

UNITED STATES DEPARTMENT OF STATE

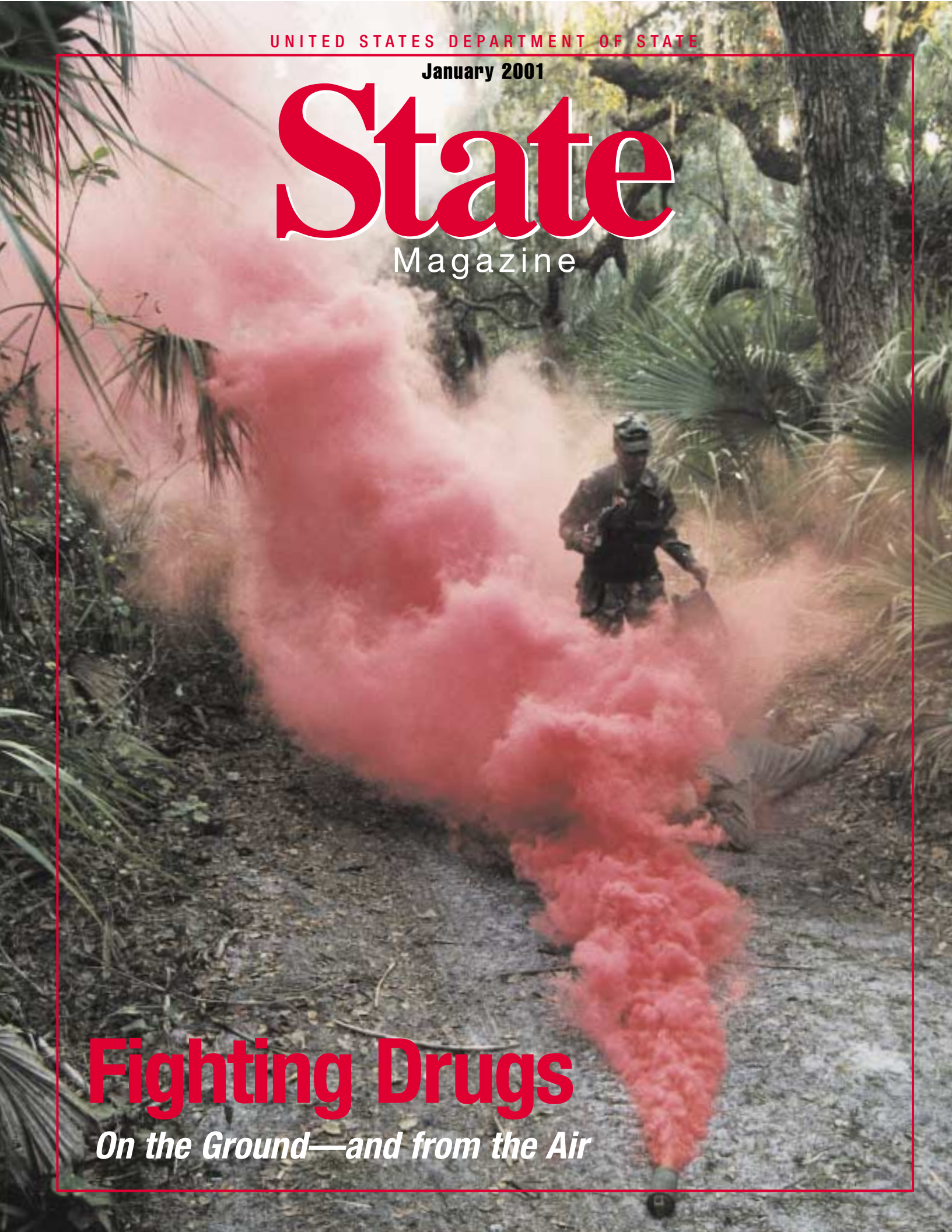
January 2001

# State

Magazine

## Fighting Drugs

*On the Ground—and from the Air*



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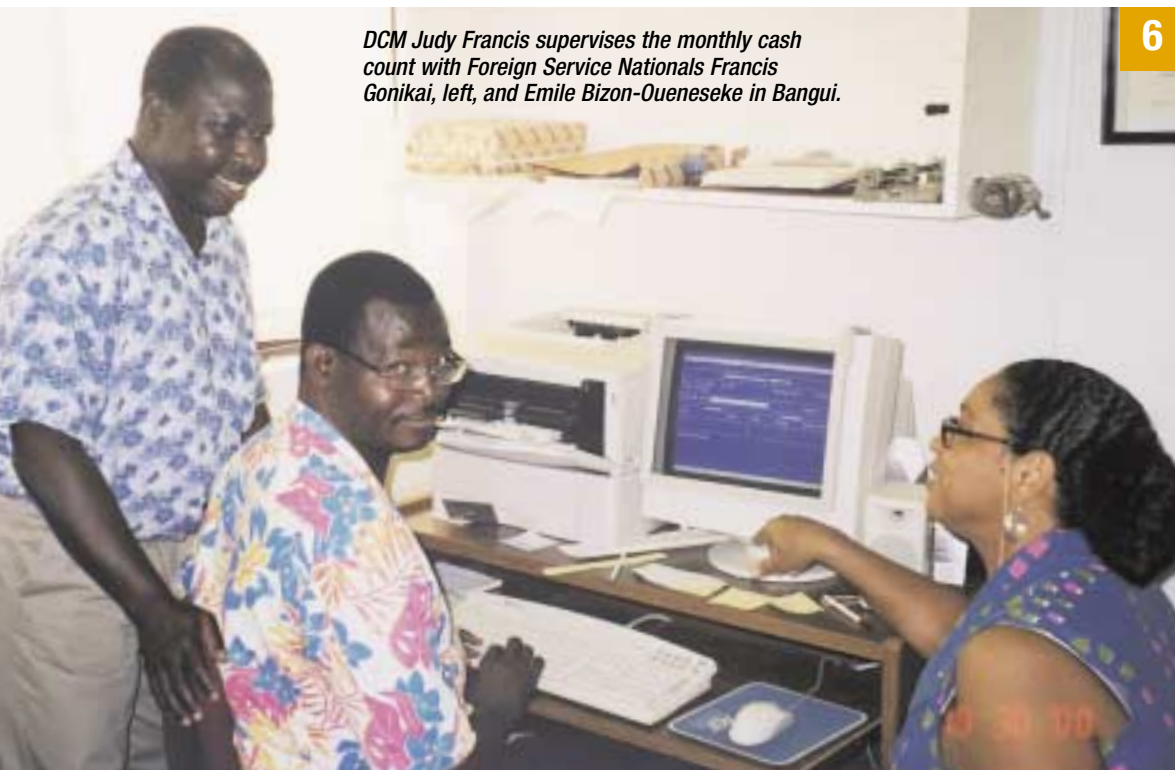
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A Florida park is the setting for a mock rebel ambush.

Photo by Paul Koscak



## FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

# A Fond Farewell

Last year at this time, we were relieved to have survived Y2K. This year, we have survived one of history's closest Presidential elections. As I write, that election's outcome is still uncertain.

What is certain is that the time is fast approaching for many of us to say "goodbye." I envy those of you who do not have to leave with the change of Administrations, because I love foreign policy. I wish I could do it all my life. It is hard to express in words the honor I have felt serving in a job once held by such statesmen as Jefferson and Marshall, Acheson and Muskie. It is an exhilarating, but humbling, experience. You always feel there is more to do.

When I took my oath of office, I pledged to do my best to explain the importance of our foreign policy to the lives of our citizens, because without their support we cannot succeed. I am still engaged in that effort during these final days and will continue to be a vocal advocate after entering my new life.

Diplomacy is America's first line of defense. And yet, over the years, a perception has developed that while the Pentagon is responsible for "national security," all the rest of us do is hand out "foreign aid." That is nonsense. State Department operations and programs are integral parts of America's national security structure. They should be thought of and funded accordingly.

I am pleased that, over the past three years, we reversed the downward trend that was robbing us of people, starving training, slowing modernization and undermining programs. We are now moving in the right direction, but we're barely back to the ground floor. We must continue upward, so the next Secretary isn't hemmed in by no-win choices among operations, programs and security. For our nation's good, we must increase support for all three.

I am especially concerned about the challenge the Department will face in attracting and retaining the talent and diversity required to excel in the new century. This is the downside of our highly competitive economy. State needs to be known as a place where interesting and important work is done, in secure and modern facilities, and where family needs are taken seriously. That will require both additional resources and fresh thinking.

We must also continue to adapt our structures and priorities. Globalization has broadened the range of issues

that affect our foreign policy. Our Department was established to deal with foreign governments, but we now spend much of our time interacting with nongovernmental organizations and civil society. Around the world, a new generation is coming of age with a novel set of experiences, expectations and skills.

That is why one of our principal tasks these past few years has been to create institutions and arrangements flexible enough to cope with change. We have done so both internationally and internally. Examples include NATO enlargement, the WTO, the Chemical Weapons Convention, the Hague War Crimes Tribunal, the Kyoto Protocol, the Community of Democracies Initiative and the just-signed Transnational Convention on Organized Crime.

Internally, we have merged with USIA and ACDA, forged a closer working relationship with USAID, appointed a science adviser, initiated annual reports on international religious freedom, helped lead a global humanitarian effort on land mines, created an Advisory Committee on Labor Diplomacy and chaired the President's Interagency Council on Women.

Obviously, these initiatives did not just happen. They resulted from an enormous effort by all of you to prepare our Department and our country to meet and fulfill the demands of a new era. That effort has provided a firm platform for the next Administration.

As my departure draws near, I worry that I will not have time to say "well done" to all who merit praise and "thank you" to all to whom I am in debt. In Washington, D.C., and around the world, I have been deeply impressed by your dedication, commitment and skill. Whether you are a member of the Foreign Service or Civil Service, a Foreign Service National or a family member, you are part of America's team. And you are helping daily to keep our nation secure and to shape a better future for us all.

I will always cherish the memory of my time here, including the friendships I have made, the colleagues I have come to know and the history that we have together helped to shape.

Thank you again. Farewell. And keep up the outstanding work. ■

## A 'Climb' Is Not a Peak

As mountain hiking is one of my passions, I enjoyed your November "People Like You" piece about the 13-member team from the U.S. Embassy in Yaounde that climbed Mt. Cameroon. Permit me, however, to correct an error in the article. Mt. Cameroon is not the second highest mountain in Africa. At 16,355 ft., Mt. Kenya (which I climbed in 1997) has that honor, second only to Mt. Kilimanjaro (my first climb in 1975) at 19,340 ft.

There are higher peaks in Uganda, Ethiopia, Rwanda and Morocco, but Mt. Cameroon—at 13,353 ft.—is, indeed, the highest mountain in West Africa. I know. I climbed it in 1981.

**Paul P. Pometto II**

*African Bureau*

Mt. Cameroon is the second highest climb in Africa, after Kilimanjaro. Other mountains are taller, but their climbs start at such a high altitude that you don't actually climb as much vertical height as that of Mt. Cameroon.

**Melanie Harris**

*U.S. Embassy, Cameroon*

## The China Hands

William Slany's excellent article, "50 Years Later, the 'China Hands Are Clean,'" in your October issue, recalled an important and sad chapter in the history of the Foreign Service.

I especially want to comment on China hand John Stewart Service on whom the Diplomatic and Consular Officers, Retired, bestowed the prestigious Foreign Service Cup in 1994. He died in February 1999. The related award certificate is displayed in the office of DACOR's executive director, Ambassador Robert E. Service, his son.

**Kenneth N. Rogers Jr.**

*President  
DACOR*

## Notes on the Great Wall

As a former specialist in Chinese affairs, I enjoyed the article about our China mission in October's issue.

That was a fine picture of the Great Wall on the cover. On the content page, however, the brief caption under the smaller photo has several errors.

First, the length of the Wall is usually said to be about 1,500 miles, not more than 2,000 miles.

Second, the Great Wall was not completed in 204 BC but begun during the Qin dynasty (221–206 BC).

Finally, whether you can actually see the Wall from space depends on what you mean by space. According to NASA, the Great Wall and similar landmarks cannot be seen from the moon or even high orbital altitudes (higher than 350 statute miles).

**Oscar V. Armstrong**

*Retired Foreign Service Officer  
Mitchellville, Md.*

## Corrections

In our November article on LifeCare, we incorrectly asked readers to check the September issue of Global Link for a review of the new service at [www.afsa.org](http://www.afsa.org). The correct web site of the Associates of the American Foreign Service, Worldwide is [aafsw.org](http://aafsw.org).

Also in our November issue, in our article on "Track Two Diplomacy," we incorrectly identified the Turkish ambassador to Athens, Ali Tuygan.

We regret the errors.

### 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).

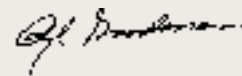
## From the Editor

In our cover story, we learn that more than a half million acres of poppies and coca have been destroyed in Colombia since 1991, when the Department established its Office of Aviation at Patrick Air Force Base, Fla. The office, part of the Bureau of International Narcotics and Law Enforcement Affairs, is at center stage in U.S. efforts to deny Latin American drug lords lucrative access to U.S. markets.

With a voice at many tables, the Bureau of International Organization Affairs is truly a bureau without borders. It's concerned with just about everything from human rights and peacekeeping to trade and transportation to science, crime and corruption. Grappling with these issues are regional and technical experts in Rome, Vienna, Geneva, Paris, New York and Nairobi.

Our post of the month, Bangui, is up and running after being closed for several years. The embassy staff has reopened the Martin Luther King Jr. Cultural Center, where students can access the Internet, browse English language books and magazines and study English. The classes are at the forefront of the center's efforts to encourage discussions about government, the environment and HIV/AIDs.

Finally, in our piece on Hamburg, we get a glimpse of that city's U.S. diplomatic history. Turns out that some of the challenges—personnel and security—facing our early consul generals are still around. We think you'll enjoy this 200-year overview.



## Detection Program Serves as Model

The National Security Council recently commended the Department's computer intrusion detection program, which protects the OpenNet system worldwide.

The Network Intrusion Detection System, or NIDS, allows Diplomatic Security to monitor and scan traffic patterns on the OpenNet and any attempts to break into the network.

NIDS looks for traffic patterns that indicate abnormal activity or an ongoing attack.

NIDS is operating at the financial service centers in Paris, Bangkok and Charleston as well as embassies in Manila, Bangkok and Paris.

DS plans to have NIDS installed worldwide by summer 2001. The Bureau of Western Hemisphere Affairs has NIDS, and the Bureaus of Near Eastern Affairs and European Affairs will soon have full NIDS protection.

For more information on the NIDS project, or if you have questions, please visit the DS/IST/ACD web site (<http://acd-low.ds.state.gov/eab/eabmain.htm>) on the Department's Intranet or e-mail Richard Saunders, NIDS branch chief, via e-mail ([saundersrs@state.gov](mailto:saundersrs@state.gov)).

— Tom Lardner

## Ivy League Scholarships Available

Dreyfus Fellowships for Yale University and The Hotchkiss School, a Connecticut preparatory academy, are now available for children of Foreign Service employees.

Offered through the DACOR Bacon House Foundation, the scholarships provide up to \$5,000 for Yale undergraduates and \$10,000 for graduate students. Hotchkiss scholarships are for \$5,000. DACOR stands for Diplomatic and Consular Officers, Retired.

Applicants can apply for the Dreyfus award and Yale admission concurrently, with the award contingent upon acceptance to the university. Although applicants of all academic majors will be considered, preference is given to students choosing a foreign-affairs-related field or study toward a master's degree.

To compete for a Hotchkiss scholarship, the child must already be enrolled in the school. The school then selects one student for the \$5,000 award.

Last year, six children of Foreign Service employees applied for the Yale scholarship. The Hotchkiss School was unable to find a qualified student for the program.

For applications and more information about the scholarships, contact William C. Hamilton at (202) 682-0500 or (800) 344-9127. Application deadline is March 15.

## Bon Jour, Diplotots

Diplotots, the Department of State's child development center, believes language development and cultural awareness are crucial for a child's academic and social growth. To foster this growth, Diplotots offers French classes for small groups of children, ages two through five.

Fabrizio Moriconi teaches the children their colors, numbers and greetings in French. For more information about Diplotots, interested persons should contact Chris Zinaich, director, at (202) 663-3555 or e-mail at [ecdcdiplotots~yahoo.com](mailto:ecdcdiplotots~yahoo.com).



Fabrizio Moriconi with five of his French students.

Photo by Dave Krecke

# Waging the Global War for Talent

This month, I want you to meet Robert Morris, our chief of the Office of Overseas Employment.

Robert knows all too well that the war for talent is being waged not only in the United States but overseas as well. And he understands that the State Department must be an employer of choice in overseas tight, foreign labor markets if it wants to recruit and retain the best local employees to support its missions.

Overseas, we have 35,000 foreign national positions that support more than 20 U.S. agencies at 169 posts. To win this global war for talent, we want to make careers for our FSN employees their most attractive option. The Overseas Presence Advisory Panel (OPAP) has recommended that we provide an expanded role for our most talented foreign national staff. The Office of Overseas Employment is making this happen.

Robert came to us from the former USIA, where he served at posts in Africa and the Middle East and in Washington, D.C., as chief of USIA's Foreign Service National Personnel staff. He has worked hard to highlight the professionalism of our locally hired employees by promoting training opportunities and by conducting workshops on personnel issues at our posts overseas.

Robert's USIA experience served the Department especially well when he was tasked last year with the integration of public diplomacy FSNs and locally employed American staff into the Department.

The OPAP also underscored the importance of supporting Foreign Service dual career families through expanded employment opportunities abroad. Locally hired family member employees provide essential and cost-effective continuity to our worldwide operations. Robert's staff also supports these employees.

Hiring and retaining talented individuals to fill local-hire positions is crucial to our goal of having the right people in the right place at the right time to carry out America's foreign policy.

We have initiated several programs to demonstrate our commitment to that goal. They include:



- The Family Member Appointment program;
- A computer-based job classification system;
- A Personal Service Appointment mechanism;
- A streamlined wage and benefit review process; and

An attempt to create a retirement system for employees lacking a secure local pension program.

We are proud of FMA's success. Almost two years have passed since Robert's office partnered with the Family Liaison Office to implement this initiative, providing for the first time a retirement program and benefits to almost a thousand eligible family members working in our embassies and consulates.

HR/OE has also been working to replace the antiquated way we assign pay grades to FSN positions. We plan to roll out soon a new computer-based system (CAJE), which will be easier to understand and faster to use than anything now available overseas or in the United States.

During Robert's tenure, HR/OE has also implemented a Personal Service Appointment mechanism to employ foreign nationals on short-term projects. This has allowed us to eliminate hiring through purchase orders, ensuring more equitable treatment of everyone we employ overseas. Robert and his team restructured the way we set FSN wages—giving posts greater flexibility and FSN employees an assurance of an annual wage review.

I have just scratched the surface of the support HR/OE provides our posts in their efforts to attract and retain the qualified employees we need to support our diplomatic missions overseas.

Robert leads a team of dedicated professionals, including Bob West, human resources management division chief; Mary Tracy, benefits manager; and Ellen Flanagan, CAJE project manager.

They are available to assist posts on local employment issues.

Next month, you'll meet Larry Baer, who runs our Office of Performance Evaluation. ■



*Pygmy children near the remote village of Mbaiki on the Lobaye River.*

**Post of the Month:**

# Bangui

Central African Republic

**By Blossom Perry**

**D**ownsizing, cross-training and security upgrades are such commonly recurring themes that they have become unspoken mantras to the staff of the U.S. Embassy in Bangui.

The six intrepid Foreign Service employees and 51 Foreign Service Nationals at the embassy have worked tirelessly and have demonstrated uncommon versatility in reopening the post after its closing from April 1997 to June 1998. The embassy now proudly provides the full range of mission functions from visa issuance to political and economic reporting and everything in between.



*The embassy country team relaxes along the Oubangui River. They are, from left, C.J. Newman, Mark Biedlingmaier, Judy Francis, Blossom Perry, Ambassador Robert Perry and Darryn Martin.*



*Ambassador Robert Perry visits a Congolese refugee camp in Bangui.*

The Central African Republic really is in the center of Africa. Affectionately referred to as the CAR, this landlocked country is bordered by Sudan to the east, Chad to the north, Cameroon to the west, and the Republic of the Congo (Brazzaville) and the Democratic Republic of the Congo (Kinshasa) to the south. The Central African Republic has not yet been able to successfully develop its wealth of natural resources—diamonds, gold, tropical hardwoods and petroleum and its fertile agricultural land.

A former French colony, the republic gained independence in 1960, but attempts at democratic self-government were eclipsed by the rise to power of Jean-Bedel Bokassa. From 1966 to 1979, he rose from an obscure colonel in the military to become the self-proclaimed emperor of the short-lived Central African Empire. The excesses of the Bokassa regime are legendary and continue to plague the political and economic development of the country.

After another abortive effort at democracy, General Kolingba assumed power in 1981 and ruled until 1993, when Ange Felix Patasse was elected president. Continuing military mutinies and instability led the embassy to suspend operations in March 1997. The African peacekeeping force that arrived in April 1997 was



*Embassy Foreign Service National employees, from left, Maurice Dotar, Clement Ouinga and Issiaka Aline, work out on the chin-up bar on the compound green.*





*Above, Ambassador Robert Perry, center, presents service awards to Foreign Service Nationals. Below, junior officer Darryn Martin, right, greets Prime Minister Anicet-Georges Dologuele at an embassy reception.*



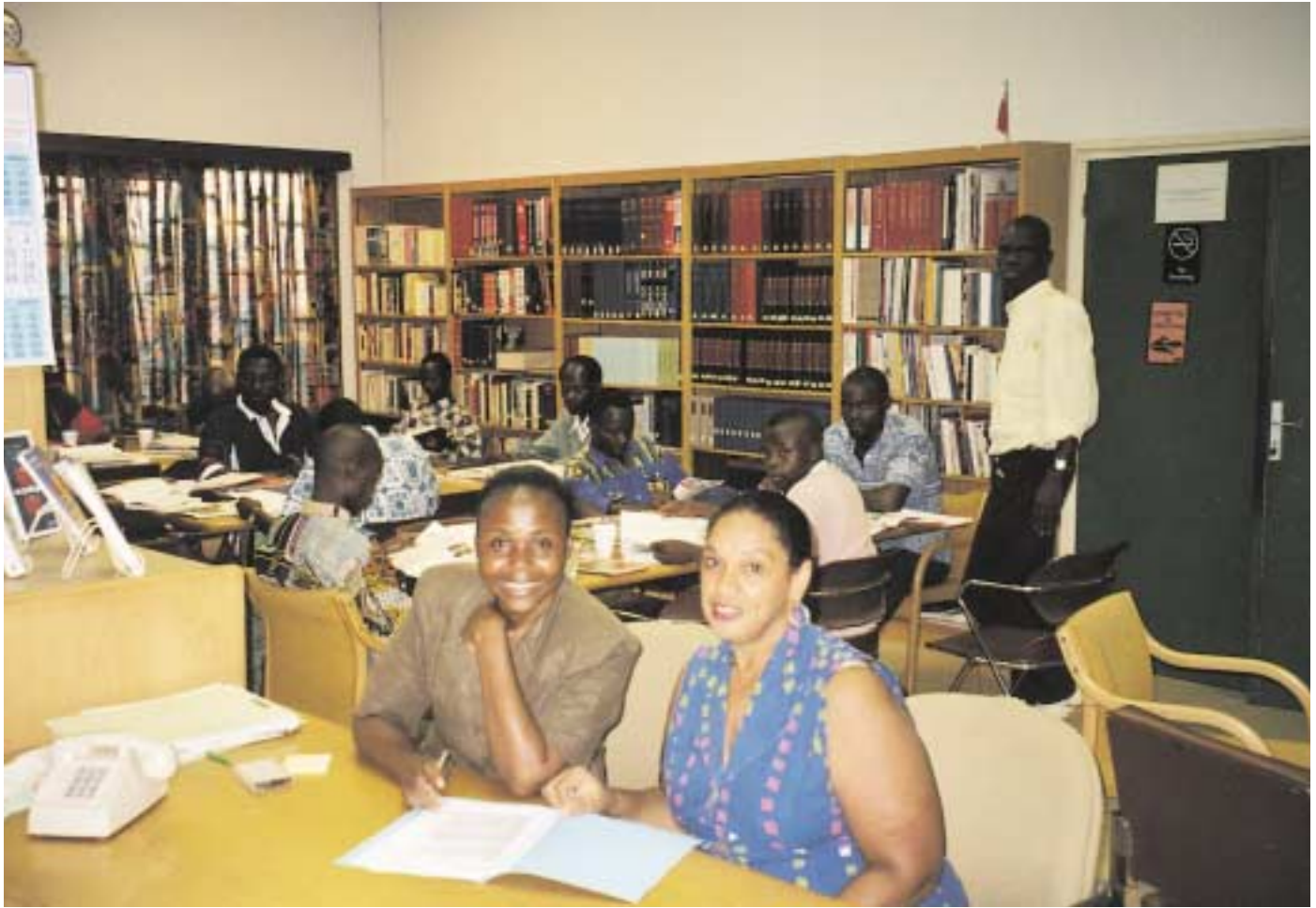
placed under a U.N. mandate a year later, staying until February 2000 after peaceful elections were held.

The embassy reopened in June 1998, albeit at a reduced level from its previous staffing pattern. The Marines, USIA, Peace Corps and USAID did not return. But their legacy lives on.

Embassy officials work with other donor countries, U.N. agencies and IMF/World Bank representatives to coordinate efforts and programs to encourage democracy through good governance and sound fiscal and economic policies.

And the embassy reopened the Martin Luther King Jr. Cultural Center, which provides English language books and magazines as well as free Internet access to students. English language classes are the centerpiece of the center's success with 160 students currently enrolled. An English Club of Central African young adults features a weekly guest speaker, publishes a monthly newsletter and sponsors social activities. The classes and club encourage discussions of topical issues such as African elections, good governance, environmental protection and HIV/AIDS.

The Self-Help Fund enables the embassy to support small development projects that have an immediate impact on people's lives. In FY 2000, the embassy funded the construction of school classrooms and desks, cement drying pads for



*Deputy Chief of Mission Judy Francis, right, reviews lesson plans with English instructor Lea Doumta.*

manioc production and a bridge to link an isolated farming area to Bangui's market.

In the wake of the August 1998 bombings in Nairobi and Dar es Salaam, Bangui was selected for upgraded

perimeter security, a \$3 million project that was completed in December 2000. And the embassy begins 2001 with a new controlled-access area.

Bangui features spectacular views of the Ubangi River and gentle breezes to cool the heat of the day. A day trip to Boali Falls can be a refreshing change of scenery. Butterfly enthusiasts will be enchanted by the gorgeous variety and vibrant colors of these fragile creatures found in the country. The Dzanga-Sangha National Park is home to the unusual and lesser-known forest elephants of Central Africa. The World Wildlife Fund is studying these magnificent mammals.

So the U.S. Embassy in Bangui is back in business and providing a full range of mission services. ■



*Ambassador Perry, flanked by FSNs Guillaumine Gazambeti, left, and Evelyne Dotte, greets French Ambassador Jean Marc Simon.*

*The author is a Foreign Service officer and wife of Ambassador Robert Perry.*



Office of the Month:

# Office of Aviation Negotiations

*Office Enjoys the Blue Sky of New Markets*

By Paul Koscak

**M**r. White, who directs the Office of Aviation Negotiations, along with a deputy, four staff officers and a secretary, works tirelessly to create international business opportunities for U.S. passenger and cargo airlines using a concept called “open skies.”

The plan that’s offered to potential partners is simple: give our air carriers the right to do business without restrictions in your country, and we’ll do the same for your air carriers. This includes the right to set rates

*For special negotiator Tom White, an open sky is a hassle-free sky.*

and schedules and work in partnership with that country’s air carriers.

The results can be impressive.

You can now book a Delta flight from Washington, D.C., to Burkina Faso. An open skies agreement with that nation allows you and your luggage to be whisked to that west African nation via Paris and Air France on one ticket. The same applies for a United flight to Namibia via Frankfurt and United’s partner, Lufthansa. This

is done through “code sharing,” where one airline uses another’s ticketing and processing system. But it’s the open skies agreement that makes it possible.

Those are just a few examples of how the agreement allows an air carrier to boost its market share, enhance customer service and ultimately increase profit without spending a nickel on new aircraft and crews. For the cooperating nation, the U.S. airline becomes a gateway for investors, entrepreneurs and multinational corporations eager to expand in new economies. "It's free advertising for that nation," Mr. White said.

Surprisingly, not all nations understand that. Former Soviet-bloc countries and nations where government-regulated economies were part of the social fabric have the greatest resistance to turning a foreign air carrier loose within their borders.

"Many foreign governments will have 'a' carrier," Mr. White explained. "It's been subsidized and protected. Very often, this is a big step. We want them to look beyond their aviation sector."

That means looking at the spin-off business derived from aviation—tourism, support services, new investment and exports, he said.

"One daily flight from Washington, D.C., to Asia is worth about \$240 million per year to the local economy, when you think about it," observed the 22-year State Department veteran, who touts open skies with the passion and erudition of a salesman who believes in his



Photo by Paul Koscak

*Secretary Sharon Brown works important tasks behind the scenes.*

product. "Think of the crews, the ground services, the caterers, the passengers who need rental cars and lodging. In the United States, communities don't care what country is on the tail of that aircraft, they just want the business," said Mr. White.



*Signing the Ghana open skies agreement, from left, E.A. Kwakye, lead Ghanaian negotiator; Kobina Arthur Koomson, Ghana's ambassador to the United States; Thomas White, State Department negotiator; and Susan McDermitt, negotiator, Department of Transportation.*

Still, clearing a nation's political and cultural hurdles to produce an open skies agreement can be challenging. Realizing some nations take longer to embrace the concept than others, the Office of Aviation Negotiations, which is part of the Bureau of Economic and Business Affairs, is constantly in the midst of marketing about a dozen proposals at once. The tactic is paying off. So far, the office closed 13 agreements this year.

Getting an agreement isn't a unilateral effort. The Department works together with airline officials, the Departments of Commerce and Transportation and others. It usually starts with a request to the U.S. Embassy to identify the nation's aviation key officials. The embassy will then arrange a meeting with a U.S. delegation led by the State Department. The group, which at times can be as large as 60 people, represents aviation associations, airlines, labor unions and government. The two groups then begin negotiating.

"Sometimes it takes five or six rounds," Mr. White said. Or sometimes it takes a nudge from the top—the personal effort of Secretary Albright or Transportation Secretary Rodney Slater and other senior officials, he said.

Other times, one meeting closes the deal. Or perhaps the end result is a pact where more concessions can be negotiated in the future. France is one of those countries. "We have a very liberal agreement, but it's not open skies," he said.



Deputy Director Sandy Dembski, left, reviews an open skies document with Matt Finston, international transportation officer, and Jonathan Bemis, Far East/Pacific coordinator.

Photo by Paul Koscak

The aviation equivalent of free trade agreements, open skies is a spin-off from the airline deregulation movement during the 1970s. The concept was developed jointly by the Department of State and the Department of Transportation.

"It was a way of taking the success of deregulation internationally," Mr. White said.

In 1992, the first open skies agreement was signed with the Netherlands. Now, 10 of the 15-member European Union are open skies partners. Worldwide, 50 nations have signed up. But there's still a lot more work to do. The

United States, Mr. White said, would like to see the United Kingdom, China, Japan, Hong Kong, Brazil and India open their skies as well.

"Markets can always do a better job than government," he added.

Air transportation makes up 1 percent of the U.S. gross domestic product and employs 600,000 people. U.S. airports generate \$380 billion each year in economic activity and support six million jobs, according to the latest U.S. Department of Commerce figures.

"Eventually, we would like to see multicountry agreements," Mr. White said. The first one is now being negotiated with partners in the Asia-Pacific region. ■



Photo by Ben Mitchell, DoT

Signing the latest open skies agreement are, from left, Connie Hunter, Office of International Transportation and Trade, Department of Transportation; Joseph Sourou Attin, minister of public works and transportation, Republic of Benin; Rodney E. Slater, secretary, Department of Transportation; and Thomas White, director, Office of Aviation Negotiations, Department of State.

The author is a writer-editor for State Magazine.

# Center Puts Department on the Map

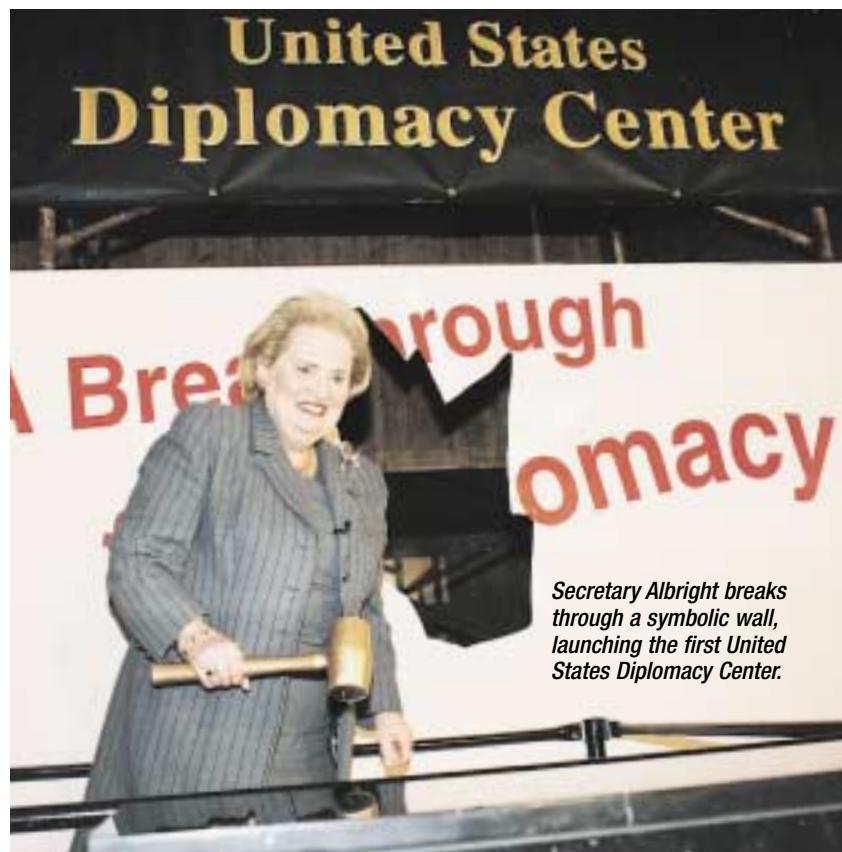
*If you can't break ground, smash a wall.*

Secretary Madeleine K. Albright did just that Nov. 1. By swinging a gold mallet and punching through a symbolic wall, the Secretary launched construction of the Department's long-anticipated 18,000 sq. ft. United States Diplomacy Center.

The \$20 million center, the nation's first, will spotlight the history of U.S. diplomacy through interpretive exhibits, multimedia presentations and diplomatic memorabilia.

When completed in 2004 as part of the general renovation of "Old State," the center will include an exhibit hall, a foyer, a conference center and an auditorium.

Secretary Albright called the project "the finest vehicle for public education and outreach our calling has ever known."



*Secretary Albright breaks through a symbolic wall, launching the first United States Diplomacy Center.*

Photo by Michael Gross

About 700,000 visitors are expected to visit the center annually. Like the Smithsonian and other national landmarks, the center will offer ongoing, multilanguage programs that feature aspects of diplomacy ranging from daily press conferences to briefings by ambassadors, diplomats and other Department officials. Embassy activities and the daily routines of ambassadors and consular officers will also be part of the exhibits.

The center will be open daily and will be a featured stop on the National Park Service's tourmobile.

The popularity of the Department's one-room Hall of Diplomacy, a 1996 exhibit on diplomatic history, and the effort to include a more comprehensive museum in the renovations of the Harry S. Truman Building led to the planning of the U.S. Diplomacy Center. Ralph Appelbaum, who created exhibits for the Newseum, the Holocaust Museum, the U.S. Capitol visitor's center and the Clinton library, will design the U.S. Diplomacy Center's exhibits.

In 1999, a foreign affairs museum council was formed by former Maryland Sen. Charles Mathias and retired Ambassador Stephen Low as a nonprofit organization to raise money for the center. ■



*U.S. Sen. Paul Sarbanes of Maryland speaks at the dedication of the diplomacy center. Looking on are, from left, former Secretary of State Warren Christopher, Secretary Albright and former U.S. Sen. Charles Mathias of Maryland.*

Photo by Michael Gross

# From Pirates to Per Diem

## *A Historic Glimpse of the U.S. Consulate in Hamburg*

By Nicholas J. Manning

**D**iplomacy endures. Thanks to the National Archives, I met some of my predecessors at the U.S. Consulate in Hamburg, a succession of consuls and vice consuls serving in the northern European port for more than 200 years.

Wading through the baroque penmanship and often mellifluous prose of their microfilmed correspondence, I was surprised to discover that the challenges facing those first-generation American diplomats were not that different from today's: personnel matters, American citizen services, political-economic reporting and security concerns.

Located at the mouth of the Elbe River, Hamburg has been a regional shipping center since at least 1189, when Emperor Frederick Barbarossa guaranteed the city's freedom. The U.S. consular presence dates from 1792.

### Personnel matters

In 1792, John Parish was appointed our first vice consul in Hamburg. After receiving the notice of his appointment by President Washington, Parish wrote Secretary of State Thomas Jefferson on Dec. 11, 1792, pleading for a higher rank:

*The maritime powers have all Consuls...and they appoint their Vice Consuls, who are considered as Subordinate Characters, and generally young men of no importance... here they are only a kind of substitute, and no Man of Character [is] known to exercise this function.*

He complained that the senate of the city-state of Hamburg would not even accept his credentials unless he

*The U.S. Consulate General has occupied this 19th century building in Hamburg since the early 1950s.*



was given the rank of consul. The next year, the President issued him a new commission as consul.

## Political and economic reporting

The consul in Hamburg kept the Secretary of State informed about events in Europe. During the early 1790s, Mr. Parish reported on the Barbary Pirates of Algiers, the number of American ships captured, relief efforts for American crewmen awaiting freedom and ransom demands (\$4,000 for a ship's captain). In March 1794, the consul described the impact of French and English hostilities on U.S. trade:

*The American navigation continues to be very much molested both by English and French in the Channel, and several of our ships with neutral cargoes bound to Amsterdam and this place are now detained in their Ports on the most frivolous pretexts. . . .*

On July 27, 1803, the advance of Napoleon's forces prompted the following report from Consul John Forbes:

*The French have crossed the Elbe and taken full possession of the Duchy of Lauenburg. . . . The English have established a strict blockade at the mouth of our River. . . . We now experience that awful calm in the political Atmosphere which in the natural often forebodes the gathering of a most desolating tempest. All the north of Europe, and more particularly this City, trembles for the event. . . .*

## American citizen services

The consul was charged with aiding needy American sailors, whether sick, shipwrecked, castaway or deceased. Between 1799 and 1801, an average of 98 U.S. flag ships with their American crews arrived in Hamburg annually. In 1801, Consul Joseph Pitcairn spent \$555.46 on medicine, board, clothes and burial expenses for 53 "sick, shipwrecked and otherwise distressed Seamen" within his consular district. In December 1802, he wrote Secretary of State James Madison, complaining that the funds allotted him were insufficient to the task:

*I have received. . . . a Circular letter, from your office under date of 26th August restricting the future expenditure of Public money for the relief of destitute American Seaman to. . . . a per diem allowance of twelve cents per man. I have in former letters noticed the incompetency of the sum in this place, and beg leave to assure you that it will scarcely procure of shelter from the weather without even the most scanty and miserable food.*

The impressing, or seizure, of U.S. citizens from U.S. vessels leaving Hamburg was also a growing problem in that era. Ships leaving Hamburg entered the North Sea at the mouth of the Elbe, where, although still in Hamburg's jurisdiction, they were easy targets for the British Navy. It was the nautical equivalent of shooting fish in a barrel. The situation peaked during the first week of June 1803, when "a press gang from his Britannic Majesty's frigate Amethyst boarded [the U.S. schooner Astrea] with their cutlasses drawn. . . ." Consul John M. Forbes was particularly incensed because one of the three men impressed was an American to whom he had just issued citizenship documents. After lodging a spirited protest with the

British chargé, Mr. Forbes asked the City of Hamburg to prevent future impressment in its territorial waters:

*When silence under injuries serves only to encourage their Reiteration, that silence becomes a criminal dereliction of public duty, and must be broken; In the name of the United States of America I demand therefore that the government of this city take such means as shall prevent the future infraction of the rights of the Citizens of the said States within the territory of the free imperial city of Hamburg. . . .*

The consul's appeals were partly successful, and the British backed off for a time.

A particularly thorny issue was raised earlier in January 1796, when 27 Americans in Hamburg petitioned Consul Samuel Williams to seek the release of General Lafayette from a Prussian fortress/prison. After fleeing revolutionary France in August 1792, General Lafayette was captured by the Austrians and held in Austrian and Prussian prisons. The matter dragged on until September 1797, when the Prussian government finally agreed to release the general and two others "on the condition that they quit the Empire within ten days after they arrive at Hamburg," with the American consul arranging for their departure. Expressing pride in his task, Williams wrote the Secretary of State:

*The [Prussian Minister] communicated his instructions. I answered, that, as Consul, I was not authorized, but as an Individual I would, for myself and all the Americans here, engage to take steps. . . . to enable the General and his Companions to proceed to America or Holland, as required by his Majesty. . . .*

*I am therefore happy to announce, that there is at length a real probability that the General will soon be released. . . .*

*Sensible that it will be grateful to, and expected by, our nation, I shall render the General and his family on his arrival here every service in my power.*

## Security concerns

Security was a priority issue even in the 1790s. In March 1798, when Mr. Williams received dispatches from America that had been opened en route, he promptly wrote Secretary of State Timothy Pickering:

*Permit me to observe, that this circumstance may render it necessary to give instructions to the Captains who bear your dispatches, and when they are important, to know the political principles of the Captain, for there are a few, I believe, who are not worthy of being intrusted (sic) with them.*

Other familiar issues surfaced for my predecessors during the 1790s and early 1800s as well: shipping charge disputes, travel warnings and the spread of diseases. I feel connected to those pioneering diplomats and their work 200 years ago, but I hope vice consuls have risen in status since those earlier times. Day-to-day diplomacy does, indeed, endure. ■

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*The author, former administrative and consular officer in the U.S. Consulate in Hamburg, now holds that position in the U.S. Consulate in Belfast, Northern Ireland.*



# Bureau Fights Drugs *from the Sky*



*This UH1 Huey is a vital aircraft for search and rescue.*

## Story and Photos by Paul Koscak

Imagine doing some high-powered crop dusting by rigging a jet fighter to spray poppy, coca or marijuana fields with defoliant.

Then, for a real challenge, imagine doing it at night wearing special night-vision goggles that project the aircraft's instruments directly into the pilot's eye.

These "Star Wars" tactics are not imagination. They're just some of the ways the State Department plans to make it tougher for Latin American drug lords to stay in business.

Not that the bad guys have it easy now.

More than a half million acres of poppies and coca have been destroyed in Colombia since 1991 when the Department established its Office of Aviation at Patrick Air Force Base, Fla. This year the bureau destroyed more than 80,000 acres of Colombian coca, the basic source of cocaine, according to Jack Milavic, who manages airplane standardization for the Department's Bureau of International Narcotics and Law Enforcement Affairs at Patrick's Cocoa Beach location.

"In 1998 we kept \$4 billion in drugs off U.S. streets," he said of the program's goal of targeting the source of street drugs. "We expect to prevent \$3 to \$5 billion this year—and that's from Colombia alone!"

Attacking drug traffickers early and often, before they strangle a legitimate economy, is the crux of successful drug eradication, according to John McLaughlin, a former Air Force pilot and 22-year Department veteran who commands the bureau's air wing. "If you curtail the drug problem from the beginning, you prevent it from mushrooming," he said.

That strategy paid off in Guatemala where prolific poppy fields once provided a major opium supply for heroin production and in Venezuela where eradication stopped an emerging poppy cultivation threat cold.

Peru and Bolivia, once South America's top producers of coca, are now nearly self-sufficient in running their own counternarcotics air operations after receiving substantial bureau support.

Belize requested the air wing's assistance in battling marijuana cultivation. It responded by working with the Belize defense force in destroying more than 18,000 acres



*Jimmy Busquets, left, offers some refresher helicopter training for Luis Rivera.*

and other direct offensive measures, such as firing weapons. Mostly, the wing trains national flight crews to do the majority of the counternarcotics operations.

Still, locating and then destroying the crops using a variety of aircraft is the heart of the bureau's mission. Searches are done with a Cessna Caravan, a single-engine turboprop commuter aircraft converted into a "cam-

era platform." The Caravan's computer-driven cameras linked to global positioning satellites can define a crop field to within 9.6 feet. Spraying is performed with the Rockwell OV-10, a Vietnam-era twin-engine turboprop, as well as with the Ayers T-65, another single-engine turboprop that could pass for an air show acrobatic plane. The bureau uses UH1 Huey helicopters for search and rescue support.

of the weed, Mr. McLaughlin said. Belize's determination to root out the illicit cash crop even though marijuana trafficking was fast becoming a major economic force, "is a tribute to that nation's government. It was their initiative." The air wing, however, had mixed success with our southern neighbor. When the United States forged an agreement with Turkey to curtail its poppy production, the demand for Mexican heroin soared. So the bureau worked with Mexican authorities to eliminate nearly 80 percent of the poppy crop, Mr. McLaughlin said.

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"God bless those SARs," said Mr. Milavic, a 12,000-hour pilot who joined the Department in 1999 after a 25-year career with the Federal Aviation Administration. "They're fantastic. They save lives."

These rescue groups—two helicopters each, one carrying medical personnel and another equipped with defensive weapons manned by nationals—accompany all spraying missions.



*Left, the Department's C-27 Aldinia, an Italian-made transport, gets some routine maintenance.*

That cut the number of U.S. heroin addicts by about 100,000, from an estimated 500,000 to 400,000, even as new Asian sources emerged. But renewed grower tactics, including the scattering of crop fields, he said, made detection and spraying difficult, reversing many of the earlier gains.

The bureau offers host nations equipment and expertise to run their own counterdrug operations. It responds only by request, and its staff follow strict legal guidelines that prohibit military actions



*Spray aircraft like this Rockwell OV-10, a Vietnam-era warbird, are kept in top shape.*

A mix of Department, contractor and host-nation pilots fly the bureau's 90 aircraft air force, the director said. But you wouldn't know it. The air wing—about 450 technicians, maintenance staff, pilots and managers—is a model of seamless cooperation with no distinction between corporate, contractor or government workers practically or culturally.

"We don't differentiate between contractors, Foreign Service, Civil Service and Department of Defense services," Mr. McLaughlin said. "We promote and enjoy the 'One Team, One Fight' concept."

Spraying, however, is about as close as American personnel get to the fight. Nationals do the close-up work, such as removing the plants by hand or raiding the trafficker's redoubts.

However, there are risks.

Each day spray aircraft are exposed to ground fire. "There have been more than 70 incidents of eradication aircraft being hit by ground fire this year," Mr. Milavic said.

Much of the bureau's daily work, such as aircrew selection, training, maintenance and mission planning is done by DynCorp, a Northern Virginia Fortune-500 company that was recently selected as the maintenance contractor for Air Force One. The bureau acts as a general contractor, providing guidance and management. "We exercise federal oversight," Mr. Milavic said of the bureau's management role. "We establish the standards."

Currently, the bureau is focusing its resources on Colombia, where the traffickers are aligned with insurgent and illegal paramilitary forces. The FARC, Revolutionary Armed Forces of Colombia, the largest group, is a highly organized leftist rebel force with a political agenda. It deals

# BOONDOCK TRAINING HONES SURVIVAL SKILLS

Story and Photos  
by Paul Koscak

**A**longside a desolate Florida highway, about a dozen pilots step off the bus. The gaggle gathers backpacks and starts walking into the adjoining jungle-like forest on a dirt road leading to their training camp.

It's a leisurely walk as the thick brush and palmetto palms begin to hide much of the morning's warm sunlight. As the group ventures deeper into the growth, birds and muted conversations make the only sounds. But not for long.

Boom!

A thundering explosion shakes the ground.

The crack of small-arms fire rips through the air.

Bursts from automatic weapons erupt.

Red smoke slowly chokes the underbrush.

Shrill shouts in Spanish ring out.

The pilots make a run for it, but a four-wheel all-terrain vehicle roars down the path and cuts them off. Three manage to escape.

Within seconds, the pilots are surrounded by the rebel forces and captured. They're blindfolded. They're interrogated. They're in a real mess.

Fortunately for the startled pilots, the rebels are really members of Patrick's 920th Air Rescue Squadron, who support the Department's three-day escape, sur-



*An incendiary device creates a fiery halo during a staged ambush.*

vival and resistance training. The course is required for aircrews tasked to spray coca, poppy and marijuana fields.

It underscores one poignant point: The State Department doesn't fly the "Friendly Skies."

After all, when doing your job deprives someone of making millions, it's bound to come back at you—usually in bullets.

"Most of our guys are prior military, so they have an understanding

of defensive tactics," said Lane Harris who, along with several other air wing staff, designed and introduced the course in April. "However, some of the agricultural pilots we hire don't have a clue, so the course is a good baseline to build their survival skills."

For State's Aldo Leonardi, a newly hired crop duster pilot, the ambush sent a chilling message: spraying illicit plants is a lot more risky than powdering the corn and bean fields he left behind in Illinois.



*Ambushed, blindfolded and interrogated, aircrews get a taste of survival training.*

in drugs to equip its members. "They're disciplined and they have automatic weapons," Mr. Milavic added.

Through Plan Colombia, the United States committed \$1.3 billion to enhance Colombia's counterdrug program. The bureau and the DoD are training several Colombian counterdrug battalions.

Night operations will drastically reduce exposure to ground fire. Although operating in the dark is inherently risky, Mr. Milavic said an advanced night-vision goggle being developed by National Aeronautics and Space Administration would minimize that risk. The goggle uses a laser to project the aircraft's instrument panel into the pilot's eye. The pilot actually sees the instruments while focusing full attention outside the cockpit, when at low altitude and high speed, even a split-second glance at the instrument panel could prove disastrous. Adding more sophisticated, armor-protected aircraft would give

"It scared the s— out of me," he said.

The ambush is a surprise, but the syllabus isn't. There are lots of academics at Patrick before the students spend the night in the field. Topics include food and water procurement, first aid and surviving a crash.

"There's a time when you're not flying the aircraft anymore," Mr. Harris cautioned during a classroom session, describing the last few seconds of a crash. "Take your feet off the rudder pedals and brace yourself. The rudder isn't doing anything for you anymore. Otherwise, you could end up with broken legs and not be able to get out of the aircraft."

Most of the course, though, is hands on. There's instruction in camouflage and how to link up with a rescue unit. At night, the pilots orienteer with map and compass, identifying landmarks and pacing themselves. They're advised to probe ahead with a stick to avoid snakes, animals or banana spiders.

Although rescue aircraft trail the sprayers, the pilots receive instruction on an array of survival equipment.

Survival vests include flares that can penetrate the jungle canopy, a night-vision scope, a knife and a 9-mm Beretta—just in case.

The ambush isn't the only time the students get a little action.

They experience being airlifted to safety by helicopter. The scenario, perhaps the most important skill taught in the course, involves learning to use a rescue harness and communicating by hand signals with a hoist operator working from a hovering helicopter.

To practice the extraction, two pilots are hoisted out of

the bureau a formidable tactical advantage while further reducing the danger posed by ground fire.

Ironically, considering the forces, equipment and weapons involved in the counternarcotics operation, the defoliant is, perhaps, the most benign. It's nothing more than Round Up,<sup>TM</sup> a commercially available weed killer, mixed with an enhancer and water. Most of the spray never reaches the soil. Instead, the mixture eats through the waxy coca leaves, allowing the chemical to be absorbed into the plant, which eventually travels to the roots and kills it.

After being applied, the mixture "has a shelf life of five days," Mr. Milivic said.

The bureau's counternarcotics effort will take much longer. ■

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

the woods at once. It works like this: The pilots go to the pickup zone. A UH1 Huey swoops overhead and hovers about 150 feet off the ground. The cable is lowered. The two pilots then link the cable through their harnesses. They signal. The helicopter climbs, lifting the two aviators above the trees. Then, with a burst of power, the helicopter climbs away and the dangling passengers are whisked into the sky and into safety.

The two airmen remain like a pendulum at the end of the long cable, as the helicopter makes a wide one or two mile arc at about 1,000 feet before returning to the drop zone and placing the two airborne passengers gently on the ground.

"That was a kick in the a—" were the first words Jack Pegram blurted as he removed his flight helmet after touching back down in the pickup zone.

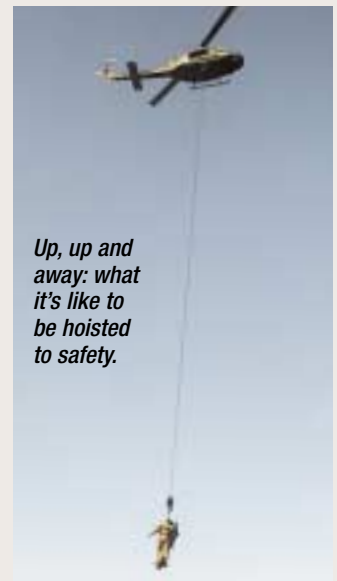
Mr. Pegram, 56, should know. He's done lots of exciting things throughout his career. A former Navy submariner and retired Army aviator, the barrel-chested Texan recently flew peacekeeping missions for the U.N. in Ethiopia and the Congo before joining the air wing.

Mr. Pegram is typical of the dozen pilots taking the training. They're buccaneer aviators with thousands of flying hours under their belts who crave flying on the edge.

"I could have gone to an airline years ago," Mr. Pegram deadpanned.

For State Department flyers, that's about as thrilling as programming a computer. ■

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



*Up, up and away: what it's like to be hoisted to safety.*



*Aircrews find it takes just a few minutes to go from pilot to prisoner.*

# Building the Diplomat-Leader

Story by Vladimir P. Sambaiew

Photos by Bob Kaiser

To represent the United States well, the Department must recruit talented people, but it must also offer the best public sector incentives for them to stay. Solid training opportunities and a model leadership-management culture are important means to achieving those goals.

The new Leadership and Management School and introduction of the leadership and management training continuum at the Foreign Service Institute are major steps to making certain that State is ready to meet the needs of its 21st century workforce.

Under Secretaries Thomas Pickering and Bonnie Cohen co-hosted the inauguration of the new school last June, bringing together some 200 representatives from academia, private sector business and nongovernmental organizations with State officials to discuss how the Department will prepare its 21st century leaders and managers.

Under Secretary Pickering told the gathering, "If doing what we do better is a management question, leadership is something more. It has to do with inspiring a staff and giving them real authority."

The veteran diplomat noted, however, that "leadership changes with the times, and it is important to avoid being trapped with old ideas and old models."

"It is time," he said, "that the Department of State develop a more modern culture, more attuned to tapping the creativity of each employee and less entrapped by bureaucracy and form."

There was consensus at the inauguration that leadership and management training should be available to all employees along the continuum of their careers, and that all employees should see themselves as leaders and managers with the ability to exercise those skills. In this way, Foreign Service and Civil Service employees will know they are valued for what they do and know that what they do is important.



*Under Secretary for Management Bonnie Cohen speaks at the inauguration of the Leadership and Management School at FSI as distinguished guests look on.*

Diplomacy requires a diplomat-leader. Clearly, today's diplomat works in an environment dramatically different from the global setting of a century or even a generation ago. The unifying objective of winning the Cold War has dissipated. Today, there are more than 190 nation-states, a dramatic expansion of the number of groups and cultures with access to and expectations about diplomacy, complex global economic relations, a galaxy of international organizations and bureaucracies and increased decentralization of the American foreign policy decisionmaking process.

Economics, technology, global issues and the media now define foreign policy issues as frequently as political and military developments do. In today's world, most U.S. diplomatic offices abroad are complex enterprises representing numerous U.S. agencies and employing large host-nation staffs.

Leadership and management in this context are a far cry from the days when the U.S. international role was relatively modest, when many U.S. missions had only one American and a few local assistants, foreign policy was limited to small national elites and doors were closed to minorities and women.

The McKinsey "War for Talent" study found State's employees are now much like their counterparts in private industry. They are less likely to be lifetime employees and find that empowerment, competitive benefits, control of career and personal needs are as important as professional challenges. They expect professional development as a matter of course.

Under Secretary Cohen summarized the situation, noting that "people join the Foreign Service because they're excited about the work...but they want something back from the State Department, and it is continuous challenge in their work and continuous training."

*Trainer Gene Kendall explains a managing change concept.*



The Overseas Presence Advisory Panel supported McKinsey's suggestions that State strengthen its "talent mind-set" to recruit, train, promote and retain the most qualified employees." Ruth A. Davis, FSI director, said that State "must respond to the imperatives of the 21st century to continue to attract the best and brightest and to train them to be leaders and managers from the beginning of their careers to their ultimate assignment."

Speaking at Georgetown University last September, Director General Marc Grossman stressed that 21st century diplomats must be proficient in a broad range of areas, including languages, intercultural communication, preventive diplomacy, global issues, public diplomacy and negotiating skills. He made clear that while State will always need analytical excellence and top-flight language competence, strong leadership and management skills are critical.

The central goal is to ensure that the Department's Foreign Service and Civil Service employees succeed in the challenging jobs they must do on behalf of the United States. The good news is that recent studies have shown leadership and management competencies for the Foreign Service and Civil Service to be largely the same.

The studies have significant implications for FSI's leadership and management training continuum, according to Director Davis, "because it means that we don't have to have separate programs for people who manage at home and people who manage overseas."

For all these reasons, FSI's new leadership courses span the full range of an employee's career. A variety of choices are given at the entry, nonsupervisory, mid-career and senior levels. A subsequent article will feature a number of these innovative courses and their instructors.

A full listing of offerings is available on the State Dept. Intranet at <http://fsiweb.fsi.state.gov> (<http://99.4.241.2/>). ■



*Instructor Chris Powers leads a team-building session onsite.*

*The author is former director of the Office of Bilateral Trade Affairs on detail to the Leadership and Management School at FSI.*



*U.S. Army Lt. Col. Marcellus Hay Jagoe IV, left, on loan to the bureau's Office of Peacekeeping and Humanitarian Affairs, joins an Australian officer in the U.N. observer force on the Golan Heights.*



By Paul Koscak

**M**aking sure America has a voice at the international table is what the Bureau of International Organization Affairs does best.

It sounds simple enough until you realize the bureau, through its work in Washington and elsewhere, is involved in just about anything and everything that goes on in the world: from human rights and peacekeeping to trade and transportation to science, crime and corruption.

Whew!

That's a lot of tables to sit at.

"U.S. policy is defined here," said Michael Orlansky, the bureau's public diplomacy specialist.

Whether it's offering guidance to the U.S. Ambassador U.N., drafting objectives for a delegation representing U.S. interests at an international peace conference or providing direction on casting a vote in the General Assembly, the bureau ensures that U.S. interests and positions are clear and, as much as possible, supported.

It all starts at the bureau's Washington, D.C., headquarters. There, Department officials work closely with the Secretary and other policymakers to coordinate with mission staff at the U.S. Mission to the U.N. and at six overseas locations: the U.S. Missions to International Organizations in Vienna, Geneva, Rome, Paris, Nairobi and Montreal. The process is really a dialogue because

headquarters staff looks to the field for information to shape U.S. international policy. When all the give and take is done, U.S. policy emerges.

But getting all sides together and developing a policy proposal for leadership to endorse before it becomes a field directive is a big part of what happens in Washington, D.C. Sometimes the information can be quickly put together, other times it can

take months to get consensus, explained Kaye Boesel, host-country officer at the bureau's U.N. political office.

"The web of consultation can be broad," she said. "IO pulls together from multiple sources."

Ms. Boesel's section, for example, focuses on Security Council issues. Providing our U.N. delegation with guidance that reflects national policy may require approval not only from the under secretary for Political Affairs but the National Security Council as well, she explained.

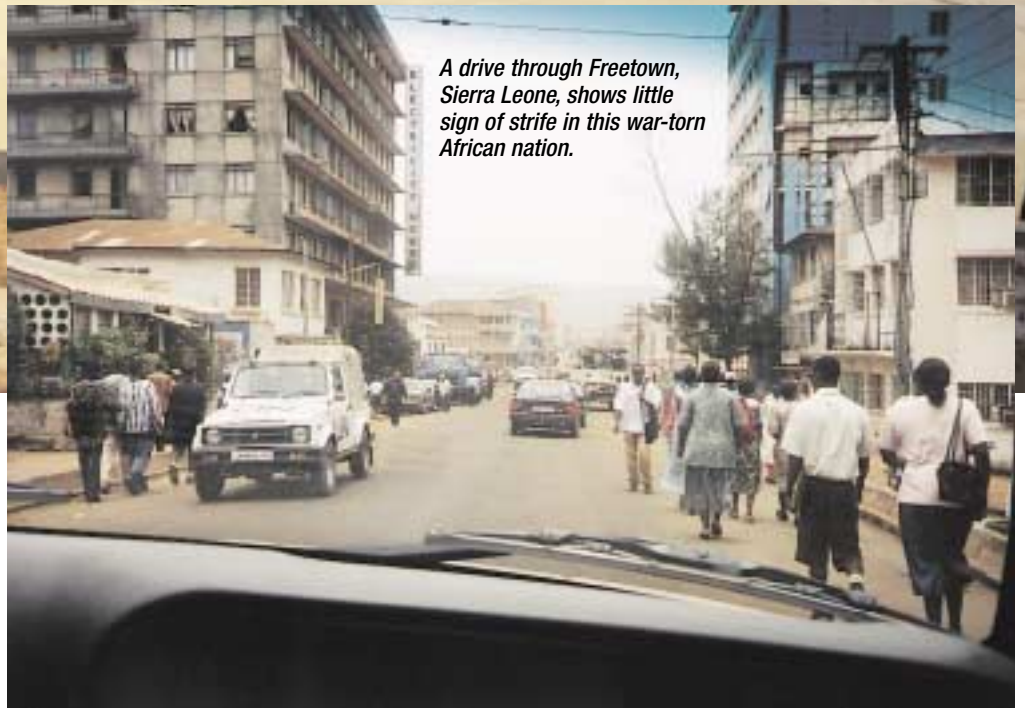
The bureau employs regional and technical experts who staff its numerous sections. Each overseas mission also has sections spanning the scope of world issues: disarmament, elections, outer space, health, terrorism, atom-

# International Organization Affairs

*This heliport is part of the U.N.'s peacekeeping presence in Sierra Leone.*



*A drive through Freetown, Sierra Leone, shows little sign of strife in this war-torn African nation.*



ic energy and international sanctions, among others.

Neil Boyer represents the United States at the Universal Postal Union. The group does everything from finding ways to compensate foreign post offices for handling U.S. mail to sharing the latest delivery services technology with emerging nations.

"Security is a big problem," said Mr. Boyer, deputy director of the bureau's Office of Specialized Agencies. He said foreign postal systems look to the union for guidance in detecting drugs and weapons.

Mr. Boyer's office organizes U.S. delegations to attend international postal conferences. "The U.S. is the only nation that includes private couriers such as United Parcel Service and Federal Express in its delegations," he noted.

And it's common for certain issues to dominate a particular mission.

"Geneva, through the Human Rights Commission, sets and monitors international standards," said William B.

Wood, the bureau's principal deputy assistant secretary. "We believe in the rights of the individual."

Human rights, health and the environment are some of the major issues before the commission, including slavery, torture and child soldiers. The Geneva mission is also working with member nations in the World Health Organization to eradicate smallpox and polio, Mr. Wood said.

In contrast, the Vienna mission is engaged in nuclear safety, drug abuse and crime issues—nukes, drugs and thugs. Using nuclear power in space, space debris or allocating positions for geo-stationary satellites are part of



the international discussions in Vienna. Battling corruption, a big part of the social and political fabric in numerous Latin American and African nations, is high on the Vienna mission's agenda.

A recent conference saw Richard Pennington, New Orleans police chief, highlight how he turned around a department in which a third of his officers were dismissed, arrested or disciplined for varying degrees of corruption. Representatives from Egypt, Hong Kong and Hungary shared their experiences.

## Sexy It's Not, But U.N. Group Grabs Attention

Let's face it: international commercial arbitration, cross-border bankruptcies and electronic commerce are enough to make you ... well, you know, turn the page.

But wait. A little-known United Nations Commission on International Trade Law, run by just seven lawyers who are literally writing the book on the stuff, may not.

Just think, with no guidelines, no treaties, no roads to recourse when your international business goes bust, you're ... well, you know.

To prevent that, the Vienna-based commission is helping developing nations boost their economies through expanded trade. It's also helping corporations invest in emerging markets through laws transcending national, legal and political systems.

"It's one U.N. organization that America's businesses love," remarked Kit Traub, a Foreign Service officer assigned to the Vienna-based commission. He calls the commission "the leanest and most efficient outfit in the United Nations."

Modernizing business practices and shoring up international laws is the focus of the commission's work, he said. For instance, the group's model law on international commercial arbitration created a private dispute resolution system that's cheaper, quicker and more reliable than resorting to national legal systems. Arbitration awards, "unlike most court judgments are fully enforceable in virtually every corner of the world," Mr. Traub said.

Three prominent commission members are world renowned for their expertise on international commercial arbitration. Howard Holtzmann represents the United States; Sergei Lebedev, Russia; and Warren Khoo, Singapore.

The Department selected Mr. Holtzmann, based in New York City, to serve as a judge on the U.S.-Iran claims tribunal at The Hague. He's credited with helping U.S.



*With more than 100 years of combined experience, the commission's triumphant triumvirate are, from left, Howard Holtzmann, United States; Sergei Lebedev, Russia; and Warren Khoo, Singapore.*

businesses recover billions of dollars in losses caused by the Iranian revolution.

Before the fall of the Soviet Union, Mr. Holtzmann and his commission colleague, Mr. Lebedev, hammered out an arbitration pact so American businesses could resolve disputes with their Soviet counterparts. At the time, Mr. Holtzmann represented the American Arbitration Association and Mr. Lebedev, the Soviet Chamber of Commerce.

Currently, the commission is helping the poorest countries update their financial rules to attract support for badly needed infrastructure projects, and it's working to amend arbitration rules covering developments in electronic commerce. Another project is a convention to export "revolutionary U.S.-Canadian commercial finance techniques that could open up huge reserves of private capital for the developing world," Mr. Traub said.

So, while U.N. efforts to capture war criminals, curb corruption and dash international drug rings may grab the headlines, the U.N. Commission on International Trade Law is instead grabbing lots of appreciation from businesses throughout the world.

A conference on judicial corruption featured Supreme Court Justice Sandra Day O'Connor, who addressed an international panel on the independence of the American judiciary as a model of integrity and impartiality.

Drugs and crime are another area for the Vienna mission. The United States supports the eradication of poppy, marijuana and coca crops, particularly in Colombia. It seeks international support to stop and search on the high seas ships suspected of transporting drugs or chemicals to manufacture drugs. International cooperation is also sought to deprive criminals of money-laundering havens.

The bureau also participates in specialized U.N. organizations. The United States has representatives at U.N. offices in Rome, Montreal, Paris and Nairobi that deal with food and agriculture, aviation, education and social issues and the environment, respectively.

If there's one issue that can spell the difference between war and peace, education and illiteracy or health and disease, it's food. The U.S. mission in Rome plays a major role in rallying U.N. support for school lunch programs throughout the world. The United States alone donated \$300 million to purchase surplus farm produce for international school lunch programs. The

mission estimates the program will affect more than 300 million children, costing just a dollar per child.

Clearly, the most visible and well known of the bureau's missions is at the United Nations. The mission maintains an office across the street from the U.N.'s trademark elliptical building along Manhattan's East River. Although on U.S. soil, the mission functions more like an embassy headed by an ambassador

who is a member of the President's cabinet. Peacekeeping, while not equally supported by member nations, is nevertheless a top priority at the U.S. mission in New York. Nearly all—98 percent—of the world's peacekeeping ventures are financed by just 30 members, with half of the budget picked up by the United States and Japan, according to David Welch, assistant secretary for International Organization Affairs.

Successful peacekeeping, the assistant secretary said, "enables refugees to come home; disarms combatants; eliminates the fear of being caught in a crossfire; brings war criminals to justice and helps leaders build democratic institutions."

There are currently 15 U.N. peacekeeping missions worldwide. The mission lobbies U.N. members in other ways, such as supporting international sanctions and boycotts. Recently Nancy Sodenberg, the U.S. representative for special political affairs, cast a U.S. vote supporting the Sierra Leone diamond resolution. The measure calls on the international community to boycott diamond trading with that African nation because the proceeds end up financing rebel activities, which include mutilating civilians, including children, with machetes.

"We get a lot of bang for the buck," Mr. Wood said. "The U.N. is the only place where mandatory sanctions can be imposed." But bucks are likely to become an even more contentious issue as members, particularly the United States, seek more balance in the system by which member states support U.N. budgets. "Right now, the U.N. is too dependent on one nation—us," Mr. Wood said. ■

The author is a writer-editor for State Magazine.



George E. Moose, left, U.S. Ambassador to Geneva, and Nancy Rubin, U.S. Ambassador to the U.N.'s Human Rights Commission, respond to questions at a press briefing at the Palais des Nations, the U.N. building in Geneva.



Space issues are part of the U.S. Mission to International Organizations in Vienna. From left, Mark A. Assur, U.N., Vienna; Laura E. Kennedy, charge d'affaires; Mazlan Othman of Malaysia, director of the U.N. Office for Outer Space Affairs; and Kathleen W. Barmon, political-economic counselor, U.N., Vienna.

# Getting a Grip on Your Tires

By Dave Davenport

**T**he Firestone/Explorer tire recall prompted the Department to send guidance and updates to both domestic and overseas fleet managers, citing ways to reduce risks of single vehicle rollover should their vehicles have defective tires.

While many employees own Explorers, the Department has fewer than 100 in its fleet. A rollover accident that resulted in minor injuries to two employees wearing seat belts was reported by one post, while another logged a similar accident that resulted in one fatality to an employee not wearing a seat belt.

Firestone and Ford, according to information developed during the hearings, disagreed about the proper inflation of the tires on Explorers. While Firestone recommended an inflation pressure of 30 PSI (pounds per square inch), Ford recommended 26 PSI for normal driving conditions. The inflation pressure listed on the vehicle's door plate is for comfort with one or two passengers under "normal conditions." The owner's manual has more information on inflation pressures for fully loaded vehicles, extremes of weather and high-speed driving. We recommend reading this helpful section of the manual.

Few owners check their tire pressure regularly. Not until a 10-MPH turn results in squealing tires will the average driver bother to check. Radial tires may look normal whether properly inflated or not. For this reason, owners should check the

inflation pressure at least weekly with an accurate gauge when the tires are at ambient temperature. As the ambient, or normal, temperature goes down, the pressure in a tire goes down—normally one pound for every 10° C (18° F) drop in temperature. Tires operated when underinflated can develop unseen weaknesses that do not show up until the vehicle is traveling at 60 to 70 MPH. Tire failure at those speeds can be catastrophic.

Although the automotive tire safety issue was elevated by these recalls, information indicates that many motorists may have contributed to the tire problems. Articles in the U.S. media report that many who have died were ejected during the rollover accidents. This means that they were not wearing seat belts.

Some drivers dismiss unusual noises or changes in the vehicle's handling that could warn of an impending tire failure. These include rocking very slightly from side to side on smooth pavement at low speed; developing a slight to moderate pull to the side; a rhythmic tire thumping despite the fact that the tires are properly balanced; and vibration that increases with speed. It is best not to ignore these sometimes-subtle messages from your vehicle.

Failed tires should not be simply discarded. Fleet managers should report unexpected tire failures to the Department. If the tire is on a gov-

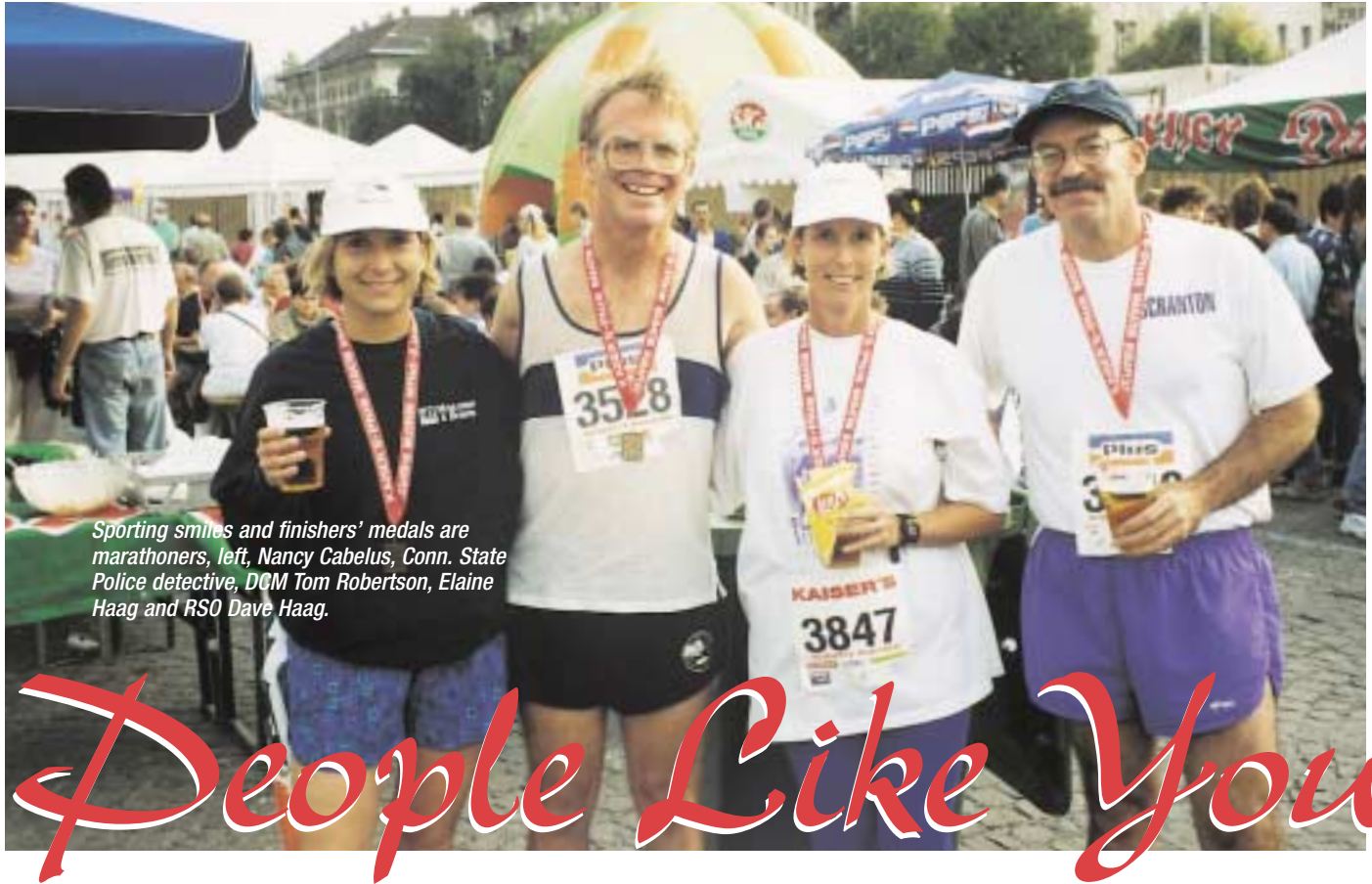


ernment-owned vehicle, the safety office will work with the appropriate fleet manager to file a proper report. If it is on a private vehicle, the safety staff can also help with the problem.

A failed-tire report to the Department of Transportation requires filing the DOT safety standard code on each tire. This is a seven- to ten-digit alphanumeric character stream preceded by DOT. The first two characters identify the plant where the tire was constructed and the last three or four identify the week and year the tire was manufactured. The intervening characters are the manufacturer's identification numbers. The DOT code number is located on the wheel well side of the tire near the tire rim. The diagram on the wheel well shows the location of the DOT number and explains the rest of the information that tires sold in the United States are required to have. ■

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*The author is a safety specialist in the Office of Safety/Health and Environmental Management.*



*Sporting smiles and finishers' medals are marathoners, left, Nancy Cabelus, Conn. State Police detective, DCM Tom Robertson, Elaine Haag and RSO Dave Haag.*

# People Like You

## The Race Is Not Always to the Swift

Three U.S. Embassy runners and a friend were among the 45 Americans entered in this year's Budapest Marathon, Oct. 1. The 26.2-mile course is a fast, flat and scenic route that crosses the picturesque Danube four times as it weaves through the streets and past the sights of Buda on one side of the river and Pest on the other.

Tom Robertson, deputy chief of mission, finished his second marathon in 4:40; Dave Haag, regional security officer, finished his second in 5:05; Elaine Haag, Dave's wife, finished her first in 5:30; and veteran marathoner Nancy Cabelus, a Connecticut State Police detective and old friend of the Haags, flew to Budapest expressly to run her first foreign course in 4:30.

But as any marathoner will tell you—usually the slower ones, says Dave—the times are not as important as competing and finishing. The training program Elaine, Tom and Dave followed was an 18-week schedule published in *Runner's World*. The three "tuned up" with a half-marathon and a 10K run. "We try not to take ourselves too seriously," Dave says, "although the Prague Marathon looks promising for next year."

## Residents Recall Liberation

Before William Gehron worked for the State Department as the deputy public affairs officer in the European Bureau, retiring in 1983, he was a second lieutenant in an armored infantry battalion that liberated Blatna, Czechoslovakia, in 1945 at the end of World War II.

Last spring, he and his wife visited Eastern Europe and the town of Blatna to see if anyone remembered the day those GIs wrestled back the region from the Germans.

They weren't disappointed.

More than 50 residents and the mayor turned out for a town hall reception to say they didn't forget. The group shared photographs and other mementos foraged out of closets and drawers to support two groups' indelible anecdotes of the war's end.

"They remembered that American soldiers brought not only freedom but also goods—chewing gum, cigarettes and unusual foods such as pineapple or pork with apples," he said. "The Americans' optimistic view of the world also stuck in the townspeople's memory."



*William Gehron, center, is joined by local residents at a monument that pays tribute to his unit.*

**Upcoming Performances**



- ◆ **Jan. 10:** Marion Lee, pianist, Debussy and other classical piano music
- ◆ **Jan. 24:** Veneta Jones, director, a Flock of Flutes
- ◆ **Mar. 7:** Meczyce Tsung, Chinese opera and dance
- ◆ **Mar. 21:** Susan Merritt, pianist, women and music
- ◆ **Apr. 18:** Wayne Dorsey, classical pianist

*Note: Unless otherwise indicated, all performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium. They are free to State employees.*

## From Spain with Love

By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association recently concluded a series of concerts, Spotlight on Spanish, celebrating Hispanic Heritage Month. Entertainment included a mix of vocal, guitar and piano selections.

Guitarist Francesc de Paula Soler, known as the poet of the guitar, simulated bells, flutes, drums and even images of dance, while pianist-composer Marcos Galvany stirred emotions with his composition of "Spanish Rhapsody."

Vocalist Patricia Rogers, accompanied by pianist Fabian Faccio, rounded out the musical mix with selections from Spain and Argentina.

Pianist Carlos Cesar Rodriguez performed a litany of Spanish selections, including "La Vega" by Isaac Albeniz, and dazzled the audience with his own version of the Argentine tango.

For their second appearance, Ms. Rogers, a soprano, accompanied by Mr. Faccio joined with vocalists Miwa Kawaguchi and Yoshiko Murata to present a variety of Latin music, including "La Majo Dolorosa" (Sorrowful Lady) by Enrique Granados, "Habanera" (dance originated in Havana) by Georges Bizet and "Pueblito Mi Pueblo" (My Lovely Little Village) by Carlos Guastavino.

Pianist Ana Cervantes, a Fulbright scholar developing a repertoire of Mexican contemporary music for U.S. performances, concluded the Spanish celebration with a riveting concert entitled "Many Voices—One Piano," which included Arturo Marquez's beautiful "Dias de Ma y Rio" (Days of Seas and Rivers).

The State of the Arts Series plans to continue featuring international performers to promote understanding of other cultures. ■

*Pianist Fabian Faccio plays for vocalists, from left, Yoshiko Murata, Miwa Kawaguchi and Patricia Rogers.*



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

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

*Roger Charles Brewin III, 74*, a retired Foreign Service officer, died of complications related to cancer Oct. 26 at his home in Washington, D.C. Mr. Brewin's overseas postings included Zurich, Asunción, and Bombay. He was deputy chief of mission in La Paz and Asunción. During World War II, he served in the U.S. Army as a dental technician aboard a hospital ship. He served three years in the Central Intelligence Agency before joining the State Department.



*Peter Dalton Constable, 68*, a retired Foreign Service officer, died of prostate cancer in his Washington, D.C., home Sept. 30. An expert on Pakistan, Ambassador Constable served in Lahore and then as deputy chief of mission in Islamabad and as country director in Washington, D.C. In 1979, he became senior deputy assistant secretary for Near Eastern and South Asian Affairs. He was U.S. Ambassador to Zaire from 1982 to 1984 and retired with the rank of Career Minister. After retirement, Ambassador Constable served four years as director-general of the Multinational Force and Observers.

*Mary Gudjonsson, 59*, administrative officer in the U.S. Embassy in Reykjavik, died of cancer June 15. Ms. Gudjonsson joined the Foreign Service in 1990 and served abroad in Ponta Delgada, Mbabane and Jeddah before her 1997 assignment to Iceland.

*Dorothy C. Haase, 93*, a retired Department employee with more than 30 years of federal service, died Jan. 3 in Kensington, Md. Ms. Haase served as a secretary/stenographer in New York City and Washington, D.C.

*Gerrit J.W. Heyneker, 86*, a retired Foreign Service officer, died Oct. 30 of natural causes in Denison, Texas. Mr. Heyneker held assignments in Brussels, Calcutta, Guatemala City, Kinshasa and Paris as well as in Washington, D.C. He served with the U.S. Army in the European Theater during World War II.



*Daniel L. Horowitz, 84*, a retired Foreign Service officer, died of complications from kidney disease Oct. 17 at Suburban Hospital in Bethesda, Md. Mr. Horowitz joined the Foreign Service in 1943 and served as the Department's first labor attache in Chile. He also served in The Hague. In 1971 he was appointed coordinator of international labor affairs and director of the office of labor affairs at the Agency for International Development. In the mid-1970s, he was special U.S. representative to the International Labor Organization in Geneva.

*Robert Charles Huffman, 84*, a retired Foreign Service officer, died July 22 at Good Samaritan Hospital in Dayton, Ohio. Mr. Huffman joined the Foreign Service in 1940 and served in Moscow and New Delhi before entering the U.S. Navy in 1944. He served as a naval officer for two years before rejoining the Department in 1946. He then served in Montreal, Singapore, Frankfurt, Bonn, Lagos, Zurich, Bern, Vancouver and Duesseldorf.

*Berger A. Indseth, 81*, a retired Foreign Service officer, died of cancer Aug. 12. He joined the Foreign Service in 1954 and served in Jordan, Iraq, Turkey, Yemen, Kenya, Vietnam and Washington, D.C. Mr. Indseth served in the U.S. Navy during World War II and, after retirement from the Department, served two terms in the state legislature of his home state of South Dakota.

*Frances M. Jergenson, 89*, wife of deceased foreign buildings officer Kenneth G. Abert, died June 1 in Destin, Fla. Ms. Jergenson, previously known as Frances M. Abert, served with her husband during several tours in Africa and in Washington, D.C.

*James R. Johnstone, 89*, a retired Foreign Service officer, died Oct. 12 in Fairfield, Pa. He entered federal service in 1935 and joined the Foreign Service in 1954, serving in Tokyo, Frankfurt and Washington, D.C.

*George E. Payne, 67*, a retired diplomatic security officer, died Aug. 16 from complications following lung surgery in Tucson, Ariz. Mr. Payne joined the Foreign Service in 1964 and was posted to Karachi, Belgrade, Nairobi, Bonn, Taipei, Pretoria and Ottawa.

# Education & Training

Program	Feb.	Mar.	Length
<b>Language</b>			
<b>BASIC, Course Code: 100</b> French, German, Italian, Portuguese and Spanish	26	—	24 W
<b>BASIC, Course Code: 100</b> Other Languages	26	—	23 W
<b>F.A.S.T., Course Code: 200</b>	26	—	8 W
<b>Early Morning, Course Code: 300</b> Arabic, Chinese (Mandarin), French, German, Italian, Portuguese, Spanish & Russian	20	—	17W
<b>Russian Reading Maintenance Course (Distance Learning)</b>	20	—	12W
<b>Area Studies</b>			
<b>Advanced</b> -During full-time Language Trng.—Weekly			3 H
<b>Intensive</b>			
Sub-Saharan Africa AR210	12	—	2 W
East Asia AR220	12	—	2 W
Western Hemisphere AR239	12	—	2 W
Near East & North Africa AR240	12	—	2 W
South Asia AR260	12	—	2 W
Southeast Asia AR270	12	—	2 W
Russia/Eurasia AR281	12	—	2 W
Caucasus/Central Asia Module AR282	15	—	2 D
Caspian Sea Energy Module AR283	16	—	1 D
Europe AR291	12	—	2 W
European Union Module AR292	21	—	2 D
Balkans Module AR293	15	—	2 D
<b>Administrative</b>			
Managing Customer Svc. PA123	—	14	1 D
Customer Svc. Trng. PA143	—	15	2 D
Property Mgt. for Cust. Officers PA135	—	22	2 D
Mgt. Control Workshop PA137	26	—	2 D
CFMS Syst. Overview & Orient. PA150	—	20, 22	2 D
CFMS Requisition Documents PA153	—	28	2 D
CFMS Miscellaneous Obligations PA154	—	30	2 D
CFMS Travel Orders PA155	—	26	2 D
COR Pre-Award Trng. PA174	—	5	3 D
COR Post-Award Trng. PA 175	—	8	2 D
Purchase Card Trng. PA197	28	—	1 D
Fin. Mgt. Officer's Course OS PA211	12	—	7 W
Working With ICASS PA214	13	13	4 D
Principles of Appropriation Law PA215	13	—	4 D
Accounting Vouchering & Cert. PA216	20	—	5 D
Supervising a Cashier PA217	26	—	5 D
General Svcs. Operations PA221	—	5	10 W
Basic Administrative Mgt. PA224	26	—	1 W
FSN Classification & Comp. PA232	—	5	2 W
Human Resources Mgt. at Post PA236	12	—	2 W
ICASS Executive Seminar PA245	28	—	1 D

**Correspondence Courses:** How to Be a Certifying Officer PA291, How to Be a Contracting Officer Representative PA130, How to Write a Statement of Work PA134, Intro. to Simplified Acquisitions & Requisitions Overseas PA222, Mgt. Controls Workbook PA164, Trng. for Overseas Cashier Supervisor PA294, Trng. for Overseas Voucher Examiners PA200

**Computer-Based Trng. (CBT):** Purchase Card Self-Certification Trng. PA297, Overseas Cashier (CD ROM Version) PA295, Basic NEPA Record Keeping (Overseas) PA226

Program	Feb.	Mar.	Length
<b>Consular</b>			
Regional Workshop for Cons. FSNs PC106	—	12	1 W
Automation for Cons. Mgrs. PC116	12	19	1 W
Wkshp. Sen. Amer. Citizen Svcs. FSNs PC122	—	5	1 W
<b>Continuous Enrollment:</b> Basic Consular Course PC530, Orientation to Overseas Consular Functions PC105, Overseas Citizen Svcs. PC535, Passport & Nationality PC536, Immigrant Visas PC537, Non-Immigrant Visas PC538, Consular Review & Automation PC540			
<b>Correspondence Courses:</b> Immigration Law and Visa Operation PC102, Nationality Law and Consular Procedures PC103, Overseas Citizens Svcs. PC104 (6 Days), Passport Examiners' Correspondence Course PC110			
<b>Curriculum and Staff Development</b>			
Basic Facilit. and Del. Workshop PD513	14	—	3 D
<b>Orientation</b>			
Orient. for Civil Svc. Employees PN105	7	21	3 D
Intro. to Working in an Embassy PN113	—	1	2 D
<b>Executive Programs</b>			
EEO/Div. for Mgrs. and Supervisors PT107	15	8, 29	2 D
Managing People Problems PT121	22	—	3.5 D
Adv. Mgt. Skills PT210	12	—	9 D
Coaching PT211	22	—	1 D
Starting Right—A Seminar for			
Program Directors PT213	—	20	3.5 D
Managing Conflict Productively PT214	—	12	2 D
Team Leadership Workshop PT215	—	26	2 D
<b>Management Development</b>			
Strategic Planning & Performance			
Measurements PD529	22	—	2 D
Supervisory Studies Seminar PK245	5	—	1 W
Employee Relations Seminar PK246	15	—	2 D
Teambuilding PT129	—	9	1 D
Performance Mgt. Seminar PT205	—	5	3 D
Managing Change PT206	—	8	1 D
Intro. to Mgt. Skills PT207	—	19	1 W
<b>Public Diplomacy</b>			
FSN Exchanges Program PY204	17	—	3 W
<b>Office Management</b>			
Civil Svc. Office Support Professionals			
Trng. for Entering Personnel PK104	—	5	2 W
Travel Regulations and Vouchers PK205	8	—	2 D
Files Mgt. and Retirement PK207	—	23	1 D
Better Office English: Written PK225	5	—	2 W
Better Office English: Oral PK226	26	—	2 W
Effective Speaking and Listening			
Skills PK240	—	12	6 D
Office Technology in the 21st			
Century PK333	—	30	1 D

Program	Feb.	Mar.	Length
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### Political

Political Tradecraft PP202	—	12	3 W
Congressional Relations PP204	—	7	3 D
Multilateral Diplomacy PP211	7	—	3 D
Negotiation Art & Skills PP501	—	5	1 W
Global Issues PP510	14	—	3 D

### Overseas Briefing Center

SOS: Security Overseas Seminar MQ911	5	5	2 D
ASOS: Adv. Security Overseas Seminar MQ912	20	20	1 D
TDY Security Overseas Seminar MQ913	5	5	1 D
Youth Security Overseas Seminar MQ914	10	—	1 D
Reg. Allowances and Finances MQ104	13	—	3 D
Protocol and U.S. Rep. Abroad MQ116	10	—	1 D
Tax Seminar MQ117	—	7	2.5 H
Going Overseas Without Children MQ200	—	17	0.5 D
Going Overseas for Families MQ210	—	17	0.5 D
Going Overseas—Logistics for Adults MQ220	21	17	2.5 H
Going Overseas—Logistics for Children MQ230	—	17	2.5 H
Employment Planning MQ700	—	19	5 D
Post Options for Employment & Trng. MQ703	—	23	1 D
Targeting the Job Market MQ704	—	20	2 D
Communicating Across Cultures MQ802	—	3	1 D
Realities of Foreign Svc. Life MQ803	—	2	1 D
Emergency Medical Care and Trauma Workshop MQ 915	—	10	1 D

### Career Transition Center

Retirement Planning Seminar RV101	27	—	4 D
Job Search Program RV102	—	5	8 W
Financial Mgt. & Estate Planning RV103	—	1	1 D
Annuities & Benefits and Social Security RV104	28	—	1 D

Program	Feb.	Mar.	Length
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### Information Management

Microsoft Project PS180	27	—	3 D
PC/Windows NT 4.0 PS201	14	5, 27	2 D
Intro. to the Internet PS218	6, 28	23	1 D
Word 97 for Windows, Intro. PS232	14	8, 26	2 D
Word 97 for Windows, Inter. PS233	6	7	2 D
PowerPoint 97, Intro. PS240	6, 26	14	2 D
PowerPoint 97, Intermediate PS241	14	13	2 D
Access 97, Intro. PS250	8, 28	20	2 D
Access 97, Intermediate PS251	22	19	2 D
Excel 97, Intro. PS270	1, 21	5, 28	2 D
Excel 97, Intermediate PS271	—	6	2 D
CableXpress for End Users PS284	7, 9, 14, 16	2, 8, 14, 15	1 D
	20, 21, 26	21, 22, 29, 30	
CableXpress Administration PS285	—	19	4 D
MS Outlook PS298	8	2, 19	1 D
Supporting CA Appl. for IM Spec. PS310	26	26	1 W
Internet for Power Users PS318	7	1, 27	1 D
Web Development Fundamental PS418	—	5	4 D
ALMA PC/Windows NT 4.0 (Module 1) PS501	20	26	1 D
ALMA Word (Module 2) PS502	21	27	1.5 D
ALMA Outlook (Module 3) PS503	22	28	0.5 D
ALMA Excel 97 (Module 4) PS505	23	29	1 D
ALMA Power Point (Module 5) PS506	—	30	1 D

### Professional Development Division

TEL/KEY SYS—Intro to Data Communications YW140	19	12	1 W
Intro. to Telephone Security YW141	19	12	1 D
Intro. to Data Communications YW173	5	5	2 W
Classified Local Area Network YW177	—	12	2 W
SC-7 Satellite Ops. and Maint. YW192	5	—	3 W
Wide-Band Digital Trans. Ntwkg. YW213	5, 19	19	2 W
SX-50—MITEC PBX SX-50 YW219	26	—	1 W
SX-200D—MITEC PBX SX-200 Digital YW220	—	5	1 W
SX-2000—MITEC PBX SX-2000 YW221	—	12	1 W
SX-20/200A—MITEC PBX SX-20/200 Analog YW222	5	19	1 W
FAST Backup—Communications for Non-IRM Personnel YW231	19	22	1 W
FAST TERP—TERP V for Non-IRM Personnel YW232	5, 28	19	1 W
CT's Commercial Satellite Terminals YW234	5	12	2 W
Syst. Administration for Microsoft SQL Server 7.0 YW236	28	—	1 W
Administering Microsoft Syst. Mgt. Server 2.0A YW237	12	—	1 W
Supporting Microsoft Syst. Mgt. Server 2.0 Advance Syst. YW238	19	—	1 W
NT Adv.—NT Adv. Admin. YW240	12, 26	19	3 W
Radio YW244	12, 19, 26	5, 19, 26	1 W
Adv. Windows 2000 YW245	—	5	3 W
Wide-Band N.E.T YW250	5	19	2 W
BPS—Black Packet Switching YW334	—	19	1 W
Meridian 61C YW497	5, 26	19	2 W
Banyan LAN—Local Area Network YW640	26	—	2 W
Desktop Syst.s YW642	12, 19, 26	12, 19, 26	2 W
Black Router YW745	5	5	1 W
Microsoft Exchange YW749	12	12, 19	1 W

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

For additional information, please consult the course catalog or contact the Office of the Registrar at (703) 302-7144 or consult the FSI web site at [www.fsiweb.gov](http://www.fsiweb.gov).



*Language training class.*



## PERSONNEL ACTIONS

### Civil Service Retirements

**Bader, Maureen U.**, U.S. Perm. Rep. to the OAS  
**Bentley, Georgeana**, Strat., Prolif. and Mil. Issues  
**Boldon, Donald D.**, Fin. Policy and Mgt. Controls  
**Demember, Deanna A.**, European Public Diplomacy  
**Dos Santos, Augustinha E.**, Blair House  
**Matheson, Michael J.**, Office of the Legal Adviser  
**Mieroszewska, Monica**, Global Issues and Comm. Div.  
**Miller, James E.**, General and European Division  
**Nesmith, M. Joyce**, Arms Control and Nonproliferation  
**Norman, Donald S.**, Inspections  
**Ortiz, Sharon F.**, Personnel Management Division  
**Ryan, Maria A.**, Eur., Ctrl. Asia, Africa and The Amer.  
**Shub, Anatole**, Russia, Ukraine and Comwlth. Branch  
**Sinnott, Mary Ann Ryan**, Accreditation Section  
**Thompson, Deborah A.**, Employee Claims Branch

### Foreign Service Retirements

**Anderson, M. Audrey**, Pretoria  
**Bargeron Jr, John H.**, State/Defense Exchange Officers  
**Beardsley, Bruce Anthony**, Miscellaneous  
**Becker, Robert W.**, Brussels  
**Bendt, David C.**, Diplomatic Telecommunications Service Program Office  
**Benker, Robert Edwin**, Physical Security Division  
**Blackford, Peggy**, Diplomats in Residence  
**Blodgett, John S.**, Social and Humanitarian Affairs  
**Bobick, Elizabeth Ann**, Jordan, Lebanon and Syria Affairs  
**Boyer, Dorothy M.**, Rome  
**Brayshaw, Charles H.**, Riyadh  
**Bryan Jr, Robert A.**, Systems Development and Engineering Branch  
**Buck, Ralph M.**, Export-Import Bank  
**Byers, Bruce K.**, Public Diplomacy  
**Cao-Garcia, Jose**, Rome  
**Carpenter Jr, Harlow J.**, Dar es Salaam  
**Coskun, Barbara Eloise**, Phnom Penh  
**Courtney, Robert B.**, Secretariat, Board of Exam.  
**Delaney, Kathleen**, Warsaw  
**Dillen, Mark E.**, Rome  
**Dipaolo, Donna Marie**, Dep. Spec. Representative for Trade Negotiations  
**Doumitt, Paul N.**, Dhaka

## Foreign Service Grievance Board Summary

In this issue, *State Magazine* continues publishing summaries of selected Foreign Service Grievance Board decisions. Our aim is to help employees better understand the important role the board plays in resolving disputes between employees and the Department, as well as to highlight examples of board decisions that might be of particular benefit to employees and supervisors.

Reported cases will provide general information about matters that can be grieved, remedies available through the grievance process and significant board precedent. As a principle of good management, disputes and grievances should be resolved through discussion among the parties or mediation at the lowest possible level. An employee whose grievance has been denied by the agency or has not been resolved within the 90-day statutory period for agency review, however, may appeal to the Foreign Service Grievance Board.

Further information on the grievance process is available in 3 FAM 4400-4470 and at the grievance staff (HR/G) home page on the Department's OpenNet at <https://hrweb.hr.state.gov/grievance/index.html>.

## Decision Raises Ranking From Low to Mid

A Foreign Service employee filed a grievance alleging that the omission of a 1996 meritorious step increase from the employee's official personnel folder resulted in a low ranking by a 1998 selection board. The grievant also alleged that a falsely prejudicial comment in a 1998 employee evaluation report was a contributing factor in the low ranking.

In an interim decision, the board agreed that the absence of the MSI might have been a substantial factor in the 1998 low ranking. The board also decided that the disputed passage in the 1998 EER, while not falsely prejudicial, had been misconstrued by the selection board as evidence of a shortcoming in performance, and that this misapplication of precepts may have been a factor in the low ranking.

The board invited the Department to produce evidence that the grievant would still have been low-ranked in 1998 had the MSI been present in the OPF and the selection board had not misapplied its precepts.

In response to the interim decision, the Department asserted that the grievant still would have been low-ranked in 1998 because the grievant also was low-ranked in 1999, when the MSI was in place in the OPF. The Department also pointed out that the 1999 low-ranking statement did not refer to the disputed passage from the 1998 EER.

In its final decision, the board noted that the contents of the grievant's OPF had changed between 1998 and 1999, at least by the addition of an additional EER. Thus, the basis for evaluating and ranking the grievant was different in the two years. The board also noted that the Department had advanced the argument that it is not unusual that two selection boards in the same year reach different conclusions regarding an employee's ranking in class. The Board concluded that such a difference would be even more likely between selection boards from different years. The board thus found that the action of a selection board in one year regarding an employee cannot be considered evidence of how another selection board in another year would have decided, absent errors in its proceedings.

The board ordered the 1998 low ranking expunged and the grievant given a mid ranking.

# Trees for Sarajevo

## Citizens Exchange Program Launches Bosnian Reforestation



Photo by Kendra Davis

Participants in the Office of Citizen Exchanges' diplomatic training program begin planting trees. Left, Mensur Jusic, Alija Jahic and Muaz Dedajic.

Almost every international exchange program sponsored by the Bureau of Education and Cultural Affairs results in positive and unpredictable change for its participants. A training program that brought multiethnic Bosnian diplomats to the United States earlier this year offers a dramatic example of this serendipity. Jointly organized by Meridian International Center and Diplomatic Tradecraft Associates and funded with Support for Eastern European Democracy Act monies, this was a program of the bureau's Office of Citizen Exchanges.

When Susan Mockenhaupt, an official from the U.S. Forest Service, invited the diplomats for dinner in her Washington, D.C., home, she learned that many of Sarajevo's trees had been destroyed during the war. Moved by her guests, Ms. Mockenhaupt and Nancy Forbord, one of the DTA trainers, launched the "Trees for Sarajevo" project. By fall, the two had raised funds from private donors and the Salt Lake City Winter Olympics Organizing Committee to plant 15,000 trees in the city of Sarajevo and the surrounding foothills.

Back in the Bosnian capital, U.S. Ambassador Thomas Miller gathered with the returned participants to plant the inaugural trees in Vraca, overlooking the center of Sarajevo. The ambassador warned of the immediate need for trees in Sarajevo. He said experts estimate that without trees, landslides could do more than \$100 million worth of damage to the city's infrastructure within a few years.

By October, the program had gathered momentum. The White House Millennium Council, Millennium Green, the U.S. Department of Agriculture and the 2002 Winter Olympics organizing committee joined to announce Global Re-Leaf Sarajevo, a program that would build on the original initiative. The Olympics committee will use its web site to make people aware of the need for trees in Sarajevo and expects to plant another 300,000 trees in the city.

American Forests will act as the program's fiscal agent and manage the fund-raising campaign. Park Sarajevo, a public corporation, will accept the donations and arrange for the tree planting and care. Individuals can make donations to Global Re-Leaf Sarajevo online at [www.americanforests.org](http://www.americanforests.org) or by phone through the Global Re-Leaf Tree Planting Hotline (800) 546-TREE or by mail to P.O. Box 2000, Washington, DC 20013. ■

The awards platform from the 1984 Sarajevo Olympic Games.



Photo by Kendra Davis