

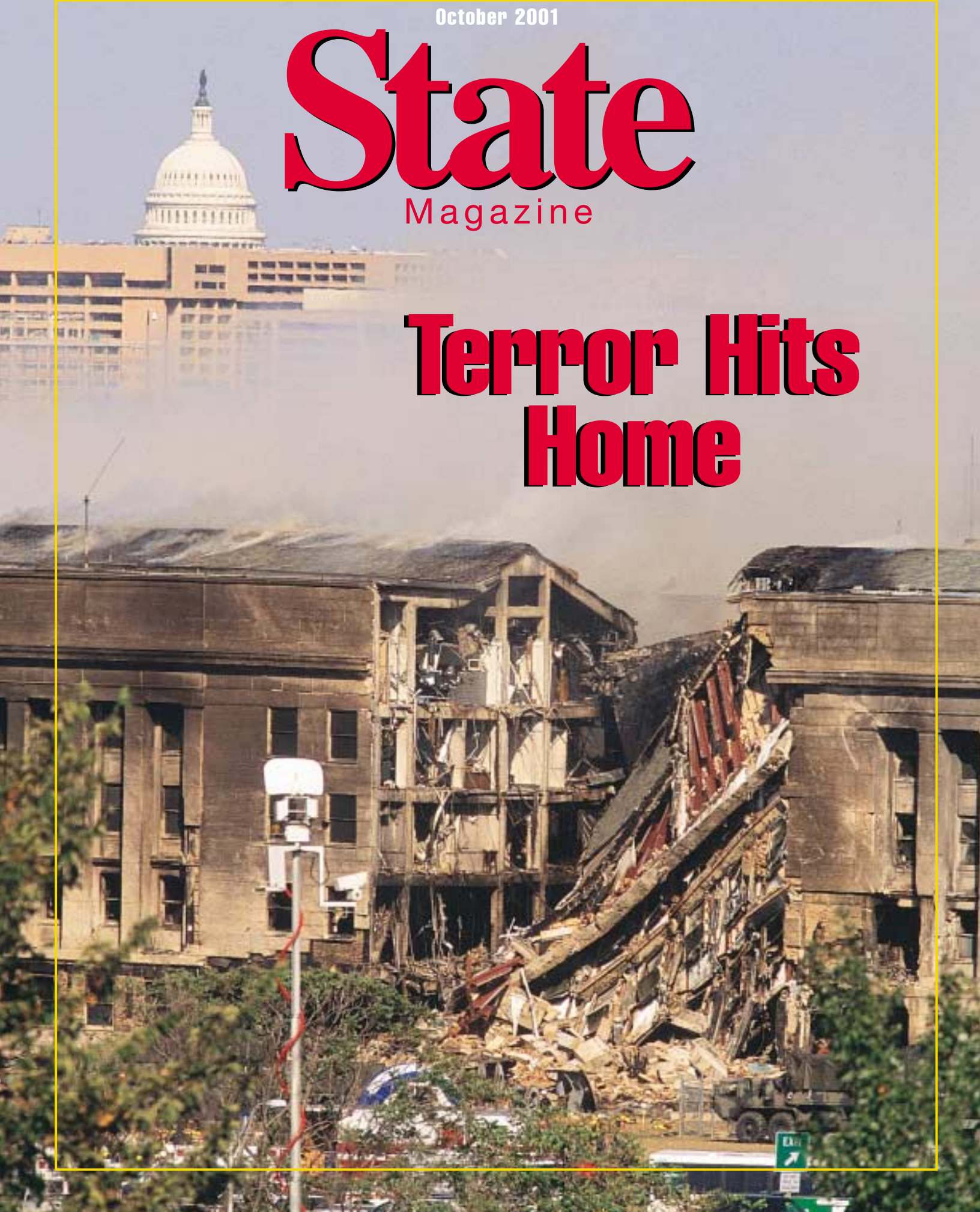
UNITED STATES DEPARTMENT OF STATE

October 2001

State

Magazine

Terror Hits Home



Contents

Department of State • United States of America



8

Photo by Paul Koscak

- 4 Terror Strikes**
Terrorists shatter Americans' sense of security at home.
- 8 Office of the Month: Antiterrorism Assistance**
Nations use U.S. ties to keep terrorists at bay.
- 14 Post of the Month: Dhaka**
The challenges are many on the Bay of Bengal.
- 19 Retirees in the Southwest**
The accent's on culture and camaraderie.
- 20 National Security Adviser Inspires Interns**
Condoleezza Rice offers career guidance.
- 21 Transition Center**
FSI resource facility observes first anniversary.
- 22 Diplomats and Soldiers**
They bond in open-air classroom.
- 24 Pitching the Foreign Service**
Diplomats-in-Residence get marching orders.
- 26 Leadership Training**
Program gets high marks from students and supervisors.

Foreign police officers learn antiterrorist tactics.

German citizens express their grief at the U.S. Embassy in Berlin.



4

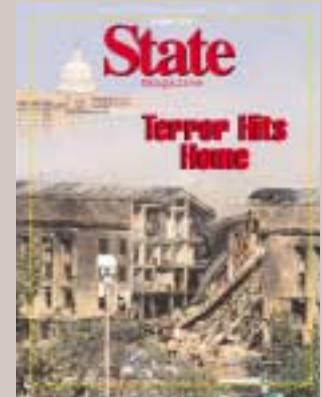
Jockel Finck/AP Photos

C O L U M N S

- 2 From the Secretary
- 13 Direct from the D.G.

D E P A R T M E N T S

- 3 Letters to the Editor
- 4 In the News
- 28 Safety Scene
- 29 People Like You
- 30 Education & Training
- 32 Appointments
- 34 Personnel Actions
- 36 Obituaries



On the Cover

The Capitol stands strong above the Pentagon's devastation.

©Jim Lo Scalzo/Folio Inc.



FROM THE SECRETARY

SECRETARY COLIN L. POWELL

We Will Not Be Deterred

At this traumatic time for all Americans, we turn to our loved ones and our extended State Department family and embassy communities. For our colleagues at overseas posts, this is an especially hard time to be far from home.

In dark hours such as these, we can derive great strength and comfort from the knowledge that America has such steadfast and caring allies and friends. From all over the world, countries large and small, rich and poor, offers of sympathy, support and assistance are pouring in.

As President Bush said, the planners and perpetrators of the attacks on New York City and the Pentagon committed acts of war against America and all that we stand for—freedom, democracy, human rights, the rule of law, free trade and international peace. Values that are shared and cherished by men and women all around the globe, and for which every man and woman serving in our embassies and consulates overseas—Americans and Foreign Service Nationals alike—works every single day to defend and advance.

We will not be deterred from our mission. America will stay engaged, move forward and prevail. Living under the constant threat of terrorism is not new to the men and women of our diplomatic missions abroad. You are used to living and working under difficult and often dangerous conditions. I expect all of you to take the utmost precaution and to take care of one another, to stay vigilant and stay safe. At the same time, I expect you to find ways to carry on with your vital work for our country.

In the coming days, weeks and months, the State Department will be called upon to help forge a worldwide coalition to combat the evil of terrorism. A coalition that will not only work to hunt down and hold to account those responsible for the recent attacks, but to mount a comprehensive, systematic and sustained campaign to break the back of international terrorism — its leaders, its actors, its abettors, its networks.

The men and women of American diplomacy will be at the forefront of this unprecedented effort. Each and every one of you can contribute. By securing the cooperation of other governments. By focusing the work of international institutions. And by reaching out to foreign publics.

The President and I and the American people are counting on each of you to do your duty, and we are confident that, in the finest tradition of service to our nation, you will rise to the challenge.

May God bless you and your families, and may God bless America. ■

Photo Leaves Wrong Impression



Your Post of the Month feature on La Paz in the July–August issue contains a photo of a young boy chiseling away at rocks in Bolivia’s Potosi silver mine, considered one of the world’s richest.

Richest or not, no mention is made of the fact that mining is one of the most hazardous industries in the world, particularly for children. The U.S. government has ratified international conventions against the worst forms of child labor, including mining. Indeed, more than 100 countries, including Bolivia, have outlawed child labor in mining specifically because it is so dangerous. The U.S. Department of Labor, in fact, is implementing a program at Potosi, as well as in Peru and Ecuador, to prevent and eliminate child labor in mining.

Unfortunately, pointing out the wealth extracted from the mine, coupled with the photograph of a child laboring away in miserable conditions, may leave readers with the impression that the U.S. government has no position on or even accepts this heinous practice.

Edmund McWilliams

Director

*Office of International Labor Affairs
Bureau of Democracy, Human Rights
and Labor*

Enjoying Your Online Edition

I left the State Department way back in 1977, and I have been thoroughly enjoying reading *State Magazine* on the Internet (www.state.gov/m/dghr/statemag).

I sadly learned in April 1999 of the death of one of my first mentors, Jean Johannesen, a great peddler for the Foreign Service, and that of a former colleague, William G. Smallwood, in June 2000.

I look forward to reading up on the 2001 issues.

Great job.

Lori Rademann

Camp Lejeune, N.C.

Corrections

William J. Burns is the new assistant secretary for Near Eastern Affairs, not the U.S. Ambassador to Jordan. Sue McCourt-Cobb is the new U.S. Ambassador to Jamaica, not the Bahamas. Charles E. Williams is director/chief buildings officer, Overseas Buildings Operations, not deputy assistant secretary. Melissa Clegg-Tripp, not Dona Dailey, wrote the Post of the Month article on La Paz in our July–August issue.

The annual Bookfair at the Truman Building, sponsored by the Associates of the American Foreign Service Worldwide, takes place daily from Oct. 12–21, not just Oct. 13–14 and 20–21, as reported in our September issue. Weekday hours are 11 a.m. to 3 p.m. Opening day hours are 2 p.m. to 5 p.m.

We Invite You to Write

We invite you to express your feelings about the events of Sept. 11. We will publish your observations in an expanded Letters to the Editor section in upcoming issues.

To accommodate as many contributors as possible, please limit your letters to approximately 250 words. All published letters will identify the author, so please include your bureau, job title and location.

Only signed letters will be considered for publication.

From the Editor

As we go to press, what had always seemed to happen overseas has happened here at home. The terror that struck stateside Sept. 11 in New York, Pennsylvania and Virginia will be with us for months and years to come, just as the fateful bombings of our embassies in East Africa on Aug. 7, 1998. Our coverage begins on page 4.

Through the Department’s antiterrorism assistance program, 52 nations are working to improve their police and other internal security forces. Since the program began in 1983, some 117 countries have sent 23,000 participants to the professional law enforcement training. To further bolster the program, the Department recently opened a new training center in Albuquerque, N.M. For more details, check out our Office of the Month on page 14.

For three decades, the United States has sought to further Bangladesh’s economic development and strengthen its democratic institutions. Since the country’s independence in 1971, the United States has provided more than \$4.3 billion in bilateral assistance, nearly half of it for food. Americans stationed at “the fort,” as the embassy in Dhaka is known, are working hard on several fronts—from economic growth to food security—so that this densely populated nation of some 130 million people can achieve its goals. Learn more in our Post of the Month section on page 8.

IN THE NEWS

Trade Tower, Pentagon Attacks Stir Employees

While smoke billows from the first tower hit, the other tower explodes into flames at the impact of the second hijacked airliner.

Chao Soi Cheong/AP Photos

A helicopter flies over the burning Pentagon. The White House and Washington Monument are visible through the smoke.

Tom Horan/AP Photos

By Paul Koscak

Minutes after jetliners slammed into the World Trade Center and the Pentagon, the Truman Building was evacuated. By 10 a.m., Diplomatic Security ordered employees out of all annexes and convened the Counterterrorism Task Force.

It all started just before 9 a.m. as employees were still arriving at work or finishing their morning coffee. Desk radios and television monitors flashed the news that an aircraft had plunged into New York's World Trade Center. Stunned employees watched as smoke billowed from the shattered structure. When the second jetliner plowed into the other 1,200-foot tower on live television and exploded into a massive ball of fire and debris, surprise turned to horror. Moments later, a third airliner crashed into the Pentagon.

With the attack now less than two miles away, horror gave way to alarm. At Columbia Plaza, employees frantically started phoning loved ones. Fanning the fear was a CNN report—which proved false—that a car bomb was discovered outside the State Department. Soon, a



Television reporters question Department employees shortly after they evacuate.

continuous, chaotic stream of workers mobbed the turnstiles as they exited the building. Others lingered inside wondering what to do, since there was no order to leave. Finally, at about noon, supervisors went from floor to floor telling employees the evacuation was official and they must leave the building at once.

At the Truman Building, the evacuation was less in doubt.

Jeremy Strozer, a presidential management intern in the Office of Export Control Cooperation and Sanctions, received news of the grim events through coworkers. "I continued working, although not coherently," he recalls. "When news of the Pentagon strike came, I thought 'we're next'."

Mr. Strozer and other colleagues decided to leave the building. "As we were leaving, the announcement to evacuate came over the public address system."

Dave Quinn, who works in the Bureau of Political-Military Affairs, tells a similar story about the evacuation. "It was fairly orderly," he said.

Francis Hawkins, program analyst in the Office of Real Property Management, knew something was wrong even before arriving at her desk.

"After I parked my car at Navy Hill, I heard a loud boom and saw the initial smoke," she said.

Greg Suchan, a deputy assistant secretary in the Bureau of Political-Military Affairs, was on the telephone with the Austrian embassy and enjoying the Potomac River view

from his 6th floor office when he spotted "a commercial airliner flying below the level of Arlington Hill." The plane's low altitude riveted his attention. He watched as it disintegrated into the Pentagon.

"What the hell," Mr. Suchan remembers blurting out in disbelief. "We may have had a plane just crash into the Pentagon. Goodbye."

The deputy assistant secretary quickly reported the crash to the Operations Center and the National Security Council.

Still, the experience revealed some shortcomings.

Kitt Alexander, Office of Real Property Management employee, noticed that many who evacuated the building were standing nearby. "It was a mistake having people milling about," she said. "They would have been killed if there

had been a car bomb. The announcement should have told people to go home."



Pablo Martinez Monsivais/AP Photos

Workers evacuate their Washington, D.C., offices in the wake of the terrorist attacks on the World Trade Center and the Pentagon.

There was also confusion, she said, whether employees could take their vehicles out of the building's garage.

Overall, Diplomatic Security was satisfied with the protective measures, according to Andy Laine, the bureau's public affairs manager.

"We had information at 8:45 of the first plane," he said. "Within 10 minutes we sent out word to increase lobby and perimeter security."

When the second airliner hit the other trade center tower an additional security alert went out. "We notified all facilities to increase vigilance," Mr. Laine said.

The security measures followed an emergency action plan, he added. "Overall, from our perspective, it went well. We're taking a look at our security posture. We're looking at what additional steps can be taken." ■

The author is a writer-editor for State Magazine.

How to Help

Employees interested in assisting the victims of the recent terrorism are encouraged to visit the web site of the Federal Emergency Management Agency (www.fema.gov) for a list of charities authorized to accept donations.

To donate leave, visit HR's Intranet web site for details about the Emergency Leave Transfer Program.

Department Responds: Here And Abroad

By Paul Koscak

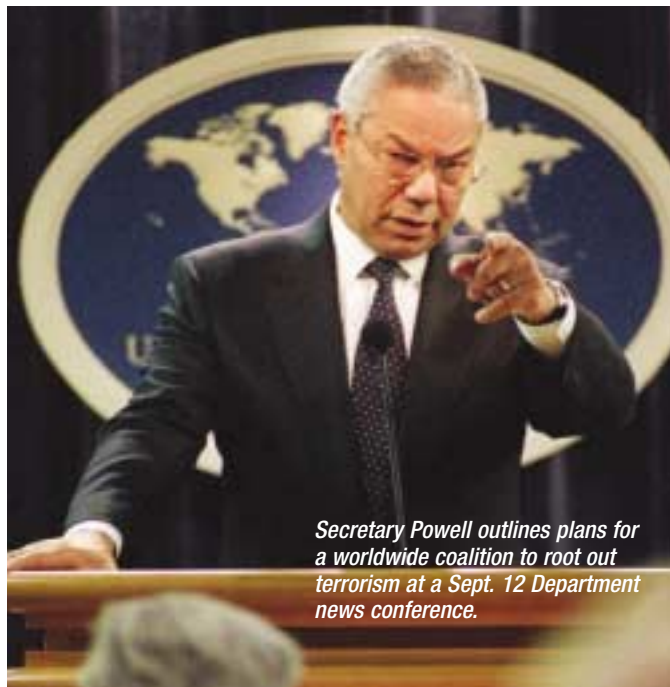
Terror struck home Sept. 11

In what will undoubtedly be America's Second Day of Infamy, terrorists hijacked four commercial airliners and crashed two of them into the World Trade Center, one into the Pentagon and another into the Pennsylvania countryside.

In response, the State Department activated an emergency plan specifically written for such calamities and convened the Counterterrorist Task Force to work around the clock from the Operations Center.

"The task force is activated anytime national security is affected," said task force director Tom Martin.

The group, which numbers about 20, coordinates and forwards information among government agencies and other groups. It handles inquiries and supports the Secretary with communications and travel arrangements. "Each task force is different, depending on the issue," Mr. Martin said. The task force can be rapidly formed after an



Secretary Powell outlines plans for a worldwide coalition to root out terrorism at a Sept. 12 Department news conference.

Heesoon Yim/AP Photos

'They're Attacking Us Too'

State Survivors Recall Crash Scene

When Frank Light accepted a detail to the Pentagon to work on counterterrorism, he didn't expect the real thing.

As terror struck home Tuesday, Sept. 11, the Foreign Service officer was just concluding a hastily called meeting in response to the World Trade Center attacks.

"We were discussing possible DoD support to other agencies dealing with the incidents in New York," he said. When the second tower was hit, a meeting with senior counterterrorism staff was called for 10 a.m.

Before that meeting took place, terrorists also struck the Pentagon.

"There was a rumble, like thunder, and it rocked us," recalled Mr. Light. "And in our office, you can't hear thunder."

The jetliner that crashed into the Pentagon killing an estimated 200 people, smashed into the side of the building where Mr. Light was working. Because he worked in



Cedric H. Rudisill/DOD/Getty Images

FBI agents, fire fighters, rescue workers and engineers work at the Pentagon crash site on Sept. 14.

the second innermost ring on the second floor, the blast didn't reach him. But the smoke did.

At first, he said, business continued. Staff worked at their terminals. Others answered the telephones. Soon, smoke wafted through the door.



Eduardo Di Baira/AP Photos

Argentine police stand guard at the U.S. Embassy in Buenos Aires as security was strengthened at American missions around the world in the aftermath of the Sept. 11 terrorist attacks in New York and Washington, D.C.

emergency. Members are selected for their experience and expertise as the emergency dictates.

Meanwhile, Secretary Colin L. Powell began carrying out the President's call to form a coalition of nations committed to stamping out terrorism. During his first three news conferences following the terrorist attacks, the Secretary reported having contacted dozens of foreign leaders, including Yassar Arafat.

"As President Bush said, the planners and perpetrators of the attacks on New York City and the Pentagon committed acts of war against America and all that we stand for," the Secretary said.

"It was light," he recalled. "But gradually, the smoke thickened. Then people came in yelling 'Get out. Get out.' The smoke was so black you couldn't see beyond your nose," he said. "We couldn't tell what was left or right."

To navigate to the exit through the darkened hallway, Mr. Light and his colleagues were forced to crawl on their hands and knees. At that level, he explained, you could see light under a thick, acrid cloud.

"We heard the explosion and it shook the building," said Foreign Service Officer Boyd Doty, just three months into his Pentagon detail as he was watching the live news reports of terrorists striking the World Trade Center. "We just looked at each other and thought 'They're attacking us too'."

Mr. Doty, who works in Cooperative Threat Reduction Policy, noted the order to evacuate the Pentagon came within moments of the blast. It was the second time during his short Pentagon detail that an emergency forced him to leave the building. A month earlier, an electrical malfunction in a linen closet sparked a fire that caused the evacuation of his part of the building. "The announcements were difficult to hear. So they fixed the public address system. That fire actually had a benefit. This time the instructions were loud and clear."

Once Mr. Doty stepped outside the building, the black smoke was easy to spot and the scent of burning fuel per-

Secretary Powell described the effort as "a comprehensive, systematic and sustained campaign to break the back of international terrorism—its leaders, its actors, its abettors and its networks."

As an added precaution, Diplomatic Security advised posts to convene emergency evacuation committee meetings to review security measures and "enlist local government and police security support." The directive ordered posts to remain at "the highest state of alert" although intelligence at the time indicated that terrorists were not targeting American facilities overseas.

"We left it up to each post as to what action to take," said Andy Laine, Diplomatic Security spokesman. "Some shut down for the day to look at the situation."

All told, about 50 embassies closed Tuesday.

Director General Ruth Davis and Dr. Cedric Dumont, director of Medical Services, issued a joint statement offering employees guidance on coping with the tragedy. "Continuing to work in supporting the Department's mission and the ideals of our democracy gives us a sense of purpose, demonstrates our control over our lives while providing us with a sense of normalcy and predictability."

While acknowledging that people respond to traumatic events differently, they encouraged employees to discuss their feelings with colleagues, friends, counselors or religious leaders.

Medical Services is offering to help employees deal with the crisis. For more information, call 663-1903, or drop by SA 1, H246. ■

The author is a writer-editor for State Magazine.

meated the air. He said the evacuation went surprisingly well as employees were moved as far away as Crystal City.

"There were rumors that other planes were headed for us," he added.

John Sullivan, a Foreign Service officer on loan to the Pentagon's Peace Keeping and Humanitarian Assistance office, was watching the wrenching tragedy unfold in New York City on CNN. "We were trying to imagine what those people were going through," he said, recalling the reaction among his colleagues. "What would it be like to have an airplane crash into your building?"

In a few minutes they found out. John heard an explosion, felt a shudder and learned an airliner hit the Pentagon just 100 yards from his office.

"At first we thought it [the sound] might be from somewhere else in the city," he said. "Then the alarm went off. The evacuation of thousands of people on our side of the building was surprisingly orderly and took just a few minutes."

As employees gathered in the north parking lot, Mr. Sullivan said, police warned everyone to get as far from the building as possible because "a second attack was imminent."

"Later that day, playing with my daughters became the most important thing I ever did," he added. ■

Yemeni police attend class at the Department's new antiterrorism training center in Albuquerque. Nearby, Kazakh security forces study assault tactics.



Office of the Month:

Antiterrorism Assistance

U.S. Helps Nations Combat Terrorism

Story and Photos by Paul Koscak

There's help for nations with close U.S. ties in their struggle to keep terrorists at bay.

Through the Department's antiterrorism assistance program, 52 nations are currently working to improve their police and other internal security forces. In fact, the program has made the world a safer place in 117 countries since it began in 1983, according to John Cupp, who coordinates the program for the Bureau of Diplomatic Security.

Authorized by Congress through the Foreign Assistance Act of 1961, the program fosters strong inter-



national relationships through professional law enforcement training. The assistance, which can last from a few months to a few years, promotes stability, civil order and democratic principles and equips civilian forces to fight terrorism with modern, humane methods that respect human rights.

The assistant secretary for Counterterrorism recommends training candidates when compelling national security interests may mandate it. For instance, a rash of kidnappings in Colombia and Ecuador prompted the National Security Council to recommend assistance to those nations. Sometimes, Mr. Cupp said, a nation will request assistance directly. But before a nickel is spent, the Office of Antiterrorism Assistance must evaluate the nation.

The country must be a high-threat area that is unable to combat terrorism with its own resources. There must be a substantial American presence in the country, it must be the last point of departure for flights to the United States or there must be important policy links to the United States.

Then a comprehensive “needs assessment” is done, Mr. Cupp said, to determine if the civilian security forces can enforce the law, preserve peace and protect life and property. They must also show an ability to protect the national leadership, the government, the infrastructure and U.S. diplomats.

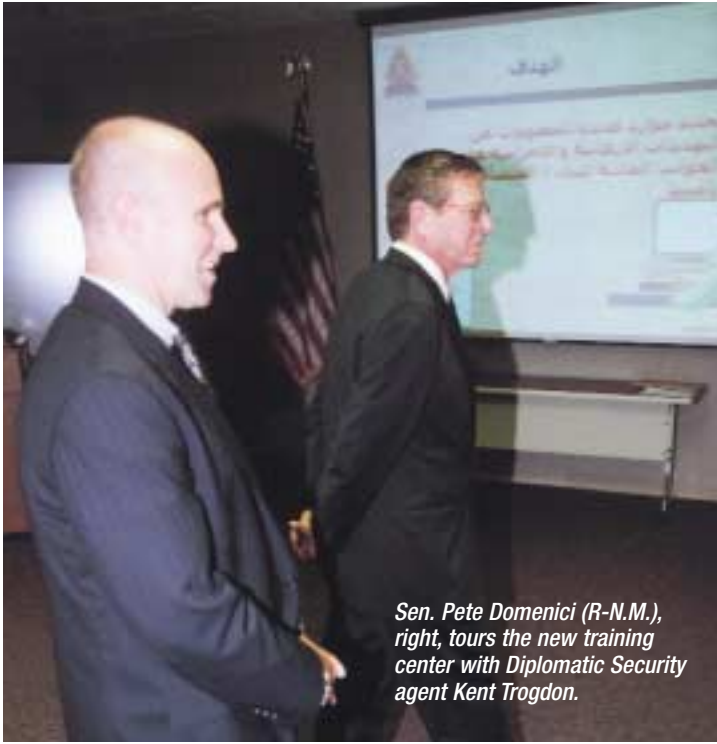
“Infrastructure varies by country,” Mr. Cupp said. “Some countries may have only one international airport or one critical industry such as oil or tourism.”

The United States picks up the tab, but the nation will be asked to pay its own way if its economy is strong enough.

The burgeoning democracies that were once republics of the former Soviet Union are among the countries receiving antiterrorist assistance.

“Central Asia has lots of organizations that want a political platform,” Mr. Cupp explained. “We’re dealing with insurgents, nationalists and violent criminal elements.”

American law enforcement can be difficult for other nations to understand. Here, police departments are small and locally run by elected commissions. The average U.S.



Sen. Pete Domenici (R-N.M.), right, tours the new training center with Diplomatic Security agent Kent Trogdon.

police force is just 38 officers. Overseas, one national police force could number in the tens of thousands. In many nations, the military handles law enforcement.

"In Africa, law enforcement may be run along French or British lines," he added, alluding to the continent's colonial influence.

To ensure the program is working, the office revisits nations that have received assistance. "Are the end results what we desire?" Cupp explained. "If not, what changes are needed?"

The office draws upon an impressive wealth of military and civilian law enforcement experience to build training models. A former Los Angeles policeman, a retired Baltimore police department bomb technician and a former Montgomery County police chief are among the experts, Mr. Cupp said. Once the course structure is complete, the office then works closely with the training providers to devise the curriculum.

Foreign Forces Get Powerful Lessons in Thwarting Terrorists

Story and Photos by Paul Koscak

A Brazilian officer learns to stalk terrorists...



The Brazilian security officer stalks the hot, brush-infested gully. He calculates each step, peers into each crevice, studies each clump of creosote bush and cacti for lurking terrorists. The officer's service pistol, held at arm's length and ready for action, points the way. As relentless as the searing New Mexico sun, he stealthily turns another corner. There it is—a human form hiding in the bushes. The officer lunges toward the intruder and takes deadly aim.

An instructor now critiques the officer's performance.

The intruder is just a black plywood silhouette, but the training, a course in rural border patrol operations, is real. Numerous foreign police officers are taking advantage of the State Department's antiterrorist training in the desert outside Socorro, N.M., and elsewhere to strengthen their own borders.

Participants learn to use their senses and the terrain to detect infiltrators. They develop an eye for unnatural colors and shapes. They gaze the distant crests for forms that stand out against the desert's blue horizon.

"Look through bushes, not at bushes," stresses instructor Terry Raines to the Brazilian officers through a Portuguese interpreter. "Learn to scan from left to right, from ground to horizon."

A former U.S. Border Patrol agent who instructs for the State Department through an arrangement with the Department of Energy, Mr. Raines said the desert's sterile environment easily reveals an outsider.

"Shaving cream and colognes will smell different from the desert," he said. "You can even smell people with different diets."

Nearly 23,000 foreign participants have taken advantage of the antiterrorist training since the program began. Courses include special weapons and tactics (SWAT), officer survival, case management, border patrol tactics, hostage negotiation, bomb disposal and crime scene investigation, and they take place at locations that offer a range of climate and terrain.

Through a partnership with other federal and state law enforcement agencies, training is conducted at the Louisiana State Police Academy in Baton Rouge, La.; the Federal Law Enforcement Training Center in Glynco, Ga.; the FBI Academy in Quantico, Va.; and the New Mexico Technical University in Socorro. Other locations include the FAA Training Center in Oklahoma City and the Department of Energy's Central Training Academy in Albuquerque, N.M.

All courses underscore ethics, professionalism and human rights, Mr. Cupp said.

"We let them know assistance can be suspended for human rights abuses," he said.



Sen. Pete Domenici (R-N.M.), right, and Al Bigler, antiterrorism assistance program director, officially open the new center with a New Mexico sand painting.

Sometimes the clues are subtle: the shine on small rocks where a shoe scraped away the desert grit or a line of disturbed vegetation.

"There are no straight lines in nature," said Larry Mohler, another instructor who spent 28 years with the U.S. Border Patrol and now directs the State Department course.

Noise, particularly at night, is also revealing, he said.

"Sound carries downwind," Mr. Mohler said, while stepping on a dry twig for emphasis.

While the border course stresses stealth and the senses, the Department's hostage rescue training uses surprise to overpower adversaries.

At Kirkland Air Force Base in Albuquerque, 20 Kazakh security officers in full combat gear stand poised with their MP5 submachine guns outside an apartment-like structure. Inside are several rooms containing caricatures of possible terrorists. Some sport menacing glares. Others point guns. Another holds a knife at the throat of a woman. The props go beyond drama. They project threat. The Kazakh officers have just a split second as they storm the room to decide if each threat demands deadly force.

While the building is a facade and the terrorists are life-size posters mounted on plywood stands, the Kazakhs' 9-mm bullets are live.

The observers and instructors who watch the action from an overhead catwalk wear bullet-proof vests, earplugs and goggles.

The Kazakh commander, who's also on the catwalk, clasps his handheld radio and orders the



An antiterrorism instructor briefs Diplomatic Security officials.

assault. The officers silently stream through the building's entrance. In groups of four or five they form two lines on each side of the interior apartment door. One officer pushes open the door. Another tosses in a grenade. The canister clanks as it bounces on the concrete floor. Within seconds, a blinding yellow flash engulfs the room. The concussion rocks the building. As gray smoke fills the room, the officers storm in. Gunfire erupts. Shell casings spew. The terrorists are dispatched. The sequence continues until all the rooms are liberated. It takes about three minutes.

The instructors check the bullet holes to gauge each assault. After six weeks, the Kazakhs can do the drill without casualties.

"They just don't go through and shoot at anything," said instructor Howard Terry. "They must make decisions. In Kazakhstan, they can only use deadly force when they're shot at."

The course, he said, is based on American police tactics. "We tell them to fire two shots to the upper chest to incapacitate the threat," he added.



... while being coached by an instructor accompanied by a Portuguese interpreter.



The antiterrorism training center has a new home in Albuquerque.



A Navajo medicine man and his wife bless the building.

Support for antiterrorism training has soared. It began

in 1984 with a \$9 million budget that's grown to \$38 million today. By 2003, the budget is expected to reach \$50 million.

The capstone of the Department's commitment is its new antiterrorism training center in Albuquerque. Officially dedicated in August, the center not only offers an expanding training curriculum for foreign police offi-

cers, it also builds good diplomatic relations by giving students a dose of American culture, according to Michael Harris, a former Secret Service agent who now manages the center.

For instance, transportation is available most evenings for shopping. There are trips to working ranches where dinner is served from a chuck wagon and the cowboys perform a Wild West shootout. A visit to Acoma, an active pueblo, stresses the region's American Indian heritage. Indian ruins, museums and national monuments are also part of the program.

"They get a major cultural event, such as a country band or the [Sandia Peak] tram ride," Mr. Harris said.

A recent Yemeni class, for example, visited a Western-style barbecue restaurant.

"During the Los Alamos fire last year, our Philippine students wanted to volunteer to drive trucks and serve food," Mr. Harris said. "That's the caliber of people we get here."

Rep. Heather Wilson (R-N.M.) attributed the antiterrorism program's cultural exposure to Yemen's "extreme cooperation" with the United States after the USS Cole bombing.

Added Frederick Klug, assistant director of Diplomatic Security: "There isn't a day that goes by in the world where a life isn't saved because of ATA training." ■



At the dedication are Michael Harris, left, regional manager, antiterrorism assistance; James Christopher, chief of training, antiterrorism assistance; Alan Bigler, director, antiterrorism assistance; and Frederick Klug, assistant director, Diplomatic Security.

The author is a writer-editor for State Magazine.

DIRECT FROM THE D.G.

AMBASSADOR RUTH A. DAVIS

We Are Making Significant Progress

When I became director general, I said improving recruitment and employee-friendly initiatives would be among my highest priorities. We must continue to make the Department of State an attractive employer, so that we retain our recruits. I am happy to update you on the various initiatives we've been working on.

Among our many initiatives to make the Department a great employer is the student loan repayment program. The Department has requested \$7 million in FY02 funding to implement a student loan repayment program. We will keep you posted on this development.

I know that child care is an important issue for our employees. I'm pleased to tell you that since Diplotots has been such a success, we're expanding it to accommodate 103 children, up from the current 68. Construction is scheduled to begin in February 2002. I'm also happy to report that child care will be a reality at FSI by the time you read this column. The new center will accommodate 25-30 children, ages 6 weeks to 5 years.

With this increased availability of child care at the Department, we have been mindful of the need to make it accessible to all our employees. That's why we're piloting the child care tuition assistance program to help lower-income employees with the high costs of quality child care. In FY02, the Department will implement child care subsidies for domestic-based employees. For more details and updates on this program, please visit http://hrweb.hr.state.gov/er/worklife/child_care.html.

I'd like to encourage employees and spouses using Eldercare Emergency Visitation Travel to assist a parent in failing health to log on to LifeCare, the Department's free resource and referral service, before getting on a plane. Many of the 126 employees at more than 65 overseas posts who have used Eldercare EVT have found that consultation with LifeCare prior to leaving post made them more efficient and effective in helping their parents. LifeCare's new website address is www.lifecare.com (use "statedepartment" in the company code box to log in) and the new e-mail address is specialist@lifecare.com. Employees can continue to call the same 24-hour telephone number or (800) 873-4636.



Another quality of life improvement is helping families who chose to homeschool when assigned overseas. The rates for homeschooling were raised June 30 to \$3,000 for grades K-8 and \$5,000 for grades 9-12. These increases should allow parents to supplement the homeschooling program to bring it more in line with standard practice in the United States where resources such as public libraries are freely available.

I know that family member employment issues are among the most important to our employees. As you know, we have been working with a contractor on a pilot program assisting family members with career development and locating employment assistance on the local economy in Mexico City, Monterrey and Guadalajara. The Family Member Employment Report Phase II Intranet-based application is another initiative to help with family member employment. The new interactive report will allow overseas posts to maintain current employment information for their respective countries. The information will include positions currently within and outside the mission, the work permit situation, the employment atmosphere and available job listings. The employment information will be posted on the Department's Intranet for any State employee to view for bidding. The report is ready for viewing at <http://hrweb.hr.state.gov/flo/employment/famer/html>.

The Composite Child Care Report for 2001 is also complete and can be accessed on our HR Intranet site at <http://hrweb.hr.state.gov/flo/worklife/childcare2001.pdf>. The report will help families with young children who must consider child care options when they are bidding on posts.

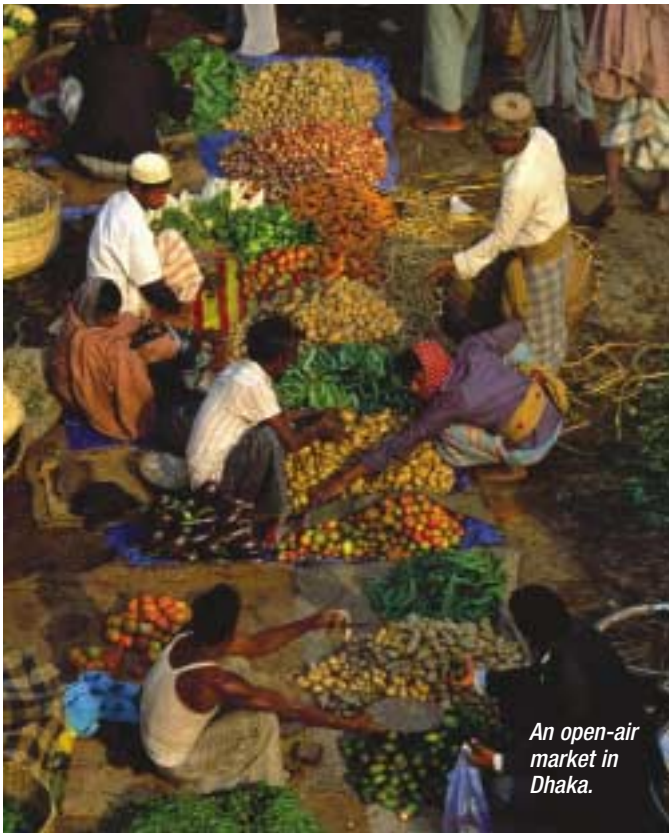
Finally, I'd like to update you on the overseas pay gap—the loss in salary once an employee is rotated to an overseas post from Washington, D.C. Secretary Powell, Deputy Secretary Armitage, Under Secretary Green and I all share the view that this gap is untenable and must be repaired. We are working actively to do so. I will keep you posted on the "locality pay" issue as we make concrete progress.

I am proud of all the work HR is doing to improve the quality of life of all Department employees. ■

Post of the Month:

Dhaka, Bangladesh

*Bangladeshi residents cross
a wooden bridge at sunset.*



*An open-air
market in
Dhaka.*

© R. Ian Lloyd/Masterfile

By Marjorie J. Bucknor

Picture Dhaka, Bangladesh. It is people, pollution, poverty—yes, but Americans posted there also find it rewarding, challenging and memorable.

Located in South Asia on the northern edge of the Bay of Bengal, Bangladesh is surrounded on three sides by India and shares a border with Burma. Approximately 130 million people live in this country, which is about the size of Iowa, making it one of the most densely populated nations in the world.

In 1947 a U.S. Consulate opened in Dhaka, then the capital of East Pakistan. After the 1971 War of Independence, the United States recognized Bangladesh, and the two nations established formal diplomatic relations in May 1972. The first U.S. Ambassador to Bangladesh arrived two years later.

At first, relations between the two countries were strained. The United States had supported Pakistan rather than the Bengali freedom fighters in their struggle for independence. Eventually, the Bangladesh prime minister and the citizens of the new state accepted the open support of the United States.

Throughout the past 30 years, the United States has sought to further Bangladesh's economic development and to strengthen its democratic institutions. Former President Bill Clinton's visit last year, the first ever by a U.S. President to Bangladesh, solidified relations between the two nations.

Development and humanitarian programs administered by the Agency for International Development are central to U.S. assistance to the people of Bangladesh. They focus on improving the lives of the poor by giving them better access to family planning and health care services, by preparing them for natural disasters and by encouraging environmentally responsible economic growth. The principal partners in this U.S. assistance effort are non-governmental organizations and the government of Bangladesh.

Since 1971, the United States has provided more than \$4.3 billion in bilateral assistance to Bangladesh, nearly half of it for food. To meet the most pressing development needs, the assistance focuses on six strategic areas: population and health; economic growth; environment; energy; food security; and democracy and governance.



Consular Affairs officer Lynn Gutensohn crosses a bamboo bridge as part of her fraud investigation work in the field.



Bulls are decorated for Muslim holiday of Eid.

Photo by Anne Patchell

Another program promoted by the U.S.-educated Bangladeshi Mohamed Yunus, founder of the Grameen Bank, and administered through several local nongovernmental organizations, is the micro-credit concept. This program is a model for many other developing countries. Through rural networks, small loans are provided to village women to advance their social independence and enable them to play a greater role in the economic life of the country.

Relocated in 1989, the current chancery houses State, USAID and defense attaches' offices, while six other U.S. agencies are located on other sites in Dhaka. The chancery was inspired by the work of Louis H. Sullivan, an architect best known for designing buildings embellished with cast metals, terra cotta and brick. It was built with local, handmade red brick with decorative terra cotta panels on its inside walls, and locally made silk tapestries and other artwork decorate its hallways.

Known affectionately within the American community as “the fort,” it was the first U.S. Embassy built after the 1984 bombing of the embassy annex in Beirut, Lebanon. Although ancient Moghul in design, it has state-of-the-art security features.

The building occupies a large plot of land in the diplomatic enclave where most expatriates and upper-income Bangladeshis live. For many employees, it’s a short walk or bike ride from home. The American International School is conveniently located in the same neighborhood and has classes from preschool through 12th grade. A new gym and classrooms make it one of the best schools in Dhaka.

The newly completed general services office compound is across the street from the chancery and includes the Library of Congress, the commissary, the motor pool and a five-acre recreation field. The embassy community and the American International School use the field for sports.

FSN staff repair an air conditioning unit at the general services office center. They are, from left, Naquibul Hossain, Auranzeb Bhuiyan, Alamgir Alam and Moshin Ahmed.



FSN Firoze Ahmed reviews coverage in local newspapers of upcoming Bangladeshi elections.



Facility manager Michael L. Jackson, right, inspects bamboo scaffolding at the commissary building site.

Judicial reform is one of the embassy’s most important goals. Working with the chief justice and the law ministry, the embassy is helping to train selected judges in mediation techniques to reduce a nearly 20-year case backlog, particularly in family law. By settling many cases out of court, the backlog is reduced and families save time and money. The embassy also coordinates an active Fulbright Scholarship pro-



Former President Jimmy Carter meets with the country team.

gram, works with the Fair Election Monitoring Alliance and encourages women to run for political office. The public affairs section sponsors an information resource center and counsels Bangladeshis interested in studying in the United States.

Secretary Umme Kulsum Rahman prepares reports at the American Center.



The Peace Corps program is in its third year in Bangladesh, with more than 50 volunteers training Bangladeshi teachers to teach English as a foreign language in upcountry schools.

Embassy employees enjoy excellent housing, medical care from a regional medical officer, maintenance services and access to a well-maintained recreation club.

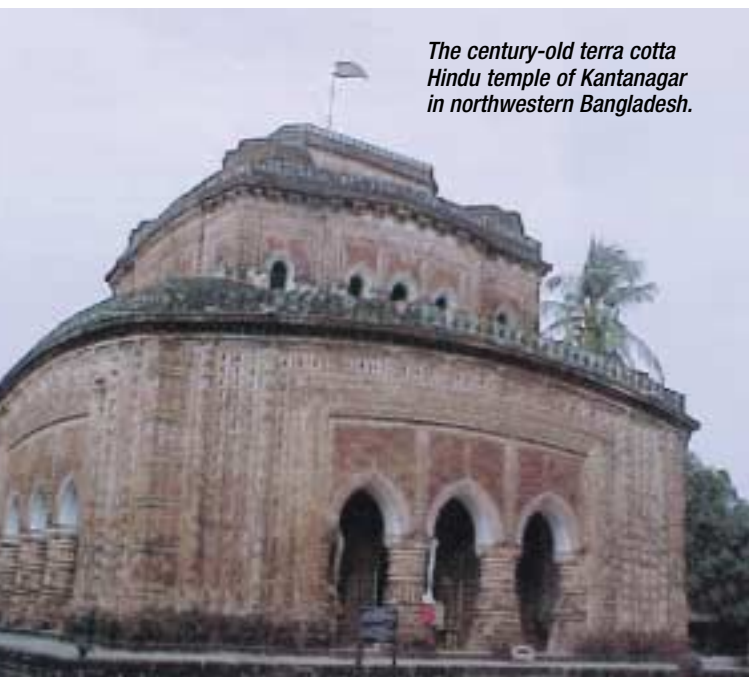
At a small to medium-sized post like Dhaka, the American community frequently comes together to make its own fun. Dinner parties and receptions are frequent among expatriates here. Other international clubs in Dhaka are also popular hang-outs. The large expatriate community ensures that anyone posted here will meet others from all over the world. There are also organizations such as the Dhaka American Women's Club, Cub Scouts and Boy Scouts, as well as Girl Scouts and Brownies. Spouse employment is frequently available at the American School, the embassy or with NGOs or other institutions. Good restaurants can be found in the city. The cuisine is mainly Indian, Chinese, Korean and Thai. There are



Volunteers in Bengali dress are sworn in at the Peace Corps office in Dhaka.

even a few good Italian restaurants and a Mexican one as well.

Bangladesh has a culture rich in antiquities and natural wonders. Ancient Hindu temples are scattered around the countryside. One of the largest Buddhist stupas is in northwestern Bangladesh. In the southwest, the primeval Sundarbans is home to the royal Bengal tiger and stretches to the Indian border and beyond. Major rivers originating in Tibet converge to form a massive delta. Architecturally,



The century-old terra cotta Hindu temple of Kantanagar in northwestern Bangladesh.

Photo by Robert W. Pons



Nancy Hamilton, counselor associate, issues a nonimmigrant visa to a happy applicant—one of about 36,000 recipients in 2001.

Old Dhaka is filled with historic buildings from the British Raj, from ornate public buildings to private mansions.

Another benefit of living in Bangladesh is its proximity to other fascinating lands. Thailand is a two-hour flight away. Nepal is less than an hour's flight. India, Burma, Malaysia, Singapore and Sri Lanka are also nearby. ■

The author is the wife of Colin Bucknor, assistant regional security officer.

Southwestern Culture Attracts Retirees

Story and Photos by Paul Koscak

The accent is on Spanish heritage and culture, but the emphasis is clearly on camaraderie and fun.

That about characterizes what the retired Foreign Service officers of New Mexico, based in Albuquerque, do best. With about 90 members scattered throughout the state, the group doesn't track foreign policy or international issues, but individual members champion interests that reflect their lifetime diplomatic careers.

"We're mainly a social organization," said Austin Moede, a physician who retired as the regional medical officer at the U.S. Embassy in South Africa in 1994. "We meet twice per year. The majority of our speakers talk about historical topics."

Since many of the members served in Latin America, New Mexico, with its predominant Spanish and American Indian cultures, is a natural retirement destination, according to Dr. Moede. "We're interested in Hispanic culture."

Adds Abe Pena, who retired in 1984 as director of the Agency for International Development mission in

Paraguay, "Our mission is Pan-American. New Mexico is a comfortable place for people who have lived in other parts of the world."

Mr. Pena, who lives in Grants, recently arranged for Carlos Vasquez, chief curator of the National Hispanic

Cultural Center, also based in Albuquerque, to keynote the group's June meeting at the Albuquerque Country Club. He's now busy writing his memoirs based on a diary he kept during the last 12 years of his career.

Still, many members continue their international involvement. Leslie Mortimer, a former Department nurse who is president of the New Mexico retirees' group, is on a two-month assignment in Nicaragua. John Heard, the former director of the Office of Voluntary Cooperation in the Philippines who retired in 1994, is still going strong. After retiring, he performed a two-year USAID assignment in Bosnia and now travels frequently to Latin America, Africa and Asia for private corporations.

Although the members run a low-key operation, Dr. Moede is planning to organize a reception with a group of State Department retired nurses who are meeting soon in Albuquerque. There's also talk about planning trips and local getaways.

"It's wonderful to get together twice per year," said Anne Heard, who served with her husband, John, as deputy executive officer. "We kept seeing everyone [during assignments] around the world."

Abe Pena, John and Anne Heard and Lyle Lane, who retired as a political officer in 1985, served in Paraguay together.

Anyone interested in joining can contact Leslie Mortimer at ljmortimer@aol.com or Austin Moede at amoede@aol.com. ■



Fabiola Pena, left, wife of retired Foreign Service officer Abe Pena, and retired Foreign Service officers Anne Heard and husband, John, plan future events.



Austin Moede, right, gestures his fellow retirees to eat up at a lunchtime meeting the former Foreign Service physician hosted at his home.

The author is a writer-editor for State Magazine.

National Security Adviser Inspires Department's Summer Interns

Story by Monique Armstrong
Photos by Paul Koscak

A former music major who is now the President's assistant for national security affairs told nearly 200 Department interns that great careers come to those who work hard, shoot high and stay focused.

"Don't let anyone limit your horizons," said Condoleezza Rice, an authority on defense, Eastern Europe and Russia, who once aspired to become a concert pianist.

But a course in American and Soviet relations taught by former Secretary Madeleine Albright's father, Josef Korbel, ignited her passion for foreign affairs during her junior year at the University of Denver. Then she became a State Department intern in the Bureau of Education and Cultural Affairs. Anyone interested in pursuing a diplomatic career, she said, needs experience and a specialty.

"If you can see yourself doing this, be patient," said the President's adviser. "You need to get good at what you do."

Named national security adviser in January, Ms. Rice most recently taught at Stanford University. After capturing two of the school's highest teaching awards, she



Former State intern Condoleezza Rice, left, fields questions from current interns, below.



became the school's provost, managing a \$1.5 billion annual budget affecting more than 15,400 faculty and students. While at Stanford, Ms. Rice served as a senior fellow of the Institute for International Studies and a member of the Center for International Security and Arms Control.

A native of Birmingham, Ala., Ms. Rice is a former board member of corporate giants Chevron, Charles Schwab, Transamerica and Hewlett Packard.

During a question-answer period that followed her remarks, she called China "a rising power" that resents America's support of Taiwan. "The EB-3 was China saying they don't like our policies in Southeast Asia."

The Antiballistic Missile Treaty, she said, has outlived its time. "One of the fictions of arms control is that the United States and the Soviet Union have the same number of arms. Arms control was really about

highly flammable relations. The President is saying let's go beyond that."

As to the young audience's response:

"I think it was structured very well," said Rick Rust, a Brown University intern. "It didn't seem like she was blowing us off."

"I thought she was articulate and warm," added Shannon Corey, a University of Pittsburgh intern graduate student. "She was concise and pointed. She didn't beat around the bush."

"She addressed our questions directly and didn't seem to evade what we were asking," said FSI intern Jeanné Lewis, a computer science student at Washington University in St. Louis. "I now understand the rationale for the U.S. government's stance on many different issues."

Some students were inspired enough to make a change in their major. "I began thinking about what I was really interested in and have decided to make the switch," said intern Molly Siems, a University of Pennsylvania student. ■

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

Transition Center Observes 1st Anniversary

By Sarah Stanton

Where in the State Department will you find people browsing through school yearbooks, critiquing American wines, finding a dream job or watching home videos of Foreign Service families enjoying themselves overseas?

Try the Foreign Service Institute's Transition Center.

As many as 13,000 people travel through the Transition Center each year. All U.S. government employees assigned to or returning from U.S. Embassies and Consulates overseas are welcome to bring their families for assistance in assuring that travel to or from an overseas post is a positive experience and a smooth process.

Located on the main floor of the historic yellow "Old Main" building on the National Foreign Affairs Training Center campus in Arlington, Va., the center's atmosphere is informal and family friendly. It is a haven for those in limbo between deciding on post bids and preparing for posts.

The Transition Center supports FSI's mission of preparing American diplomats and other professionals to advance U.S. foreign affairs by serving as a one-stop shop

for any information they may need to facilitate transfer to and from post as well as transfer into a new career following retirement.

Officially opened in October 2000, the center's organizational divisions have been around for many years. The center brings together under one roof the Overseas Briefing Center, the Foreign Affairs Life Skills Training Division and the Career Transition Center.

The OBC provides information and referral services to all U.S. government personnel and their families en route to or considering an overseas assignment.

The training division targets those new to the Foreign Service with such courses as Security Overseas; Realities of Foreign Service Life; Communicating Across Cultures; Explaining America; Regulations, Allowances and Finances; and Protocol and U.S. Representation Abroad. For spouses returning from overseas tours, there are courses like Targeting the Job Market, English Teaching and Making Presentations: From Design to Delivery. The courses are offered tuition-free to State Department employees and family members.

The Career Transition Center offers programs for U.S. citizen employees of the State Department and other foreign affairs and federal agencies, including the Job Search Program, the Retirement Planning Seminar and the Financial Management and Estate Planning Seminar. Many employees attend the financial management seminar at mid-career for information that must be considered far before retirement. The Talent Bank and Job Leads newsletter help make the transition to new pursuits more successful and less stressful by providing retirees lists of job openings. Opportunities range from engineering positions to program assistants to Senior Executive level careers.

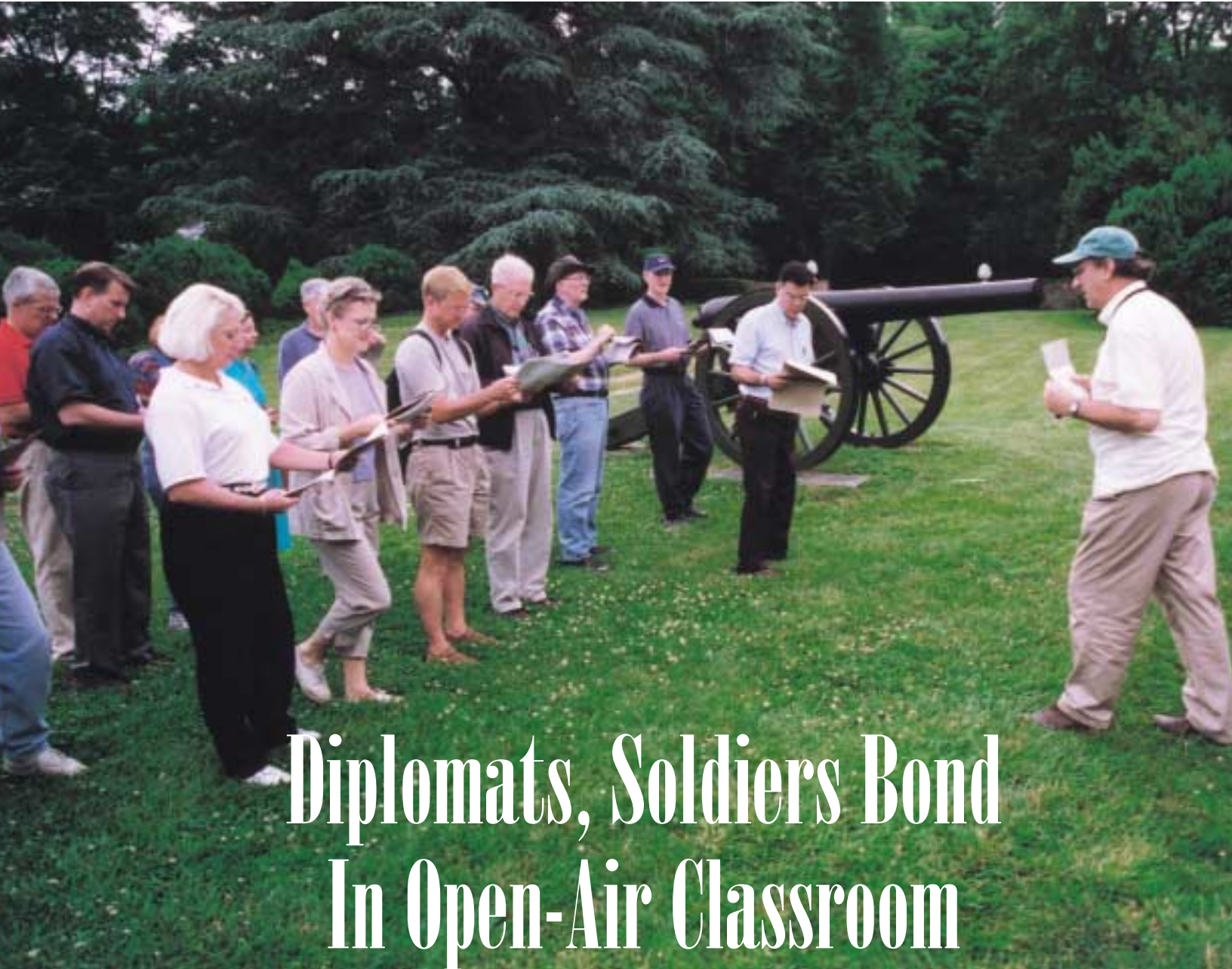
The Transition Center is open weekdays from 8:15 a.m. until 5 p.m. For more information, visit: <http://fsiweb.fsi.state.gov/fsi/tc.asp> or <http://www.state.gov/m/fsi/obc>. ■

The author, a student at Ohio State University, was an intern this past summer at the Transition Center.



Pat Telkins, standing, coordinator of the Overseas Briefing Center, describes the center's resources to families departing for overseas assignments.

Photo by Bob Kaiser



Diplomats, Soldiers Bond In Open-Air Classroom

Story and Photos by Paul Koscak

More than 20 Department employees learned something about Army decisions 150 years ago during the Battle of Chancellorsville. They also learned something about today's Army, thanks to a novel concept that informally brings together officials from the State and Defense Departments.

The June 15 day-trip to the Chancellorsville battlefields, just west of Fredericksburg, Va., is one of several "staff tours" offering both a military history lesson and an opportunity for some professional networking.

"They're an educational tour and a way to introduce people to the military."

"They're an educational tour and a way to introduce people to the military," said Christine Shelly, the political adviser to Army chief of staff Gen. Eric Shinseki, who devised the tours more than a year ago. An economics officer who has worked in political-military affairs for 10 years, Ms. Shelly makes a special effort to build bridges between the two departments. Starting with staff from the Foreign Service Institute, there are now regular exchanges of students and faculty between FSI and Army training centers.

Past staff tours have included the Bull Run, Antietam and Gettysburg battlefields. The Chancellorsville visit, timed to mark the Army's 226th anniversary, showed how the outnumbered Confederates under Gen.



Robert E. Lee divided their forces to repulse a Union effort by Gen. Joe Hooker to smash the Army of Northern Virginia and end the Civil War.

Ted Ballard, an Army historian from Fort McNair's Center for Military History, who accompanied the trip, offered not only a compelling narration of the plans and tactics the Union and Confederate forces used, but insights on 19th century fighting as well.

"The tactics were derived from the deficiencies of the weapons," he said.

The standard weapon used throughout most of the Civil War was a smoothbore musket. Gunpowder was poured down the barrel. When fired, the musket ball's trajectory depended more on the angle the ball left the barrel than on the soldier's aim. And if that's not enough handicap, muskets misfired about a third of the time, Mr. Ballard added.

That's why 19th century soldiers lined up shoulder to shoulder and fired in unison at the opposing line, which did the same. The carnage would continue, Mr. Ballard said, until the commander with the most surviving soldiers ordered his troops to fix bayonets and charge. Bayonets weren't just clipped to the end of a musket barrel. The task was done with flair to demoralize an opponent.



Nancy Smith-Nissley, left, Bureau of Economic Affairs, and John Finney, Bureau of Political-Military Affairs, study the Chancellorsville battle site.



Steve Schlaikjer, left, political adviser to the chief of Naval Operations; Michael Parmly, Bureau of Democracy, Human Rights and Labor; and Ambassador Robin Raphael review an exhibit.

"The soldier would take out a highly polished bayonet, hold it up and move it overhead in a circle before attaching it," he said. "Imagine the psychological effect of seeing hundreds of blades glinting in the sunlight."

The trip earned praise from participants.

"There may be lessons for us today," said Steve Schlaikjer, the political adviser to Adm. Vernon Clark, chief of naval operations. "This can be a good training activity because it shows lots of links between economics and politics."

Opportunities to associate with the military are particularly valuable for those who haven't served in the military, said Robert Hopper, director of political training at the Foreign Service Institute. "This strengthens the role of the POLAD (political adviser)," he added. ■

The author is a writer-editor for State Magazine.

Diplomats Pitch Foreign Service

On Campus and Off

By Paul Koscak

Diplomats-in-residence—those seasoned Foreign Service officers assigned to universities and colleges—are getting new marching orders this year: Bring in the numbers.

Expanding from a traditional college-recruiting job where the diplomat seeks out the school's best graduates for Department careers, the focus is now on both the campus and the community.

"It's definitely expanded from last year," said Christian Filostrat, the former Howard University Diplomat-in-Residence and now the program's coordinator. "It's one of the most valuable programs we have."

Last year, there wasn't a full-time diplomatic readiness task force committed to hiring 1,433 new employees by the end of 2002. Last year, there wasn't a commitment from the Secretary on down to shore up the Department's depleting ranks as seasoned employees retire.

The Diplomat-in-Residence provides in many cases the only exposure students and community residents have to the State Department, its mission and career opportunities.

"You are the central component to the diplomatic task force," Director General Ruth A. Davis told this year's diplo-



rats. "This is the first time the Diplomats-in-Residence have been involved in such large-scale recruitment."

She said it's vital for the diplomats to become known in the communities surrounding their campuses—to "aggressively spread the message of the State Department." Career fairs, professional and business organizations and military bases are among the new venues being targeted by the diplomats.

Offering the Foreign Service exam twice rather than once per year and providing ways to directly hire mid-level talent will give the campus diplomats more latitude. But that won't eliminate the competition, Ambassador Davis said.

"There's the lure of money from the dot-coms and from other government agencies," she said.



Grant Green, left, under secretary for Management, greets recruiter Russell Taylor. Looking on is Ambassador June Carter Perry, Diplomat-in-Residence at Howard University in Washington, D.C.

Endorsing the director general's comments was Grant Green, the Department's under secretary of Management, who also spoke to the diplomats.

"I can guarantee you we're going to expect a lot," he said. "We're not sending you out into an academic environment for pleasure."

The under secretary reasoned that many career candidates lost interest in the Department because diplomats and others involved in recruiting didn't follow through.

"You need to stay in touch," he said. "It's like a coach talking to a ball player. We haven't done a good job of that."

Adds Mr. Filostrat, who served in Senegal, Nigeria, Congo, Haiti and Romania, "You have to be creative, energetic and a go-getter."

The diplomat recruiters are also being tasked to seek out more minority candidates for State Department careers. "The Secretary has said it would be good for the United States if the State Department looks like America," Mr. Filostrat said. "If I can increase in some way the amount of minorities, I feel I will have done my job."

The new coordinator, who will oversee 11 campus positions, gives the program high marks. "It's one of the most exciting assignments I've had in 21 years," he said. "Anyone interested in playing a major role in shaping the future of the Department should consider a Diplomat-in-Residence position."

Under the arrangement, the Department pays the Diplomat-in-Residence's salary, benefits and official travel expenses. The university provides an office to work from. Schools are selected for their commitment to international programs and minority attendance. In addition to recruiting, the diplomats may be guest lecturers or even teach a course. Mr. Filostrat said senior Foreign Service or Civil Service employees can be considered for Diplomat-in-Residence positions. Tours generally last two years. ■



Foreign Service recruiters Cynthia Wood, left, and Jane McCollough at the recent Diplomat-in-Residence orientation.

The author is a writer-editor for State Magazine.

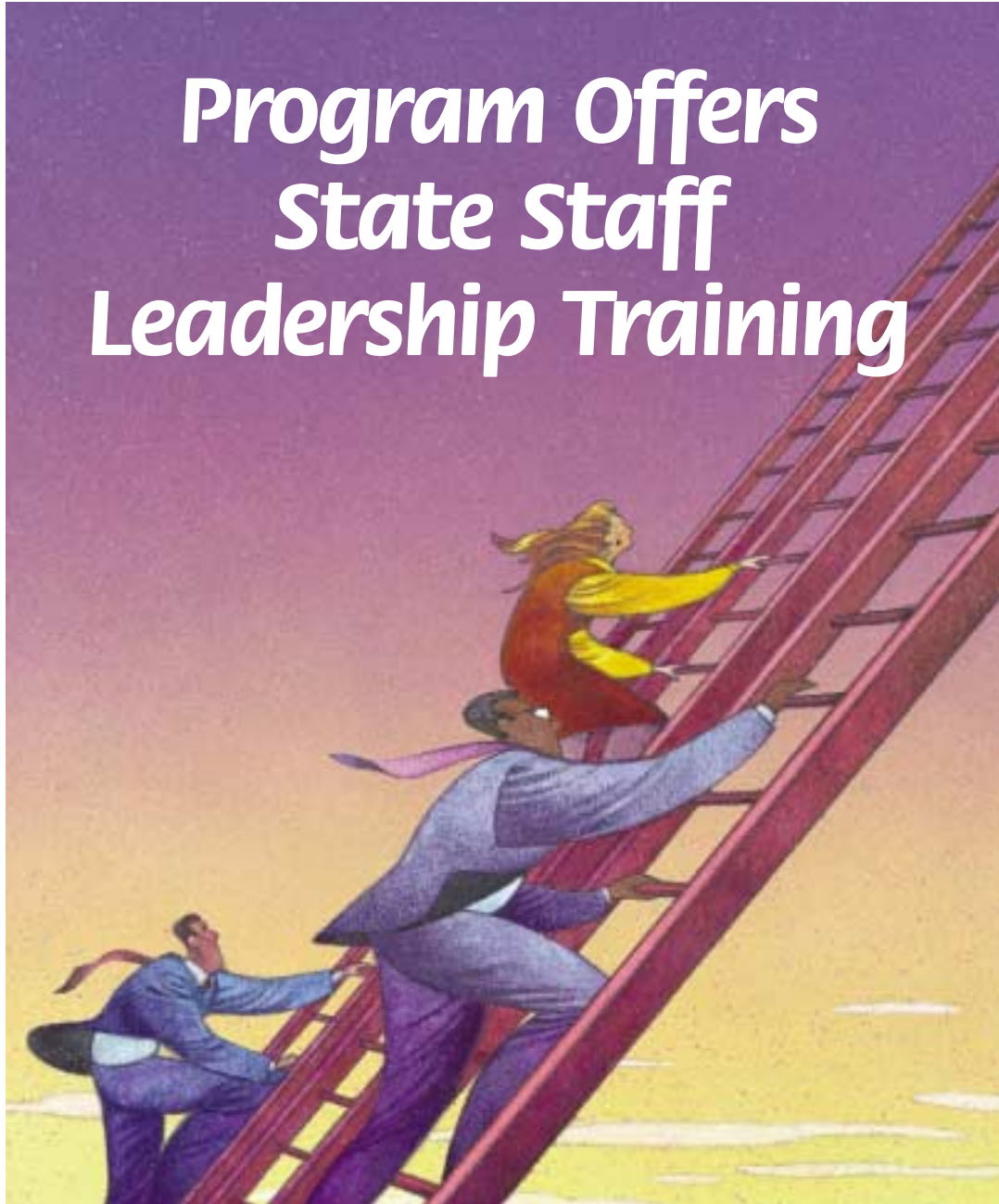
“More than one person should know how to do a job.”

By Paul Koscak

Their staff may be away from the job nearly half the year, but the executive leadership program for mid-level employees gets high marks by Department managers who take up the slack.

This year, nine mid-level Department employees are completing an exhaustive program that stresses academics, mentoring and meeting top government and corporate officials. Those requirements keep participants away from their jobs for almost five months of the 12-month course. Run by the Department of Agriculture’s graduate school, the

Program Offers State Staff Leadership Training



Maggy Morse

curriculum’s rigorous requirements in mastering the latest leadership techniques, solving actual management problems and experiencing the day-to-day issues faced by high-level managers shows that the USDA school is no cow college.

The program is geared to GS-11–13 employees who aspire to higher grades, opportunities and responsibilities. It starts with a self-assessment, an individual develop-

ment plan and a week visiting organizations known for outstanding leaders.

Participants must read at least three books on leadership and management. There’s a requirement to shadow senior-executive-service managers for a week and interview others. This year, Secretary of State Colin Powell was one of the interviewed executives.

The class, which consists of federal employees from throughout the United States, is divided into teams. The teams meet regularly, work together on projects and travel as a group to observe other agencies or corporations. Individuals must also perform two temporary stints at another agency or organization, one for 30 days, another for 60.

Supervisor Mattie English takes a pragmatic view when it comes to her employee, Leon Coates, who’s enrolled in the executive leadership program and works for her in the Bureau of Financial Management.



"I was taught early on that it was my job as a manager to prepare my employees to take my position," she said. "I have a strong belief in cross-training employees. More than one person should know how to do a job."

It's better to manage an absence you can

plan on, Ms. English notes, than frantically try to train someone when an employee leaves. "If not, you're stuck trying to train someone from the beginning."

Another manager, Ceci Holson from the Bureau of Consular Affairs, values the knowledge employees bring back to the job after participating in career training. "I want the employees to learn as much as they can and bring back as much to the organization as possible."

The bureau regularly sends employees from both the field and the District to a variety of leadership development programs, Ms. Holson said.

For more information on the program call, Debra Eddington, USDA coordinator, at (202) 314-3592 or Mary Taylor, Civil Service personnel management, at (202) 663-2145. ■

The author is a writer-editor for State Magazine.

Program Boosts Confidence, Outlook

For Nilda Louterbach, the executive leadership program isn't just a promising career builder but a great door opener as well.

When Ms. Louterbach, a GS-12 accountant in the Bureau of Finance Management and Policy Planning who didn't have lots of contacts, needed places to build her executive leadership work experience or to line up executive interviews, she did what any good, positive professional would do—she let her fingers do the walking and simply picked up the telephone.

"Where would I like to go?" she asked rhetorically. "I got the federal managers directory and started calling."

Not surprisingly, the accountant-turned-telemarketer discovered hardly any resistance to her straight-ahead approach. She arranged interviews with the executive director of the Commodity Futures Trading Commission, the senior consultant to the chief information officer of the Federal Deposit Insurance Corporation and then assistant secretary of State for Administration Patrick Kennedy.

Next, she solicited executives to shadow and struck gold, ending up with Liz Gelfer, the budget officer for the President's executive office. "She deals with the White House budget," Ms. Louterbach said.

She also spent a week with Brenda Sprague, the director of language services at FSI.

"You meet people with new concepts, new perspectives," said Ms. Louterbach in describing her experiences. "You really are a different person after that."

For Maggy Morse, an employee services specialist in the Bureau of Administration, the program broadened her perspective.

"I didn't think I could go into another agency and actually function," she said. "The whole program has opened my horizons tremendously."

And that's coming from someone who's a 10-year Department veteran. Ms. Morse worked as a coordinator in the housing office in Belgium, her native country, as a community liaison officer in Sweden and Haiti and as a consular assistant in Israel. But that was as a Foreign Service officer spouse.

Ms. Morse, a GS-12 in the Office of General Services Management, might be involved in an emergency evacuation one day or arranging to bring home the body of an employee who died the next.

Her experience counted when she selected the National Transportation Safety Board and the Federal Emergency Management Agency to obtain her executive leadership training.

At the NTSB Ms. Morse learned how the agency assists families of accident victims and how it deals with management problems. At FEMA, she observed how response and recovery operations are managed and how the organization works with businesses and other government agencies.

Further experience was gained visiting Coors brewery in Colorado and the National Park Service. Those organizations offered her insights, she said, on selecting and training leaders.

Ms. Morse also spent a week shadowing Mary Ryan, assistant secretary of State for Consular Affairs.

"I feel more comfortable with what I can do," Ms. Morse said about the program's benefits.

Safety Scene

Planning Safety into Your Children's Lives

By Kathy Bradford

Children of the State Department "family" gain experiences others only dream of—learning about new cultures, acquiring new languages and making international friends. Sometimes these adventures include living in places where safety and environmental standards fall short of those found in the United States. Threats to child safety, however, are not limited to overseas.

In the United States, unintentional childhood injury is the leading cause of death among children under the age of 14. According to the National Safe Kids Campaign, each year 14 million children—one out of every four—sustain injuries serious enough to require medical attention. The most common causes of death for children are motor vehicle accidents, where children are occupants, pedestrians or on bicycles; drowning; fire and burns; suffocation; choking; unintentional firearm injuries; falls; and poisoning. These mishaps affect the child, the family and entire communities financially and emotionally. In the Department, children account for 77 percent of residential fatalities, primarily from drowning.

Protecting your child from injury is not always easy, but there are ways to minimize risks. The first is planning. Take a few moments to review your children's environment and activities, starting with home. How old are your children? What's available that can harm them? View your residence through the eyes of your 2- (or 4- or 10-) year-old. Are there particular objects, supplies or pieces of equipment that could cause them injury?

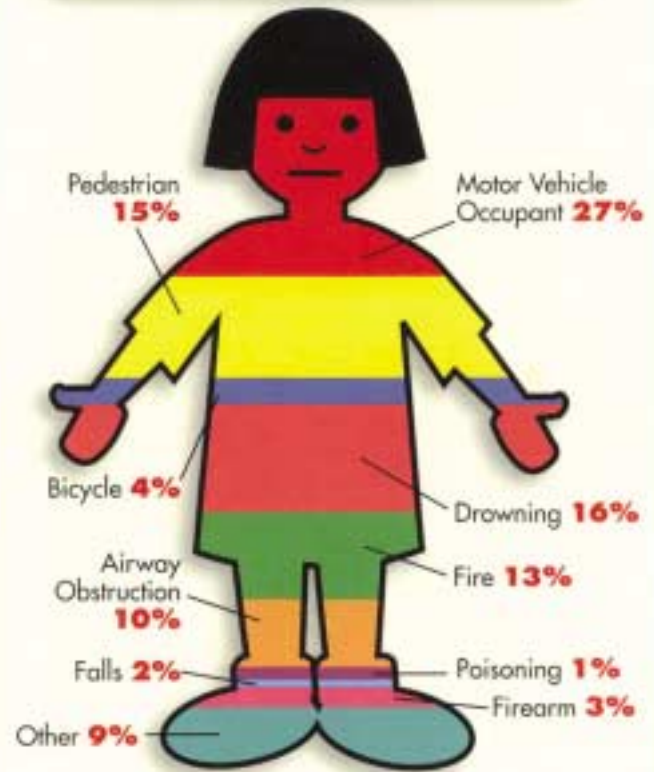
Childproof your home by locking up chemicals, cleaners, medicines and firearms and by installing safety covers on electrical outlets. Check your hot water temperature. If it comes out of the faucet at more than 120°F, adjust the temperature downward. Does your home have stairs, balconies or other areas that put your children at risk? If so, install a safety gate or railing at least 42 inches high with openings no more than 4 inches wide. Test to verify that your smoke alarm is working properly. Does your home have a pool? If so, ensure that it has fencing with self-closing, self-latching gates and rescue equipment.

If you are overseas, your post occupational safety and health officer is a valuable resource.

Children can benefit from playing sports. Check out the proposed activity and determine how they can participate safely. If your children are new to a sport, consider lessons. Purchase or rent the appropriate safety gear. Make sure that your children have approved biking helmets and wear them properly. Skateboards and scooters should be used only in parks or playgrounds—never along streets—with

LEADING CAUSES OF UNINTENTIONAL INJURY-RELATED DEATH

Children 14 and under, 1995



National Safe Kids Campaign

appropriate helmets and padding. Boating activities require a life jacket. If you don't know much about the proposed activity, take time to find out more by checking out the Internet or asking other parents, teachers or coaches.

Talk to your children about their safety. Practice a family drill on how to respond to an emergency no matter where you are, including where to call to get help. Teach them age-appropriate safety skills as part of learning any new experience, from crossing streets to wilderness survival techniques. Be a role model for them by practicing safe behavior yourself: buckle up, wear safety gear when appropriate and don't drink and drive. Make safety part of your way of having fun. Children learn from what they see.

Keeping your child safe involves seeing your environment—and theirs—with a new and larger focus. We all make risk assessments daily, from crossing the street to checking the water temperature before getting into a shower. Unfortunately, one of the most common phrases spoken after an accident is, "I just wasn't thinking."

Commit yourself to consciously thinking through your child's day in terms of environment, activities and plans, seeing what risks may occur and finding ways to prevent them.

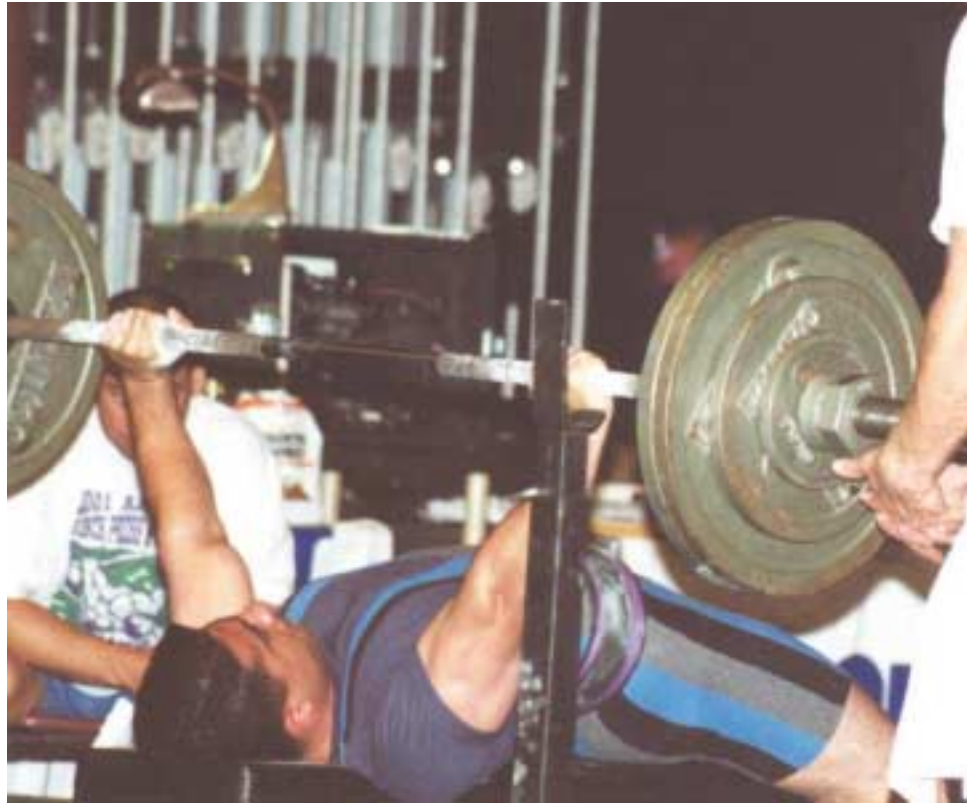
Besides contacting your post safety and health officer, check out the National Safe Kids Campaign (www.safekids.org), the Consumer Products Safety Commission (www.cpsc.gov) or the American Red Cross (www.redcross.org). ■

The author is an industrial hygienist with the Office of Safety and Environmental Health.

People Like You

He's a Real Powerhouse

Ramis Bakhshaliev is in a class by himself. Last June, in San Diego, Calif., the FSN security investigator at the U.S. Embassy in Ashgabat benched 330 lbs. to become the world champion power lifter in his weight class (165 lbs.). He competed against 16 other weight lifters from around the world during the two-day competition. Mr. Bakhshaliev began lifting weights in 1987 at age 16 and was the national body-building champion (Mr. Turkmenistan) for nine consecutive years. He has been the Turkmen champion power lifter since 1988. A former police officer, he joined the embassy in 1998 in the public diplomacy section before becoming an investigator in 1999.



Trombonist John Nave joins a local band.



Photo by Brenda Nave

FSN Ramis Bakhshaliev indulges in his favorite pastime—lifting weights.

Playing for the President

It's not often you get to play for the President, especially if you're an information technology type. John Nave works on computers at the U.S. Embassy in Brussels, but he's also a member of the Brussels American Community Band, which performed for President Bush and Secretary Powell during their visit there last June. Before joining the Foreign Service, Mr. Nave was a bass trombonist with the Baltimore Jazz Orchestra and a freelance trombonist in the Baltimore-Washington area. As a freelancer, the information management specialist performed with Mel Torme, Wayne Newton and the Four Tops. He's even arranged and published a Serbian folksong for a tuba quintet.

Education & Training

Program	Nov.	Dec.	Length
Language			
BASIC, Course Code: 100			
French, German, Italian, Portuguese, Spanish,		5	24W
F.A.S.T., Course Code: 200			
French, German, Italian, Portuguese, Russian, Spanish		5	7W
Area Studies			
Advanced -During full-time Language Tng.—Weekly 3H			
Intensive			
Sub-Saharan Africa AR210	26		2W
Western Hemisphere AR239	26		2W
Near East/North Africa AR240	26		2W
South Asia AR260	26		2W
Southeast Asia AR270	26		2W
Russia/Eurasia AR281	26		2W
Caucasus/Central Asia Module AR282	29		2D
Caspian Sea Energy Module	30		1D
Europe AR291	26		2W
European Union Module AR292		3	2D
Balkans Module AR293	29		2D
Administrative Training			
Managing Customer Service PA123	14		1D
Property Mgt. for Custodial Officers PA135	8		2D
Mgt. Control Workshop PA137		3	2D
Customer Service Tng. PA143	15		2D
CFMS—System Overview and Orient. PA150		4, 6	2D
CFMS—Budget Execution PA151		18	2D
CFMS—Requisition Documents PA153		12	2D
CFMS—Miscellaneous Obligations PA154		14	2D
CFMS—Travel Orders PA155		10	2D
Contracting Officer Update Tng. PA173		3	1D
Contracting Officer Rep. Pre-Award Tng. PA174	5		3D
Contracting Officer Rep. Post-Award Tng. PA175	8		2D
Working with ICASS PA214	6		4D
General Services Operations PA221	5	10	10W
Basic Administration Mgt. PA224		3	1W
FSN Position Class. and Comp. PA232	13		2W
Distance Learning			
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, Introduction to Simplified Acquisitions & Requisitions Overseas PA222, Mgt. Controls Workbook PA164, Tng. for Overseas Cashier Supervisor PA294, Tng. for Overseas Voucher Examiners PA200 Computer Based Tng. (CBT): Purchase Card Self-Certification Tng. PA297, Overseas Cashier (CD-ROM Version) PA295, Basic NEPA Record Keeping (Overseas) PA226			
Consular Training			
Regional Consular Officers Workshop PC114	6		3D
Automation for Consular Managers PC116		17	5D
Continuous Enrollment: Basic Consular Course PC530, Orient. to Overseas Consular Functions PC105, Overseas Citizen Services PC535, Passport & Nationality PC536, Immigrant Visas PC537, Non-Immigrant Visas PC538, Consular Review & Automation PC540			

Program	Nov.	Dec.	Length
Correspondence Courses: Immigration Law and Visa Operation PC102, Nationality Law and Consular Procedures PC103, Overseas Citizens' Services PC104 (6 days), Passport Examiners' Correspondence Course PC110, Introduction to Passport Adjudication PC118			
Curriculum and Staff Development			
Tng. Design Workshop PD512	7		3D
Evaluation Design Workshop PD518		13	2D
Economic & Commercial Training			
Political Economic Tradecraft PG140	7		3W
Orientation Training			
Orient. for Civil Service Employees PN105	7	5	3D
Executive Programs Training			
EEO/Diversity Awareness for Mgrs. and Sup. PT107	1,15	6,13	2D
Managing People Problems PT121	30		3.5D
Coaching PT211	1		1D
Leading a Diverse Workforce PT218		10	1D
Strategic Thinking and Planning Workshop PT131		4	1D
Strategies of Persuasion PT220	5		2D
Four Roles of Leadership PT221		5	3D
Management Development Training			
Employee Relations Seminar PK246	8		2D
Teambuilding PT129	13		1D
Performance Mgt. Seminar PT205		3	3D
Introduction to Mgt. Skills PT207	5		1W
Managing State Projects PT208	26		1W
Seven Habits of Highly Effective People PT216	6	11	4D
Productively Managing Stress PT251	29		1D
Negotiation Skills for Managers PT253	15		2D
Public Diplomacy Training			
Managing Staff and Resources for Public Affairs			
Campaigns PY101	8		2D
Speechwriting and Presentation Skills PY102	16		1D
Role of the Spokesperson/How the			
Media Work PY103	14		1D
Electronic Media/On Camera Interviews PY104	15		1D
Administering Public Diplomacy Overseas PY105	6		2D
Public Diplomacy and Information			
Technology PY106	2		1D
Planning and Implementing Public Diplomacy			
Strategies PY111	9		2D
Cultural Programming Overseas PY112	5		1D
Administering Public Diplomacy Grants PY220	19		3D
Office Management Training			
Civil Service Office Support Professionals			
Tng. for Entering Pers. PK104	5		2W
Proofreading PK143		20	2D
Job Savvy: Skills for Workplace Success PK146		3	1W
Drafting Correspondence PK159	9		5D
Travel Regulations and Vouchers PK205	29	13	2D

Program	Nov.	Dec.	Length
Files Mgt. and Retirement PK207		7	1D
Better Office English: Oral PK226	5		2W
Effective Speaking and Listening PK240		10	2W
Writing Effective Letters and Memos PK241		10	5D

Political Training

Intelligence and Foreign Policy PP212		10	3D
International Negotiation: Art and Skills PP501		3	1W
Political/Economic Tradecraft PG140		7	3W
Population, Refugee and Migration Officer PP518		10	1W

Multi-Media and Library Services

Online Introduction to HTML MM306	4		6D
Security Overseas Seminar			
SOS: Security Overseas Seminar MQ911	5	3	2D
ASOS: Adv. Se. Overseas Seminar MQ912	27	11	1D
TDY Security Overseas Seminar MQ913	5	3	1D
Transitions (OBC)			
English Teaching Seminar MQ107	27		3D
Making Presentations: Design to Delivery MQ111	13		3D
Post Options for Employment and Tng. MQ703	8		1D
Targeting the Job Market MQ704	6		2D
Long-Distance Relationships MQ801	17		.5D
Communicating Across Cultures MQ802	16		1D
Realities of Foreign Service Life MQ803	3		1D
Dual-Culture Marriages MQ850	28		2.5H
Raising Bilingual Children MQ851	7		2.5H

Career Transition Center

Retirement Planning Seminar RV101	27		4D
Financial and Estate Planning RV103	29		1D
Annuities and Benefits and Social Security RV104	28		1D

Information Management Training

PC/Windows NT 4.0 PS201	5	3	2D
Introduction to the Internet PS218	5,26	4,20	1D
Word 97 for Windows, Introduction PS232	7		2D

Program	Nov.	Dec.	Length
Word 97 for Windows, Intermediate PS233		17	2D
PowerPoint Introduction PS240	7	3	2D
Access 97 Introduction PS250	6	5	2D
Access 97 Intermediate PS251		20	2D
Excel 97 Introduction PS270	14	19	2D
Excel 97 Intermediate PS271		6	2D
Introduction to Microsoft Project PS280		10	3D
Cable Express Client PS284	14,26	10	1D
Cable Express Administration PS285	26	10	5D
CA Systems for IMS PS310		3	1W
Internet for Power Users PS318	15	7	1D
Introduction to Microsoft Word 2000 PS332	5		2D
Intermediate Microsoft Word 2000 PS333	6		2D
Introduction to Microsoft PowerPoint 2000 PS340	19		2D
Intermediate Microsoft PowerPoint 2000 PS341		5	2D
Introduction to Microsoft Access 2000 PS350	19	17	2D
Intermediate Microsoft Access 2000 PS351	15		2D
Introduction to Excel 2000 PS370		3	2D
Intermediate Microsoft Excel 2000 PS371	19		2D
Introduction to Microsoft Outlook 2000 PS398	9	18	1D
Web Development Fundamentals PS418	26	17	4D

Professional Development Division

Introduction to Telephone Security YW141	5,12,26	17	1D
Basic Telephone YW142	5,12,26	17	1W
Classified LAN YW177		17	2W
SX-50 YW219	26		1W
SX-200D YW220	19	17	1W
SX-2000 YW221	5	3	1W
CLOUT 3.0 YW230	12		1W
FAST Backup YW231	12	3	1W
FAST TERP V YW232	5,19	10	1W
Commercial Satellite Terminals YW234	26		2W
System Admin/Microsoft SQL Server 7.0 YW236		24	1W
Administering SMS 2.0 YW237		10	1W
Supporting Microsoft System Mgt. 2.0 YW238		17	1W
NT Advanced YW240	5,12,26	10,17	1W
Advanced Windows 2000 YW245	26	3	3W
Wide-Band Net YW250	12		2W
Advanced Router Configuration YW251	5		2W
Meridian 61C	19		2W
Advanced Nortel YW499	5	3	1W
Banyan LAN YW640		3	2W
Desktop Systems YW642	5,26	10	2W
Black Router YW745	26		1W
Microsoft Exchange YW749	5	10	1W

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.

LANGUAGE START DATE CHANGE

The start currently advertised as Feb. 25, 2002, moves to March 4, 2002. End dates are changed as follows:

Course	Currently Scheduled End Date	New End Date
FAST	4/19/02	4/26/02
BASIC 23 Wks	8/02/02	8/09/02
BASIC 24 Wks	8/09/02	8/16/02
BASIC 30 Wks (German)	9/20/02	9/27/02



Computer training at FSI.

Photo by Bob Kaiser

APPOINTMENTS



U.S. Ambassador to the Federal Republic of Germany. Daniel R. Coats of Indiana is the new U.S. Ambassador to the Federal Republic of Germany. At the time of his appointment, Mr. Coats was special counsel at Verner, Liipfert, Bernhard, McPherson and Hand, a Washington, D.C., law firm. He served in the U.S. House of

Representatives from 1981 to 1989 and was appointed to the U.S. Senate in 1988. He represented Indiana in the U.S. Senate from 1989 to 1999, serving on the Senate Armed Services Committee and the Select Committee for Intelligence, among others. Mr. Coats served in the U.S. Army from 1966 to 1968. He and his wife, Marcia Ann, have three grown children.



U.S. Ambassador to the Democratic Republic of the Congo. Aubrey Hooks of South Carolina is the new U.S. Ambassador to the Democratic Republic of the Congo. Mr. Hooks is a career member of the Senior Foreign Service, Class of Minister-Counselor, who joined the Department in 1971. Mr. Hooks has served in Tel Aviv, Warsaw and

Port-au-Prince. He was a member of the U.S. delegation to the Conference on Security and Cooperation in Europe held in Helsinki in 1992. He was U.S. Ambassador to the Congo, Brazzaville, from 1996 to 1999 and concurrently, when that embassy was evacuated, became chargé of the embassy in the Central African Republic. He and his wife, Jean, have six children.



Inspector General. Clark Kent Ervin of Texas is the new inspector general. He served in the office of the attorney general of Texas as deputy attorney general/general counsel and director of administration from 1999 to 2001. Mr. Ervin was assistant secretary of state of Texas from 1995 to 1999. He was associate director of policy for the

office of national service at the White House from 1989 to 1991. Prior to his government service, Mr. Ervin practiced law with firms in Houston.



Ambassador to the Republic of Korea. Thomas C. Hubbard of Tennessee, a career member of the Senior Foreign Service, Class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Korea. Prior to this appointment, Mr. Hubbard was principal deputy assistant secretary for East Asian and Pacific Affairs from August

2000 to July 2001. Before that, he was concurrent U.S. Ambassador to the Republic of the Philippines and the Republic of Palau. He served tours as deputy chief of mission in Manila and then in Kuala Lumpur. He held two assignments in Japan and one in the Dominican Republic. Mr. Hubbard and his wife, Joan, have two grown children.



U.S. Ambassador to the Hashemite Kingdom of Jordan. Edward W. "Skip" Gnehm Jr. of Georgia, a career member of the Senior Foreign Service, Class of Career Minister, is the new U.S. Ambassador to the Hashemite Kingdom of Jordan. He has served as U.S. Ambassador to Australia since June 2000 and held the post of

director general of the Foreign Service and director of Personnel from 1997 to 2000. Mr. Gnehm was deputy U.S. representative to the United Nations with the rank of ambassador from 1994 to 1997. He was U.S. Ambassador to Kuwait immediately following the Gulf War and was deputy assistant secretary in the Bureau of Near Eastern Affairs before that. He served as deputy chief of mission in Jordan and in the Yemen Arab Republic. He has also served in Syria, Nepal, Vietnam and Saudi Arabia. Mr. Gnehm and his wife, Margaret, have two children.



U.S. Ambassador to Malaysia. Marie T. Huhtala of California, a career member of the Senior Foreign Service, Class of Minister-Counselor, is the new U.S. Ambassador to Malaysia. At the time of her appointment, she was deputy chief of mission at the U.S. Embassy in Bangkok. She has also served in France, Taiwan, Hong

Kong and Canada, where she was consul general in Quebec City. In Washington, D.C., she was deputy director of the office of Vietnam, Laos and Cambodia and, later, director of the office of Burma, Cambodia, Laos, Thailand and Vietnam affairs. She and her husband, Eino A. Huhtala Jr., have two grown children.



U.S. Ambassador to the Syrian Arab Republic. Theodore H. Kattouf of Maryland, a career member of the Senior Foreign Service, Class of Minister-Counselor, is the new U.S. Ambassador to the Syrian Arab Republic. In a career that began in 1972 and has been spent entirely in the Near East or on Department

assignments concerned with the region, this is Mr. Kattouf's third posting to Damascus. Before this appointment, he was U.S. Ambassador to the United Arab Emirates from 1998 to 2001. He served as deputy chief of mission in U.S. Embassies in Iraq, Yemen, Syria and Saudi Arabia. He also served in Kuwait and Iraq. Before joining the Foreign Service, Mr. Kattouf was a captain in the U.S. Army, serving overseas in Berlin. He and his wife, Jeannie Marie, have four children.



U.S. Ambassador to the United States of Eritrea. Donald J. McConnell of Ohio, a career member of the Senior Foreign Service, Class of Minister-Counselor, is the new U.S. Ambassador to the United States of Eritrea. He was deputy assistant secretary in the Bureau of Political-Military Affairs from 2000 to 2001. From 1996 to

2000, he was deputy assistant secretary general of NATO for political affairs on the NATO international staff in Brussels. He was U.S. Ambassador to Burkina Faso from 1993 to 1996. Prior to that, he was deputy chief of mission at the U.S. Embassy in Brussels, with an extended period as chargé. He has served more than 10 years in Africa, including assignments to U.S. Embassies in Egypt, Ivory Coast, Swaziland and Ethiopia. Mr. McConnell and his wife, Frances, live in Reston, Va.



U.S. Ambassador to the Republic of Singapore. Franklin L. Lavin of Ohio, a banker with extensive experience in Asia, is the new U.S. Ambassador to the Republic of Singapore. A principal for Bank of America from 1999 to 2000, Mr. Lavin was co-manager of the bank's multinational corporate group for Southeast Asia and

Australia. He was a Citibank vice president for global corporate banking from 1996 to 1999 and executive director of the Asia Pacific Policy Center from 1994 to 1996. During the administration of President George H.W. Bush, Mr. Lavin was deputy assistant secretary for East Asia and the Pacific. He held a variety of positions in the Reagan Administration, including deputy executive secretary of the National Security Council and director of private and voluntary organizations at the U.S. Agency for International Development.



U.S. Ambassador to Greece. Thomas J. Miller of Virginia, a career member of the Senior Foreign Service, Class of Minister-Counselor, is the new U.S. Ambassador to Greece. This will be his third posting to Athens. At the time of his appointment, Mr. Miller was serving as chief of mission in Bosnia-Herzegovina. He was special coordinator for

Cyprus from 1997 to 1999 and deputy chief of mission in Athens from 1994 to 1997. At the Department, he was director of the office of Israeli and Arab-Israeli affairs from 1992 to 1994 and director of the office of Maghreb affairs from 1989 to 1992. His first Foreign Service assignment was to Chiang Mai, Thailand. Mr. Miller and his wife, Bonnie, have two children.



U.S. Ambassador to France. Howard H. Leach of California, a San Francisco-area businessman and community leader, is the new U.S. Ambassador to France. He is president of Leach Capital LLC and Leach McMicking & Co., San Francisco, as well as president of Foley Timber & Land Co., Perry, Fla. Mr. Leach served as a member of the

board of regents of the University of California from 1990 to 2001 and as chairman of the board from 1993 to 1995. He was finance chairman of the Republican National Committee from 1995 to 1997.



U.S. Representative to the Organization for Economic Cooperation and Development. Jeanne L. Phillips of Texas is the new U.S. Representative to the Organization for Economic Cooperation and Development, with the rank of ambassador. She was executive director of the 54th presidential inaugural committee, deputy chair for operations

of the Republican National Committee and senior adviser for national finance of Bush for President, Inc. From 1995 to 1998, Ms. Phillips was managing director of the Dallas office of Public Strategies, Inc., a public affairs consulting firm based in Austin. Earlier, she was executive director of the Texas Inaugural Committee, appointed by governor-elect Bush. She was president of Jeanne Johnson and Co., Inc., a fundraising, public relations and event planning firm. She and her husband, David, have one daughter.



U.S. Ambassador to the Republic of Ghana. Nancy Jo Powell of Iowa is the new U.S. Ambassador to the Republic of Ghana. Ms. Powell is a career member of the Senior Foreign Service, Class of Minister-Counselor, who joined the Department in 1977. At the time of her nomination, she was acting assistant secretary of State for African Affairs. She has served as U.S. Ambassador to Uganda, consul general in Calcutta and deputy chief of mission in Bangladesh and Togo. Ms. Powell has also held assignments in New Delhi, Islamabad, Kathmandu and Ottawa. In Washington, she served as principal deputy assistant secretary for African Affairs.



U.S. Ambassador to the Czech Republic. Craig Stapleton of Connecticut, a real estate executive serving since 1982 as president of Marsh & McLennan Real Estate Advisors, Inc., is the new U.S. Ambassador to the Czech Republic. Mr. Stapleton serves on the board of directors of Alleghany Properties, Security Capital Corp., Sonoma West and T.B. Woods. He and President Bush were partners in the ownership of the Texas Rangers baseball team from 1989 to 1998. He served on the board of the Peace Corps during the administration of President George H.W. Bush. Mr. Stapleton and his wife, Dorothy Bush Walker, have two children.



U.S. Ambassador to Switzerland and Liechtenstein. Mercer Reynolds of Ohio is the new U.S. Ambassador to Switzerland and Liechtenstein. He is chairman of Reynolds, DeWitt and Co., an investment firm specializing in corporate acquisitions and financings; chairman of Sena Weller Rohs and Williams Inc., a regional investment firm; and chairman and chief executive officer of Reynolds Plantation, a golf and real estate resort development company near Atlanta. Mr. Reynolds is a member of the advisory board of the Center for Strategic and International Studies and also serves on the boards of Summerbridge, a tutorial program for inner-city youth, and the National Coalition for the Protection of Children and Families. He and his wife, Gabrielle, have five children.

U.S. Ambassador to the Russian Federation. Alexander R. Vershbow of the District of Columbia is the new U.S. Ambassador to the Russian Federation. Mr. Vershbow is a career member of the Senior Foreign Service, Class of Career Minister, who joined in 1977. Prior to his nomination he was U.S. Ambassador to the North Atlantic Treaty Organization in Brussels. He has also served in Moscow, London and Geneva. In Washington, Mr. Vershbow was senior director for European Affairs at the National Security Council, director of the Office of Soviet Union Affairs and principal deputy assistant secretary for European and Canadian Affairs. He and his wife, Lisa, have two sons.

PERSONNEL ACTIONS

Foreign Service Retirements

Aber, Richard J.	Feeney, Jon J.	Lawing, Helen Marie
Allard, Clarke William	Flaherty, Sue Anne	Logsdon, Wayne K.
Auldridge, Stephen E.	Gunn, Lois E.	Saunders, Edward Charles
Bimmerle, Diann M.	Holliday, Joanne P.	Slatin, Steven R.

Civil Service Retirements

Krings, Lester J.	Meenan, John G.
Lesko, Edward F.	Whitworth, William R.

New Chancery Planned for Abu Dhabi

By Ernie Parkin

Ground has been broken for a new chancery in Abu Dhabi, signaling a U.S. commitment to the region.

The new compound will replace an existing complex of six rented residential villas the embassy has occupied since 1980. As the U.S. presence in the United Arab Emirates has grown, so has the need for a new chancery.

The new five-floor embassy will cost approximately \$43 million and will occupy 10,000 square meters of office space. Move-in date is scheduled for September 2003. The innovative, modern building will reflect environmental and geographical features unique to the U.A.E., as well as a number of security requirements. Current landscaping plans call for using local flora and fauna.

The groundbreaking represents a milestone in a process that began anew after the tragic embassy bombings of 1998. The security review triggered by those events underscored the vulnerable nature of Abu Dhabi's facilities. As Department officials weighed the relative priority of various projects, it became clear that the plot of land allocated to the U.S. government in the Abu Dhabi diplomatic quarter was inadequate for a modern U.S. Embassy compound. Post personnel negotiated a 99-year lease for an expanded

plot to permit the design of a safe and adequate chancery.

In his remarks at the ceremony on April 28, Ambassador Theodore H. Kattouf thanked U.A.E. officials for their cooperation in gaining approval for both the land negotiations and the preliminary building architectural designs. He also praised the U.S. Congress and former State Department officials for their contributions. He said the

new building will symbolize the U.S. commitment to an enduring relationship with the United Arab Emirates. ■



Breaking ground for the new embassy are, from left, Sheikh Khalid Al Hamed; DCM Deborah K. Jones; former Ambassador Theodore H. Kattouf; and OBO's Joseph Toussaint.

The author is an administrative officer in Abu Dhabi.

State Announces New HIV Workplace Policy

The State Department has revised its HIV testing policy at overseas posts. The new provisions will affect approximately 39,000 Foreign Service National employees and locally hired U.S. citizens who work at U.S. missions worldwide.

The new policy makes State's overseas hiring and workplace practices consistent with global U.S. efforts to fight the AIDS pandemic. With this new policy, the United States also sets an example consistent with its message of nondiscrimination to host countries and private industry while at the same time giving priority to education and prevention efforts in promoting and maintaining employee health.

The principal revisions of the policy are:

Foreign Service National employees and U.S. citizen resident local hires are not subject to mandatory pre-employment or periodic in-service HIV/AIDS testing.

Overseas missions are allowed to negotiate with local insurance carriers to expand coverage to include HIV/AIDS-related expenses to the maximum possible. These would include long-term medications necessary to suppress "opportunistic" infections (such as tuberculosis) and brief courses of anti-retroviral drugs to prevent mother-to-child transmission of HIV.

Missions are encouraged to designate an HIV/AIDS education and prevention committee at their post and offer a comprehensive HIV education and prevention program to all its employees. Missions must also provide reasonable accommodations to those who are already infected.

This policy change does not apply to Foreign Service employees whose pre-employment HIV testing is still required. Because a condition of employment in the Foreign Service is worldwide availability, and because adequate HIV medical care is not universally available worldwide, those testing positive are not offered employment in the Foreign Service. All Foreign Service employees routinely undergo HIV testing as part of their periodic comprehensive medical evaluations.

For additional information on the Department's HIV/AIDS policy, contact Dr. Cedric Dumont, director of Medical Services, at (202) 663-1649.

O B I T U A R I E S



William H. Bruce, 72, a diplomatic courier for more than 40 years, died of a cerebral hemorrhage Aug. 2 at a hospital in Burlingame, Calif. Mr. Bruce was returning to his home in Hyattsville, Md., from a trip to Korea for the State Department when he collapsed at San Francisco International Airport. During his long career as

a courier, Mr. Bruce traveled to more than 200 countries and lived in Japan, Panama, Germany, the Philippines and Thailand. He retired in 1984 but resumed courier work two years later as a contractor. During the Korean War, he served in the U.S. Army in Japan.



John W. Fisher, 81, a retired Foreign Service officer, died Feb. 10 in Bozeman, Mont., of natural causes. He joined the Foreign Service in 1947 and served in Guatemala City, Barranquilla, Vienna, Tegucigalpa, La Paz, Caracas and Washington, D.C. He retired in 1974. During World War II, he served as a U.S. Army officer in the Philippines and

there and in Japan. was a prisoner of war



William A. "Bill" Headrick, 62, a retired Foreign Service communications specialist, died July 19 in Highlands Ranch, Colo., of pancreatic cancer. He served in Argentina, Russia, England, Chad, Trinidad, Germany and Australia. A Navy veteran, he retired in 1992 and worked special assignments until 1995.



Olinto Francesco Luchi, 55, the husband of Civil Service employee Paola V. Luchi and resident of Washington, D.C., died March 23 of a massive heart attack at Georgetown University Hospital in Washington, D.C. A native of Lucca, Italy, Mr. Luchi was a long-time employee of Georgetown University, where he was a skilled artisan, mason and carpenter. Mrs.

Luchi, a staffing management specialist in the Bureau of International Organizations, has been with the State Department for more than three decades.

Louella Livengood Martin, a former Foreign Service secretary, died July 5 in Chicago. She joined the State Department in 1934 as a Civil Service employee and transferred to the Foreign Service in 1945. She resigned in 1965.

William T. Shinn, 64, a retired Foreign Service officer, died June 6 in Richmond, Va., of complications from Parkinson's disease. He joined the Foreign Service in 1960 and served in Warsaw, Garmisch, Moscow, Paris and St. Petersburg, where he was consul general. He retired from the State Department in 1994.

Talisa R. Smith, a Civil Service employee in the Bureau of Human Resources' records management division, died July 29 at Howard University Hospital in Washington, D.C. A participant in the Department's Work Trainee Initiative Program, she leaves a husband and six children. She was a resident of Washington, D.C.

Lillie Tabitha Vaden, 83, a retired Foreign Service officer, died April 25 in Annapolis, Md., following a long illness. As a Foreign Service officer with the former U.S. Information Agency, she taught English in the Philippines and Indonesia. She retired in 1974 and was active in community service projects in Prince George's County, Md.

William G. Vale, 89, a retired Foreign Service officer, died June 12 in Miami. He joined the Foreign Service in 1951 and was posted to Oslo, Rome, New York and Bordeaux. During World War II, Mr. Vale served with the War Shipping Administration and participated in the logistical planning for the D-Day invasion of Normandy. After retiring, he served with the International Rescue Committee in Miami and later in Vietnam in refugee relief activities.



August Velltri, 84, a retired Foreign Service officer, died May 19 of cardiovascular disease at Georgetown University Hospital in Washington, D.C. Mr. Velltri joined the Service in 1949 and served in Italy and Greece. His last overseas posting was as consul general in Peshawar, Pakistan. He retired in 1975.

