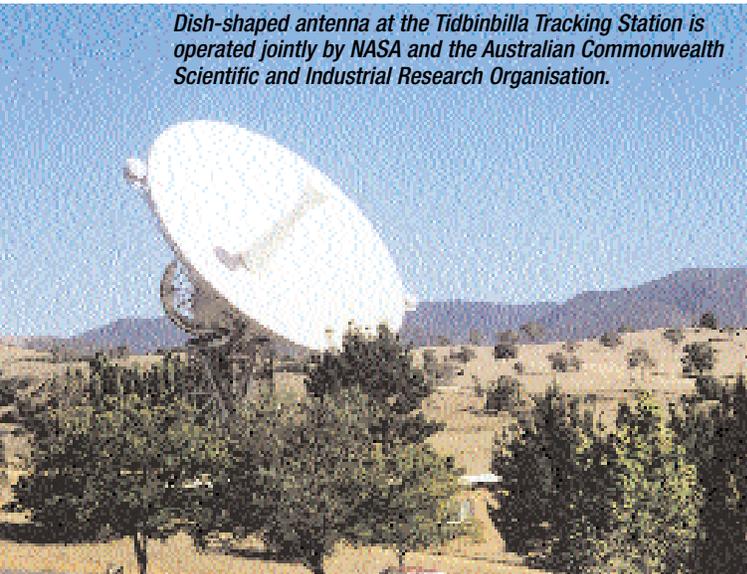


Photo by Stephen Engelken



*Didgeridoo player in the Salamanca Market, Hobart, Tasmania.*

Photo by Stephen Engelken



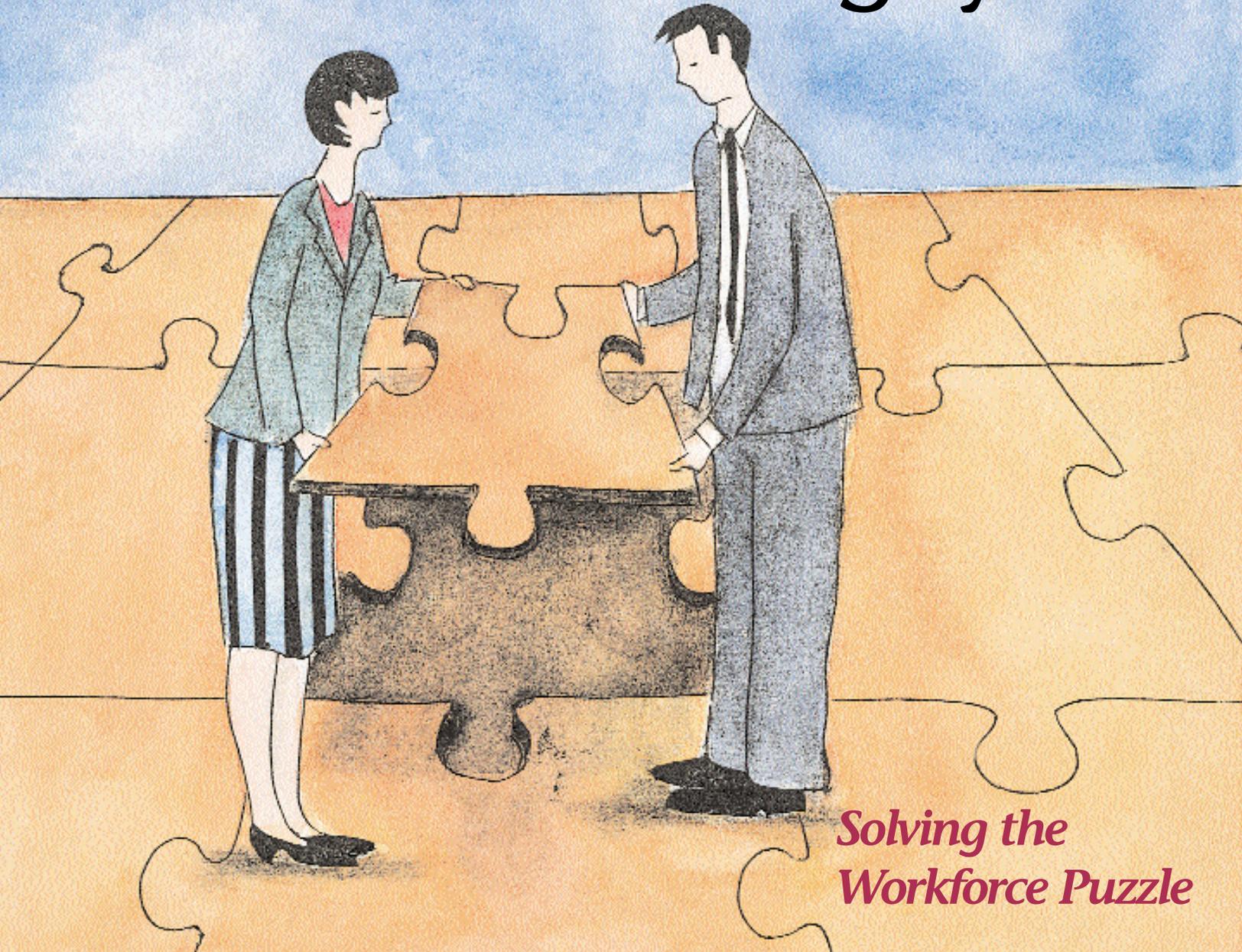
*Flinders Street Station in Melbourne.*

The relationship is substantive and complex. Those assigned here find that its depth and breadth keep them busy shifting among serious issues.

Indeed, the unofficial national saying, “no worries, mate,” characterizes not only the pleasant disposition of Australians, but also the robust partnership Americans share with them—except for those slices of beet slipped into the burgers. ■

*Patrick Truhn was administrative officer in Canberra. Also contributing to the article were Brian Siler, resource officer, and Tamir Waser, consular-political officer.*

# 'Who are those guys?'



## *Solving the Workforce Puzzle*

### Office of the Month

## Resource Management and Organization Analysis

Story by Stephen Ledford

Photos by Kathleen Goldynia

**N**ear the end of the 1969 film "Butch Cassidy and the Sundance Kid," as two turn-of-the-century outlaws are caught between a relentless posse and a precipice overlooking a raging river, one outlaw turns to his partner and asks incredulously, "Who are those guys?"

State employees could be forgiven for asking the same question about who does the Department's workforce planning. In this case, those "guys" are the men and women in the Bureau of Human



*Stephen Ledford and Linda Tagliatela finalize a presentation to OMB.*

Resources' Office of Resource Management and Organization Analysis. They allocate human resources within the Department, determine promotion numbers for the Foreign Service and work with Congress and the Office of Management and Budget to secure the resources the Department needs.

Contrary to legend, the Department's workforce planning and resource decisions are not left to tea leaves or darts. Rather, RMA has developed programs and models in the forefront of workforce planning within the federal government. The overseas staffing model, for example, is an objective, flexible tool for determining the resources the Department needs to meet the President and the Secretary's foreign policy priorities and objectives. The program quantifies what it will take to achieve the Department's international affairs strategic goals, meet legislative mandates and support the U.S. government presence overseas. The office is also developing a domes-

tic staffing model, to be completed by next March, to complement the overseas model and create a comprehensive resource planning strategy for the Department.

RMA uses another tool—the workforce planning model—to suggest hiring levels and balanced rates of promotion within the Foreign Service. Factored into the model are historical data, retirement and attrition figures, analysis of trends and the impact of policy changes on the workforce. The model calculates how many employees will be needed at each level to sustain an even flow of talent in each cone and specialty to meet Department needs, not just for today but for five to 10 years from now.



*Alice Smith and Walt Marshall review data for the workforce planning model.*



*Members of the domestic staffing model team are, from left, Carolyn Williams, Cyndi Guyer, Sharon Fulwider, Ana Larkin and Gene Batt.*

The Foreign Service is a "rank-in-person" personnel system. An officer's performance is reviewed for promotion each year. The office rigorously scrutinizes promotion numbers for each class, by cone and specialty. This ensures that anticipated needs will be met with the appropriate resources and that there is a measured flow of Foreign Service officers through the ranks. After running the model, RMA presents the results to the director general of the Foreign Service to establish final promotion numbers for the year.



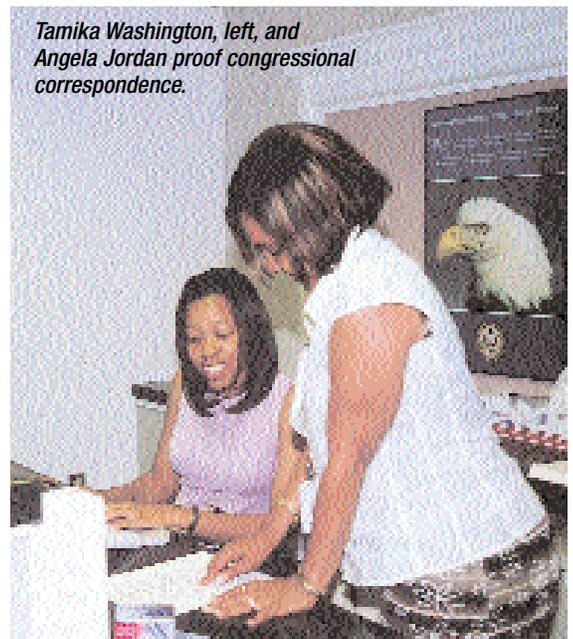
*Director Linda Tagliatela, second from left, confers with staff members Stephen Ledford, left, Vince D'Auria and Tracy Frazier.*

But RMA is not simply a group of employees in green eyeshades, sitting in cubicles where the sun never shines. They're the authors of "Diplomatic Readiness— The Human Resources Strategy," a publication unlike anything the Department has ever prepared. This well-documented and persuasive report is the cornerstone of the Department's request for additional resources from Congress. It demonstrates that the Department needs 1,158 more full-time positions to achieve diplomatic readiness. Based in large measure on RMA's presentation, congressional leaders have stated that they plan to grant the Department increased resources and positions for the next fiscal year.

After nearly a decade of downsizing and hiring at or below attrition levels, this is welcome news. In fact, State and Defense are the only two cabinet-level agencies likely to receive substantial budget increases next fiscal year.



*Larry Nix, Kimberly Adams and Sally Mavlian resolve a classification and pay issue.*



*Tamika Washington, left, and Angela Jordan proof congressional correspondence.*

the director general and the offices in the Bureau of Human Resources to analyze the potential impact of new policies and initiatives.

So, the next time you're wondering how positions in your bureau are allocated, how promotion numbers for the Foreign Service are generated or what office is helping the Department achieve diplomatic readiness, you won't have to ask, "Who are those guys?" ■

---

*The author is a senior management analyst in the Bureau of Human Resources' Office of Resource Management and Organization Analysis.*



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By Neal Walsh

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***Diplomatic Readiness***  
***Task Force Begins Work***

**T**o meet the challenges facing the Department and American diplomacy, Secretary Powell has established a Diplomatic Readiness Task Force. Its job is to oversee the largest peacetime expansion of the Department in decades, as part of President Bush's commitment to make the State Department "America's First Line of Defense."

For the first time, special funding has been allocated for a wide-ranging recruitment and media effort to find and hire tomorrow's Foreign Service and Civil Service personnel.

According to Ruth A. Davis, director general of the Foreign Service and director of Human Resources, "We are facing a unique challenge, one that the Department has not faced for decades—and that is managing growth." She noted that Secretary Powell has asked Congress for the

resources needed to create the kind of State Department “we have been dreaming about for years.”

During the next three fiscal years, Ambassador Davis said, the Department is proposing to hire an additional 1,158 new employees as part of the Diplomatic Readiness Plan. This increase is over the base hiring numbers and does not include regular hiring to replace employees lost by normal attrition (retirements, resignations).

The new positions are in addition to 253 separately funded hires to meet security, information management and consular needs. The three categories—regular hiring, separately funded hiring and “Diplomatic Readiness” hiring—make up the fiscal year 2002 total hiring numbers.

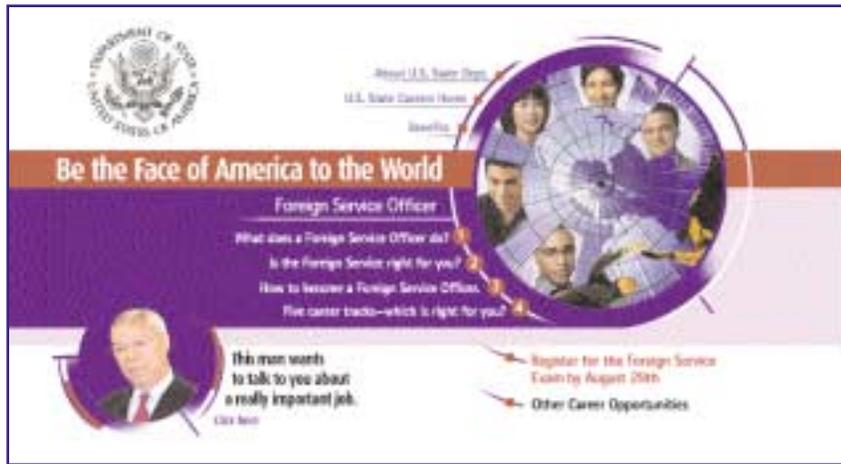
In FY2002, the Department plans to hire 466 new junior Foreign Service officers, up from 225 in FY01; 470 Foreign Service specialists, up from 187; and 497 Civil Service personnel, up from 330.

The new hiring is intended to cover existing staffing shortages and gaps overseas and at home; create new positions overseas to implement the Department’s expanding mission in the near and long-term future; and establish a “training float” that will guarantee normal Department operations while employees receive the training necessary to do their jobs.

The additional hiring should also give the Department the necessary personnel required for effective and rapid response to overseas crises.

“A lot of our colleagues don’t realize just how wonderful an opportunity we have before us,” Ambassador Davis said. “But they will.” The surge in personnel over the next three to five years is going to alter every aspect of how the Department manages its personnel.

**State launches new recruiting Web site.**



A major media campaign, Be the Face of America to the World, was launched in July to bolster registration for the Foreign Service Written Examination on Sept. 29, 2001. In addition, the first of a series of interlocked recruitment web sites was launched at [www.ForeignServicecareers.gov](http://www.ForeignServicecareers.gov).

Nearly three-quarters of all registrations for the Foreign Service Examination are now online.

“There will be dramatic changes in every aspect of the Department’s life as the program develops,” observed Task Force Director Niels Marquardt.

“The initial impact obviously is on the hiring process itself,” he said. In 2002, for example, the Department will have six A-100 classes of about 90 persons each.

Once the initial large intakes are on stream, Mr. Marquardt added, every bureau and every office will be involved. From bureaus to every embassy mission and consulate overseas to family services and ongoing FSI and outside training programs, the Department will have to adapt to meet the initiative’s challenge.

“This is not a one-off, massive hiring program to meet current shortages,” Mr. Marquardt continued, “but a plan that will grow the Department to meet its mission as our country’s first line of defense and the needs of a modern, technologically savvy and diverse workforce.”

He said service is still the magnet that pulls people into the diplomatic orbit, but the Department will be unable to recruit and retain good employees if it continues using the means and methods of the past.



The task force is also reaching out to specific and substantial niche markets—returned Peace Corps volunteers, military specialists and officers, business schools, Fulbright scholars and others—to generate interest in the Sept. 29 exam.

To help advance the new hiring initiative, the Department is instituting a series of measures. The first is rethinking and restructuring the recruitment and hiring process. In a major departure, the Foreign Service Examination will be given twice a year beginning this year on Sept. 29 and next year in April.

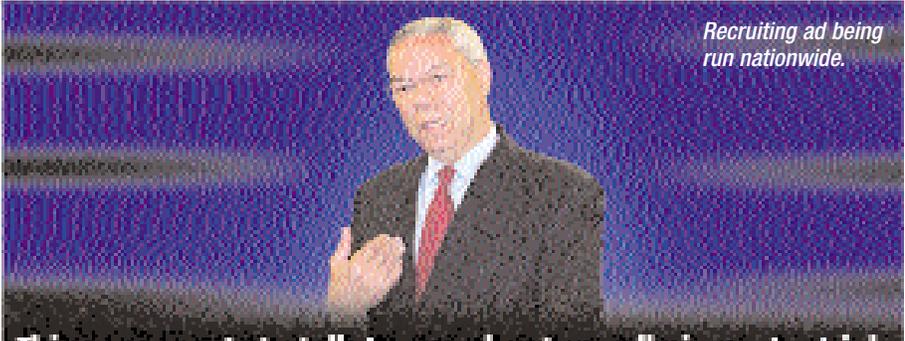
The Foreign Service Written Examination will be supplemented by four specialized hiring programs aimed at deficit cones and grades. Probably the best known of these is the Alternate Examination Program, or AEP. The third AEP intake was launched in June for administrative, consular and public diplomacy entry-level officers.

Three completely new hiring programs are also in the works: the Professional and Fellows Program, an entry-level honors program for all cones aimed at Presidential Management Interns and four other fellowship programs; an Administrative Officers Program for highly qualified entry-level officers based on Graduate Management Admissions Test qualifications; and a Mid-Level Program for administrative, consular and public diplomacy officers.

Officials expect these programs to draw more diverse and experienced applicants. The Bureau of Human Resources will funnel all candidates to the revamped oral assessment. The new assessment is based on the candidate's background, skills and motivation for joining the Foreign Service. It will be the common denominator in all Foreign Service hiring.

In addition to revamping the examination system, the Department is also taking steps to deal with a second major obstacle to hiring: the time it takes qualified entrants to come on board. Currently, it requires from 20 to 27 months to bring a prospective employee from the Foreign Service Written Exam to actual entry on duty.

Director General Davis has instructed the task force to reduce this to a period of 8 to 12 months. The two choke points are the time it takes to process the 2,000 to 3,000 candidates through the oral assessment from a once-a-



*Recruiting ad being run nationwide.*

**This man wants to talk to you about a really important job.**

**Foreign Service Officer**  
Get ready for an opportunity of a lifetime. Register today for the Foreign Service Examination. As a U.S. Foreign Service Officer you'll experience the challenge of being on the front-line team of all U.S. embassies and consulates. There are five career tracks from which to choose: administrative, consular, economic, political, and public diplomacy.



There is no better way to experience a global lifestyle while making a difference in the world. Take the first step towards a career in diplomacy with the U.S. Department of State. Visit our Web site immediately to register online for the Foreign Service Examination. Equal opportunity employer.

**Register by August 29th (August 10th if taken outside the U.S.) for the September 29th Exam.**

**Be the Face of America to the World [www.ForeignServiceCareers.gov](http://www.ForeignServiceCareers.gov)**

year written examination and the time required for the security clearance.

According to David Dlouhy, special adviser to the director general, three major steps have been taken to reach this goal:

First, those who pass the oral assessment now receive a conditional offer of employment immediately upon being informed of passing. Diplomatic Security agents are at the assessment center and begin the background security interview immediately. Thus, a process that took months now takes hours.

Second, Diplomatic Security has established a "Surge Team" of investigators and adjudicators to handle the pre-employment clearance load.

Third, beginning Jan. 14, 2002, the Board of Examiners will begin simultaneous rather than sequential assessments in Washington and at numerous off-site locations throughout the United States. This should reduce the assessment process from a year to 120 days. With these changes, the Department will be able to generate the pool needed to hire 466 new junior Foreign Service officers per year for the next three years, Mr. Dlouhy said.

Ambassador Davis has called on all Department employees to help. "Recruitment begins with every one of us," she said. "We have to spread the word—to search for good people, get them interested and show them this is an exciting place to work. Recruitment needs to be in everybody's job description." ■

*A Foreign Service officer, the author is on the staff of the under secretary for Public Affairs and Public Diplomacy.*

# Cox Sabbaticals Enrich Two Officers' Lives

By John Withers II and Patricia Scroggs,  
as told to David Krecke

What would you do with a fellowship that paid your salary for 12 months and gave you the resources to pursue the project of your choice? Would you buy a Lexus, like J.J., a character in Garry Trudeau's "Doonesbury" comic strip who recently won a MacArthur "genius" grant? Or would you take the advice of J.J.'s ne'er-do-well husband, Zeke, and pay off your gambling debts? John Withers II and Patricia Scroggs, Foreign Service officers who received Una Chapman Cox Fellowships last year, chose far nobler pursuits.

## John Withers II

Mr. Withers's project began with a World War II story his father shared when John was a child. Not the one about the Luftwaffe strafing his father's unit, Quartermaster Truck Company 3512, or the one about being caught between lines during a German counterattack. Not even his account of what it was like to be a black lieutenant in a racially segregated army. The story that impressed John most was the one about two Jewish boys.

"It began, in my father's telling, near war's end in the spring of 1945," John says, "when the 3512th was ordered to rush supplies to an obscure town in southern Bavaria." Preoccupied with the pending Allied victory and the prospect of going home, the soldiers paid little attention to the destination on the order, Dachau. When they arrived, they were horrified.

Products of an impoverished, rural South, the men of the 3512th were unprepared for the concentration camp's shocking conditions. They had no way of knowing the enormity of the Nazi's "final solution" or that their GI col-

Salomon, left, and Pee Wee in 1945 with a GI from the 3512th.

Below, soldiers of the 3512th Quartermaster Truck Co. in 1946 at the gate to their camp in Staffelstein, Bavaria. Salomon is on the far right.



Photo by Pee Wee

Photo courtesy of John Withers II

leagues were discovering equally dreadful conditions in scores of camps throughout Central Europe. Yet, faced with the horrors of Dachau, basic instincts of sympathy and humanity drove them to act.

"Dachau was under quarantine," John recalls his father saying. "Typhus was rampant, and headquarters feared that a truck company traveling throughout the theater of operations might infect major portions of the Army. The unit was forbidden to have contact with the prisoners."

Despite the threat of severe punishment, the men of the 3512th became attached to two young Jewish boys from Poland, abandoned in the camp without families. When it came time to leave Dachau, the soldiers spirited the boys out, hiding them in the company's base in the small Bavarian town of Staffelstein. For a year, the two boys—christened "Pee Wee" and "Salomon" by troops who found their Polish names too difficult to pronounce—were fed, clothed, nursed, employed and befriended by the black soldiers. By the time John's father left Germany in the winter of 1946, the two young men were ready to start new lives.

Lt. Withers's story ended abruptly. He lost contact with his two friends. But throughout his career with the U.S. Agency for International Development, Pee Wee and Salomon remained clear in his memory. Their photos



Photos of Pee Wee, left, and Lt. John Withers Sr. in 1946.

Photos courtesy of John Withers II

were always with him and so was the nagging desire to learn their fates.

Through the generosity of the Una Chapman Cox Fellowship, John can now answer his father's question. The fellowship's stipend and allowance of unencumbered time permitted him to search last year for the missing men. Using the meager clues at his disposal, searching the Internet, following the advice of numerous friends, pursuing all leads however unpromising and battling privacy restrictions at every turn, he sent inquiries to Israel, Poland, Canada and Germany. He examined World War II records at the National Archives and personnel records in St. Louis. He spoke with veterans of the 3512th and visited Staffelstein.

What he learned largely confirmed his father's memories. Some of his dad's dates and places were slightly mistaken. For example, John discovered that the boys were taken, not from Dachau, but from a satellite camp a short time later. But the core of the account proved true.

In the end, his discoveries occasioned both sadness and joy. John was sad to learn from Salomon's widow and surviving daughters in Israel that he had died a few years before. But he was overjoyed to witness the reunion of his father, now 84, and Pee Wee, 72, a successful Connecticut businessman. They were reunited April 27, almost 56 years to the day after Dachau's liberation.

"I cannot express what I felt in seeing those two old friends embrace," John Withers says "Seeing them pore over yellowed photographs of their Staffelstein days, to hear them recount moments of darkness and renewal and to meet Pee Wee's gracious family, including his four-month-old great-granddaughter. It was rewarding to discover Pee Wee prosperous and well, and to know that he and my father would never lose touch again."



Pee Wee and John Withers Sr. reunite in a poignant embrace April 27, 2001, 56 years after parting in Germany.

Photo by John Withers II

## Patricia Scroggs

Patricia Scroggs invested her Cox Fellowship in a different kind of search, inspired not by a parent's past but by her children's future. The mother of two daughters adopted from China, she explored the challenges facing families with children adopted overseas.

Patricia's search took her and her girls to communities throughout the United States, where they participated in events aimed at introducing foreign-born children to cultural practices in the land of their birth.

One rainy Saturday morning, they sat in a makeshift school in a church basement in Minneapolis. A group of children, parents and teachers opened their session with song—first the American, then the Korean national anthem. Soon, they dispersed to play Korean games, study language and feast on chopchae, a Korean staple.

It was a moving scene for Patricia, watching beautiful, happy children with features reflecting their Korean heritage; proud parents, mostly of European descent; and their Korean teachers, eager to share their culture.

"These gatherings of families formed through international adoption always affect me deeply," she says, "As an internationalist, I am heartened by the ties being formed between the peoples of two nations and the ever-increasing embrace of cultural diversity in our society. As the mother of two daughters adopted from China, I recognize the challenges these people overcame to become families and the special love that binds them together."



Photo by Denee Frazer

*The author, left, with 50 girls and their families in Chicago in June 2001 for the first nationwide reunion of children adopted from Linchuan, Jiangxi Province, in southeastern China.*

Elsewhere in the United States, parents accompany their internationally adopted children to Chinese dance and language classes, read Russian folk tales, attend culture camps, join outings with other adoptive families, organize support for overseas orphanages, welcome "big brothers" who share their children's heritage, participate in ethnic festivals and engage in activities to help their children develop pride and connections to their birth cultures.

Rekindling adopted children's ties to their country of origin, Patricia discovered, is a relatively new phenomenon. During the nation's first major wave of international adoption in the 1950s, social workers counseled parents to

## Una Chapman Cox Foundation

By Clyde D. Taylor

Established in 1980 by Mrs. Una Chapman Cox of Corpus Christi, Texas, the Cox Foundation is dedicated to the proposition that the United States needs a strong, professional Foreign Service.

It was 1948, and Una Chapman Dowd was in Bombay, India, a city in a nation just emerging from colonial rule. Bombay was but a one-day stopover en route to Calcutta and the remainder of an around-the-world cruise. Mrs. Dowd wanted to go ashore, but the ship's purser, who had custody of passengers' passports, was hung over and either unwilling or incapable of obtaining the passports from the safe. Mrs. Dowd, the granddaughter of Philip Augustus Chapman, founder of Chapman Ranch, was undeterred. She went exploring on her own and was arrested and jailed for having neither passport nor immunization documents. An American vice consul responded to her plight but was unsuccessful in getting her released in time to board her ship. He stayed with her at the jail

and brought her "two good books, a bottle of wine and some sandwiches." The next day the vice consul arranged for her release and a flight via Kathmandu to rejoin her ship in Calcutta.

In 1980 Mrs. Cox told the story of the forgotten Foreign Service vice consul who went beyond the call of duty, an account still related in consular training courses at FSI. Mrs. Cox said she had a soft spot for Foreign Service personnel who do things like this that people never know about. The wealthy South Texas heiress never forgot her benefactor. She formed her foundation in July 1980. Having no children and few heirs, she left a portion of her estate in farm land and oil and gas rights in trust to the foundation for the benefit of the Foreign Service. A year before she died, in



*Teenagers adopted from Korea perform traditional drum music at the Korean Institute of Minnesota.*



Photo by Sung Chul Park

August 1982, Mrs. Cox began funding a new Department of State program to provide sabbatical leaves for Foreign Service career officers. Harvie Branscomb Jr., designated as foundation trustee in Mrs. Cox's will, continues as foundation president and in implementing her dream.

The foundation funds projects and activities that benefit the U.S. Foreign Service by enhancing outreach to build constituency, supporting recruitment of the best possible candidates, advancing professionalism to increase retention of the best career officers and improving the effectiveness of the entire service. With modest assets as foundations go, it has disbursed more than \$5 million for the benefit of the Foreign Service. Its first and still core Sabbatical Leave Program aims to benefit mid-level officers with demonstrated potential to rise to the highest levels of the service by giving them opportunities for personal rejuvenation and to reconnect with American society. The Department assigns the officer to the sabbatical and the foundation provides a fellowship to support the officer's activities. Since it began in 1982, the sabbatical program has benefited 40 officers.

Each year the director general selects two of its senior Foreign Service officers to participate with their spouses

in the Aspen Institute's Executive Seminar, which the foundation funds. Annual Awards for Excellence in Foreign Language Instruction, co-funded with the Department, serve as recognition of and an incentive to the excellent corps of instructors at the Foreign Service

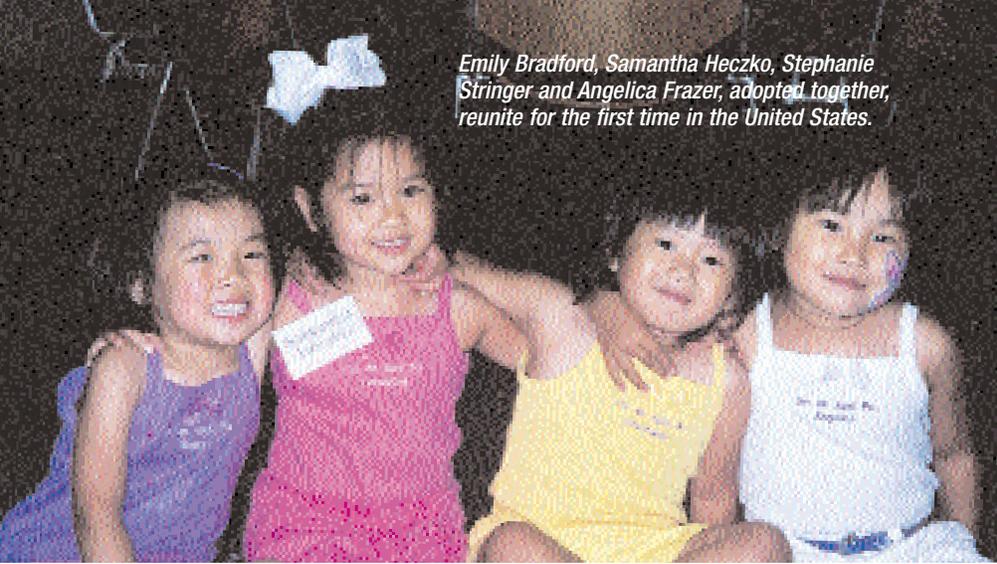
Institute. This year, the foundation has partnered with the Department to fund a dramatic reform of the Foreign Service oral assessment. Each year, State's Diplomats in Residence select from among the most promising of students interested in the Foreign Service those who the foundation can provide a stipend to help offset their expenses as summer interns at overseas posts. The trustees this year challenged the newly

formed Foreign Affairs Museum Council to a matching grant to help the Department fund the initial design for the U.S. Diplomacy Center. The largest activities funded by the foundation were the 1991 documentary "Profiles in Diplomacy: The U.S. Foreign Service" and the Stimson Center's 1998 study, "Equipped for the Future: Managing U.S. Foreign Affairs in the 21st Century." ■

*Our country cannot afford to be without the strongest possible Foreign Service.*

*—Una Chapman Cox*

*The author is executive director of the Una Chapman Cox Foundation.*



*Emily Bradford, Samantha Heczko, Stephanie Stringer and Angelica Frazer, adopted together, reunite for the first time in the United States.*

Photo by Denee Frazer

assimilate the children into American life. With several decades of experience, the adoption community now offers dramatically different advice. To enhance the children's self-esteem and identity, social workers urge parents to expose the children to the cultures and people of their birth country. This approach gives them the resources to deal with racism and links them with their roots. Professionals counsel parents not to see the child as different but to view the family in a new light—as a multicultural family. With characteristic American energy, many parents have heeded the call, eagerly seeking out new activities, people and information to mix other cultures into their family lives.

"I have devoted my Cox Fellowship to studying these multicultural families formed through adoption," Patricia explains. "I have surveyed hundreds of adoptive parents, adult adoptees, adoption professionals and academics and look forward to sharing the results of this research. I believe the impact of these multicultural families on American life will be significant. Spread throughout the country, they bring the faces and cultures of their homelands to countless playgrounds and neighborhoods.

"These children are part of 'us' to families, schools and communities throughout America, giving everyone a stake in their success." She adds, "These families, organized through a network of adoption support groups and e-mail lists, are becoming outspoken voices on adoption and immigration policies and racial politics within the United States. Their incursions into foreign policy have thus far been rare, but their potential as important domestic constituencies is worth watching."

She is grateful to the Cox Fellowship program for this unique professional opportunity to explore an area outside her normal econom-

ic focus. She enjoyed traveling to different parts of the country, talking not only about adoption but also about the role of the Foreign Service. The fellowship was an incredible experience on a personal level—allowing an unabashed blending of personal and professional goals. The ability to involve her family in fellowship activities, to work from home and to set her own schedule was unprecedented in her Foreign Service career.

"My daughters danced their way through Russian, Chinese and Korean celebrations," she says. "We joined a playgroup with other children adopted from China. I devoted the time I would have spent commuting to playing with my daughters. I didn't need to negotiate how to be home for the telephone repairman. For once, I volunteered for community activities."

John Withers and Patricia Scroggs returned to the Department this summer, reacquainted with America after exploring matters of profound personal meaning during the past year. While their Cox Fellowship projects differed dramatically, two common themes run through the story of a black soldier's reunion with the Jewish boy

Photo by Patricia Scroggs



*An Alexandria playgroup of families with children from China. They are, from left, Caroline and McKenzie Myers, Cailyn Lager and Ellie Bernstein.*



*Adopted sisters celebrate the 4th of July.*

Photo by Steve Scroggs

he befriended 56 years earlier and a mother's search to connect her China-born daughters with their roots: love and friendship transcend racial barriers and there is, indeed, strength in diversity.

Una Chapman Cox could not have dreamed that the fellowships named for her would have been invested more wisely. ■

*John Withers II is the director of the Office of North Central European Affairs. Patricia Scroggs is the chief of the developing country trade unit in the Bureau of Economic and Business Affairs. David Krecke is a writer/editor for State Magazine.*

# Conserving Energy at Work

By Martha Netherton

**E**fforts to reduce energy consumption and save money are springing up everywhere, including the federal government. In May, the Bush Administration asked both private and public agencies to bolster their energy conservation measures, particularly during regular business hours.

Fortunately, for the past nine years, the State Department has had an aggressive energy policy in place. It requires only some fine-tuning to meet the Administration's goals.

## Energy-Saving Projects

"Our emphasis has been on technology," explains Tim Arthurs, energy policy and conservation officer in the Bureau of Administration. By installing energy-efficient fluorescent light bulbs and variable-speed motors and replacing old equipment with new models, the Department has been able to cut consumption and costs significantly, he said.

Department regulations now require energy-efficient technology whenever possible. Even minor changes in the Truman Building can produce enormous savings in a facility with nine acres of roof, 100,000 pieces of operating equipment, 7,160 tons of refrigeration, 267,000 square feet of corridors and 8,500 occupants. Although the building remains Washington's largest single customer for electricity, the facility consumes about 7 percent less energy than in 1987 when there were far fewer employees and computers.

## Fluorescent Lights and Motion Sensors

In 1996, the bureau replaced about 34,000 fluorescent bulbs in the Truman Building with bulbs that use almost 20 percent less energy but produce stronger and better light—more like sunlight. The new bulbs have reduced

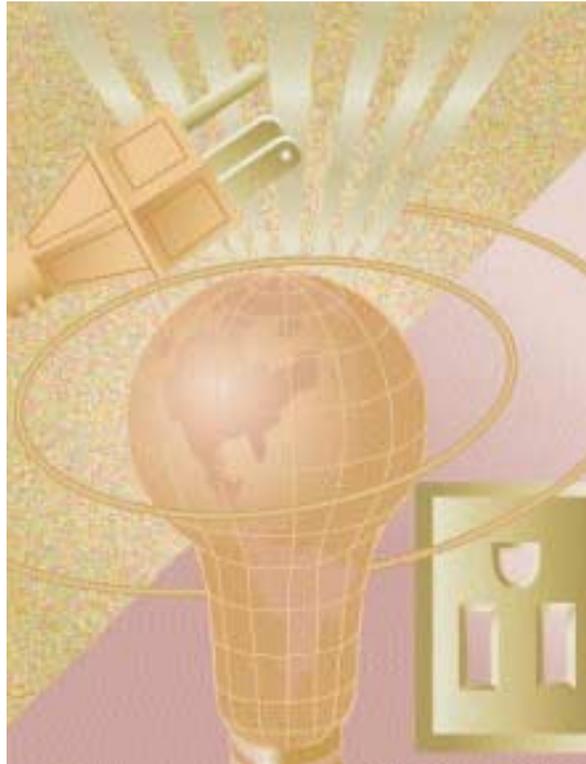


Photo © Shakirov/Artville

annual costs by about \$500,000. During the summer of 1999, the same bulbs were used to replace all 14,000 lights at the National Foreign Affairs Training Center as well as the International Chancery Center in Washington, D.C., and at the Beltsville Information Management Center.

The best way to save electricity is to not use it, so the Department is replacing light switches with motion sensors as it renovates offices. These devices automatically turn off the lights when there is no movement in the area.

## Air Conditioning Equipment

Four new 1,890-ton chillers were installed in the Truman Building in 2000. The new, high-tech chillers use 30 percent less energy than the 60-year-old units, saving about \$500,000 annually.

## Variable-Speed Drives

Variable-speed drives control the speed of motors so that they run only as fast as necessary. The new chillers, for example, have variable-speed drives that enable the equipment to provide the precise amount of cooling instead of running full-tilt as the old ones did. The bureau installed variable-speed drives on all the units at the Foreign Service Institute, as well as on fans, pumps, elevators and other equipment in the Truman Building and at other facilities. These devices save significant amounts of energy, especially in combination with other conservation measures. At FSI, for example, energy consumption dropped by 28 percent after the new lights and variable-speed drives were installed.

## Solar Power, Light-Emitting Diodes Lighting

The Department entered the world of solar energy with a project at its sunniest U.S. facility—the Florida Regional Center in Fort Lauderdale (see July–August issue). Thanks to the solar-powered parking lot lights

and a solar hot water system, the center is a Federal Energy Saver Showcase facility. The bureau plans to expand solar technology, beginning with solar parking lot lights at Beltsville. The Department also is installing light-emitting diodes in corridor elevators and exit signs in all buildings. Energy savings are startling: one five-watt diode can power the large elevator signs in the Truman Building that used eight 100-watt bulbs.

### Future Projects

The Department will continue to reduce energy consumption using modern technologies, despite the limitations of time, money and location. Other upcoming projects include installing fusion lighting in the D Street lobby of the Truman Building. These light bulbs last up to 10 years. At FSI, the Department will install three small fuel cells to provide electricity for the two historical cottages on the campus. Using bioluminescent lighting for outside walkways is another possibility. These devices mimic the chemistry in lightning bugs. Pressure activates them. When you take a step, for example, a 20-foot strip illuminates your way.

### Avoiding Blackouts

To address the recent concerns about power shortages that could affect government operations, the Department has refined its existing “peak load curtailment” plan.

Peak loads occur when the grid system that supplies electricity to buildings is under the greatest strain, usually on hot days. The fear, of course, is that the system will become overloaded and then shut down.

The plan is relatively simple. Building managers will adjust the cooling and air distribution systems to reduce energy consumption. At night, for example, they will cool facilities a little more than usual. Then, during the day, the temperatures will be allowed to drift up to or slightly above normal settings. Equipment that circulates air will be turned off when possible, although at all times the airflow will be sufficient to maintain indoor air quality.

Employees can help by turning off all unneeded electrical devices—monitors, printers, lights, fax machines—especially overnight and on weekends. They can move books, plants or other obstructions away from ventilation grilles. Closing the blinds on warm days—day and night—will help reduce the amount of heat gained or lost through the windows.

In June, the bureau issued a Department notice, which can be found on the Intranet at <http://aopr.a.state.gov>, outlining energy conservation measures and how employees can pitch in to make the program work. ■

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*The author is a management analyst in the Bureau of Administration.*

## Promoting Recycling

While conservation may not solve all of our energy shortcomings, recycling can be a tremendous help. This fall about 25 organizations will show Department employees the latest developments in recycling, particularly general service officers and employees who work in procurement, during America Recycles Day.

Recycling is a Department priority. It coordinates recycling programs in six Washington-area facilities and plans to start programs in other buildings. Unfortunately, because recycling requires contracts with waste-management companies, it's difficult to launch programs in leased buildings.

Recycling is easiest in the Truman Building, the third largest federal building in Washington, because of the large volume of waste generated there. Paper, cans, glass and toner cartridges, wooden pallets, the mercury in fluorescent bulbs, ink, staples, iron and other metals are being salvaged as renovations continue.

In 2000, the Department recycled almost 800 tons of paper and cardboard, 13 tons of glass, three tons of plastics, two tons of aluminum cans and 2,600 toner cartridges. Eventually, construction waste—copper wire, terracotta tiles, concrete and lumber scraps—will be recycled so that the rubble does not end up in a landfill. All recycling earnings go directly to Diplotots, the Department's child care center at Columbia Plaza. Last year, the center received \$65,000 to help needy families pay tuition.

Advances in recycling and energy conservation underscored this year's Earth Day celebrations. The event in the Truman Building drew companies with an array of energy-efficient and recycled products. Employees clustered around a high-tech washing machine, while others marveled over a vending machine you feed empty cans into for squashing and recycling. A booth promoting recycled carpets received considerable attention, and an electric car took employees for test drives up and down Constitution Avenue.

For more information call Barbara Martin, Jim Holdforth or Tim Arthurs at (202) 647-6001.

# A SOLDIER'S SOLDIER

By Colette Marcellin

**W**hile many people would have retired years ago, Ted "Sarge" Liska, 83, an employee at the U.S. Embassy in Paris, this year celebrates 60 years of federal service. And he's still not thinking of retiring.

He spent 33 years of that service overseas. As one of the liberating American soldiers who stormed the beaches of Normandy on June 6, 1944, Sgt. Liska launched his federal career on Utah Beach during the second wave at 10:30 a.m., when the beaches were already covered with wounded and dying soldiers.

"Dead bodies... washed-up debris... overwhelming fear of the unknown... panicking because we were drilled in training to keep five meters apart and now were bunched together like cattle... one shell could have killed us all."

These were the agonies of war during the landing he will never forget. In addition to D-Day, he helped liberate



*Ted Liska, on June 6, 1989, with Gen. Colin Powell, chairman of the Joint Chiefs of Staff.*

Cherbourg and fought in the Battle of the Bulge that helped liberate Belgium.

"If I get through this alive," he vowed, "I will never forget the men I leave behind."

Wounded, Mr. Liska survived and for the past 56 years has kept his promise, returning to Normandy for the anniversary of D-Day. He has missed only three commemorations, in each case because of military

service. He plans to make the pilgrimage as long as he can walk.

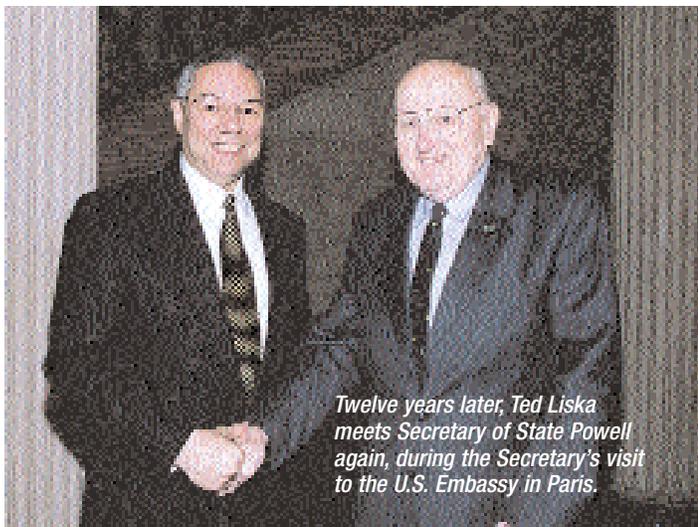
Since D-Day he has seen many films with World War II themes. He thinks "Saving Private Ryan" was the most realistic. He has seen it three times, reliving the experience and identifying most with the Tom Hanks character.

"Out of my own six-man, 81 mm mortar squad, four were killed within 45 days. Each year I visit one of those graves and say a prayer to thank the Lord. I wonder why He spared me."

Choosing to live in France and Belgium for the past 28 years, Mr. Liska often hears the French call him "a hero."

"The real heroes," he says, "are those buried in Normandy's cemeteries. They gave their lives and won the war."

After World War II, he continued his military career with tours in Korea and Vietnam. When he retired from the military in 1973, he started a second career with the U.S. government in Belgium, taking several civilian jobs at a U.S. military base. In 1988, he moved to Paris and has worked in the U.S. Embassy ever since. He'll complete his 60th year of service in November. ■



*Twelve years later, Ted Liska meets Secretary of State Powell again, during the Secretary's visit to the U.S. Embassy in Paris.*

*The author is the administrative officer at the Financial Service Center in Paris.*

# With Interns, Energy and Interests Converge

*Bringing fresh ideas and new perspectives, interns energize the State Department while gaining first-hand experience in foreign affairs.*

**Story and Photos**  
by **Monique Armstrong**

**E**ach year thousands of college students apply for summer internships with the State Department to obtain practical experience in their fields of study in Washington, D.C., and abroad. While earning an appreciation for what's considered "the most interesting work in the world," interns also contribute significantly during employee summer vacations.

There were 650 interns working for the Department this summer. Three hundred worked in stateside positions, with the remaining at posts abroad, according to intern coordinator Richard Esper in the Office of Recruitment, Examination and Employment.

Kira Moriah, 20, a junior at Cornell University majoring in government and East Asian studies, worked in the Office of Regional and Security Policy for the Bureau of East Asian and Pacific Affairs. Her work focused on environmental initiatives in Southeast Asia and programs combating trafficking in women and children in the region. (See the Department's web site, [www.state.gov](http://www.state.gov), for 2001 Trafficking in Persons Report.)



Photo © Wei Yan/Masterfile



Summer interns, from left, Stephen Kia, Adam Marshall, Gahodery Rodriguez and Rena Scott.

She compiled a database of facts and statistics on the region for Secretary Powell's mission to the Association of Southeast Asian Nations Post-Ministerial Conference.

"When I was told my report would be placed on every foreign minister's desk, I saw that my work was making a difference. I have a whole new understanding of government," Ms. Moriah said.

Adam Marshall, 22, a senior at Old Dominion University, worked in the Overseas Buildings Office as an assistant to a civil engineer. He used his civil and environmental engineering training to review designs for U.S. buildings overseas, helping to ensure that the architect's designs consider all facets of development, including water supply, wastewater removal and storm-water drainage.

"I am now aware of how all my course work converges in one engineering project," said Mr. Marshall, whose goal is a job with a private civil engineering firm. He believes his experience at State has given him a "valuable taste" of his chosen occupation before he seeks a full-time job.

As a graduate student intern, Gahodery Rodriguez, 23, used her research and professional skills this summer in the Office of Equal Employment Opportunity and Civil Rights. For fresh ideas to celebrate this year's Hispanic heritage observance, she drew on her experience growing up in Puerto Rico. She was also involved in upgrading the web site for the office's Diversity Awareness Handbook used to train managers and supervisors. One of four Truman Scholars who interned at the Department this summer, Ms.

Rodriguez is pursuing a doctorate in political science at Yale University.

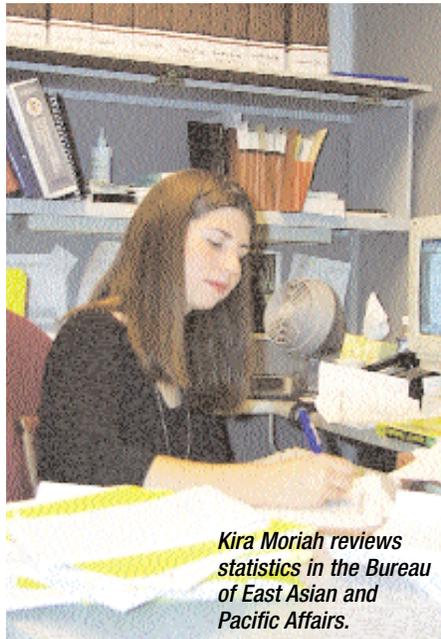
Interns at the Foreign Service Institute applauded the program for its view of Department training and for permitting them to explore areas outside of their assigned positions.

Elizabeth Wedder, 19, an East Asian studies major minoring in Japanese at the College of William and Mary, said that a seminar she attended on the politics of China and Japan will serve as a foundation for a course she has scheduled for the upcoming semester.

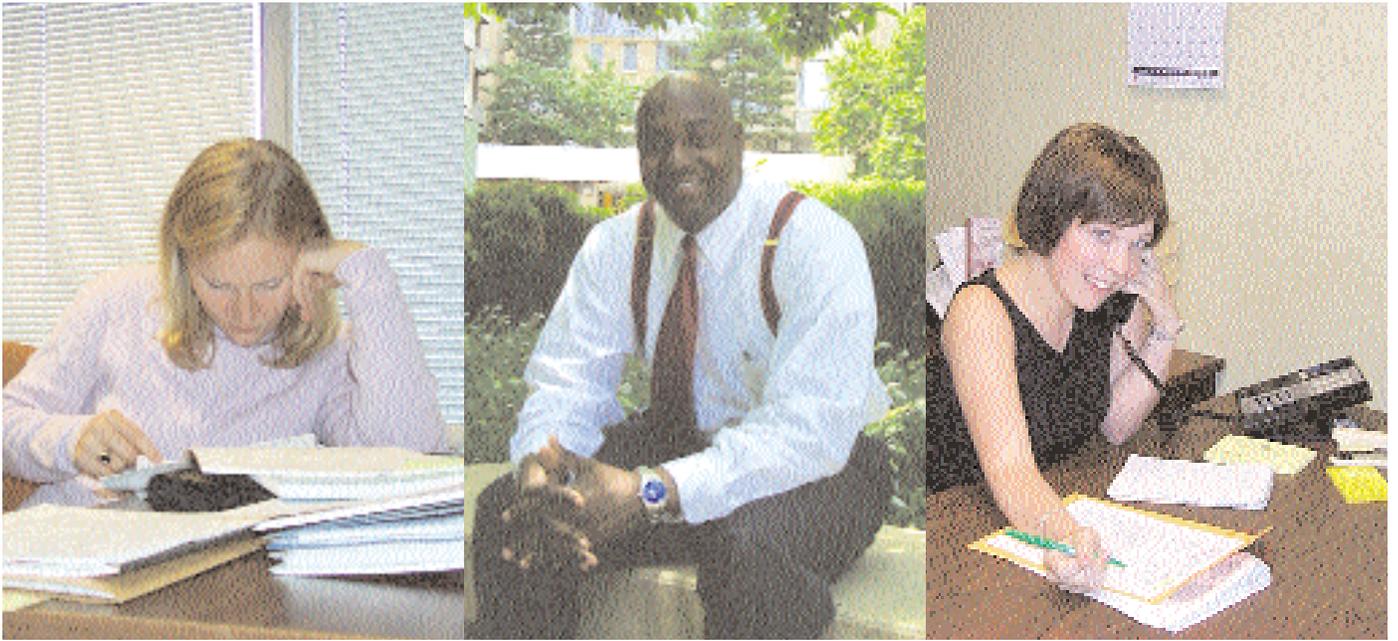
Rena Scott, 21, a history major at Columbia University, opted for the internship because she is interested in culture, travel and a possible career in the Foreign Service. She found that tests used by FSI's Research, Evaluation and Development Office in the School of Language Services are the same used to assess the proficiency of English as a second language for the non-English language instructors she tutors. This has enhanced her own learning and strengthened her ambition to open a school in her Los Angeles community to teach English to minority children.

Aside from the practical work experience and personal enrichment, the intern program allows students to network with individuals working in their fields of interest.

Intern Eric Gooden, 27, for example, focused on international studies at the graduate level at Morgan State University. Growing up in the inner city of Baltimore, Mr. Gooden said he is used to surviving on his own initiative.



Kira Moriah reviews statistics in the Bureau of East Asian and Pacific Affairs.



*Summer interns, from left, are Elizabeth Wedder, Eric Gooden and Kelly Billingsley.*

He valued his tour with the Bureau of Diplomatic Security for introducing him to the Department and opening doors to professionals working in his thesis area.

"The Department is such a user-friendly, assistance-oriented environment. In my experience, you cannot count on others for help. I feel fortunate to work in a place where people have my interests in mind," Mr. Gooden said.

So what do students have planned after their sought-after State Department internships?

Many plan to continue their education, using the knowledge gained to assist in their studies and career preparation.

Their internships have convinced others that a career in Foreign Service or Civil Service is worth pursuing. Kelly Billingsley, 21, studies political science and international relations at the University of Florida. She is considering consular work as a way to help Americans abroad, to meet people of other cultures and to travel.

"This internship is my key to finding out about the Foreign Service. For me there is no plan B," said Ms. Billingsley, who works in the Bureau of Nonproliferation.

Stephen Kia, 24, is pursuing a master's degree in integrated media systems at the University of

Southern California. He is not sure what he will do with the experience he has gained with the Overseas Buildings Office seismic engineering team promoting building safety in areas threatened by earthquakes, but he can see a career in Foreign Service as a "step along the way." ■

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*The author, a senior majoring in communications at Morgan State University in Baltimore, was an intern with State Magazine this summer.*



*James Plotts, seated at the end of the table, a Foreign Service officer in the Bureau of Nonproliferation, discusses his experience as a consular officer with interns at a brown bag luncheon.*

# Foreign National Students Also Serve Internships Overseas

Story by Jenny D. Hamel

Photos by Senad Svraka

Americans aren't the only students to benefit from internships overseas. Foreign national students are benefiting, too, thanks to a program embassies are embracing as never before. And well they should, because embassies gain valuable assistance at no cost and students get useful experience working in a diplomatic environment.

Amman's program, believed to be the first, employs eight to 10 students annually. The intern program at the U.S. Embassy in Paris, begun in 1986, has grown dramatically as the demand for interns, "stagiaires," has increased. Nicole Sabatié, human resources specialist, said State's program attracts 25 to 30 students annually while the Foreign Commercial Services program hosts another 25 students. Mexico City and Milan offer programs in various U.S. agencies, and Manila is implementing its own Foreign National Intern Programs.

*Francine Lagrand, computer stagiaire, gets assistance from Jocelyne Crambert, a computer analyst in Paris.*



*Foreign Commercial Service interns at their workstations in Paris.*



Although the initiatives began overseas, the Office of Overseas Employment recently published guidelines to help posts establish their own Foreign National Internship programs. The guide, "Foreign National Student Intern Program Guidance," is available on State's Intranet at <http://hrweb.hr.state.gov/OE/index.html>.

The foreign student program parallels the American internship program but in no way dilutes the opportunities available to U.S. students, officials said. At the Financial Service Center in Paris, for example, foreign students and American interns have cooperated on projects, enriching both of their experiences.

Similar to American internship counterparts, Foreign National Intern programs tend to peak during the summer months. Students seek practical experience to round out their academic year, and missions are often in search of students to help out when staffing may be light due to vacations.

Najib Zada, human resources specialist in Amman, says, "Those needing interns use this training to fill in for vacationing Foreign Service National employees or simply to provide an extra pair of hands."

Those "extra hands" have become increasingly valuable to the U.S. Embassy in Paris, according to Nicole Sabatié, who praises the program. The finance center likes to have at least two Foreign National interns at all times, she says, and would be willing to take on as many as four if possible. The Foreign Commercial Service, too, seeks a constant source of intern assistance. Although many sections are now eager to take on stagiaires to combat their loss of employee hours, especially after a 35-hour work week became effective July 1, the section in Paris particularly needs the extra summer assistance to handle workloads that peak during the tourist season.

Foreign National interns tend to be students of foreign languages with backgrounds in economics, law, business



*Foreign Commercial Service interns are, from left, Delphine Debaire, Delphine Pizzinat, Benjamin Adams, Jennifer Hesse, Emily Lefebvre and Charlotte Waeterloos.*



*Jean-Sebastien Vinciguerra, a former FSN intern, now works at the Financial Service Center in Paris as a disbursing assistant.*

or secretarial skills. They are particularly oriented to the bicultural environment the embassy offers. The daily requirements to communicate in English are often a challenge for newcomers, allowing them to practice their skills in a professional setting.

Besides providing temporary staffing, Amman and Paris have found that their internship programs also offer a valuable opportunity to recruit star students as future Foreign Service National employees. Eric Khant, human resources officer, who has just implemented a program in Morocco, says, "It will give us the opportunity to assess the performance of potential candidates." Amman has employed about 10 secretaries from its summer secretarial intern program. Paris has hired about a dozen interns permanently.

Carine Arnaudet, now an FSN working in the Paris consular section, says, "I went to the embassy in 1996 looking for an eight-week internship. Now, five years later, I'm still here." ■

*The author is a Foreign Service National employee at the Financial Service Center in Paris. She joined the center as a student stagiaire in January 1999 and was employed after graduating.*

*Nicole Sabatié, left, and Nathalie Vitale, from the Paris human resources office, check in a new FSN intern.*





*State Department diplomacy led to the multi-nation alliance working to complete the international space station by 2003.*

# With Space Diplomacy, the Sky's No Limit

Photo courtesy of NASA

By Paul Koscak

**N**o other office takes diplomacy to greater heights than the State Department's Office of Space and Advanced Technology. Once the esoteric domain of scientists, academics and test pilots, space is rapidly moving from the new frontier to the business frontier as governments and corporations alike prepare to take that one giant leap for commerce.

Those advances and more are keeping the space office busy. In many ways, the office opens doors for businesses seeking space-related partnerships overseas or paves the way for an agency like NASA to pursue international cooperation. Overall, the Bureau of Oceans and International Environmental and Scientific Affairs entity advances American foreign policy in space.

Promoting international acceptance of America's global positioning system, for instance, is one of the office's top priorities, according to Kenneth Brill, the bureau's acting assistant secretary. GPS, as it's popularly known, is a constellation of 24 satellites managed by an interagency board that provides precise time and positioning signals for navigation anywhere on Earth. The office and the Department of Transportation are promoting GPS as an international standard for satellite-based navigation.

The Europeans, however, are planning to launch their own version of GPS called Galileo. Unlike the American system, which is free, the Europeans plan to sell Galileo services, said Julie Karner, an Air Force officer detailed to the office. The U.S. negotiating team wants the Europeans to build Galileo to be compatible with GPS and to make it available throughout the world free of cost.

Another prominent international space issue is remote sensing. Through the Committee on Earth Observation Satellites, representatives from international space agencies, including the United States, are pooling resources to monitor environmental agreements. The office is a key player in advancing remote sensing technology.

“We work very closely with NASA and NOAA to facilitate Earth observation projects involving satellites or instruments from two or more countries,” Mr. Brill said.

Satellites monitor logging activities in the Brazilian rain forest, conduct tree inventories for the U.S. Forest Service or detect illicit coca crops in Latin America for internation-

## Office Smooths Path for Cheaper Space Flights

By Paul Koscak

Talk about a commercial space venture.

The Office of Space and Advanced Technology recently assisted a group of international corporations in setting up an offshore rocket-launching site in the Pacific Ocean.

The launch pad is a self-propelled converted oil rig that journeys thousands of miles from its California home port to a site in international waters near the South Pacific Gilbert Islands along the equator. A ship that provides a floating mission control of launch facilities and crew then joins the rig. Because the Earth rotates faster at the equator, equatorial launches can place heavier payloads into orbit for less cost.

Dubbed Sea Launch Ltd., the project is managed by Boeing as a limited partnership. Ukraine’s Yuzhnoye/PO Yuzhmash is providing the first and second stages of its Zenit rocket. Russia’s RSC Energia is building the third stage. Norway’s Kvaerner Maritime is providing the oil-rig and support ship that fly Liberian flags. The enterprise specializes in orbiting communication satellites.

Boeing touts the service as “the most direct and cost-effective route to geosynchronous transfer orbit.” Vehicles in geosynchronous orbit—about 15,000 miles high—speed along with the Earth’s rotation, appearing stationary in space.

Three years in the making and a half dozen launches later, Sea Launch looks promising. But helping the partnership navigate the paper storm of international treaties and national regulations has proved as challenging as lifting off into space, according to Ralph Braibanti.

“Boeing needed to obtain an export license for each launch,”

Mr. Braibanti said. “That’s because technical data is being transferred to a foreign partner.” The licenses require partners to safeguard the data and ensure that rogue nations don’t obtain space flight technology to bolster their missile arsenal. The Political-Military Bureau’s Office of Defense Trade Controls and the European Affairs Bureau’s Policy and Regional Affairs Office helped the partnership work through the technical safeguards to satisfy the licensing requirements. In addition, the FAA required licenses under the Commercial Space Launch Act.

Liability dominated the project’s formative days during talks in Vienna arranged by the Space and Advanced Technology staff. None of the partners were anxious to be future defendants if debris from a Sea Launch flight damaged someone’s home.

The Department-led U.S. delegation, which included officials from Boeing and NASA, contended that any or all of the partners could be liable for claims arising from a launch accident. Still, the Russians and Ukrainians thought the United States should be the “launching state” because all contracts and launch preparations are carried out in the United States.

Security became an issue as well. Flying Liberian flags poses security risks, said the Russians and the Ukrainians. They are concerned that the partnership’s private security force may be ill equipped to stave off a terrorist attack.

As if that weren’t enough, the British claimed their newly enacted Outer Space Act applies to Sea Launch, which incorporated under Cayman Island law. That became a thorny issue when the Russians and Ukrainians at first refused to share technical data with the British to obtain the license.

Sea Launch is now incorporated under U.S. law and operates from Long Beach, Calif.



*Boeing’s international Sea Launch venture came about through State Department efforts.*

Photo courtesy of NASA

al law enforcement. The images can even spot evidence of mass murder. Satellite photos used at the International Criminal Tribunal investigating massacres in the Balkans in 1995 showed people corralled in a soccer stadium in Bosnia. Several days later, according to David Sandalow, the bureau's former assistant secretary, new images showed an empty stadium with freshly dug mounds nearby.

As remote sensing becomes more sophisticated and commercialized, international agreements to protect privacy will be required, said Ralph Braibanti, who directs the Office of Space and Advanced Technology. Spacemaging, a Colorado company that provides satellite photo services, is a recent example of space commerce. The corporation sold the media the now-famous overhead photographs of the crippled EP-3 reconnaissance airplane impounded by the Chinese that dominated the world's front pages and television news broadcasts.

International space cooperation must balance foreign policy and national security. "The fact remains that the same technology used for commercial space launches can also be used to develop ballistic missiles," Mr. Brill said.

The office works through the United Nations Committee on the Peaceful Uses of Outer Space in dealing with the Outer Space Treaty.

"The treaty took shape during the days of Sputnik," Mr. Braibanti said. "There was no space law then, so the United States took the lead."

Now, the treaty covers astronaut rescues, returning objects from space, liability for damage caused by crashing space vehicles and cataloguing objects sent into orbit. It also offers guidance for the peaceful use of space, remote sensing and nuclear power. Nuclear power is a popular propulsion choice for deep-space probes.

As more and more corporations and entrepreneurs get into the space business, the office is expected to champion changes to the Outer Space Treaty that reflect the future of space as "entrepreneurs seek to earn a profit from activities such as tourism, mining of asteroids or waste disposal in space," Mr. Brill said.

California businessman Dennis Tito's recent visit to the international space station, for instance, gave new meaning to a Washington conference on space tourism attended by the space office staff.

Perhaps the office's crowning achievement is the 1998 agreement that made the Russians partners in the international space station project. The office, which led the



*U.S., Russian, European, Canadian and Japanese space agency heads at the 1998 signing ceremony on the international space station.*

U.S. negotiating team, managed the sessions from start to finish. Russia joined a 14-nation partnership that included 11 members of the European Space Agency, Japan and Canada. By making Russia a space partner, the United States hopes to influence Russia's space program away from missile development and toward constructive involvement with the West. Building the space station at a lower cost was another goal of the agreement, but Russia's funding problems have strained the relationship.

The office is even there for shuttle launches. A Department-NASA response team stands by at the Operations Center poised to secure an emergency landing clearance in Europe, Northern Africa or the Asia-Pacific area if mission controllers decide to abort the flight.

"If there's a problem during ascent, the first option is to turn around and land in Florida," said Ms. Karner, who coordinates with NASA during shuttle flights. "Otherwise the emergency plan calls for the shuttle to enter orbit and land in Africa, Europe or California. There's a window where we would have about 20 minutes to get word to our embassy to clear an airfield."

With more people destined to work or even vacation in space, not everyone is bound to get along. That's where international space law may become a reality. It's where the office is pondering the plausible.

"What if astronaut X assaults astronaut Y in a module owned by country Z? Where do you prosecute when they return?" Mr. Braibanti speculated.

Looks like a job for a space lawyer—hopefully with some down-to-earth fees. ■

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*The author is a writer/editor for State Magazine.*



George and Barbara Bush flanked by Tumi Bestard and his wife Olga.

By Marc J. Meznar

If you are already privy to the workings of these unique offices, you know that dollar-for-dollar their impact is phenomenal. Although consular agents don't work in modern, secure facilities or have the ear of central government authorities, they carry the full weight of the U.S. government around their provincial jurisdictions. Their work mirrors that of the earliest American consuls assisting American citizens and caring for the needs of visiting commercial delegations, U.S. Navy ships and dignitaries far from home.

Bartolome "Tumi" Bestard on Mallorca is now the longest-serving consular agent in the Foreign Service, with more than 35 years of service marked by access, stamina and performance.

Whether it's at the port, prison or palace, officials of all ranks know Tumi. On the streets of the city, everyone from

*Anyone interested in knowing what a consular commission might have been like shortly after the founding of the United States should visit one of the 49 consular agencies currently supporting the State Department's mission worldwide.*

the sidewalk sweepers to shopkeepers to jet-setters greet him warmly. Sorting through the spartan belongings of an American retiree with no next-of-kin who died alone in his basement apartment, Tumi does his work with dignity and grace.

His decades as a consular agent have generated many memories, from dancing with Lynda Bird Johnson to dining with Bill and Hillary Clinton. To mark Tumi's 35 years of service, Ambassador to Spain Edward Romero hosted a dinner in his honor at the ambassador's residence. Sixty of Tumi's close friends, family, colleagues and contacts attended. Ambassador Romero proclaimed the day "Tumi Bestard Day" and presented him with a commemorative sculpted eagle. The U.S. Navy added another tranche of framed certificates and decorative pieces to his huge collection, which already covers the walls and bookcases of the Consular Agency, Palma de

# Our Man on Mallorca

Mallorca. The island is a prime rest and relaxation port for U.S. Navy ships in the Mediterranean. Tumi's efforts on behalf of admirals and enlisted personnel alike were noted with appreciation.

In her greetings sent for the occasion, Assistant Secretary of State for Consular Affairs Mary Ryan said:

"I have long believed that government has no more important responsibility than the protection of its citizens abroad, and you have demonstrated repeatedly that the welfare of Americans is assured in your good hands. Thank you for your magnificent service to the United States of America. All of your colleagues in Consular Affairs are proud to work with you and to learn from you

how to serve Americans abroad. You set the standard by which we measure ourselves."

Tumi recalled the 1930s, when as a child he'd hop into his small boat and row out to greet arriving U.S. Navy vessels. He liked these foreigners who would smile and wave. Over the decades, the island of Mallorca has changed dramatically—so have the Navy vessels. Tumi Bestard has not. He's still welcoming and assisting his American friends.

Tumi's only concern was that some people might mistake the event for a retirement party. It wasn't. ■

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*The author is chief of the consular section at the U.S. Embassy in Barcelona.*

## Consular Agents at a Glance



*Consular agents pause during a regional meeting in Madrid. They are, from left, Mary Gennou, Geneva, Switzerland; Jale Kaptaner, Izmir, Turkey; Ellen Bruckmann, Zurich, Switzerland; and Barbara Cucinella, Palermo, Italy. Below, Mary Ryan, assistant secretary for Consular Affairs, center, chairs a session at the regional meeting of consular agents.*



Consular agents were recognized in Department of State circulars as early as 1801. In those days, consular agents were stationed at seaports to assist U.S. vessels and seamen. Today agents are located primarily in popular tourist destinations where significant numbers of Americans visit or reside. Most agents are located in Latin America (there are 10 in Mexico alone) and Europe.

Consular agents are members of the Foreign Service. Most are American citizens.

The agents' primary responsibility is to provide emergency assistance to American citizens. Agents also provide notarial services, facilitate U.S. military ship visits, support official visitors and assist commercial delegations.

In 1890 there were 437 consular agents. By 1968, the number had shrunk to 15. Currently there are 49.

# U.S. Mission to Canada

## *Supports Third Summit of the Americas*

By Mary Ellen Gilroy

**W**hen the Santiago Summit of the Americas ended in 1998, the delegates' worst fear for the next summit, scheduled in Canada, was cold weather.

When the delegations arrived in Quebec City last April they instead confronted a challenge to diplomacy: anti-globalization demonstrators. Protesters failed to disrupt the meetings, however, and leaders announced new incentives in social welfare, trade and security.

The government of Canada began preparing for the summit last summer when dozens of civil servants and diplomats from the Department of Foreign Affairs and International Trade moved into temporary housing and headquarters in Quebec City. As part of their plans, the government booked approximately 6,000 hotel rooms inside the proposed security perimeter.

This posed constant challenges for the U.S. Embassy, with tense, down-to-the-wire negotiations to obtain almost 1,000 rooms. The composition of the U.S. delegation itself was a moving target. In the end, President Bush led a delegation that included the First Lady; the Secretaries of State, Agriculture and Commerce; the National Security Adviser; the U.S. Trade Representative; three congressional delegations; senior staff from the White House and State; staffers of all skill codes from Washington and posts in the region; and Secret Service bomb-sniffing dogs.

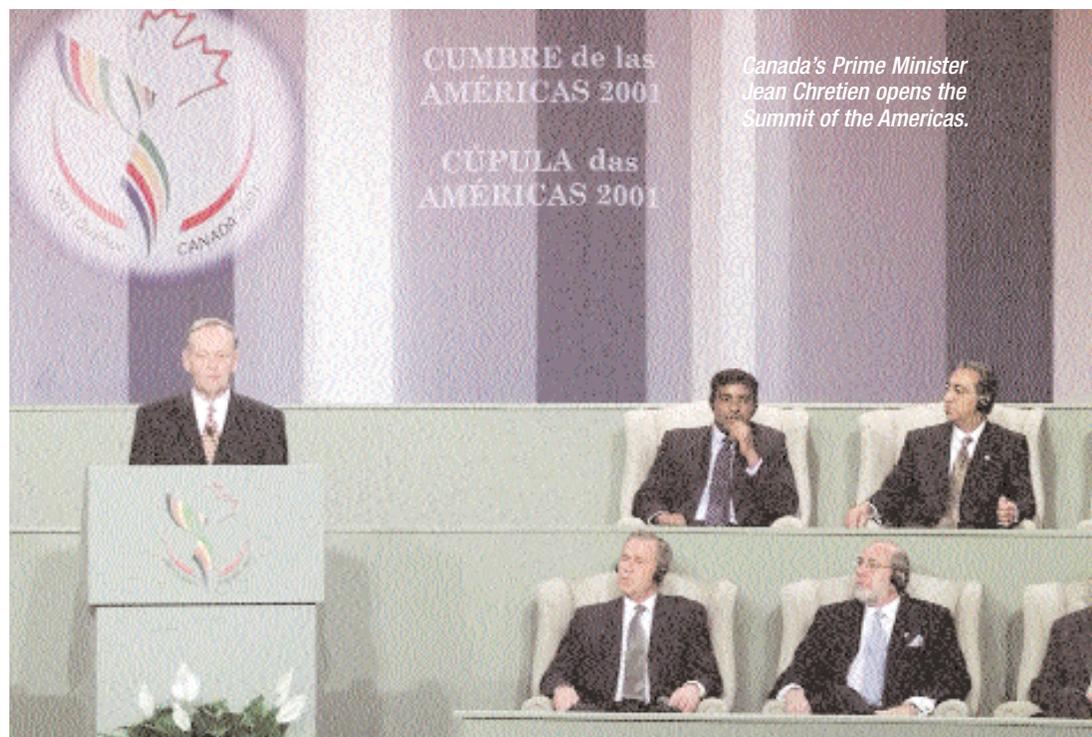
The U.S. Mission in Canada and Washington offices involved in the summit began their planning in tandem with Canada. The consulate general in Quebec City was the first line of action.

When White House planners visited Quebec City in February, temperatures were below zero. The second day was warmer, but it snowed heavily. Local residents cheerily told their visitors

that snow could fall as late as mid-May. Fortunately, the weather for the summit was sunny and mild.

The advance team and the core mission temporary staff arrived in Quebec City on April 9. The next two weeks were a blur of meetings, planning sessions and site visits, while representatives of the Office of Regional Economic Policy and Summit Coordination hammered out the final points of the official declarations with delegates from Latin America and the Caribbean. Kevin Moley, the White House lead advance, said those who wished to join their families for Easter weekend could do so. Consul General Lois Aroian somehow found time to give an Easter dinner for approximately 75 staffers who remained in Quebec.

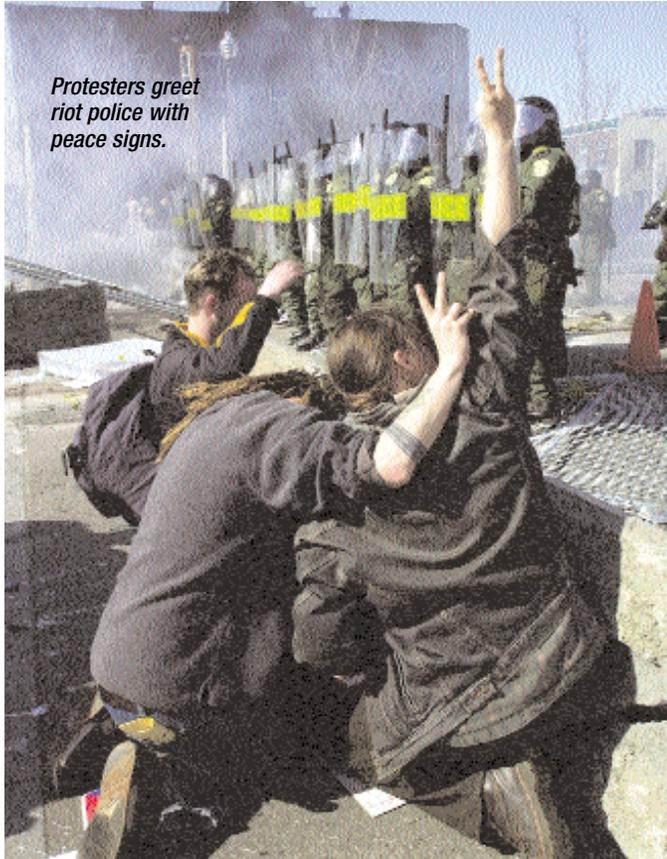
The final week saw intense activity, ranging from last-minute credential applications to customs clearance questions for the baggage and equipment on the official planes to ordering more meals than ever imagined for the White House traveling press. One unexpected lesson was that cell phones don't work well in basements (the location of the



*Canada's Prime Minister Jean Chretien opens the Summit of the Americas.*

embassy control room). On April 17, senior members of the Ottawa country team went to see Paul Cellucci present his credentials as ambassador. Three days later, Ambassador Cellucci welcomed President Bush to Quebec.

During his three days in Quebec, President Bush participated in everything from a series of bilateral meetings to a trilateral meeting on the North American Free Trade



Protesters greet riot police with peace signs.

AP World Wide Photo



AP World Wide Photo

President Bush and Secretary Powell attend the opening ceremony of the Summit of the Americas.

Agreement. The summit ended with a meeting with U.S. Mission staff. President Bush praised several Foreign Service National employees responsible for some of the thorniest logistics—hotel accommodations, motor pool dispatch and supplies.

The U.S. Mission to Canada has hosted more White House visits than most posts, so the experience is deep. Nevertheless, the lessons learned can apply to the next meeting of the G-8 scheduled for Ottawa in June 2002. ■

*The author is a Public Affairs Officer in Ottawa.*

## One Summiteer's View of the Summit

"It was the best of times, it was the worst of times..." Dickens wrote in *A Tale of Two Cities*. The year-long journey from Washington, D.C., to Quebec City culminating in the Summit of the Americas, was Dickensian in many ways.

The Office of Regional Economic Policy and Summit Coordination and the National Summit coordinator steered interagency policy through the transition from the Clinton to the Bush Administration as well as through difficult debates in Washington conference rooms and abroad. Officers (known as "summiteers" in the Western Hemisphere Bureau) divided a portfolio of political, economic and social issues such as the declaration, plan of action, statement on connectivity and statement of support for the Colombian peace process.

The pace of the work was often hurried. Many draft texts circulated just days before their deadlines. In turn, the sum-

mitteers pestered and cajoled participants for clearances. During the late night and early morning negotiations, the summiteers developed a strong camaraderie. They worked hard, but they had fun. In Barbados and Quebec City, the team dined in a fine restaurant, enjoyed coffee and crepes at a sidewalk café and sang karaoke in a nightclub.

Yet nothing could have prepared the summiteers for the Style Committee convened to review the final documents and their translations only 72 hours before the summit began. Beginning at 8 a.m., the negotiations lasted until 3 a.m. the next day. Officers had ferocious debates over frivolous topics: "a" vs. "the," commas and the occasional all-important period. When President George W. Bush and the Secretary of State declared the Summit of the Americas a success, however, the summiteers then went home to sleep. —Terry Tracy

# Hepatitis

## The A, B, C, D & E's

By Joe P. Bryan, MD

**T**here are so many varieties of hepatitis that it's hard to keep them straight. This article describes the different varieties and outlines advances in the treatment and prevention of the disease.

Five distinct viruses—designated hepatitis A, B, C, D and E—cause an inflammation of the liver known as hepatitis, a disease that infects State employees and family members at home and abroad. Each of the viruses can cause symptoms of fever, fatigue, weight loss and nausea. The urine may turn dark and the eyes and skin may become yellow. Hepatitis B, C and D may result in lifelong infections.

Hepatitis A, B and D viruses can be prevented with vaccines. The Office of Medical Services recommends that, before they travel abroad, eligible employees get cost-free inoculations at the exam clinic in State Annex 1, the health unit at the National Foreign Affairs Training Center or at health units in embassies and consulates overseas.

Hepatitis A, the most common cause of acute viral hepatitis in the United States, is transmitted primarily through fecally contaminated food and water. The disease may occur in single cases or large epidemics and, in the United States, occurs most frequently among people ages 24 to 34. The West has the highest U.S. incidence, but hepatitis A is even more common in areas of the world with poor sanitation. Like most viral infections, hepatitis A may be more severe in persons over 50.

Children often have only mild symptoms of the infection but may pass the virus on to others. In many developing countries, most children have been infected and have devel-

oped lifelong immunity by age five. There are no known long-term health risks associated with this immunity.

For many years, injections of gamma globulin—a fraction of blood serum with high concentrations of antibodies—were used to prevent hepatitis A. But these injections provided only temporary protection and needed to be repeated every three to six months. While gamma globulin is still an acceptable method of protecting persons who travel infrequently or have been exposed to hepatitis A, the new hepatitis A vaccine is the preferred method of protection. It is given in a two-dose series separated by six months. The hepatitis A vaccine is tolerated well and is approved for children two years old and older.

Recently, the Food and Drug Administration approved as safe and effective a combined vaccine against hepatitis A and B, consisting of a three-dose series of injections. This formulation may be useful for U.S. government employees and family members traveling or moving overseas who have not previously received hepatitis A or B vaccines.

Blood transfusions and sexual intercourse are common methods of transmission of hepatitis B, commonly known as serum hepatitis. The hepatitis B virus may cause an acute infection and, in some persons, a lifelong chronic infection. Those at highest risk of developing chronic infection are infants born to mothers with the chronic disease and those with depressed immune systems. The incidence of hepatitis B in the United States has fallen steadily since the mid-1980s thanks to more rigorous screening of blood products for the virus, decreased use of injection of illicit drugs and reductions in high-risk sexual activity (multiple sexual partners). Infants of mothers infected with hepatitis B are treated with hepatitis B immune serum globulin and vaccination



# Viral Hepatitis - Overview

## Type of Hepatitis

	A	B	C	D	E
Source of virus	feces	blood/ blood-derived body fluids	blood/ blood-derived body fluids	blood/ blood-derived body fluids	feces
Route of transmission	fecal-oral	percutaneous permucosal	percutaneous permucosal	percutaneous permucosal	fecal-oral
Chronic infection	no	yes	yes	yes	no
Prevention	pre/post- exposure immunization	pre/post- exposure immunization	blood donor screening; risk behavior modification	pre/post- exposure immunization; risk behavior modification	ensure safe drinking water



to prevent infection. Immunization is now recommended for all children and teenagers.

Frequent travelers should be protected against hepatitis B with the vaccine, given as a three-dose series over six months. The vaccine is safe and effective.

The Office of Medical Services screens Foreign Service employees for chronic infection with hepatitis B as part of its program to detect persons who may already be infected and might benefit from treatment. The screen also helps to identify family contacts who ought to be protected by immunization.

Hepatitis C is the most recently described form of the hepatitis virus. It causes the majority of hepatitis infections in persons receiving multiple

blood transfusions. The infection is commonly transmitted through the use of blood-contaminated needles by illicit drug users and less commonly through sexual intercourse with an infected partner.

Hepatitis C produces a chronic infection in about 90 percent of the cases. Over many years, these infections may cause scarring, or cirrhosis of the liver. A small proportion of those with cirrhosis will develop cancer of the liver. Prevention involves ensuring a safe blood supply and avoiding the use of blood-contaminated syringes. The Office of Medical Services tests all persons preparing for overseas duty for hepatitis C. In addition to identifying

those who could benefit from therapy, the test helps to identify disease-free persons who might donate safe blood in case of an emergency at post. New treatments for hepatitis C are being developed and a consultation with a hepatitis specialist is recommended to determine the best treatment.

Hepatitis D, or delta virus, is often linked with hepatitis B because hepatitis D does not occur alone. Hepatitis D may infect at the same time as hepatitis B (co-infection) or it may infect someone already infected with hepatitis B (super-infection). Co-infection often leads to a more severe illness than hepatitis B alone. Hepatitis D is common in parts of the Amazon, western Alaska, Africa and Southeast Asia. Immunization against hepatitis B prevents co-infection with hepatitis D.

The hepatitis E virus, like hepatitis A, is transmitted through fecally contaminated food and water. Floods, earthquakes or other disasters that contaminate water supplies and overwhelm sanitation systems often result in large outbreaks of the hepatitis E virus, particularly in Asia and Africa. Like hepatitis A, hepatitis E does not cause chronic infection. The symptoms of the disease are similar to those of hepatitis A, with the most serious infections occurring in pregnant women. There is no vaccine for hepatitis E.

Hepatitis infections can affect the liver as an acute illness and can cause chronic, lifelong illness, resulting in scarring and liver cancer. Prevention—through vaccination, maintaining a virus-free blood supply, avoiding fecally contaminated food and water and avoiding multiple sexual partners—is the best defense. ■

*The author is a physician and the travel and tropical medicine specialist in the Office of Medical Services.*

**Frequent travelers should be protected against hepatitis B with the vaccine, given as a three-dose series over six months. The vaccine is safe and effective.**

# Political Advisers Give Top Brass the Edge

By Paul Koscak

**T**he Department's political advisers, POLADs as they're called, can enjoy knowing that the military services would find it difficult to function successfully without them in an international environment where military operations and diplomacy are closely intertwined.

"They're assigned to senior U.S. military commanders as key members of their personal staff," said John Finney, a former POLAD who now manages the program for the Department in the Bureau of Political-Military Affairs. "They're the military commander's personal representative."

*If outsiders see them as just another layer of bureaucracy cushioning America's top military leaders, they couldn't be more wrong.*

POLADs are part of the commander's inner circle. They advise, open diplomatic doors and make international connections in a post-Cold War world where the line between military operations and diplomacy is sometimes hard to distinguish. They travel with the commander throughout the world. In short, POLADs smooth the way for military leaders to build international networks with both Department and foreign officials while guiding them through the ever-changing maze of politics and policies.

The job has flourished since President Roosevelt asked Robert D. Murphy, the Department's first POLAD, to negotiate with the Vichy French to ensure the success of



*Political Adviser Christine Shelly, left, and Gen. Eric K. Shinseki, U.S. Army chief of staff, discuss a report.*

Photo by Paul Koscak

Operation Torch, the allied invasion of North Africa during World War II. Mr. Murphy represented Gen. Dwight D. Eisenhower.

Today's POLADs—there are now 18—are typically members of the senior Foreign Service. Many are former ambassadors. Most have experience working in a political-military office at an embassy or war college or in the Pentagon with the Joint Chiefs of Staff or the Secretary of Defense.

“They usually bring regional expertise and foreign language fluency to the job and are experienced political and economic experts,” Mr. Finney said.

Five POLADs work directly for the four-star commanders-in-chief of the unified combat commands, or CINCs. These regional commanders are every bit as much diplomats as warriors. Their regions encompass huge chunks of the globe. For instance, the U.S. Pacific Command includes the Pacific and Indian Ocean basins, nearly 50 million square miles. The U.S. Central Command over-



*U.S. Army Special Operations civil affairs soldiers work with Bosnians.*

POLADs are assigned to the U.S./NATO commands in Sarajevo, Herzegovina, Bosnia and Tuzla. Others are assigned to the CINCs who manage the Space Command, Special Operations Command and Strategic Command.

POLADs aren't alone in assisting their bosses. They're authorized a staff and a lieutenant colonel or colonel as a deputy or a civilian assistant. POLADs for the CINCs usually have several staff members.

Experienced Foreign Service officers have the needed stature and clout to navigate the stratosphere of military commands. But it's no guarantee for success, said Mr. Finney, who was a POLAD to the commander of the U.S. Pacific Command, the Navy chief of staff and the commander of the Multinational Division North in Tuzla. Rather, it's the POLAD's ability to earn the commander's trust and confidence.

“You need to sell yourself and the value you bring to the command,” he said, listing the required talents one after the other with the cadence of a Prussian officer. “You must be brief and precise. You must understand military courtesies and taboos. Your word is your bond.



*Photo by Paul Koscak*

*John Finney, political adviser coordinator, right, discusses political-military issues with Alphonse La Porta, political adviser to the chief of Allied Forces Southern Europe, as Thomas Macklin, deputy political adviser, looks on.*

sees large areas of the Middle East, the Persian Gulf, Africa and Central Asia.

The CINCs have power and influence, not to mention aircraft, hundreds of staff and hefty travel budgets at their disposal, according to a recent *Washington Post* report. They oversee multimillion-dollar foreign study institutes and 24-hour intelligence centers, and they work with diplomats and intelligence officials to shape U.S. foreign policy.

Each Pentagon service chief also has a POLAD. In addition to managing the Army, Navy, Marine Corps and the Air Force, the service chiefs comprise the Joint Chiefs of Staff and advise the President and the secretary of Defense.



*Bosnians clamor for newspapers produced and printed by a U.S. Army special forces operations unit.*

Don't pull any punches. You must have contacts on the joint staff, the CINCs, secretary of Defense's staff, the National Security Agency and the Hill."

Earning the commander's confidence, however, means access. And that's important because POLADs must compete with many others for the commander's time.

"What we tell our POLADs," Mr. Finney continued, "is your whole success is defined by that individual. You need to know his priorities. What makes him tick? How can you make him succeed?"

To foster a close, cooperative relationship between State and Defense, POLADs become involved with military exercises and actual operations to ensure they're consis-

## Duties with Defense Vary Widely

By Paul Koscak

Christine Shelly knows what it's like working for a man who's responsible for 1.3 million soldiers, reservists, guardsmen and civilians.

Real busy.

As the political adviser to Gen. Eric K. Shinseki, the Army's chief of staff, Ms. Shelly keeps her boss informed on the political and economic changes in nations where the Army is stationed.

She recently returned from Greece after accompanying Gen. Shinseki to a summit of army chiefs from 20 European and Middle East nations. After planning and coordinating the event, Ms. Shelly worked almost non-stop until returning to the Pentagon.

"We flew from Andrews on a 10-hour flight to Crete," Ms. Shelly said. "I got about four hours of sleep before all the meetings."

The meetings, she said, offer foreign army chiefs an opportunity to discuss key issues. Insurgencies, border disputes, the role of the armed forces in civil societies, disaster relief and peacekeeping are among the issues many army chiefs share.

An economics officer, Ms. Shelly entered the Foreign Service in 1975 and later gained her military experience

with the North Atlantic Treaty Organization in Brussels. There she managed crisis management and developed strategies for East-West military contacts after the Soviet Union's collapse.

"I gained an appreciation for the role of land forces in the NATO alliance," she said.

The Army's political adviser, POLAD for short, is making strides in developing joint education opportunities that foster better understanding and partnerships between the State Department and the Army. For example, a Foreign Service Institute instructor teaches at the Army's Command and General Staff College at Fort Leavenworth, Kan., and Army officers are taking courses at FSI because of her efforts. "FSI is excited about the perspective the officers bring to the classroom," Ms. Shelly said. "We need to be creative in bringing diplomats and soldiers together."

She recently arranged for Army officials to brief the Department on recruiting strategies and providing a seminar on strategic planning.

Emil Skodon said the best thing about his job as political adviser to Air Force chief of staff Gen. Michael E. Ryan is "the unbelievable range of issues."

From the no-fly zones over Iraq to arms control in space, Mr. Skodon is involved. He interprets how national

policy, treaties and other international agreements can affect the Air Force. For example, if the Air Force needs clearance to fly over a nation's airspace or use a country as a staging area for an operation, he's called on to shepherd the request through the proper diplomatic channels.

Sometimes the issues are unique.

When a female officer recently challenged an Air Force rule requiring female airmen to wear traditional Arabic covering while off duty, Mr. Skodon offered the policy on what's required of Department employees. "Our people make their own choice," he said. "The Air Forces requires this for security."

One unusual request involved finding a way to transport 10 cheetahs from Namibia to the United States. The cats



Political advisers represent their commanders. Here, Christine Shelly welcomes Gen. Tsuneko Ioshima, chief of staff of the Japanese ground self-defense forces.

tent with U.S. policy and goals. They may make courtesy calls on local defense ministers and other senior political and military leadership of the region's host nations.

"POLADs advise the CINCs who to meet and why," Mr. Finney added. POLADs may also be called upon to clarify interpretations of U.S. policy by the secretary of

were gifts from that nation's president to American zoos. Mr. Skodon arranged for the animals to be transported on an Air Force aircraft already there on other business.

A former office director of Australia, New Zealand and Pacific Island Affairs and counsel general in Perth, Mr. Skodon joined the Foreign Service in 1977. Mr. Skodon's POLAD position had been vacant until Gen. Ryan made it a priority.

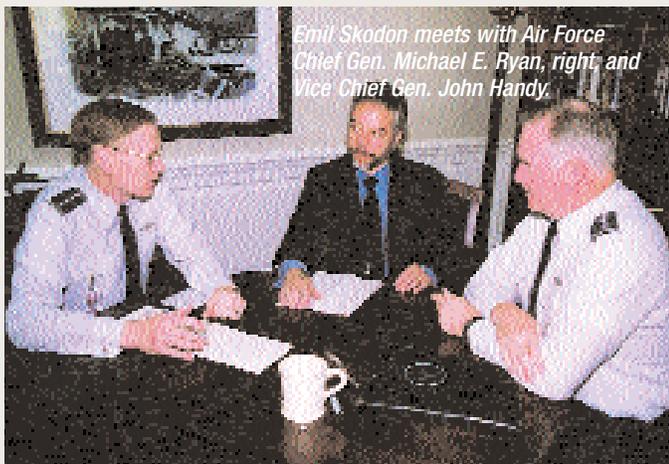
"He realized how much foreign policy was impacting the Air Force," Mr. Skodon said. "He wants to make the job an accepted part of the air staff."

That's happened, but it required Mr. Skodon to become a part-time promoter. "I began going to all the offices explaining what a POLAD is," he recalled. "Now people are coming to me for help."

David Litt has the interesting role of promoting the U.S. Special Operations Command. Based at MacDill Air Force Base in Tampa, Fla. the command handles everything from terrorism to special reconnaissance to civil affairs. Air Force Gen. Charles Holland directs the joint-service command, which also oversees such well-known units as the Army Rangers and Navy SEALs.

"For many ambassadors, special operations are the forces of choice," said Mr. Litt, who is Gen. Holland's POLAD. "Our troops are older, mature, culturally sensitive and politically aware. Many come with foreign language abilities."

Special forces champion themselves as "self-reliant warrior diplomats." The forces are equipped to intervene in counterdrug operations, demining activities and nation-building efforts. Speed, stealth, audacity and deception are the command's hallmarks.



*Emil Skodon meets with Air Force Chief Gen. Michael E. Ryan, right, and Vice Chief Gen. John Handy.*

Defense or the Joint Chiefs of Staff when they differ from the Secretary of State's.

"The POLADs help people from different universes to pull together," Mr. Finney explained. "They're the lubricant that makes the cogs of the two institutions work together. There are strong institutional pressures on both sides of the Potomac that can drive us apart." ■



*David Litt, political adviser to the chief of the U.S. Special Operations Command, briefs mission staff about using special operations units for diplomacy.*

In some peacekeeping roles, special forces provide complete municipal services. They can be mayors, city hospital directors, power plant operators or the local police force "until local society functions again," said Mr. Litt, a former ambassador to the United Arab Emirates who started his Foreign Service career in 1974.

The command's psychological operations specialize in shaping public opinion, an important diplomatic function. "Psychological operations persuade or inform people in a friendly manner," Mr. Litt said. "Sometimes it's just dropping leaflets over Iraq or the Balkans."

Mr. Litt said he strives to inform ambassadors and deputy chiefs of missions about the advantages of using special operations in advancing diplomacy.

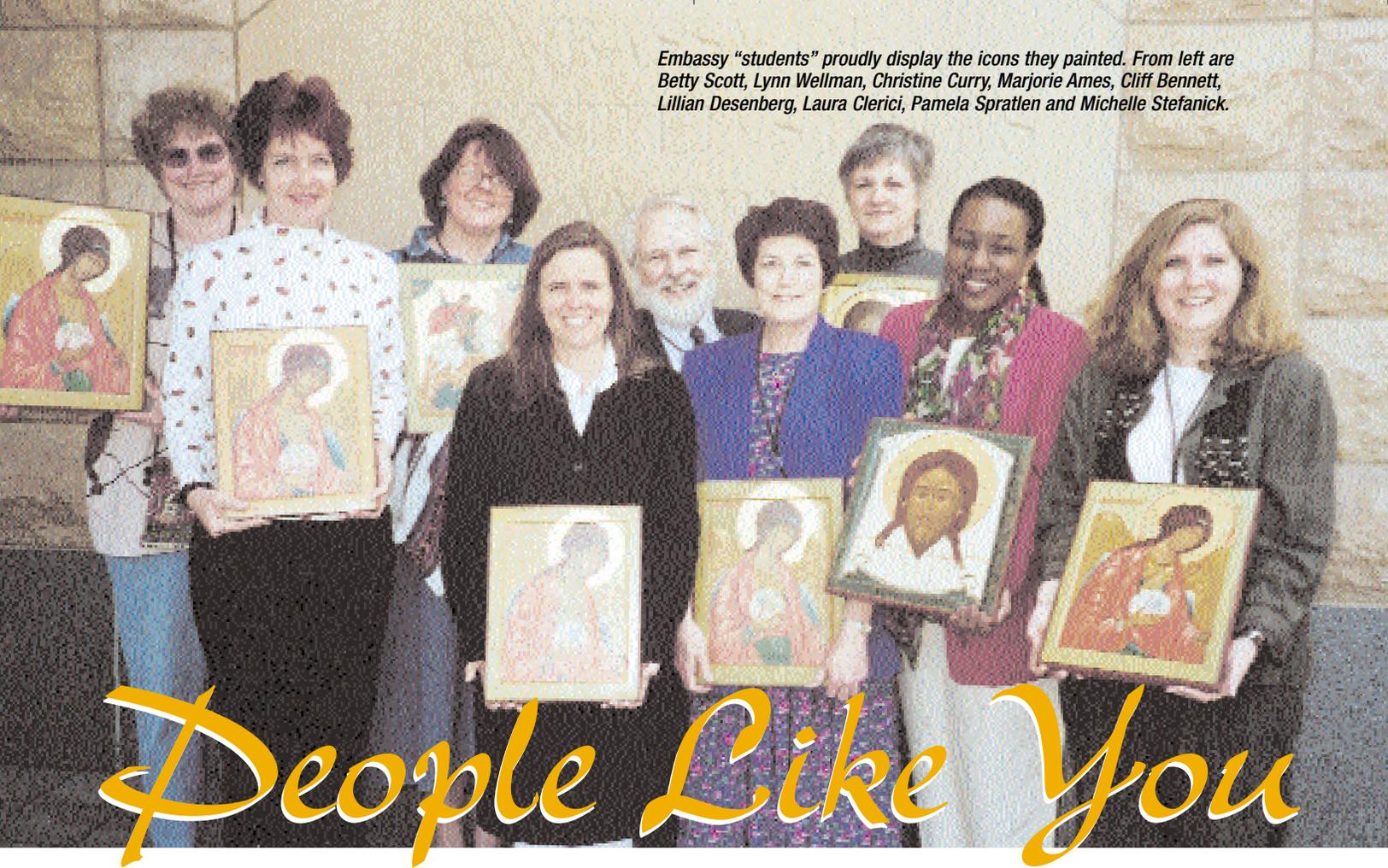
Alphonse La Porta, former U.S. Ambassador to Mongolia, is the POLAD to Navy Adm. James O. Ellis, commander of the Allied Forces Southern Europe in Naples. The command's region stretches from Portugal to the Black Sea and has plenty of hot spots.

The command directs the Balkan peacekeeping forces and is now dealing with the fighting in Macedonia. Mr. La Porta stays busy interpreting international policy for the commander as well as cultivating contacts with the European Union and U.N. agencies. Dealing with terrorism, refugee issues and maintaining a delicate alliance between Greece and Turkey are other challenges, he said.

Improving the civilian administration of Bosnia, such as economic development and law enforcement, are additional tasks that keep Mr. La Porta engaged.

"The Balkans take up about 60 percent of my time," he said.

Embassy "students" proudly display the icons they painted. From left are Betty Scott, Lynn Wellman, Christine Curry, Marjorie Ames, Cliff Bennett, Lillian Desenberg, Laura Clerici, Pamela Spratlen and Michelle Stefanick.



# People Like You

## ICONS MADE BY OTHER HANDS

With tempera paints and gold leaf, art students from the U.S. Embassy in Moscow are using old-fashioned methods to copy a 15th-century style of Russian painting.

For the past two years more than a dozen members of the embassy community have been taking classes in icon painting—an art form generally considered inaccessible to non-Russians. Students follow the Prosopon School of icon painting founded by Vladislav Andreyev, a Russian living in Albany, N.Y. The artist emphasizes the spiritual connection between artist and image.



Lillian Desenberg works on the details of her St. Michael icon.

Iconography follows strict rules based on copying traditional forms. Both experienced and amateur artists can create their own icons. The distinct effect of this art form is achieved by applying multiple layers of transparent colors on a prepared board.

Students began their lessons painting an icon of Michael the Archangel using a design by the Russian master Rublyov. Several students have completed more than one image, and their works have been featured in public and private exhibits in and around the embassy. The 22 x 33 = inch icons painted by two students are displayed in the chapel of the Moscow Catholic Chaplaincy.

This artistic pastime for embassy employees has helped break down barriers between the two cultures. At a recent embassy exhibit, a Russian group was pleased and flattered at the efforts of others to understand their culture.

"Icon painting has given me a closer look at... the diversity of expression ... between Christians of the East and West," says Chris Curry, an employee in the general services office. She said it has also deepened her "sorrow at the divisions that persist between our cultures."

## STATE OF THE ARTS

### Upcoming Calendar

- ◆ **Sept. 19** Aurora Guitar Quartet with Christopher Dunn\*
- ◆ **Oct. 3** Francesco de Paula Soler, "The Poet of the Guitar"
- ◆ **Oct. 10** "Ragtime" Bob Darch, Piano Rags\*
- ◆ **Oct. 17** Moeller Cello and Guitar Duo with Karena Moeller, cello, and Paul Moeller, guitar
- ◆ **Nov. 14** Ukrainian Music Bandura Ensemble with Allan Kutsevych and Ludmila Horavansky
- ◆ **Nov. 21** Pedro Canas, Cuban guitarist\*

*Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium.  
\*Concert will be held in the East Auditorium.*



## Patriotism Takes the Stage

By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association recently concluded an eclectic mix of concerts—from a premiere of an original composition to a celebration of D-Day.

Composer Benjamin Boyle premiered his composition *Trio—Number 5 in Four Movements* with the help of Katarzyna Bugaj on viola, Elizabeth Johnson on violin and Jonathan Moyer on piano. The well-blended music drew a warm applause from the lunchtime audience.

Susan J. Merritt, commander in the U.S. Naval Reserve, and Cheryl L. Powell, chief yeoman, U.S. Navy, sang patri-

otic tributes to the armed forces on D-Day. Later they gave an oral history tour of U.S. military conflicts interspersed with patriotic favorites *God Bless America*, *Battle Hymn of the Republic* and *The National Anthem*. Their renditions of *You'll Never Walk Alone* and *Some Enchanted Evening* added a human dimension to servicemen and-women.

Other guests included the Czech-Moravian Virtuosi Orchestra with Milan Kraus as artistic director and James Brooks-Bruzzese as guest conductor. Soloists Jorge Saade-Scaff, violin; Vivian Fulop, soprano; and Marilyn Maingart, flute, performed a rich selection of music. Mr. Saade-Scaff played a magnificent *Concerto in D major op. #3 No. #7* by Antonio Vivaldi. Ms. Fulop rendered to music several poems by Hannah Szenes, who was executed by a Nazi firing squad before her 23rd birthday for refusing to compromise her ideals. Ms. Maingart played excerpts from *Suite in A minor for flute and strings* by G.P. Telemann. The orchestra performed that evening at the Kennedy Center.

To conclude the variety of concerts, international pianist Joseph Verba performed his original *Verbage*, an energetic combination of lecture and recital.

Mr. Verba's performance closed with an arrangement of Sousa's *Stars and Stripes Forever*, which was as spectacular as any fireworks on the fourth of July. ■



*The author is a computer specialist in the Executive Secretariat.*

# APPOINTMENTS



**U.S. Ambassador to Japan.** Howard H. Baker Jr. of Tennessee is the new U.S. Ambassador to Japan. Prior to his appointment, Senator Baker was a partner in a law firm founded by his grandfather in 1888. He represented Tennessee in the U.S. Senate from 1967 to 1985, serving two terms as both minority and majority leader. President

Reagan's chief of staff from 1987 to 1988, Senator Baker was awarded the Presidential Medal of Freedom and the prestigious Jefferson Award for public service. He served three years in the U.S. Navy during World War II. The senator and his late wife Joy have two children and four grandchildren. His wife, Nancy Kassebaum, is a former U.S. senator from Kansas.



**U.S. Ambassador to Lebanon.** Vincent M. Battle, a career member of the Senior Foreign Service, class of Minister Counselor, is the new U.S. Ambassador to Lebanon. He joined the Foreign Service in 1977 and has specialized in the Middle East, with assignments in Bahrain, Syria and Oman. He was deputy chief of mission in both Lebanon

and Egypt. Prior to this appointment, Mr. Battle was director of the Office of Career Development and Assignments in the Bureau of Human Resources.



**U.S. Ambassador to India.** Robert D. Blackwill of Kansas, a career member of the Senior Foreign Service, class of Minister Counselor, and Belfer Lecturer in international security at Harvard's John F. Kennedy School of Government, is the new U.S. Ambassador to India. A Peace Corps volunteer in Malawi, Mr. Blackwill joined the Foreign

Service in 1967 and served in Nairobi, London and Tel Aviv. His Washington, D.C., assignments include director of West European affairs on the National Security Council staff, principal deputy assistant secretary for European Affairs and U.S. Ambassador and chief negotiator at the Warsaw Pact on conventional forces in Europe.



**U.S. Ambassador to Pakistan.** Wendy J. Chamberlin of Virginia, a career member of the Senior Foreign Service, class of Minister Counselor, is the new U.S. Ambassador to Pakistan. After joining the Foreign Service in 1975, she served in Laos, Morocco, Zaire and as deputy chief of mission in Malaysia. She then became ambassador to Laos. Ms.

Chamberlin was a deputy assistant secretary in the Bureau for International Narcotics and Law Enforcement Affairs. She was director for counterterrorism affairs at the National Security Council during President George H.W. Bush's Administration and director of press and public affairs in the Bureau of Near Eastern Affairs.



**Assistant Secretary for Administration.** William A. Eaton of Virginia, a career member of the Foreign Service, class of Minister Counselor, is the new assistant secretary for Administration. Mr. Eaton served in Italy, Turkey, Russia, Guyana and Washington, D.C., where he was executive director of the Bureau of European Affairs.



**U.S. Ambassador to Malta.** Anthony H. Gioia is the new U.S. Ambassador to Malta. Prior to his appointment, Mr. Gioia was chairman and chief executive officer of a management corporation that controls his family's businesses. He was chief executive officer of Gioia Macaroni, president of Ranks Hovis McDougal Macaroni, Inc.

and chairman of the National Pasta Assn. He and his wife, Donna, have three children and one grandchild.



**U.S. Ambassador to Laos.** Douglas A. Hartwick of California is the new U.S. Ambassador to Laos. Mr. Hartwick is a career member of the Senior Foreign Service, class of Minister Counselor. He joined the Foreign Service in 1977 and served in Niamey, Kuala Lumpur, New Delhi and in Bangui as deputy chief of mission. His Washington,

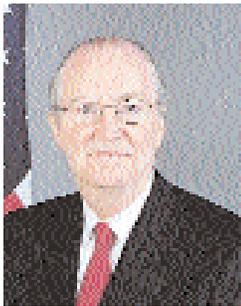
D.C., assignments included director of the Office for the Philippines, Indonesia, Malaysia, Brunei and Singapore. He and his wife, Regina, have two daughters.



**U.S. Ambassador to Israel.** Daniel C. Kurtzer of Florida, a career member of the Senior Foreign Service, class of Minister Counselor, is the new U.S. Ambassador to Israel. Prior to this assignment, he was U.S. Ambassador to Egypt. Mr. Kurtzer has served abroad in Tel Aviv and Cairo. In Washington, D.C., he was principal deputy assistant secretary for Intelligence and Research and deputy assistant secretary for Near Eastern Affairs. He and his wife, Sheila, have three sons.



**U.S. Ambassador-at-Large for War Crimes Issues.** Pierre-Richard Prosper is the new U.S. Ambassador-at-Large for War Crimes Issues. He was acting head of the Office of War Crimes Issues and, concurrently, special adviser to the Ambassador-at-Large for War Crimes Issues. Mr. Prosper was a war crimes prosecutor for the U.N. International Criminal Tribunal for Rwanda and assistant U.S. attorney for the central district of California in Los Angeles.



**U.S. Ambassador to China.** Clark T. Randt Jr. of Connecticut is the new U.S. Ambassador to China. Mr. Randt was a partner in an international law firm with responsibility for the firm's China practice. He served as commercial attaché at the U.S. Embassy in Beijing from 1982 to 1984, as the China representative of the National Council for U.S.-China Trade and in the U.S. Air Force Security Service in Taipei. Mr. Randt is former governor and first vice president of the

American Chamber of Commerce in Hong Kong. He and his wife, Sarah, have three children.



**U.S. Ambassador to New Zealand and Samoa.** Charles J. Swindells of Oregon is the new U.S. Ambassador to New Zealand. Prior to his appointment, he was vice chairman of the U.S. Trust Co., N.A. He was chairman and chief executive officer of the Capital Trust Management Corp. and managing director of Capital Trust Co. He chaired the boards of Lewis & Clark College and Oregon Public Broadcasting.



**U.S. Ambassador to Morocco.** Margaret Tutwiler of Alabama has been confirmed by the Senate as the new U.S. Ambassador to Morocco. Prior to her appointment she served in the White House as assistant to the President and special adviser for communications. Ms. Tutwiler also served as the assistant secretary of State for Public Affairs, State Department spokesman and assistant secretary for Public Affairs for the Treasury Department.



**U.S. Ambassador to Egypt.** C. David Welch, a career member of the Senior Foreign Service, class of Minister Counselor, is the new U.S. Ambassador to Egypt. He was assistant secretary of State for International Organization Affairs and served in Jordan, Syria, Pakistan and as deputy chief of mission in Riyadh, where for two years he was charge d' affaires. Mr. Welch was principal deputy assistant secretary for the Bureau of Near Eastern Affairs. He and his wife, Gretchen, also a Foreign Service officer, have three daughters.

## PERSONNEL ACTIONS

### Foreign Service Retirements

Alsop, Frank A.  
Benedicto, Lincoln V.  
Clinton, John Joseph  
Connolly, Donald J.

Flaherty, Michael Bart  
Foster, Timberlake  
Jacquette, Arlene R.  
Levinson, Michael A.

Linchangco, Artemio L.  
Manley, David P.  
Ravenscroft, Dennis G.  
Romero, Peter F.

Shelton, John Michael  
Stafford, Clarence O., Jr.  
Woodard, Nellie R.  
Zimmermann, Robert E.

### Civil Service Retirements

Andualet, Mulugeta  
Chevalier, Alonzo R., Jr.  
Chevalier, Velma A.  
Cook, William O.  
Eighmy, Beverly A.  
Hanley, Edgar O.  
Jones, Delores Wilma  
Locke, Allen W.  
Marino, James, Jr.

Mckee, Craig W.  
Muse, Carolyn Kay  
Ploss, Sidney I.  
Ransom, Kathryn Ann  
Schwartz, Morton  
Schwartz, Runa M.  
Smaldone, Joseph Paul  
Struck, William E.  
Wiseman, Michael Wendell, Jr.

## O B I T U A R I E S



*Thomas William Ayers, 78, a retired Foreign Service officer, died Jan. 19 of cancer at his home in Hopkinton, N.H. One of the so-called "China hands," he was born in China and served there during World War II with naval intelligence and later as a journalist. He joined the U.S. Information Agency in 1961 and served in*

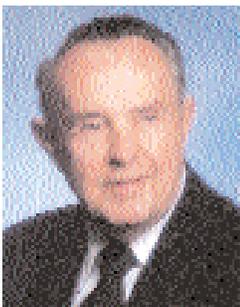
*Washington and in Hong Kong, Saigon and Taipei. He retired in 1978. His widow, Patricia Connor Ayers, is also a retired Foreign Service officer.*

*Robert "Russell" Black, 83, a retired Foreign Service officer, died May 9 at Providence Medical Center in Kansas City, Kan. During his nearly three decades with the U.S. Information Agency, he served in Munich, Baghdad and Cairo. He was part of the team that established radio networks in the emerging nations of sub-Saharan Africa. In Washington, he reported for the Voice of America, covering the funerals of Presidents Kennedy and Eisenhower.*



*Beatrice Wilfong Bovis, 73, a retired Foreign Service secretary and wife of retired Foreign Service officer Eugene Bovis, died Dec. 13, 2000, at her home in Fairfax, Va. She joined the Foreign Service in 1952 and was assigned to Beirut, where she met her husband. She resigned in 1958 and accompanied him on assignments to Tel Aviv, Haifa and*

*Cairo. She returned to the Foreign Service in 1977, serving in Jeddah and Washington, D.C.*



*Walter Carl Ertel, 88, a retired Foreign Service officer, died June 20 in Fairfax, Va. Mr. Ertel began his federal career in 1939 and joined the Foreign Service in 1965. He served in Rome and Washington, D.C., before retiring in 1973. He served in the U.S. Navy from 1930 until 1939.*



*Robert C. Gordon, 81, a retired Foreign Service officer, died June 12 in Montana City, Mont. He was posted to Iraq, Sudan, Tanzania and Italy. He served as consul general in Florence and ambassador to Mauritius. He served as the Department's first ombudsman and coordinator for employees with disabilities. He retired in 1983.*



*Maria "Connie" Hargrove, 75, a retired Foreign Service secretary, died Jan. 11 of cancer in Arlington, Va. Mrs. Hargrove accompanied her late husband, Foreign Service officer James P. Hargrove, to posts in Curaçao, Germany and Nicaragua. She joined the State Department in 1973 and served in Washington and as secretary to the ambassadors to*

*the Philippines, Panama and Sudan. She retired in 1993.*



*Robinson McIlvaine, 87, a retired Foreign Service officer, died June 24 of cancer at his home in Washington, D.C. A specialist in African affairs, he served as ambassador to Guinea, Kenya and what is now Benin and consul general in the Congo and Lisbon. He joined the State Department in 1953 as deputy assistant secretary for Public Affairs.*

*He retired in 1973 and became active in the protection of African wildlife. During World War II, he served in the Navy, commanding a destroyer escort in the Pacific. A son, Stevenson McIlvaine, is a Foreign Service officer.*

*G. Harvey Summ, 81, a retired Foreign Service officer, died April 14 of leukemia in Arlington, Va. Mr. Summ joined the Foreign Service in 1948 and served in the Dominican Republic, El Salvador, Brazil, Ecuador, Angola and Cuba. He was the last U.S. official to leave Cuba when the United States broke off relations with the island nation in 1961. He retired in 1976.*

EARLY WARNING  
SIGNS YOUR  
CHILD COULD  
BE A DIPLOMAT

COPS AND ROBBERS IS SO BORING -  
HOW ABOUT YOU'RE THE RECALCITRANT  
DICTATOR AND I'M THE SPECIAL ENVOY?



DO I HAVE TO BE  
THE STAFF ASSISTANT  
AGAIN?



UNFORTUNATELY THE REGULAR  
ADMINISTRATION OF NOOGIES  
IS PART OF THE SANCTIONS  
REGIME. AND WE'LL HAVE TO  
FREEZE YOUR LUNCH  
MONEY ASSETS!



I CAN NEITHER CONFIRM  
NOR DENY THAT I BROKE  
THE LAVA LAMP...



IT WASN'T CHEATING - I WAS JUST  
VETTING TODD'S DRAFT TEST ANSWERS  
THROUGH THE CLEARANCE PROCESS.

IT IS MUCH  
MORE ROBUST AND  
FORWARD-LEARNING NOW



WHEN I GROW UP, I EITHER WANT  
TO BE A FIREMAN OR DELIVER  
DEMARCHES CALLING FOR AN END  
TO UNFAIR SUBSIDIES ON  
SAUCES...

