

UNITED STATES DEPARTMENT OF STATE

November 2000

# State

Magazine

*Putting U.S. Foreign  
Policy on the Record*

Office of the  
**Historian**

# In our next issue: Rabat, Morocco



## State

Magazine

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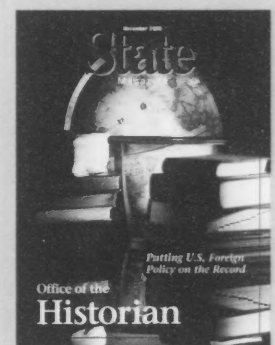
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## FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

# Looking Ahead

**L**ast month, I reviewed some of the principal accomplishments of U.S. foreign policy during the decade since the Berlin Wall fell.

This month, I would like to look ahead. As a Presidential appointee, my term in office will expire Jan. 20 with the Administration's. As that day approaches, I am acutely aware that, like other Cabinet officers, I occupy only temporarily one of the chairs of responsibility in American government. The responsibilities of our country, by contrast, are permanent.

Fortunately, while Administrations come and go, our career Foreign Service and Civil Service employees enjoy a longer tenure. Their know-how and talent provide the continuity that is a hallmark of U.S. foreign policy and a profound asset to our leadership overseas.

This basic continuity does not change. But almost everything else does.

Twenty years ago, when American diplomats met with their counterparts overseas, the Cold War dominated the agenda. And America's interests were measured primarily by the single yardstick of the superpower rivalry.

Today, our agenda is much broader. And so are our expectations about what diplomacy can achieve. This leads to a 21st century paradox. The United States is the most powerful nation on earth. And yet, when we meet with the foreign ministries of even very small countries, we often have far more to ask than to give.

Our interlocutors may seek help in responding to one problem or another. But we may ask for cooperation on a long list of issues, from countering terror and interdicting drugs to economic reform and human rights.

This reflects the interconnectedness of our era and our hard-earned knowledge that if problems overseas are not addressed overseas, they may soon threaten our own citizens and shores.

This is having a significant impact on our diplomacy. The State Department still spends most of its time on big-ticket issues of security, war and peace. During the past four years, my own energies have been consumed more by Europe, Russia, East Asia and the Middle East and Gulf than anywhere else. But we spend some of our time on issues related to virtually every sector of human activity.

Consequently, 21st century diplomacy demands a blend not only of sure-footed negotiating techniques but also expertise in business, finance, law, agriculture, histo-

ry, science, sociology, the environment, public relations and innovative uses of modern technology.

That is why, more and more, the State Department is part of a broad foreign policy team. Our diplomatic outposts are home to representatives from literally dozens of U.S. agencies. Coordinating and combining our efforts for maximum effectiveness will be an ongoing challenge.

The impact on public policy of nonofficial actors will also continue to expand. As evidence, consider the controversy over globalization, with its clash between multinational corporations and multinational nongovernmental organizations.

In this environment, if we are to shape events rather than merely respond to them, our foreign policy team must be able to explain its policies and actions clearly and constantly. We must also maintain strong two-way linkages with each of our many constituencies. The challenge of distilling the diverse concerns of these constituencies into a coherent set of national and international goals will also grow more complex.

Perhaps most important will be the quest for resources. The absence of a superpower adversary has fostered a troubling and dangerous provincialism in some quarters on Capitol Hill. I have tried, from my first day in office, to make the case for increasing our investments in international operations and programs. President Clinton, other Department officials, Foreign Service retirees and friends have raised their voices in the same cause. As a result, the trend toward deep cuts we saw at mid-decade has been reversed. But we are still far below where we should be.

The next President will have an opportunity—and a responsibility—to build on the Clinton Administration's start in dispelling old myths about "foreign aid," by explaining how our international programs aid America, in a multitude of ways, every day.

Individually, sooner or later, each of us must move on. But American leadership must live on—with continuity and strength. The challenges we face in the new century differ both in kind and scope from those of the past. But our fundamental responsibilities remain.

I am heartened because I have come to know well the people in this Department, both in the Truman Building and overseas. And from this knowledge comes the conviction that regardless of changes at the top, American foreign policy will remain in steady, skilled and experienced hands. ■

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## LETTERS TO THE EDITOR

### Comments on New Retiree Escort Policy

While I appreciated receiving Assistant Secretary Carpenter's letter announcing the new retiree access restrictions, I was saddened by the news as well. As I live in Maine, I visit the Department infrequently, but I do enjoy my occasional visits there with old friends.

One of the many things that separate the Department from other government agencies is the real affinity of employees (including retirees) for State. Small touches like the retiree identification card and access on a drop-by basis are special.

I appreciate Diplomatic Security's concerns, and the sign-in policy seems reasonable. But I wonder if the new escort requirement is either practical or necessary. Considering the low-risk population, is the value added worth the loss?

**Larry L. Emery**  
*Retired, Senior Executive Service  
St. Albans, Maine*

Since I am a retired Foreign Service officer and am no longer allowed in Main State without an escort, please tell me whom I should call for an escort when I wish to visit my safety deposit box? Will the credit union be providing boxes at other locations? Or should I simply close my account and box?

**Dan Gamber**  
*Brussels*

### Learning More About Islam

I cannot believe that Secretary Albright, with her wide experience dealing with leaders of the Muslim world, actually wrote the article attributed to her in the September issue. No educated Muslim would fall for the author's notion that there are no significant differences between Islam and Western civilization.

Anyone following closely the Israeli-Palestinian struggle and statements attributed to Mr. Arafat will hear loud and clear the appeal to Islam with definitions of peace that are quite different from those understood in the West.

Not to deal honestly with differences is an act of disrespect.

**Robert Odean**  
*Oslo*

### Trendy but Unfriendly

According to "Direct from the D.G.," in the September issue, the Bureau of Personnel's colorless old title has been changed into the trendy but not demonstrably friendlier

Bureau of Human Resources. Meanwhile, the Department's personnel system lives on, along with "workforce" and "employees," even as the magazine continues its staple "Personnel Actions." The more things change, the more they stay the same.

**Al Toner**  
*Retired Foreign Service Officer  
Arlington, Va.*

### Letters to the Editor

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

## From the Editor

"History is kind to those who write it," observed Secretary Albright at a farewell reception for Department historian William Z. "Bill" Slany. The observation brought a smile to his face and some laughter from the audience of well-wishers gathered in the Exhibit Hall in the Harry S. Truman Building to pay tribute to the scholarship and more than four decades of service Mr. Slany has given the Department.

A quiet, self-effacing gentleman in his early 70s, Mr. Slany has served 13 Secretaries of State and played a major role in compiling more than half of the *Foreign Relations of the United States* series begun by President Lincoln in 1862. That's in addition to a number of special reports such as those on Holocaust assets recovery and the Bosnian peace talks in Dayton. We hope you enjoy our profile of both Mr. Slany and the Office of the Historian.

This issue also reflects the new director general's emphasis on recruiting, and we look at the subject from three angles: the person in charge of recruiting, the board that conducts the oral assessments and four junior officers about to report for duty.

Service in the Southwest isn't all sand and sagebrush, according to folks in Nogales, our post of the month and one of several in Mexico where State employees are busy issuing new computer-generated visas to replace the old border-crossing cards once issued to visitors. The Nogales consular region stretches for hundreds of miles and encompasses mountains and beaches.

It's not uncommon for State employees to be involved with the plight of refugees, especially in Africa. What is unusual is for one employee to play a role in how these refugees will be portrayed by a major moviemaker like Oliver Stone. We won't give away everything here, but we suggest you read the article "On the Road to Kakuma" for a sneak preview.

It's impossible to preview everything in this issue or to compete with the movies, but we do think the variety of articles you'll find will be well worth your while.

*Al Toner*

## CFC Goal Set at \$1.6 Million

The Department's Combined Federal Campaign goal for this year is \$1.6 million, according to the Office of Employee Relations, which coordinates the annual drive that ends Dec. 22.

This year's goal was set by the National Capital Area Combined Federal Campaign, coordinator for federal agencies in the area. Last year, the Department exceeded its goal, raising more than \$1.5 million and earning regional recognition.

The Combined Federal Campaign benefits more than 3,000 charities that employees may elect to contribute through payroll deductions.

## LifeCare's First Report Card Is Healthy

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DCC

Since May, all direct-hire American employees of the Department have been able to call or e-mail LifeCare, a service offering information, counseling and referrals on dependent care and other personal life matters. LifeCare use is healthy and rising, according to its first report card.

The method employees use to access LifeCare correlates with slightly differing interests: those who phoned were interested in help with personal services,

adult care and child care, while those who visited LifeCare's web site focused on child care, financial services and health/wellness. For a discussion of the advantages and disadvantages of LifeCare, check the September issue of *Global Link* at [www.afsa.org](http://www.afsa.org).

To reach LifeCare by phone, call 800-873-4635 or 800-873-1322, TDD; by e-mail send a message to [lifecarespecialist@dcllifecare.com](mailto:lifecarespecialist@dcllifecare.com); or via the web site go to <http://www.life-care.net>; first-time users enter username *state* and password *department*—all lowercase—then follow instructions for personal login. Please share your questions or comments about LifeCare with Sydnee Tyson in the Office of Employee Relations ([tysonsl@state.gov](mailto:tysonsl@state.gov)).

## Transit Subsidy Scores Big with Employees

Washington Metropolitan Area Transit Authority photo



Interest in the transit benefits continues to grow since the Department formally unveiled the plan in August to the hundreds of employees who packed the Loy Henderson Auditorium.

More than 3,500 domestic employees (more than one-fourth of the domestic workforce) now receive up to \$65 monthly to

encourage their use of public transportation. Spurred by an executive order, the benefit is targeted at reducing air pollution and traffic congestion.

The benefit is available to all federal employees who use public transportation.

"We estimate 70,000 vehicles are not on the road because of this program," claims Erick Smith, a Department of Transportation official who keynoted the information session for Department employees. "Match this cost against adding a few more lanes on the highway."

Mr. Smith added that while the transit benefit "may run into the millions," major highway construction "runs into the billions."

To qualify, participants must be full- or part-time Department employees without parking privileges who regularly use public transportation.

The benefit is provided to State employees through transit passes issued every two months to all employees nationwide.

More than 200,000 capital-region Metro commuters—56,000 of them federal employees—use Metrochek, the city's transit system pass, Mr. Smith said. In New York City it's MetroCard; in Chicago, SmartCard.

Four Washington-area locations—in the Truman Building, SA-1, SA-6 and SA-44—are available for employees to pick up their Metrocheks. A Metrochek brochure lists the transit companies and vanpools eligible for the benefit.

Employees who want the benefit need to complete a "Department of State Transit Benefits Program" application, DS-3028, accessed through <https://hrweb.hr.state.gov/er/index.html>. Employees can also pick up an application at the Office of Employee Relations, Room H-236, SA-1. Supervisors need to authorize the form before it's dropped off or faxed.

# Security Now in High Gear

By Paul Koscak

Secretary Albright has made it clear that she considers security awareness and accountability “an inherent, inextricable and indispensable component” of every Department employee’s job.

In recent months, the Secretary set a goal of changing the culture of security at the Department and called for a security action plan to be implemented to meet that challenge. The Senate Foreign Relations Committee was helpful in voicing its concerns and providing advice.

The plan, announced to all employees Sept. 1, includes changes in the Department’s promotion and tenure process, program planning, training, and selection process for senior positions in Washington and overseas and a new Security Incident Program that tightens employee accountability for handling and storing classified information. Key points of the plan, effective Oct. 1, include:

- Security incidents worldwide—violations and infractions—are reported to Diplomatic Security as they occur.
- Violations are security incidents with actual or possible compromise.
- Any violation triggers action by Diplomatic Security, ranging from a letter of warning to revocation of security clearance and disciplinary action by Human Resources—from a reprimand to suspension without pay to termination of employment.
- Certain categories of incidents, such as those involving Top Secret, are automatically treated as violations.

- Infractions are security incidents with no actual or possible compromise, usually occurring in a controlled-access area.

- Three infractions in an employee’s three-year moving window trigger the disciplinary process, ranging from admonishment to reprimand to suspension without pay.

- The three-year moving window is the time period for the aggregate of security incidents to be counted for security clearance review or disciplinary action.

- Security incidents before Oct. 1, 2000, are processed under the old system but remain in Diplomatic Security’s employee security files for review before future appointments or assignments.

To provide all Department employees with the information necessary to properly protect classified materials, the Bureau of Diplomatic Security has implemented the following new programs:

- Mandatory refresher briefings for all employees. These briefings began in mid-May, and more than 8,300 employees have been briefed domestically. Regional security officers at posts abroad are conducting refresher briefings for employees overseas with the assistance of a video distributed by Diplomatic Security.

- The establishment of a Diplomatic Security Electronic Help Desk to help employees with information security questions or suggestions for information security initiatives.

- The establishment of a Diplomatic Security information security Intranet web site to provide employees with access to security regulations, frequently asked questions and related information.

## Retiree Receives Director General’s Cup

Paul Washington, a State Department employee from 1955 to 1992, was awarded the Director General’s Civil Service Cup for 2000 for his outstanding record of achievement and exceptional community service.

Mr. Washington, former chief of the publishing services division in the Bureau of Administration, received the award Sept. 19 in a ceremony in the director general’s office in the Harry S. Truman Building.

In presenting the cup, Director General Marc Grossman said Mr. Washington always went “the extra mile.” In addition to his Civil Service jobs in the Department, including director of information management in the Office of the Secretary, Mr. Washington chaired the credit union board of directors and was a member of the Equal Employment Advisory Council.

In retirement, Mr. Washington, a resident of the District of Columbia, has served as president of the Brookland Neighborhood Civic Association and chaired the mayor’s advisory committee on budget and resources. In 1999, he received Allstate’s community service award.



Photo by Shawn Moore

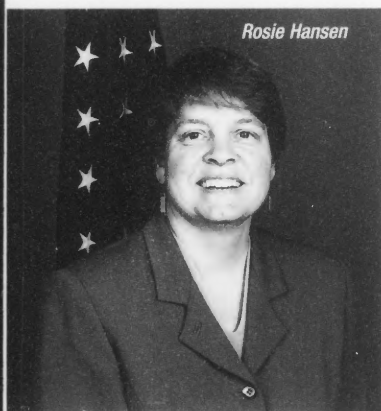
Director General Marc Grossman, right, congratulates Paul Washington.

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## DIRECT FROM THE D.G.

MARC GROSSMAN

# Recruiting for the 21st Century



Rosie Hansen

I'd like to try something different with this column. In the September issue, I introduced the goals and objectives of the Bureau of Human Resources. What I'd like to do during the next few months is introduce you to the bureau's leadership.

Human Resources has set for itself the goal of getting the right people to the right place at the right time with the right skills to support the President's and

the Secretary's foreign policy. So I thought it would make sense to begin this experiment with recruiting. This month I introduce Rosie Hansen, director of our Office of Recruitment, Examination and Employment.

We are lucky to have Rosie. She came to us from East Asian Affairs, where she was deputy executive director. She has served overseas in Guayaquil, Dhaka, Bonn and Sarajevo. She has also had two training assignments, including a year at the Kennedy School of Government at Harvard and a year of senior training at the Hoover Institution at Stanford. Supporting Rosie are Bruce Cole, deputy director; Art Salvaterra, staff director of the Board of Examiners; and Diane Castiglione, director of recruiting.

We are in a "war for talent." We need to recruit the best, most diverse group of people for the State Department if we are to successfully defend and promote our nation's interests overseas and lead diplomacy for the 21st century.

Our recruiters and Diplomats in Residence crisscross the country as they work to attract the best of the next generation of Foreign Service and Civil Service employees. Rosie sends people to info-tech career fairs and to the campuses of the country's best and most diverse colleges and universities.

Our recruiters are competing with top firms and other government agencies. That's why, in late August, Rosie and I urged everyone to do their part to support the Department as an institution and promote the Secretary's concept of "diplomatic readiness," whether it's serving as Diplomats in Residence or as recruiters. You can be assured that Rosie is grateful for the number of employees who have volunteered to help with our recruiting efforts. In some cases, it's been in addition to their regular jobs.

Rosie and her team are studying, among other issues, the examination process. We will give this year's Foreign Service written exam Nov. 4. The question is whether we can continue to recruit the best, most diverse candidates through a written exam. We welcome your views on this important question, and as Rosie moves forward with her effort to review this question, she will inform you about the changes and innovations we are introducing.

In today's competitive job market, one of the biggest challenges is keeping candidates interested in the Foreign Service after they pass the oral exam and before entry. Rosie and her troops are working to shorten the time that it takes between these two important events. A group of creative young officers serving temporarily in Rosie's shop has developed a newsletter for candidates who have passed the orals and are waiting to enter the service.

We also are working to adapt our recruiting efforts to the information age. In September, we held our first Internet discussions on the Foreign Service and the exam process on Planet.gov. We have a new careers icon on the Department's home page, and we will upgrade our recruitment web site over the next few months. Anyone who would like to be involved in this effort should contact Rosie via e-mail at [hansenre@state.gov](mailto:hansenre@state.gov).

The Board of Examiners is another place all of you interested in the war for talent or talent management can contribute. Each year the 3,000 candidates who pass the Foreign Service written exam, as well as more than 1,000 specialist candidates, take an oral assessment given by our Board of Examiners (see related story on page 30). Our examiners determine who will be the next generation of Foreign Service officers and Foreign Service specialists. If you care about our business, you ought to spend time as an examiner.

Like many in the Bureau of Human Resources, Rosie is a leader in enhancing customer service. She will soon have in place a full database that, in addition to making recruiting information available on demand to customers outside the Department, will also permit sharing statistics on recruiting and hiring with any State Department office.

In this time of intense competition for talented people, the State Department can't be passive. We must take an active role in making sure that we attract the best. That is exactly what Rosie Hansen and every person who works with her in the Office of Recruiting, Examination and Employment is doing to compete in the 21st century.

Next month you'll meet Sharlyn Grigsby, director of the Office of Civil Service Personnel. ■





Post of the M.D.

# Nogales

*Duty Along  
the Border*

*Clock tower at Arizpe, briefly the  
capital of Sonora in the 19th century.*

By Jane Gray

**N**ogales is not where or what you'd expect. For starters, it's not on the Texas Rio Grande, and there are no bridges or sand dunes.

Instead, it's on the border between Arizona and Sonora, Mexico, 60 miles south of Tucson. And at 4,000 feet it's nestled in oak-covered hills enveloped by mountains and a pleasant mountain climate most of the year.

Sure, it gets a little hot in June. But then the summer rains come and it's pleasant again. It snows a couple of times a year, not in January or February when you'd expect, but in March or April. The river valleys glisten with the leaves of huge cottonwoods, green in the summer and golden in the fall.

*Forget the  
sand dunes  
and enjoy  
the mountains.*

Joined geographically, historically and culturally, Northern Sonora and Southern Arizona form a unique area of the United States and Mexico. Rolling plains and higher altitudes attracted cattle ranchers from Tucson and Hermosillo, the capital of Sonora, about three hours south of Nogales. When the railroad came through (north to south rather than east to west) in the mid-1880s, the area became an important commercial crossing. A U.S. Consulate was established there in 1886. Trading through the mountain passes, however, existed long before the railroad or consulate.

The Spanish Army and missionary priests had a hard time establishing a foothold in the Pimeria Alta, as the region was known in the 17th and 18th centuries. This was the homeland of the Apaches, until settlers from both Mexico and the United States moved into the area after the Gadsden Purchase incorporated Southern Arizona

*Red chilies and squash at a roadside stand in Magdalena, Sonora, just south of Nogales. Red chilies are the mainstay of Northern Sonoran cuisine.*



Visiting a famous church in Magdalena are Jane Gray, second from left; Skip and Ann Velom; and the Rev. Jean Rogers, priest of St. Andrews Episcopal, Nogales, Ariz.



Foreign Service Nationals, seated from left, are Ramona Paredes, Ana Espinoza, Gabriela Cruz, Monica Lopez. Standing are Veronica Fuentes, consular officer, and FSN Claudia Acosta and Lidia Hernandez, wife of consular officer Carlos Hernandez.



Making posol, a traditional spring harvest stew, are, from left, Lea Ward, Chata Gallegos and Mary Malaby, area residents active in cultural exchanges for the past 25 years.

into the United States. The U.S. Army subdued the Apaches. Other native groups, particularly the Tohono O'odham, made peace, converted to agriculture and today have a large reservation that extends westward and south from Tucson with homelands in the United States and Northern Sonora.

Following the passage of the North American Free Trade Agreement, or NAFTA, Nogales has grown from a pleasant, small border town to a booming factory town.

Fueled by NAFTA, its "maquiladora" factories assemble primarily U.S. materials into goods and export them back to the United States and around the world. There are approximately 90 such factories in Nogales, and another 80 to 100 in San Luis Rio Colorado near Yuma, Agua Prieta and other border towns.

The Nogales consular district runs the length of the Arizona-Sonora border, about 500 miles, from the Chihuahua/Sonora state borders (New Mexico/Arizona) in the east to Yuma/San Luis and the Sonora/Baja California (Arizona/California) borders in the west, and extends south about 60 miles. It includes the beach resort town of Puerto Penasco, or Rocky Point to

Arizonans, and, yes, there *are* sand dunes at this beach on the Gulf of California.

The produce industry has also grown tremendously with an estimated 60 percent of all winter produce consumed in the Western United States and Canada passing through both Nogaleses. Most of the produce (grapes, olives, tomatoes and watermelons) comes from the Mexican states of Sonora and Sinaloa. Of course, Nogales continues to be a major border crossing for people as well as—Americans going south and Mexicans coming north.

The U.S. Consulate was reestablished in 1998 (after being closed in 1970) in response to extensive changes Congress enacted in 1996 to U.S. immigration laws. The new legislation requires all Mexicans wishing to visit the United States to obtain a new kind of visa. The U.S. Immigration Service no longer issues border crossing cards, which were valid forever and free.

Instead, U.S. Consulates in Mexico issue a new kind of visa, the laser visa. It costs \$45. The principal responsibility of the consulate concerns protecting U.S. interests and U.S. citizens living and traveling in Northern Mexico. But the laser visa was the reason Mexico approved a new consular district and Congress a new consulate, which now has approximately 40 employees, including three

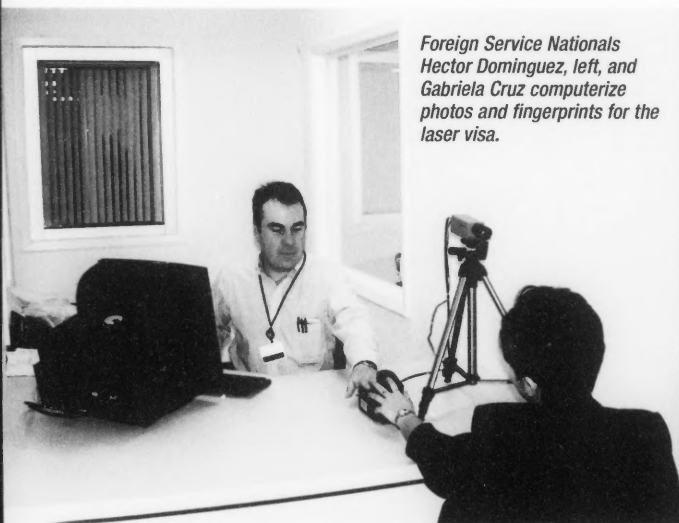
## BCC Adjudication Sites



*Can you identify with certainty that the child on the right is the woman on the left? This is why all old border crossing cards (right, inset), are to be replaced by laser visas (left).*

Foreign Service officers and seven Civil Service visa specialists.

The technology for the laser visa is new and cutting edge. The applicant is fingerprinted and photographed using a computerized system. Biographic information is scanned into the computer, when possible, from the old border crossing card or the applicant's passport. The name check passes through



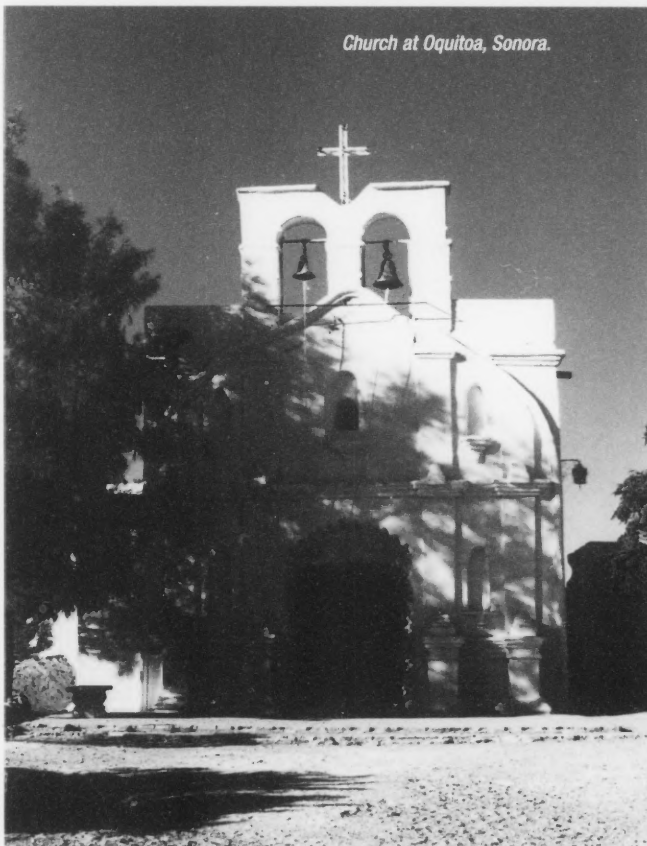
*Foreign Service Nationals Hector Dominguez, left, and Gabriela Cruz computerize photos and fingerprints for the laser visa.*



*Foreign Service Nationals Claudia Acosta, left, and Eduardo Rodriguez process visa applications in Agua Prieta.*



*Consulate staff celebrate the first laser visa issued.*



*Church at Oquitoa, Sonora.*

the INS identification system, which reveals any incidents with the Border Patrol or other federal law enforcement agencies. The new visa is valid for 10 years and can be used with a Mexican passport to travel by air anywhere in the United States or without a passport if entering by land. It is more fraud-proof, since computers can scan the card's "biometric" information.

When the laser visa program was announced, border communities were shocked. They feared a drastic drop in commerce because Mexican citizens would no longer be able to apply for free border crossing cards at any INS office. So Congress added an additional mandate to the U.S. Consulate in Nogales (and to those in Nuevo Laredo and Matamoros): take your show on the road.

Consulate teams now travel frequently to Agua Prieta to process laser visa applications using mobile visa computer equipment. The teams process thousands of applications, making a difference for U.S. and Mexican citizens.

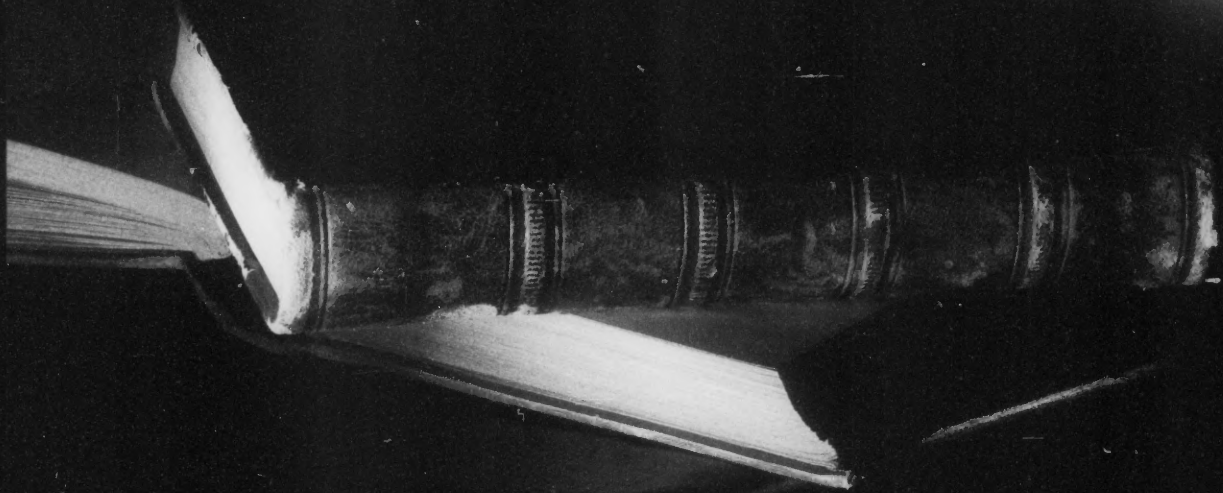
And you thought Nogales was "nowhere."  
Think again. ■

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*The author is the principal officer at the U.S. Consulate in Nogales.*

Office of the Month:

# Historian





Historian William Z. "Bill" Slany, center, meets with staff.

By William Z. Slany  
 Photos by Kathleen Goldynia

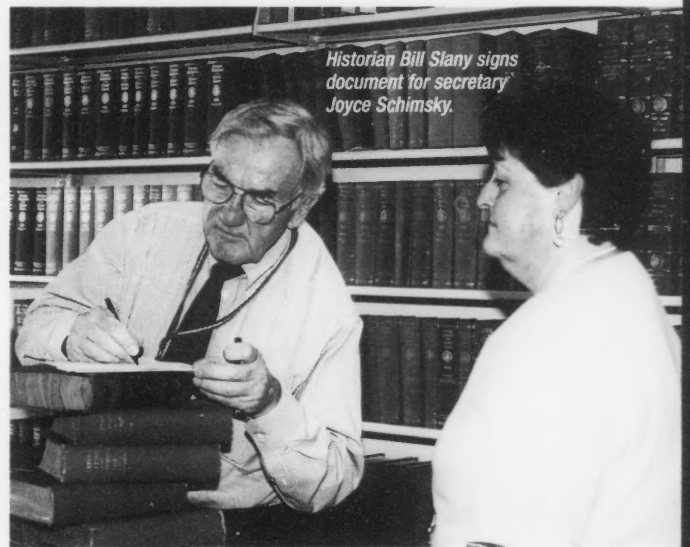
The primary role of the Office of the Historian is to publish the record of U.S. foreign policy and provide State Department decisionmakers with historical studies on particular foreign affairs issues. The office also advises officials on using and disposing of the Department's older records and provides historical reference services to government officials, scholars, the press and the public.

But the lion's share of the office's work is preparing the documentary series *Foreign Relations of the United States*. President Lincoln started this record of American diplomacy in 1862, at the beginning of the Civil War, and it has been published by the Department ever since. The series now includes more than 375 volumes covering 1861-1968, and work is under-way to complete the foreign affairs record of Presidents Lyndon Johnson, 1964-1968, and Richard Nixon, 1969-1974. The foreign policies of Presidents Gerald Ford and Jimmy Carter are next.

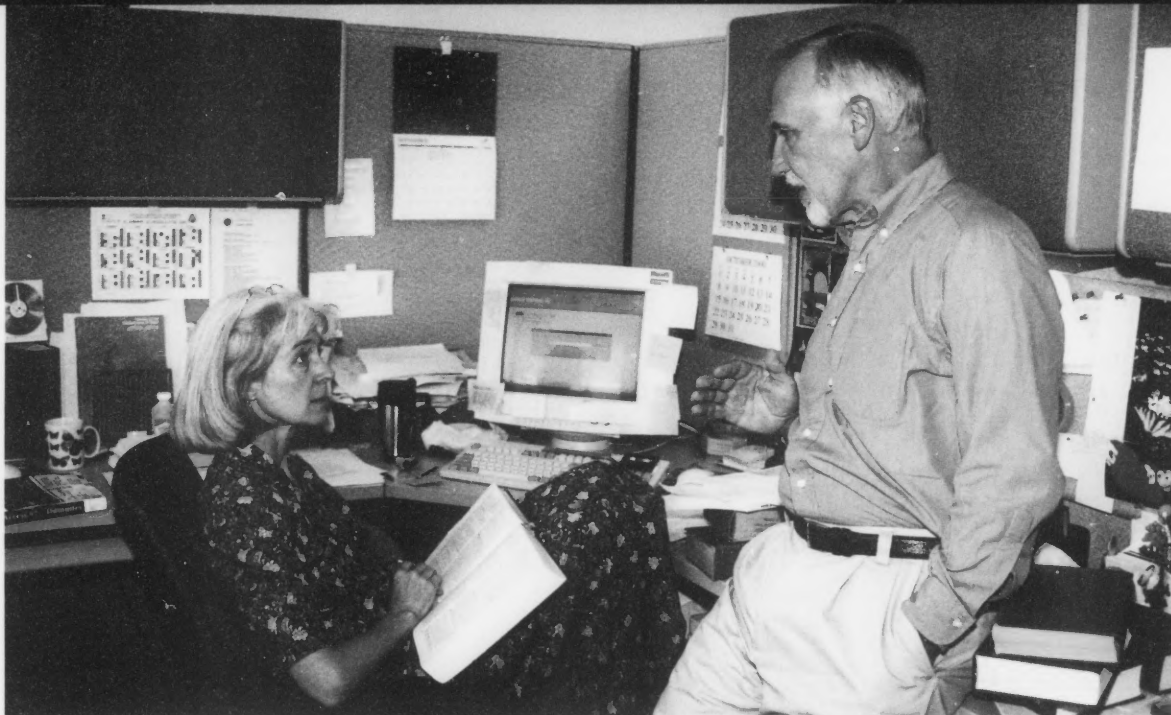
The series presents the most important records of government agencies and departments involved in foreign affairs and the support and protection of American interests and citizens abroad. Staff locate and assemble an array of agreements, undertakings, telegrams, memoranda, diplomatic notes, letters, briefing papers, taped telephone conversations, minutes of meetings and other records needed to document policymaking.

Since no other major government department or agency publishes its official records, the Department's series is unique. The number of documents from other agencies, however, often exceeds the State Department's.

The office also coordinates the declassification of documents for the *Foreign Relations* series. It involves lots of coordination with other agencies and governments. But the bottom line is that some of the most sensitive and



Historian Bill Slany signs document for secretary Joyce Schimsky.



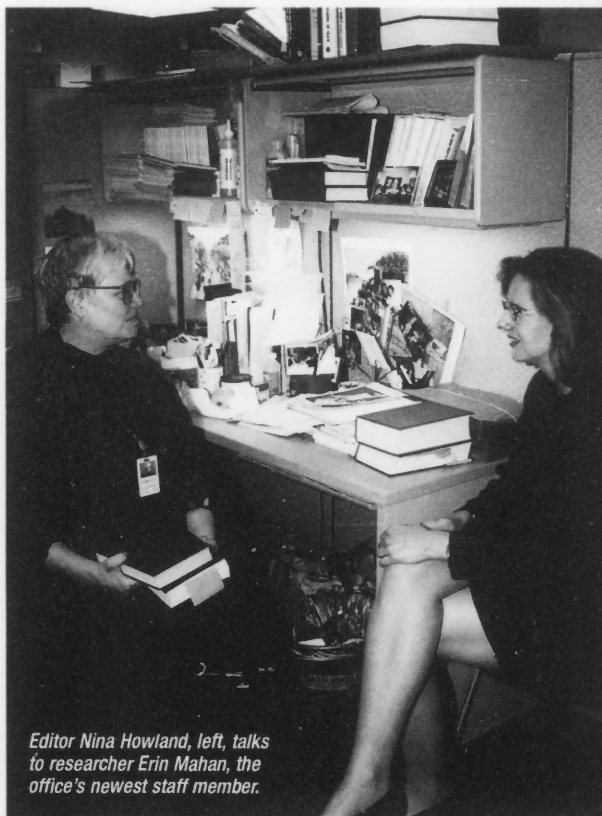
*Editor Vicki Futscher, left, confers with adviser Warren Kimball.*

closely held records are included in the series, ensuring an accurate record of American foreign affairs commitments.

The series continues because of a statute adopted by Congress in 1991, which defines the standards for preparing this historical record, including a 30-year deadline for publishing the results. It also mandates an accurate and complete record of the planning and execution of foreign policy, a document of the necessary records of all agencies involved in foreign policy and

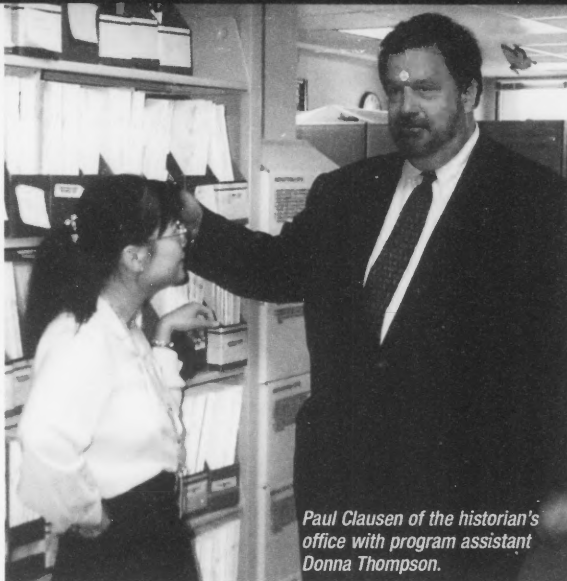


*Ted Keefer, left, converses with Kent Sieg.*



*Editor Nina Howland, left, talks to researcher Erin Mahan, the office's newest staff member.*





*Paul Clausen of the historian's office with program assistant Donna Thompson.*

standards for the declassification review of documents proposed for publication.

The 1991 statute also established a historical advisory committee whose nine non-federal members oversee and advise staff on preparing the *Foreign Relations* series. Members come from national historical associations and academia.

The historian's office has been working closely with the committee to develop a modern *Foreign Relations* series that meets the needs and expectations of the American and international scholarly community and

those of government policymakers and the public. Soon the series will be expanded to include more documents and will be posted on the Internet. In addition, research guides will help students, scholars and others navigate the maze of diplomacy and foreign affairs records. At the same time, the internationally respected volumes will continue to be published, including six this year.

The historian's office occasionally prepares reports on the evolution of American policy studies for Department and government policy makers. These studies are undertaken at the request of the Secretary of State or other Department officials. Sometimes they are done for other agencies. Last year, for example, a 30-page history of the origins of the North Atlantic Treaty Organization for NATO's 50th anniversary was published. Staff have also been involved in interagency historical projects such as the recovery of looted Holocaust-era assets or records of the Bosnian peace process leading to the Dayton agreements of 1995.

In making the history of American foreign policy more accessible, the historian's office has a lead role in developing the Department's Diplomacy Center—a foreign affairs museum and multimedia learning center scheduled to open at Main State in 2004. The center will have both permanent and special collections of artifacts, photographs and other memorabilia. It will showcase more than two centuries of American diplomacy that has ensured our nation's security, protected its citizens abroad and asserted American values worldwide. ■

*Before retiring in September, the author was Department historian.*

## ***Advisory Committee on Historical Diplomatic Documentation***

*Advisers, from left, seated, are Anne H. Van Camp, Benton Vincent Davis Jr., Michael J. Hogan, chair; and Frank H. Mackaman. Standing, from left, are Roger Louis, Elizabeth Cobbs Hoffman and Warren F. Kimball.*



*Photo by Dave Krecke*

***Benton Vincent Davis Jr.***

University of Kentucky, Lexington, Ky.

***Elizabeth Cobbs Hoffman***

San Diego State University, San Diego, Calif.

***Michael J. Hogan***

The Ohio State University, Columbus, Ohio

***Warren F. Kimball***

Rutgers University, Newark, N.J.

***Roger Louis***

University of Texas, Austin, Texas

***Frank H. Mackaman***

The Dirksen Congressional Center,  
Pekin, Ill.

***Michael Schaller***

University of Arizona, Tucson, Ariz.

***Robert D. Schulzinger***

University of Colorado, Boulder, Colo.

***Anne H. Van Camp***

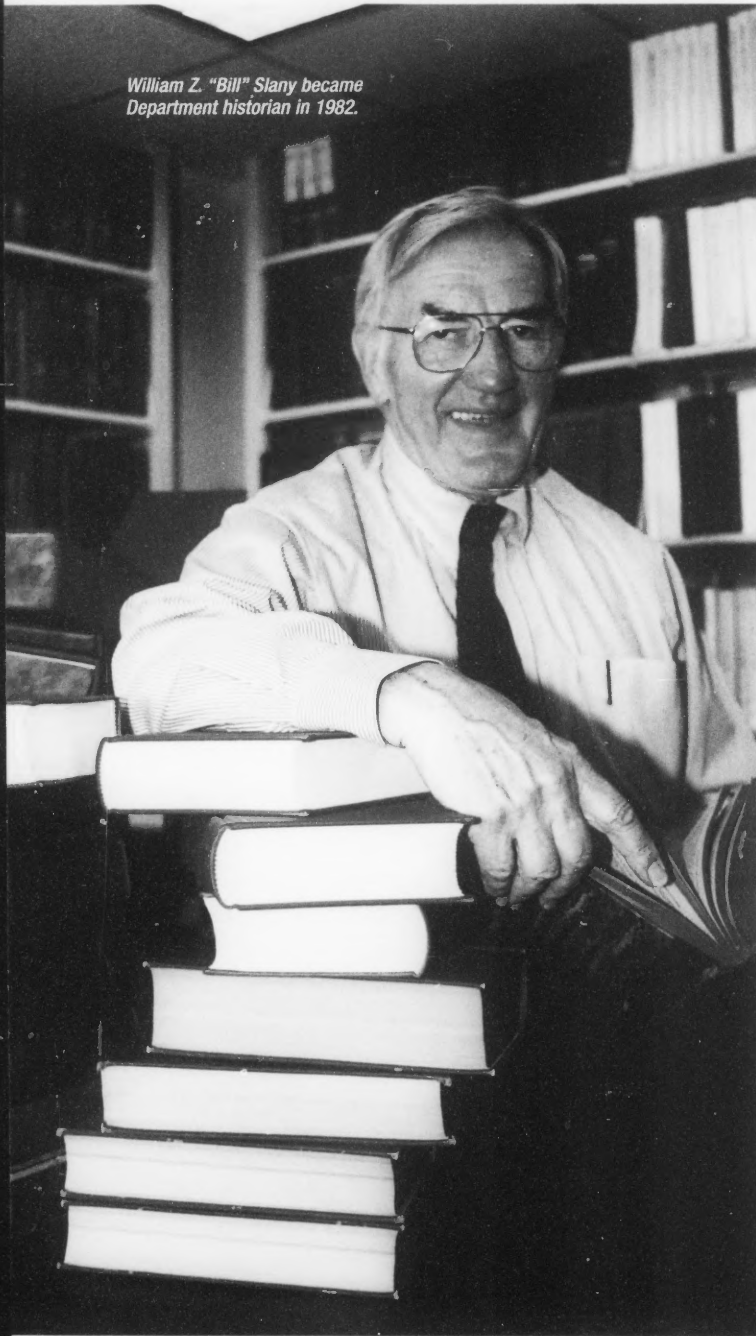
Research Libraries Group, Mountain  
View, Calif.

***Philip D. Zelikow***

The University of Virginia,  
Charlottesville, Va.

# Keeper of the Record

William Z. "Bill" Slany became  
Department historian in 1982.



By Carl Goodman

Photos by Kathleen Goldynia

History can be creative,  
says historian  
William Z. "Bill" Slany.

Mr. Slany, 72, should know. For almost four decades he's been official keeper of the foreign relations record of the United States, a job that has fallen to historians of State since John Quincy Adams.

By "creative," he means interviewing those who were there to find out what happened. In other words, capturing those "corridor conversations" that were never written down. "You're creating documents that don't exist in order to have a record of what happened," he explains.

Isn't that oral history?

"You can think of it that way," he says.

And isn't that how "the record" began in the first place? The oral tradition?

"That's one way of looking at it," he responds.

Not that there aren't written records. There are. Thousands. Millions. Getting them declassified, analyzed and published is another matter.

It matters, for example, to Congress, which in 1991 enacted legislation requiring the Office of the Historian to prepare and publish within 30 years of the event those records relevant to the nation's foreign affairs in the Department's *Foreign Relations of the United States* series. The law also established an advisory committee to "raise flags where the records are incomplete" and to open a dialogue among agencies that is "muscular and argumentative."



Historian Bill Slany, center, confers with staff members, from left, David Herschler, David Goldman and Rita Baker.

The fear on the part of the Congress, Mr. Slany says, is that the foreign affairs record may be incomplete and could use a robust panel of critics from outside government to provide a healthy dose of oversight.

It has.

As he completes almost four decades of work compiling the official foreign affairs record, the Department's historian reflects on the roads that ultimately led him to State.

For starters, he grew up in Cleveland, Ohio, a first-generation American of Slovak parents. His father became a butcher after losing the family grocery business during the Depression; his mother was a laundress. During high school, he spent much of his time in the public library reading military history. So it was an easy step from there to majoring in history at Ohio University on the GI Bill. The Athens campus "was not a party school," he recalls. So many students were former soldiers that the university erected temporary barracks to house them.

The road to Athens first intersected with the U.S. Army, and he spent a 14-month tour of duty as an enlisted man in occupied Japan at the headquarters of Gen. Douglas MacArthur. He actually saw the general "on a couple of occasions." There was little to do, he recalls, except "drink, gamble, chase prostitutes and read." He chose the latter, devouring *War and Peace* and other tomes.

While completing his undergraduate work at Ohio University, his professors encouraged him to continue his education at Cornell, where he received a fellowship and earned a doctorate in Russian history and minors in modern European and intellectual history.

"It was a longer step," he recalls, to the Foreign Service and a job as an analyst with the Department's Bureau of Intelligence and Research. He soon found his Foreign Service career too limited for someone with his interests, and he seized the opportunity "to apply a much broader, modern analysis" in the Office of the Historian. To do so, he joined the ranks of the Civil Service.

"History is relevant," observes the Reston, Va., resident who plays tennis and runs regularly. What's more, the Department has many employees trained in history who understand the "utili-

ty of history for decisionmaking." He estimates there are more than 100 historians throughout the federal government, and his office interacts with many of them as the foreign affairs record involves many agencies besides State.

As an example, he cites two interagency studies his office coordinated and helped prepare to support the Holocaust era assets recovery effort—which combined "unfettered research with diplomatic negotiations." It involved many other federal agencies, historians and experts from other countries.

He's also proud of the office's work on the Camp David accords and the Bosnian peace talks.

The public needs to know what's going on in foreign affairs, he believes, and history helps highlight the nation's achievements and commitments, a reference to the *Foreign Relations* series, begun in 1862, as "the public papers of the President." Only the British have had a comparable series, but it has fallen far behind.

So what does the future hold—historically speaking? For one thing, he believes that electronic technologies like the Internet will make "the record" more widely available beyond government decisionmakers and scholars—and more interactive. By that, he does not mean a chat room, but "a dynamic explanation of the historic record."

And what about his future? Tennis? Running? How about an unfettered history of the State Department?

Now that's an idea worth considering. ■

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The author is editor of State Magazine.

# Brasilia Goes Paperless

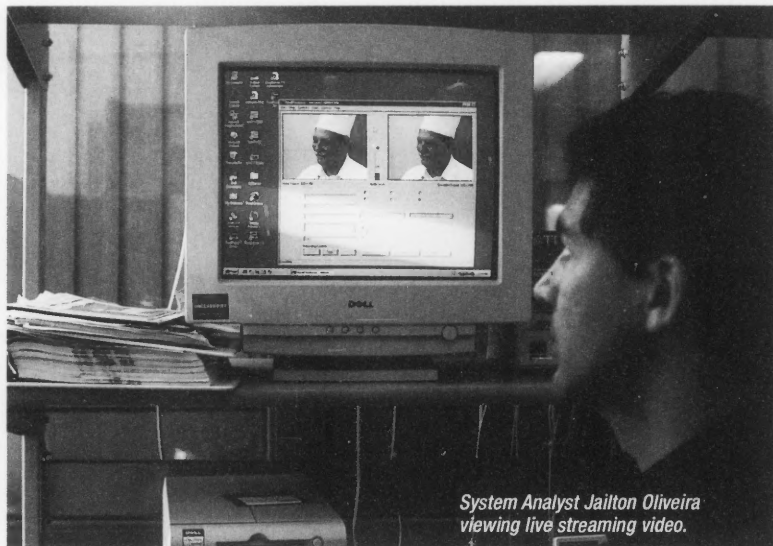
Story by Alan Roecks

Photos by Antonio Seralvo Neto

It's a hot, sunny day in Brasilia. Having the Internet here at work is great. I just got a much-needed position description from a D.C.-based federal agency's web site. As the information management officer at the U.S. Embassy in Brasilia, I am reviewing work requests for telephone repairs. Electronic forms have really streamlined services.

A general services office maintenance team has already repaired the water leak in our kitchen at home. I sent an electronic request this morning. This sure beats the old way of hand-carrying handwritten forms from one office to the other. Work previously done with paper and pencil is now being done via the Intranet, part of the embassy's 260-user unclassified LAN.

CNN, which I have on my desktop, predicts a thunderstorm moving our way. I hope it doesn't delay the arrival of the new person in the economics section we're scheduled to brief at 3 p.m. New arrivals say they



System Analyst Jailton Oliveira viewing live streaming video.

really like the city maps and restaurant guides on our Intranet LAN.

It wasn't always this way, however. I recall a distressing meeting 10 months ago with one of the developers of the Embassy Intranet, Bira Aquino. He had spent six months testing out Internet products and complained that no one was using the sophisticated products he was developing. "We must find a way, Alan," Bira implored, "to get easy-to-use products to the user's desktop."

At meetings with the technical designers of the Intranet, Systems Manager Robb Knott and Systems Analyst Jailton Oliveira, I raised Bira's concerns. They agreed with his assessment, and we spent the next two weeks exploring better ways of marketing what we considered to be an exceptional product.

Brasilia took three steps to create a paperless office.

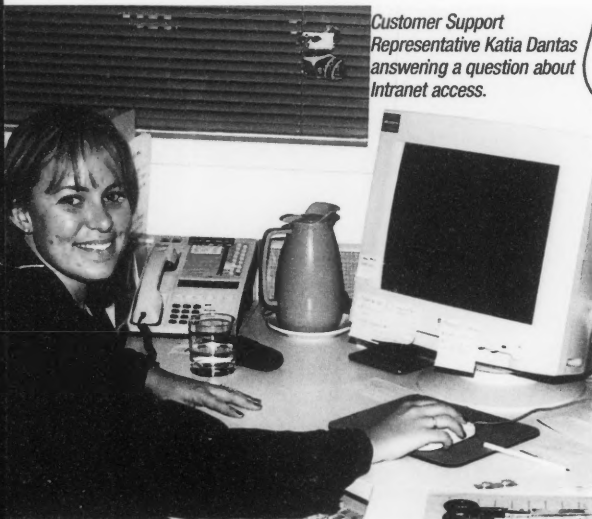
First, we needed front office support. Second, we had to offer easy-to-use choices that immediately resulted in quicker and better service. And third, we had to ensure that every employee knew about the timesaving alternatives available on the Intranet.

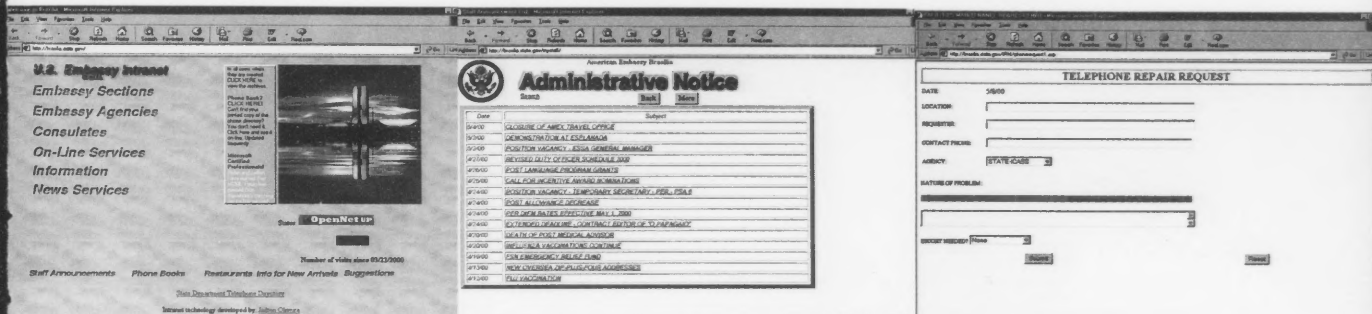
Our front office fully supported our effort to automate operations. Not every post is willing to make dollars available for high-end Pentium PCs. We were also fortunate because our regional bureau's executive office chose Brasilia as a test site, defraying some of the hardware costs.

We automated the daily services our customers used the most. These included:

**Phone directory.** Our directory includes 680 people: It lists every American and local employee at the embassy, consulates in Rio de Janeiro, São Paulo and Recife, and four consular agencies. The directory is part of the Intranet and is also available as a hard-copy phone book. Customers tell us the Brazil-wide phone book is invaluable. Robb Knott's unique design allows us to get information for any section

Customer Support Representative Katia Dantas answering a question about Intranet access.





From left are an Intranet screen showing Brasilia's home page, an example of an Intranet Administrative Notice and a telephone repair request.

according to 11 different locations, including the embassy, consulate and consular agencies. For each telephone book entry, from a pop-up menu, users get detailed information that includes cell phone numbers, spouse's name, an e-mail address that automatically opens a new message when "double clicked," and home phone numbers.

**Information about offices.** The Health Unit has 15 separate links, including specifics about local hospitals. From the Personnel home page, users can link to the post report and commonly used forms and can learn about every employee in the section.

**Forms.** The system's office generates forms for repair of homes, supply requests, telephone repair, hotel reservations and printer and copy machine repairs. Sending forms via e-mail means the request arrives immediately, eliminating waiting and greatly reducing backlog.

**Status of information resource management communications.** The Intranet home page shows the operational status of unclassified e-mail, the phone exchange switchboard and IVG lines. When these services are not available, we keep users informed of their status via the Intranet.

**Administrative Notices.** We send notices of interest to the embassy community via e-mail the day they are received. Users can easily retrieve them from a special library on the Intranet.

**Streaming video.** Just added this spring, this feature brings CNN to our desktops.

**Internet accesses.** In addition to the Intranet LAN, we have a separate Internet LAN. Brasilia is a city where little English is spoken and the Internet provides our link to the outside English-speaking world. It services 210 customers, including family members, via four "community liaison office kiosks" located in the center of the chancery. The CLO requested and paid for the computers in these kiosks. The front office and the

economics and administrative sections can access the Internet and Intranet LANs from the same screen via a two-way switch.

We made sure all employees knew what was on the Intranet and how these services could save them time. A descriptive e-mail and a brief write-up in the embassy newsletter followed up each addition to the Intranet. We spoke about the Intranet whenever possible—at Country Team, general staff meetings and even at Y2K Steering Committee meetings. We demonstrated the Intranet and Internet LAN to every new American employee, and an IRM Foreign Service National gave a similar briefing to new local employees. Based on questions from new arrivals, the "Information for New Arrivals" section was added to the Intranet. It includes 16 maps of Brasilia, restaurant guides, pictures of the city, commissary guidelines, instructions for printing one's own business cards, a suggestion link and links to key offices.

The U.S. Embassy in Brasilia is progressing toward a paperless environment. Due to rapidly changing technology, it is likely that other embassies may have created better and more user-friendly products. We hope this article suggests possibilities other posts may wish to try. For more information, visit our Intranet site on OPENNET, Brasilia.state.gov. Streaming video is only available locally. ■

*The author is the information management officer at the U.S. Embassy in Brasilia.*



Alan Roecks, information management officer, in front of Brasilia's IRM Office.



On the  
Road to

A refugee hauls building materials for Kakuma camp.

# Kakuma

By Michael J. O'Keefe

Photos by B. Press and courtesy of United Nations High Commission for Refugees


I had met film director Oliver Stone several years ago, so when I learned he was making a new film with a refugee and humanitarian relief theme, I suggested that we travel to Africa together to visit refugee camps and talk with refugee assistance officers on the job. The purpose of the trip would be to help the director experience the reality of humanitarian relief work and understand the role of the U.S. government in assisting those in need.

Mr. Stone responded with an enthusiastic "let's go," and a few weeks later the Department and the United Nations High Commission for Refugees approved the venture.

The film, *Beyond Borders*, depicts a doctor (Kevin Costner) working in a humanitarian relief setting and a wealthy woman (Angelina Jolie) who dedicates herself to helping him. The story spans several years and is set in Africa, Southeast Asia, Central Europe and London. I accompanied Mr. Stone, his son Sean, co-producer Ted Halsted and a small film crew on their African trip.

With the cooperation of the U.S. Embassy and the High Commission office in Nairobi, we soon found ourselves in Kenya on a two-and-a-half-hour propeller flight bound for the Kakuma refugee camp in the northwestern region of the country. Kakuma is home to about 65,000 refugees of 11 different nationalities, the majority from Sudan and Somalia. I was the only team member who had traveled in Africa south of the Sahara. The rest didn't know what to expect.

We were met by the commission's sub-office director, Saber Azam, representatives of the Kenyan government and the refugee community at Kakuma. Refugees of each



nationality greeted the group with a cultural demonstration and did everything they could to make the director and crew feel welcome.

The greeting may have made the camp's reality that much harder for the group. Following a briefing and courtesy calls on local Kenyan officials, we visited the camp's reception area. Between 500 to 600 new Sudanese refugees had just arrived. They had been walking for several weeks, covering more than 600 miles from the Upper Nile province of Sudan to the safety of Kakuma, braving the desert and attacks by warring factions and bandits. The film crew was shocked by the sight of hundreds of malnourished children and battered women waiting to

register as refugees. One woman collapsed in the 100-degree heat and was revived with the help of a nurse. She was pregnant and in severe need of nourishment and prenatal care.

Later, when they visited the hospital, the malnutrition problem became clearer as the team observed therapeutic feeding and saw the treatment given severely malnourished children. The hospital visits were important because the principal character in the film is a doctor, and the producer would have to re-create the hospital's atmosphere for the film.

All was not entirely grim in the camp. When we visited a

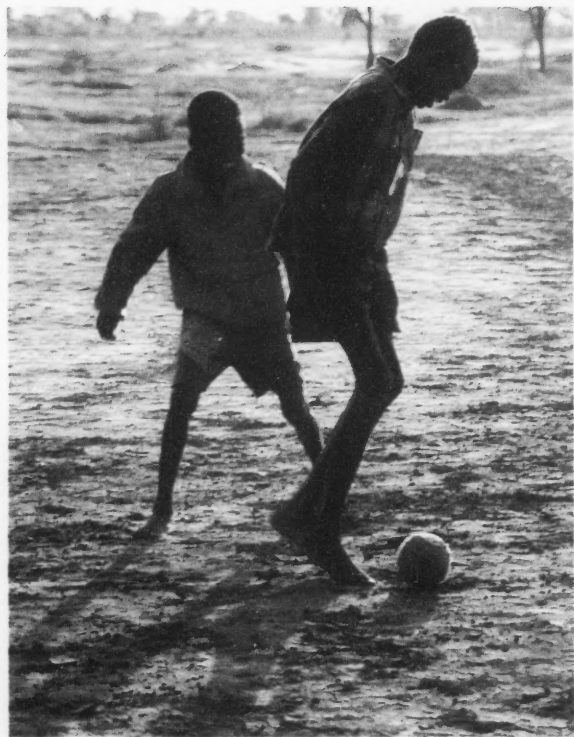


*Above, Kakuma refugees relax in front of their newly built home. Below, refugees build a tukul.*





Above, refugee children at preschool in Kakuma camp. Below, refugee children play.



preschool the next day, we encountered about 800 children learning how to live peacefully together. As we entered the school, the children began singing a song to celebrate their diversity and unity. "We are one. We are Sudanese. We are Somali. We are Kenyan. We are American. We are one." The classes were intentionally composed of children from several nationalities so they could learn early the importance of living cooperatively.

After two and a half days in Kakuma and a day and a half in Sudan, the film team returned to Nairobi where they were dinner guests of Assistant Secretary of State Julia Taft, who was traveling in the region. Ms. Taft explained the critical role of humanitarian aid in today's foreign policy, noting that the United States was the world's leading donor in assisting those in need.

Before continuing their research visits to camps and humanitarian relief areas in Ethiopia and Kosovo, Mr. Stone thanked the Department and the bureau for organizing the Kakuma trip. He said he planned to rewrite sections of the script based on what he had seen in the camps. With these experiences as background, *Beyond Borders* should more accurately portray for the film's large viewing audience refugee conditions and U.S. efforts to improve them. ■

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*The author is the refugee assistance officer for the Horn of Africa in the Bureau of Population, Refugees and Migration.*



# Air Crashes

## *Have Claimed Six Couriers*



By Paul Koscak

**T**he State Department's Diplomatic Courier Service has an amazingly solid safety record. Small wonder, considering that its 97 couriers log more than 275,000 miles annually delivering sensitive packages and information to some of the world's most and least exotic places.

Since flying is the main way couriers travel, airline safety is always high on the list of courier service concerns.

Seth Foti, the young Department courier who died in a Gulf Air crash last August (see obituary on page 37), was the most recent courier to die in the line of duty. Since 1943, six Department couriers have lost their lives—all in airline crashes.

The FAA prohibits the Department from publicizing an FAA list of substandard foreign air carriers. But the FAA still tracks those airlines based on pilot competency, maintenance and reliability, according to John Durbin, director of the U.S. Diplomatic Courier Service.

Mr. Durbin said Africa presents the greatest challenge to finding safe air service.

Recently, a plane carrying a Department courier skidded off the end of the runway in Kampala and into Lake Victoria. There were no deaths, Mr. Durbin said, but such a mishap is not unusual in the region.

Since many of the couriers' destinations are not serviced by U.S. airlines, the Department is forced to rely on its best judgment when choosing foreign carriers.

"Yes, we will use a questionable carrier if it's the only way to get in or out," the director said. "But it wouldn't be on a regular basis."

The other five diplomatic couriers who died in the line of duty are James N. Wright, Feb. 22, 1943, in Portugal; Homer C. White, Dec. 4, 1945, in Nigeria; Richard T. Dunning, June 22, 1951, in Liberia; Willard M. Fisher Jr., March 29, 1953, in Tanganyika; and Joseph P. Capozzi, May 10, 1963, in Cameroon. ■

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

# Excitement, Intrigue Attract Spirited Applicants

Story and Photos by Paul Koscak

## How much is a Foreign Service job worth?

Just ask a few students at the Foreign Service Institute and you'll find it's a lot more than the \$41,150 the Department pays its top entry-level employees.

For these aspiring diplomats—some who actually took salary cuts to enter the program—money hardly enters the conversation when they talk about the future.

"It didn't have the higher calling of public service," recalls James T. Crow about his previous job in explaining why he chose the Foreign Service over a marketing career.

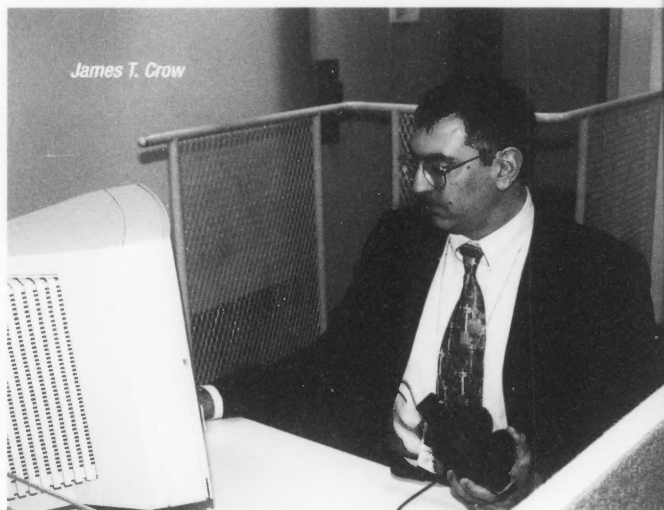
Mr. Crow, who spent six years in the Navy as a surface warfare officer and is now a lieutenant commander in the

Navy Reserve, says he was always interested in an "international career." While on active duty, he supervised 83 people and controlled a budget of \$1.3 million, while traveling extensively throughout Asia, Europe and the Middle East.

Unlike the State Department, where new employees routinely serve abroad, obtaining a foreign assignment in the private sector could take years, he says.

Mr. Crow, who leaves for Korea in December, expects to work in the consular section processing visas before moving on to the political section.

"Whatever it is, it's going to be exciting," he says.



Dana Brown agrees.

"I'm thrilled to be here," says the animated 26-year-old, who is now working in the political section at the U.S. Embassy in Tegucigalpa.

The California resident's education and background shouts State Department. She holds degrees in diplomacy and international security as well as Latin American public policy. Her foreign travel includes Venezuela and Uruguay as a State Department intern and Western Europe and the Far East as a student and tourist.

Ms. Brown recalls two occasions that triggered her desire to be part of the international scene. First, when she was 12, she accompanied her family on a trip to Toronto. "That whetted my appetite" for other cultures, she says. The next time was when her backpack was stolen while living in Spain for a year.

She turned to the embassy for help.

"It was the first time I had to deal with the consulate," she recalls. "I was intrigued by what they did and how professional they were."

Although intrigue may have fueled Ms. Brown's enthusiasm for an international career, patience, persistence and the ability to handle frustration may have clinched it.

"It's a slow hiring process obfuscated by paperwork," the Brown University graduate recalls of the two years it took to finally get hired after she passed the Foreign Service exam.

"It's a test of endurance," Ms. Brown cautions.



Another Latin America-bound novice is Michael Garuckis, former attorney with the Social Security Administration. He hopes to apply his legal experience doing consular work at the U.S. Embassy in San Salvador.

Mr. Garuckis, who lives in Arlington, Va., worked independently as a "legal temp" in Tampa, Fla. Still, his interest—and persistence—in practicing international law drew him to the State Department and more than one shot at the arduous Foreign Service written exam. "It became a mental exercise," he quipped.

The 1996 University of Cincinnati law school graduate and human rights fellow takes a pragmatic view of his new job.

"We can be effective in attending to basic human rights," Mr. Garuckis, 32, says, particularly when it comes to aiding Americans who get into trouble. "Maybe we can't get them out of jail, but we might get them into a better jail."

"El Salvador is an intriguing country, especially just recovering from a civil war," Mr. Garuckis says.

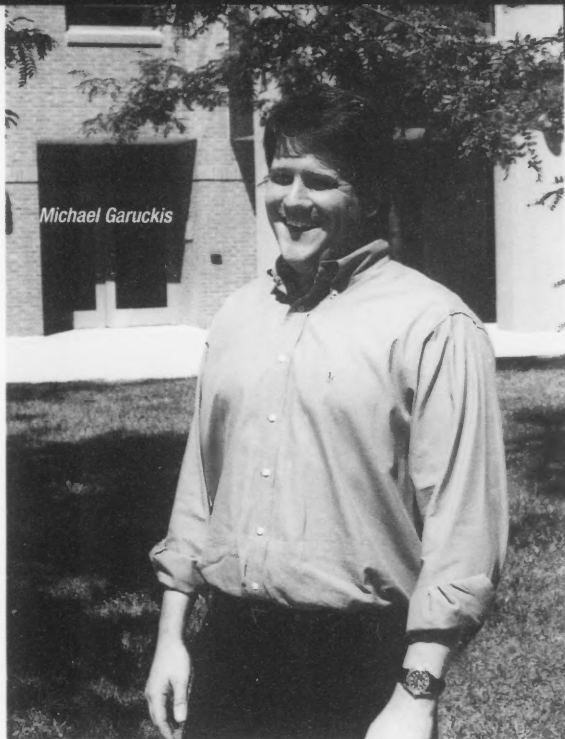
Then there's Elizabeth Colton. It's a good bet the Foreign Service gets few newcomers who have literally written the book on diplomacy, among others. Or someone who already has mingled with heads of state such as Pope John Paul II, Margaret Thatcher and Yasser Arafat.

The former college professor and network radio correspondent, who covered the American bombing raid on Tripoli and later the Persian Gulf War, says that her greatest desire has always been to be a diplomat.

"I've been teaching it all along," Ms. Colton, 55, says, exuding the enthusiasm more likely found in one of her students. "I hope my experience can be used."

It's experience that would make most ambassadors green with envy.

Ms. Colton spent several years traveling the world employed by other countries to teach international politics and diplomacy to its diplomats. She also taught communi-



cations and journalism at Virginia's Shenandoah University. Her book on diplomacy is expected to be published soon.

Ms. Colton also worked as a journalist with firsthand experience abroad. She reported for *Asia Week*, a Reuters magazine, and was a London-based television producer for both NBC and ABC covering the Middle East and North Africa. In 1981, she won an Emmy for two ABC Nightly News pieces on Libya. Later she established *Newsweek's* Middle East bureau in Cairo. The Waterford, Va., resident's coverage of the Persian Gulf War prompted National Public Radio to offer her a job as its State Department correspondent.

Remember that group of Iraqi soldiers who surrendered to a journalist? You guessed it. They gave up to NBC radio correspondent Liz Colton.

On the way to her new job, the FSI student also managed to become publisher for a company that owns 10 Northern Virginia newspapers and to teach journalism at Shenandoah University.

Choosing to become a Foreign Service officer at an age when many federal employees are retiring will present some challenges, Ms. Colton admits. "I'll be taking a major salary cut from what I made in teaching and speaking fees. I also have a house to sell."

Despite the financial setback, Ms. Colton is anxious—even exuberant—to begin consular work at the U.S. Embassy in Riyadh, Saudi Arabia. She expects to move on to the political section the second year.

"I'm just interested in a lot of things and I love learning," she says. ■



The author is a writer-editor for State Magazine.



*Greek and Turkish earthquake rescue teams display their flags side by side.*

By David L. Phillips

**P**rograms that encourage unofficial dialogue between adversaries or communities in conflict are what track two diplomacy is all about. Designed to complement official diplomacy, track two initiatives advance U.S. interests.

Recognizing this, the State Department has played a key role in assisting Columbia University's track two portfolio in the Aegean and Eastern Mediterranean region. Today, U.S. Embassies in Ankara, Athens and Nicosia are fully engaged in promoting track two activities.

Embassy public affairs officers created exchange programs to foster Greek and Turkish cooperation among intellectuals, journalists, academics and archaeologists. Participants represent business, civic and religious communities as well as the governments of both countries. Embassy staff monitor projects in the fields of archaeology, dance, the arts, academia, culture, sports, media, tourism, trade and banking. The Bureau of Educational and Cultural Affairs funded the programs.

To encourage appreciation for the track two approach, Columbia University's International Conflict Resolution Program has conducted seminars for embassy staff abroad and roundtable discussions with representatives of the Bureau of European Affairs in Washington. Once wary of these informal activities, U.S. officials increasingly view track two programs as innovative tools for reducing international tensions.

## Track Two:

# Beyond Traditional



*Prime Minister Simitis of Greece (in gray suit) thanks Turkish Ambassador Koyonoglu (in dark blue suit) and the Turkish rescue team in Athens.*

In Cyprus, the university organized activities to mobilize support for a bi-zonal, bi-communal federation. Since a solution to the Cyprus question is influenced by Greece and Turkey, the program pursued a regional approach involving citizens of both nations. These efforts have helped improve relations between the two countries.

After the Turkish earthquake of August 1999, Greece responded generously and quickly, sending the first international rescue teams. Soon afterwards, when a quake rocked Athens, the Turks sent their emergency teams to the Greek capital. This "earthquake diplomacy" signaled a new phase in Turkish-Greek relations. A network of civil society leaders, established in 1997, laid the groundwork for the rapprochement that has occurred.

Both countries' political leaders recognized the shift in public opinion after the earthquakes. At the Taksim Roundtable, a meeting of Greek and Turkish officials,

Greece's Foreign Minister George Papandreou said, "People have dared to think what politicians believed was impossible. They have gone beyond our diplomatic maneuvers. In a glorious moment, they have taken diplomacy into their own hands."

This new spirit helped inspire formal diplomacy. Mr. Papandreou and Turkey's Foreign Minister, Ismail Cern, created working groups in culture, tourism, trade, environmental concerns, multilateral cooperation and combating organized crime. Today, Greece and Turkey have started a dialogue on such core issues as territorial waters, law of the sea jurisdiction and resolution of the dispute over islets in the Aegean and Eastern Mediterranean. Their ministries of education also have taken steps to eliminate negative stereotyping in textbooks.

# Diplomacy



*Taxiarhis Church, a Greek Orthodox church in Fethiye, Turkey, currently being restored by the social relation committee of Fethiye.*

To reach this point, both Turkey and Greece had to overcome deeply rooted mutual mistrust. Animosities were compounded by the perception that Greece was working behind the scenes to keep Turkey out of the European Union. A consensus developed that Turkey's democratic development would be enhanced if it were integrated into European institutions. But after the 1997 Luxembourg Summit, Ankara broke off most formal contact with Greece. And after Greece was implicated in supporting Abdullah Ocalan, head of the terrorist Kurdistan Workers Party, prospects for improved Greek-Turkish relations seemed remote.

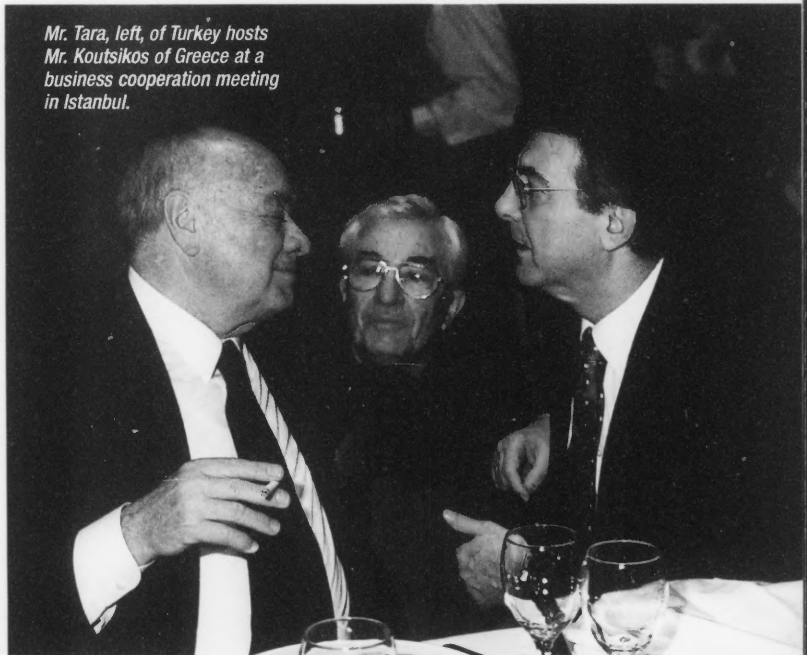
So did Turkey's EU candidacy. Member nations objected to Turkey's candidacy, citing the unresolved Cyprus question, Greek-Turkish relations and human rights concerns. Deciding to take on these issues, Columbia University mobilized a series of track two initiatives specifically designed to address problems affecting Turkey's relations with the European Union.

Meetings were convened of Cypriot business leaders, who believed that contact between the two factions produces mutual benefit. The sessions yielded tangible results. The U.N. phone system was upgraded, multiplying tenfold the number of calls between the northern and southern regions of the divided island. Other projects were identified in the fields of trade, tourism, communications and the environment.

A Greek Cypriot businessman, needing goat's milk from the north to fulfill export orders, printed T-shirts that read, "Make cheese, not war." Eco-tourism aimed at saving an endangered species of turtle was explored. Internet contact expanded. Waste management projects developed. And an important dialogue is under way to solve the acute water shortage afflicting the entire island.

To improve the climate for Greek-Turkish relations, Columbia University assembled media representatives, think tank experts, scholars and business leaders from Greece and Turkey. These meetings revitalized the Greek-Turkish Business Council and catalyzed transactions, including the sale of information technology from Greece to Turkey. The gatherings also helped establish joint ventures between Greek and Turkish businesses to promote power production and grid transmission in third countries, including Macedonia and the Central Asian Republics.

One innovative activity focused on the shared history of Greeks and Turks. Research groups were created to study events during the burning of Smyrna or—depending on national perspective—the fire of Izmir. The 1919 event was a defining moment for Greek and Turkish national identities. Scholars are preparing parallel and joint publications as a starting point for national dialogue on historical events and their effect upon contemporary attitudes.



*Mr. Tara, left, of Turkey hosts Mr. Koutsikos of Greece at a business cooperation meeting in Istanbul.*



*Turkish conductor Gurer Aykal  
applauds Greek pianist Dimitrios  
Sgouros at a Bilkent University concert  
before an audience of 5,000 Turks.*

Today, track two activities are expanding. In April, Greek and Turkish mayors met in Washington, D.C. A Greek-Turkish writers' symposium was convened in Athens. Last May, the Voice of America sponsored a multimedia conference on "Greek-Turkish Rapprochement." In June, Bilkent University's amphitheater was packed with Turkish students attending a performance by Greek pianist Dimitrios Sgouros, conducted by the distinguished Turkish composer Gurer Aykal.

Villagers in Turkish coastal communities on the Aegean, where they recall the Greek spoken by their grandparents, have located and invited former Greek residents of their towns to return and visit. The resort town of Golkoy on the Bodrum peninsula in Turkey has established a sister-city partnership with Leros in Greece. There have been meetings and joint projects on a multitude of topics, from trade to church restoration and from pharmacy to sports.

To advance human rights in Turkey, Columbia organized a democracy dialogue with Turkish citizens, including those of Kurdish origin. Rejecting separatism and terrorism, participants discussed ways to promote moderation by addressing the legitimate demands of Kurds for more human and cultural rights. They drafted a declaration of common principles that has influenced the debate. Turkey has taken positive steps by lifting the state of emergency in several provinces, expanding

Kurdish cultural rights and initiating legal and constitutional reforms. But there is more work to do.

Track two initiatives helped revitalize Greek-Turkish diplomacy at its low point. But track two is no substitute for progress in formal negotiations. The Cyprus talks are on again. While track two efforts can build stronger relations between the Greek and Turkish Cypriot communities, they cannot compel either side to finalize an agreement. And there is growing public pressure on Greece and Turkey to address core concerns affecting their bilateral relationship.

Will this lovefest continue? The United States must use all the tools at its disposal to ensure that it does. And track two activities have proven to be among the more effective tools for encouraging Greek-Turkish dialogue.

U.S. officials recognize that track two programs can add value by contributing to official diplomacy when there is close consultation and cooperation between officials and responsible nongovernmental organizations. Innovative problem solving is encouraged at the Department of State, and track two diplomacy has found its way into the toolbox of American diplomacy. ■

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*The author is a senior fellow at Columbia University's International Conflict Resolution Program and an adviser to the Bureau of European Affairs.*

# 'We Are What We Recruit'

By Chuck Cecil and Art Salvaterra

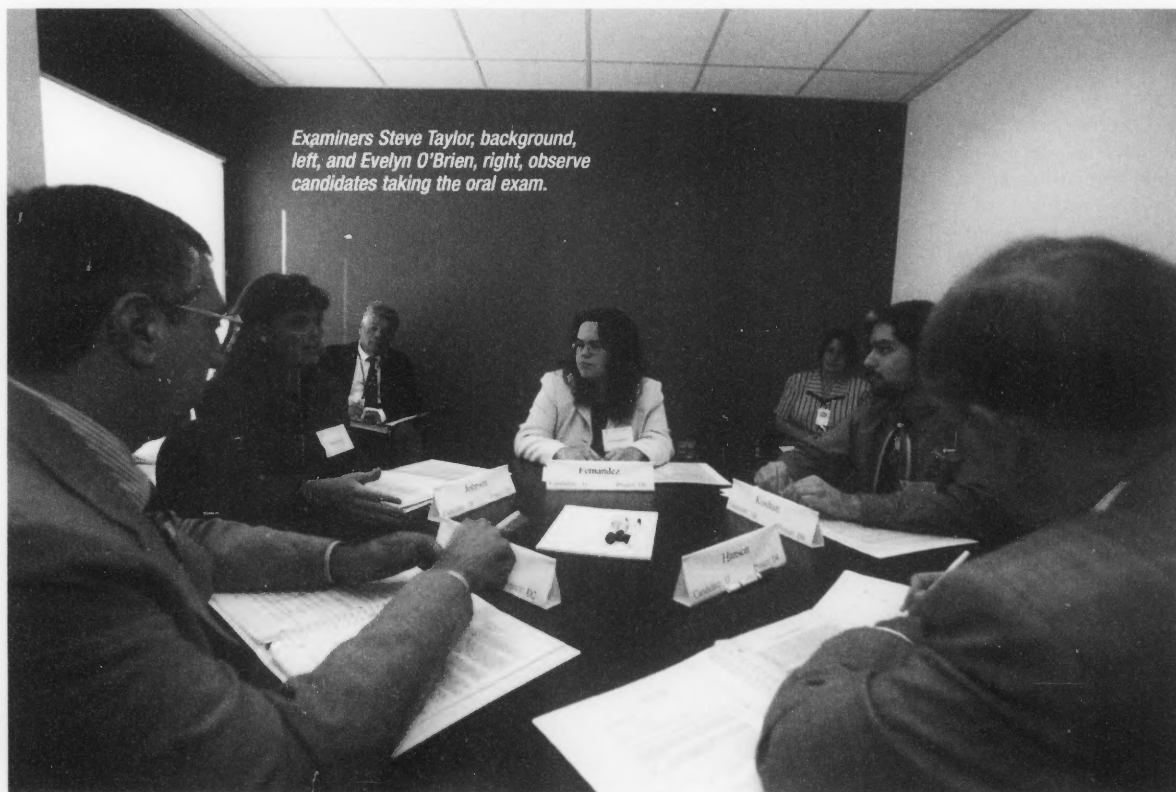
*Ever wonder what kind of Foreign Service is in store for the 21st century? Is it true that the current oral Foreign Service exam is much harder than the one you took? How difficult is it to enter the Foreign Service?*

**T**he Board of Examiners of the Foreign Service (BEX) is concerned with these questions on a daily basis. BEX is located in the Office of Recruitment, Examination and Employment and consists of 28 Foreign Service officers in grades 0-3 to minister counselor. The examiners themselves represent diversity in every possible way: gender, ethnic origin, race, generalist (all cones are represented) and specialist.

Operating in teams of four, the BEX examiners administer the oral exam to more than 2,000 candidates annually. Of these, perhaps 450 will achieve a score high enough to be placed on a list of eligibles and then begin the further in-processing of medical and security clearances. Offers of employment are made from this list based on the Department's needs in the various career fields, or cones.

The quality of the candidates taking the oral examination is, as our teenage kids used to say, "awesome," and selecting the successful ones is no easy task.

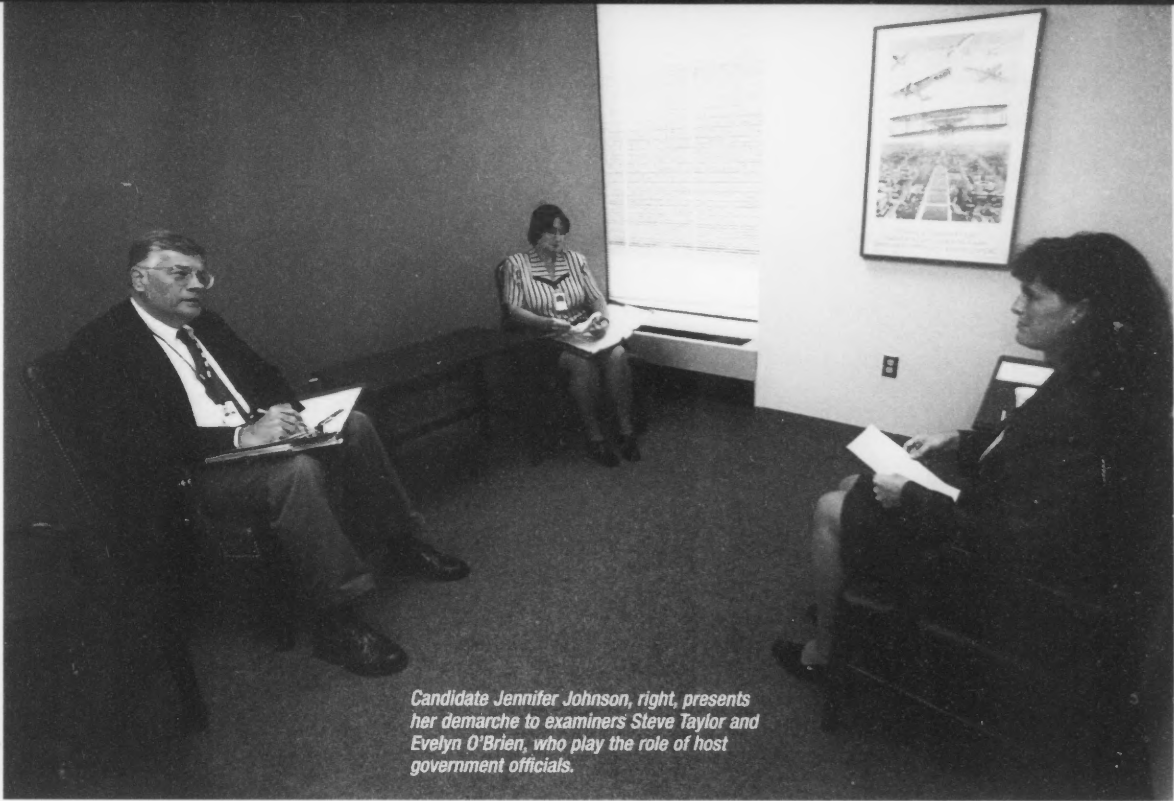
The oral assessment day for Foreign Service officers begins at 7:30 a.m. with the reading of the "morning prayers," the set of instructions on what exactly will happen during the day and what the candidates will be graded on. What follows next is the group exercise involving three to six candidates sitting around a table and grappling with a hypothetical situation to test their ability to set priorities and demonstrate their negotiating



*Examiners Steve Taylor, background, left, and Evelyn O'Brien, right, observe candidates taking the oral exam.*

Photo by Shawn Moore





*Candidate Jennifer Johnson, right, presents her demarche to examiners Steve Taylor and Evelyn O'Brien, who play the role of host government officials.*

and interpersonal skills. The group session is followed by three problem-solving exercises (each illustrating a challenge from a different cone) to test a candidate's ability to think clearly, quickly and to articulate their position. Another exercise, the "demarche," portrays two examiners as officials from a fictitious foreign government and the candidate as a Foreign Service officer seeking to advance U.S. interests.

The daily pace can be intense as the exam proceeds step-by-step on a precise schedule to ensure that all candidates have equal time to prepare for each phase of the orals. To ensure this, every examiner has a stopwatch.

One examiner described the pace as the closest thing the Department has, other than the Operations Center, to an air traffic controller's work. Examiners must pay close attention to the task at hand, shifting their attention quickly from one candidate to another, then back to the first candidate to pick up the next phase of their progress, ending in a safe landing—the examiners' "integration session" at day's end.

Obviously a lot rides on the examiners' assessments. The examiners are trained to observe and record the responses of the candidates and score them on the basis of 12 criteria. The criteria are specifically defined so that all the examiners know exactly what responses and attitudes warrant a specific rating (from a low of 1 to a high of 7). Each officer's view in evaluating a candidate is given equal weight in the four-person sessions where decisions are made concerning the candidates' success or

failure on the whole day's testing. Each day's work is a self-contained unit. It ends around 4 p.m. with the exit interviews for those who did not make it and the much more enjoyable passer's briefing for the few who have scaled this high hurdle.

The process is, indeed, a tough one and purposely so. The statistics speak for themselves: of the approximately 13,500 individuals who register to take the written exam only 9,300 actually show up. Of these, about 2,700 receive oral interviews. Of those who pass the interviews, about 250 are actually hired.

Not only does the examiner's decision change a candidate's life but it also determines the future of the Foreign Service. We are what we recruit. There are no more important commitments of the Department's resources than the ones to recruit and hire the next generation of Foreign Service officers and specialists. These decisions shape us now and in the future.

The Department's aim has been to hire the best, and we have been overwhelmingly successful in doing just that. We have goals for the future (shorten the time for the whole process, recruit more administrative and consular officers, take into consideration past experience and accomplishments) but one goal won't change: we will always want the best. ■

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*Chuck Cecil is the former ambassador to Niger and currently an examiner. Art Salvaterra is the staff director of the Board of Examiners.*

## Safety Scene

# The Hazards of Home

By Lisa Levine

"Have a safe trip" is a common farewell we use to address friends, family members and co-workers as they depart for home. There's no similar goodwill expression, however, that emphasizes concern for safety in our homes. Yet home mishaps are the second leading cause of accidental death in the United States and in the Foreign Service. In the United States, more disabling injuries occur in the home than anywhere else. Although injuries and fatalities from home accidents are decreasing, the importance of residential safety cannot be ignored.

The age groups most vulnerable to home hazards are children under five and adults over 65. The types of dangers are obviously quite different for these two groups. In addition, the residential risks Department employees face in the United States differ greatly from those overseas. In the United States, falls and fires account for the majority of home fatalities. Overseas, swimming pools are the number one hazard, especially for children under five.



### Fire Safety

Smoke detectors are critical to any residential fire safety plan. Fire codes in the United States now require them on every level of a residence, in all hallways leading to bedrooms and in every bedroom. Unfortunately, these requirements have not been communicated very well to the general population. Thanks to the Department's fire protection program, posts have been complying with this code for many years. What's good for colleagues overseas is also good for us stateside. The payback in saving lives far outweighs the minimal cost of such protection and the time needed to perform annual detector tests.

Other important elements of a residential fire prevention strategy are having a well-practiced evacuation plan, informing responders in advance of any persons with

disabilities or impairments living in the home and preventing conditions leading to fires. Such conditions include overloading electrical circuits, keeping matches away from children and following manufacturer's directions for portable heaters.



### Falls

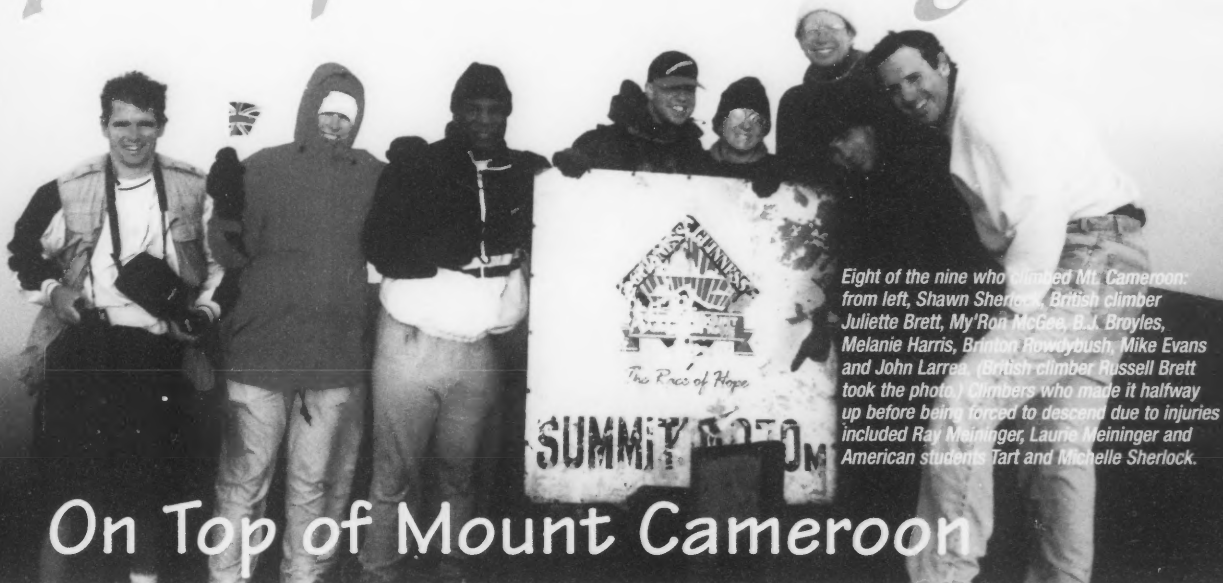
Each year, one-third of all persons above the age of 65 experience falls. Home environments and furnishings once considered safe could pose significant hazards to this generation. This is not only a concern for those in that age bracket, but it is also an important consideration for families who have elderly parents living with them. Modifications to the home that reduce the likelihood of falls include installing grab bars in bathrooms, improving lighting and removing or relocating items (throw rugs, electrical cords and phone lines) that may cause tripping. Personal issues to review with medical professionals are visual acuity, physical fitness and interactions between medicines that may affect balance and alertness. The Centers for Disease Control and Prevention have developed a checklist to identify hazards in the home. To obtain your copy, visit their web site at <http://www.cdc.gov/ncipc/pub-res/toolkit/checkforsafety.htm>.

### Swimming Pools

Swimming pool safety has been a target of focused attention within the Department for many years. This subject was covered in the June 1999 issue of *State Magazine*. A revised pool safety standard recently has been issued to all posts. While the pool season is over for most of the Northern Hemisphere, those living in the

*Continued on page 35*

# People Like You



Eight of the nine who climbed Mt. Cameroon: from left, Shawn Sherlock, British climber Juliette Brett, My'Ron McGee, B.J. Broyles, Melanie Harris, Brinton Rowdybush, Mike Evans and John Larrea. (British climber Russell Brett took the photo.) Climbers who made it halfway up before being forced to descend due to injuries included Ray Meininger, Laurie Meininger and American students Tart and Michelle Sherlock.

## On Top of Mount Cameroon

In February 2000, a 13-member team from the U.S. Embassy in Yaounde set out to climb to the summit of Mount Cameroon, a 4,095-meter (over 13,300 feet) peak and the second highest mountain climb in Africa (after Kilimanjaro).

The two-day climb is considered challenging because climbers begin their ascent near sea level and follow a path that goes almost straight up the mountain without switchbacks. It is a climb up an active, lava-spewing volcano.

Every member of the team found the climb exhausting and challenging, but their cohesiveness helped them succeed. Team members encouraged each other to the top, surmounting knee injuries, fatigue and altitude sickness. Two-thirds of the way up, the group spent the night in a ramshackle shelter, resuming their climb at 3 a.m. the next morning and reaching the peak about five hours later. Shivering in the near-freezing cold at the summit, the nine triumphant climbers posed for photos on the top of the world and then quickly headed back for the one-day walk downhill to sea level.

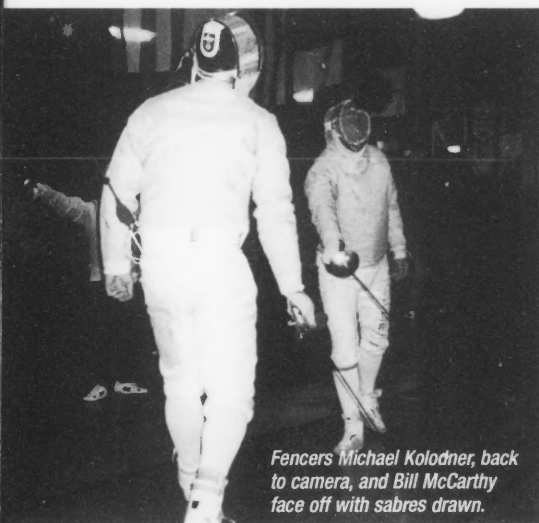
## His Sword Is Swifter Than His Serve

Perpetrators of visa and passport fraud, beware.

Bill McCarthy may never have drawn his sword in anger, but this Diplomatic Security agent, who until recently conducted criminal investigations into visa and passport fraud, wields a mean sabre.

An avid fencer, Mr. McCarthy has competed in local fencing tournaments and qualified for a spot at the Division II U.S. Nationals, held in Austin, Texas, earlier this year. A scheduling conflict prevented him from competing in that tournament: he and Susan LaPorta were married Aug. 25 and spent their honeymoon in St. Lucia.

Currently a watch officer in the Operations Center, he is also an accomplished tennis player who competes in Northern Virginia on a U.S. Tennis Association team. As an undergraduate at the United States Merchant Marine Academy, he was the school's no. 1 singles player and captain of the NCAA Division III team.



Fencers Michael Kolodner, back to camera, and Bill McCarthy face off with sabres drawn.

Courses: National Foreign Affairs Training Center

# Education & Training

Program	Dec.	Jan.	Length
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### Advanced Area Studies

During full-time Language Trng.—Weekly			3 H
Albanian AR 563, Andean Republics AR 533, Arabian Peninsula/Gulf AR 541, Baltic States AR 588, Brazil AR 535, Bulgaria AR 564, Caucasus AR 585, Central America AR 539, Central Asia AR 586, China/Hong Kong/Taiwan AR 521, East Central Europe AR 582, Eastern Africa AR 511, Fertile Crescent AR 542, Former Yugoslavia AR 562, Francophone Africa AR 513, French-Speaking Europe AR 592, German-Speaking Europe AR 593, Greece/Cyprus AR 589, Haiti AR 536, Iberia AR 591, Insular Southeast Asia AR 571, Italy AR 594, Japan AR 522, Korea AR 523, Lusophone Africa AR 514, Mainland Southeast Asia AR 572, Mexico AR 531, Mongolia AR 524, Nordic Countries AR 596, Northern Africa AR 515, Poland AR 587, Romania AR 569, Russia/Belarus AR 566, South Asia AR 560, Southern Africa AR 512, Southern Cone AR 534, The Caribbean AR 538, Turkey AR 543, Ukraine AR 565			

### Intensive Area Studies

Caspian Sea Energy Module AR 283	1	—	1 D
European Union Module AR 292	6	—	2 D

### Administrative

NEPA Training for Domestic Oper. PA 129	—	15	1 W
Management Control Workshop PA 137	4	—	2 D
Customer Service Training PA 143	4	—	2 D
CFMS Sys. Overview & Orien. PA 150	11, 13	—	2 D
CFMS Budget Execution (BE) PA 151	—	10	2 D
CFMS Requisition Documents (RD) PA 153	—	4	2 D
CFMS Miscellaneous Obligations (MO) PA 154	—	8	2 D
CFMS Travel Orders (TO) PA 155	15	—	2 D
Domestic Admin. Officer Sem. PA 160	—	8	3 W
Contracting Officer Rep. Update PA 173	6	—	1 D
Working with ICASS PA 214	—	23	4 D
Principles of Appropriation Law PA 215	—	23	4 D
General Services Operation PA 221	11	29	10 W
Basic Administrative Management PA 224	4	22	1 W
Personnel Management Course PA 231	—	29	7 W
FSN Classification & Compensation PA 232	—	—	2 W
American Personnel Management PA 235	—	29	2 W

**Correspondence Courses:** How to Be a Certifying Officer PA 291, How to Be a Contracting Officer Rep. PA 130, How to Write a Statement of Work PA 134, Intro. to Simplified Acquisitions & Req. Overseas PA 222, Mgt. Controls Workbook PA 164, Trng. for Overseas Cashier Supervisor PA 294, Trng. for Overseas Voucher Examiners PA 200

**Computer Based Training (CBT):** Purchase Card Self-Certification Trng. PA 297, Overseas Cashier (CD-ROM Version) PA 295, Basic NEPA Record Keeping (Overseas) PA 226

### Consular

Regional Wkshp. for Consular FSNs PC 106	—	8	1 W
Consular Leadership Dev. Con. PC 108	10	28	1 W
Automation for Consular Mgrs. PC 116	11	22	1 W

**Continuous Enrollment:** Basic Consular Course PC 530, Orientation to Overseas Consular Functions PC 105, Overseas Citizen Services PC 535, Passport & Nationality PC 536, Immigrant Visas PC 537, Non-Immigrant PC 538, Consular Review & Automation PC 540

Program	Dec.	Jan.	Length
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**Correspondence Courses:** Immigration Law and Visa Operation PC 102, Nationality Law and Consular Procedures PC 103, Overseas Citizens' Services PC 104 (6 Days), Passport Examiners' Correspondence Course PC 110

### Curriculum and Staff Development

Evaluation Design Workshop PD 518	14	—	2 D
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### Orientation

Orientation for CS Employees PN 105	6	—	3 D
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### Executive Programs

EEO/Div. Awareness for Mgrs. and Sup. PT 107	7	11, 25	2 D
Foreign Affairs Leadership Seminar PT 119	—	21	2 W
Starting Right: A Sem. for Prog. Dir. PT 213	—	9	3.5 D
Creative Problem Solving PT 212	—	22	3 D

### Management Development

Performance Management Seminar PT 205	4	—	3 D
Managing Change PT 206	—	16	1 D
Introduction to Management Skills PT 207	—	8	1 W
Managing State Projects PT 208	—	29	1 W
Sup. Studies Seminar PK 245	11	—	1 W

### Public Diplomacy

Speechwriting & Presentation Skills PY 102	1	—	1 D
Role of the Spokesperson/ How the Media Works PY 103	4	—	1 D
Dealing with the Elec. Media PY 104	5	—	1 D
Admin. Public Dip. Oper. Overseas PY 105	—	—	2 D
Access. Info. Res. at Home & Overseas PY 202	—	18	1 D
Admin Public Diplomacy Grants & Cooperative Agrmts. PY 220	6	—	3 D

### Office Management

Proofreading PK 143	—	4	2 D
Drafting Correspondence PK 159	—	22	1 W
Travel Regulations and Vouchers PK 205	7	—	2 D
Files Management and Retirement PK 207	—	29	1 D
Effective Speaking & Listening PK 240	4	—	3 D
Writing Effective Letters & Memos PK 241	—	8	2.5 D

### Political

Negotiation Art & Skills PP 501	4	—	1 W
Intelligence and Foreign Policy PP 212	11	—	3 D
Pop., Refugee, & Migration Officers M & E Workshop PP 516	11	—	4 D

### Economic & Commercial

Commercial Tradecraft PE 125	—	29	1 W
Political/Economic Tradecraft PG 140	—	8	3 W

### Overseas Briefing Center

SOS: Security Overseas Seminar MQ 911	4	8	2 D
Adv. Security Overseas Seminar MQ 912	12	23	1 D

Program	Dec.	Jan.	Length
TDY Security Overseas Seminar MQ 913	4	8	1 D
PDET MQ 703	—	27	1 D
Targeting the Job Search MQ 704	—	25	2 D
Managing Rental Property Overseas MQ 853	—	24	2.5 H

### Information Management

Microsoft Project PS 180	11	—	3 D
PC/Windows NT 4.0 Fundamentals PS 201	4	4, 23	2 D
Access 97 Intro. PS 250	18	4, 22	2 D
Access 97 Intermediate PS 251	14	17	2 D
Excel 97 Intro. PS 270	14	10	2 D
Excel 97 Intermediate PS 271	6	11	2 D
Introduction to the Internet PS 218	1, 18	18	1 D
Internet for Power Users PS 318	8, 19	8, 26	1 D
PowerPoint 97 Intro. PS 240	6, 18	9, 24	2 D
PowerPoint 97 Intermediate PS 241	6	8	2 D
Word 97 for Windows, Intro. PS 232	18	8, 30	2 D
Word 97 for Windows, Intermediate PS 233	12	10	2 D
CableXpress Client PS 284	5, 11	4, 8, 19,	1 D
		25, 29	
CableXpress Administration PS 285	—	22	4 D
MS Outlook PS 298	—	5, 17	1 D
CA Systems for IMS PS 310	4	29	1 W
ALMA O'View—PC/Windows PS 501	11	16	1 D
ALMA D'View—Word PS 502	12	17	1.5 D
ALMA D'View—Client Network PS 503	13	18	0.5 D
ALMA O'View—Excel PS 505	14	19	1 D
ALMA O'View—Power Point PS 506	1, 15	—	1 D
Web Development Fundamentals PS 418	4	—	4 D

Program	Dec.	Jan.	Length
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### Professional Development Division

TEL/KEY SYS—Intro. to Tele. & Key Sys. YW 140	4	8, 29	1 W
SC-3-Satellite Operations YW 149	—	22	3 W
Classified Local Area Network YW 177	11	29	2 W
Wide-Band Digital Transm. Netwk. YW 213	—	22	2 W
SX-50—Mitel PBX SX-50 YW 219	—	15	1 W
SX-200D—Mitel PBX SX-200 Digital YW 220	—	22	1 W
SX-2000—Mitel PBX SX-2000 Analog YW 221	4	29	1 W
SX-20/200A—Mitel PBX SX-20/200			
Analog YW 222	11	—	1 W
FAST Backup YW 231	11	8, 29	1 W
FAST TERP V YW 232	18	15	1 W
CT's Commercial Satellite Terminals YW 234	—	8	2 W
NT Advanced YW 240	—	22	3 W
Advanced Netwk.—Adv. Netwk. YW 241	—	8	2 W
NT Enterprise—NT in the Enterprise YW 242	—	22	3 W
Radio YW 244	11, 18, 27	8, 15, 22, 29	1 W
Internet Information Server YW 246	18	—	1 W
Secure Web Access Using Microsoft			
Proxy Server 2.0 YW 247	—	8	1 W
BPS-Black Packet Switch YW 334	4	29	1 W
Meridan 61C YW 497	11	15	2 W
Banyan LAN-Local Area Network YW 640	—	15	2 W
Desktop Systems YW 642	4, 11, 27	15, 29	2 W
Black Router YW 745	—	8	1 W
Microsoft Exchange YW 749	11, 18	—	1 W

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

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

## Hazards of Home *Continued from page 32*

Southern Hemisphere should take heed. People and physical deterrents are the critical elements that prevent swimming pool drownings. The Department requires that a four-foot barrier surround all pools and that all gates leading into the pool area be equipped with self-closing, self-latching hardware. Whenever children are in the pool area, an attentive adult must be present whose only task is to provide pool surveillance. Pool owners in the United States should check with their local building code authority to ensure that their pool barriers meet current codes.

### Other Residential Hazards

There are numerous other home hazards. Injuries in the home account for a significant amount of disability and medical expense. This article has focused on three of the most common causes of residential fatalities. Other leading causes of residential injury stem from handling hazardous material, being struck by falling objects and overexposure to such chemicals as pesticides or carbon monoxide.

Carbon monoxide can be generated in the home year-round by improperly vented and operated fuel-fired water heaters, furnaces, clothes dryers and vehicles left

running in attached garages. The Consumer Product Safety Commission found that in the United States combustion heating systems were responsible for 75 percent of residential fatalities from carbon monoxide.

At Department-run posts, all of the fatalities or serious injuries from carbon monoxide resulted from gas-fired water heaters or furnaces. To supplement the residential safety program, the Department has distributed carbon monoxide alarms to all posts with residences equipped with carbon monoxide-producing appliances or equipment. All of us in the United States should make sure that household equipment that generates carbon monoxide is inspected and maintained and that carbon monoxide alarms are installed in the home. Information about preventing carbon monoxide hazards and placement of alarms can be found on our Intranet web site under residential hazards at <http://www.99.4.40.3/opssaf-shem>.

Home safety should not be viewed as another chore but as a challenge for the entire family. ■

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

## STATE OF THE ARTS

### Upcoming Performances



- ◆ **Nov. 8:** Anna Cervantes, contemporary piano music from the Americas
- ◆ **Nov. 15:** Jazz concert
- ◆ **Dec. 6:** Susan Merritt, holiday piano music
- ◆ **Dec. 20:** Nick Greanias and Friends, Christmas music

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

## Let's Tango!

By John Bentel

The Washington Tango Trio presented a grand finale to The State of the Arts Cultural Series and the Foreign Affairs Recreation Association's Tango Festival.

The trio included Alejandro Muzio, bandoneon (a smaller version of the accordion); Jose Caceres, piano; and David Marsh, bass. Their music ranged from Piazzolla's *Libertango* to the popular *La Cumparsita* by Rodriguez. The trio's energy, especially Mr. Muzio's vocals, brought a standing ovation from the audience.

Performing during the festival was the Czech Virtuosi Orchestra with violinist Jorge Saade-Scaff, cultural attaché from Ecuador, and flutist Marilyn Maingart, principal flutist with the Fort Lauderdale (Fla.) Symphony. The orchestra includes distinguished graduates of con-

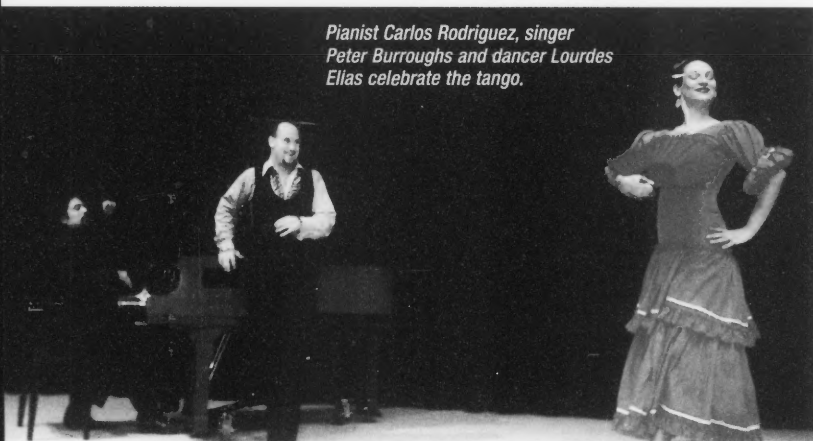
servatories in the Czech Republic and Moravia. James Brooks-Bruzzese, founder of the Florida Music Festival and the Festival of the Americas, conducted. Mr. Saade-Scaff played J. S. Bach's *Concerto in A minor for violin, allegro moderato*, while flutist Ms. Maingart performed Bach's *Suite No. 2 in B minor for flute*. The audience gave their performance a ringing applause.

The marimba linda xelaju is a unique instrument from Quetzalteango. Rendering its unique music was a marimba band directed by Robert C. Giron with family members Beverly and Jennifer Giron, and Jose Esteban Lepe Tello.

Switching musical gears, violinists Olivia Hajioff and Marc Ramirez performed works by Aubert, Bartok, Paganini, Schnittke and Wieniaswki, followed by pianist Paul Hersey, a State employee, playing selections by Beethoven, Chopin and Bergsma.

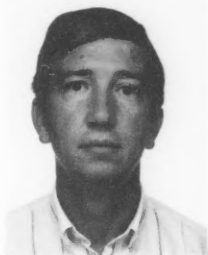
Festival performers also included pianist Carlos Cesar Rodriguez, dancer Lourdes P. Elias and singer Peter Joshua Burroughs, who brought Spanish and Latin American dance music alive in "La Movida," or music that moves. The trio's repertoire covered the musical landscape—from the haunting folk melodies of the Canary Islands and the fiery footwork of flamenco to the delicate tapestries of Spanish classical music and the anguished cries of the passionate tango. Unwilling to see the trio leave the stage, the audience demanded and received an encore. ■

Pianist Carlos Rodriguez, singer Peter Burroughs and dancer Lourdes Elias celebrate the tango.



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

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



*Max Abels*, 49, a retired Foreign Service specialist, died Aug. 3 in Biloxi, Miss., of hepatitis after a previous heart transplant. Mr. Abels joined the State Department in 1991 and served in Athens and San Salvador. Before joining State, he served for two years in the Marine Corps and 19 years in the Air Force.



*John P. Heimann*, 67, a retired Foreign Service officer, died of cancer June 9 in Washington, D.C. He served in The Hague, Belgium, the former Belgian Congo, Indonesia, Malaysia and Washington, D.C. He also served two years in the U.S. Army. Mr. Heimann retired in 1987.



*Beatrice Bassin*, 85, wife of retired Foreign Service officer Jules Bassin, died Aug. 5 in Bethesda, Md. Mrs. Bassin accompanied her husband to Tokyo, Karachi, Geneva and to the Armed Forces Staff College in Norfolk, Va., where he taught. Mrs. Bassin had served as a speech and English teacher in the New York City public schools and as a speech pathologist in the District of Columbia public schools.



*Walter E. Jenkins*, 81, a retired Foreign Service officer, died of cancer Aug. 6 in San Diego. He joined the Foreign Service in 1950 after two years as a Civil Service employee in what was then the Office of Chinese Affairs. He was posted to Taipei, Berlin, and Stuttgart, where he served as consul general. He retired in 1978 and later worked in the Department's Freedom of Information section.

*Dale A. Dougherty*, 68, a retired Foreign Service secretary, died July 3 in Sarasota, Fla. She joined the State Department in 1973 and served in Washington, D.C., Geneva, London, Warsaw, Tunis and Colombo. She retired in 1992.



*Seth J. Foti*, 31, a diplomatic courier, died Aug. 23 along with 143 others when the Gulf Air jetliner he was on crashed into the Persian Gulf about a mile from the coast of Bahrain. Mr. Foti, who joined the Department as a courier in 1999, was the sixth courier to die in the line of duty (see related article, page 23). Mr. Foti earned a Franklin Award for managing a

shipment of 127 six-wheel trucks from Italy to Sierra Leone for a U.N.-sponsored project. He became associated with the State Department in 1993 as a contractor for Pacific Architectural Engineers working at the U.S. Embassy in Moscow. The Department recently commemorated his service by holding a memorial and adding his name to a plaque located in the C Street lobby of the Harry S. Truman Building.



*Louise McNutt*, 78, a retired member of the Civil Service, died June 13 at her home in Washington, D.C., after a long illness. She joined the State Department in 1945 as a foreign trade analyst. During the next 43 years, however, she focused on the United Nations and international affairs, ultimately becoming the adviser in this area for the Bureau of East Asian and Pacific Affairs.



*Henry Reavey*, 64, a retired Foreign Service communications officer, died of a stroke June 13 in Vienna, Va. He joined the Foreign Service in 1960 and served in Switzerland, Ghana, Burkina Faso, Japan, Guinea, Italy, the Sinai and Washington, D.C. Mr. Reavey retired in 1986.

## APPOINTMENTS



**U.S. Ambassador to Benin.** Pamela E. Bridgewater of Virginia, a Senior Foreign Service officer with the rank of counselor, is the new U.S. ambassador to Benin. She has served in Brussels, Kingston, Pretoria and Washington. In 1993, Ms. Bridgewater was named consul general in Durban. In 1996, she became deputy chief of mission in Nassau.



**U.S. Ambassador to Uzbekistan.** John Edward Herbst of Virginia, a career member of the Senior Foreign Service, class of counselor, has been confirmed as U.S. ambassador to Uzbekistan. Currently U.S. Consul General in Jerusalem, Mr. Herbst served previously as principal deputy to the ambassador-at-large to the Newly Independent States. He directed the Office of Independent States and Commonwealth Affairs and served as director of regional affairs in the Bureau of Near Eastern Affairs. Mr. Herbst also served in Tel Aviv, Moscow and Riyadh.



**U.S. Ambassador to the Togolese Republic.** Karl William Hofmann of California, a career member of the Senior Foreign Service, class of counselor, is the new U.S. ambassador to the Togolese Republic. He served in Kingston, Kigali, Rabat and Washington, D.C. He served in Maseru as deputy chief of mission before attending the National War College. Mr. Hofmann was deputy director of Mexican Affairs and director of Inter-American Affairs at the National Security Council. He and his wife have three children.



**U.S. Ambassador to Belarus.** Michael G. Kozak of Virginia, a career member of the Senior Executive Service, has been confirmed as the new U.S. ambassador to Belarus. He has served as principal deputy legal adviser, principal deputy assistant secretary for Inter-American Affairs and chief of mission in the U.S. Interests Section in Havana.



**U.S. Ambassador to Mauritania.** John W. Limbert of Vermont, a career member of the Senior Foreign Service, class of counselor, is the new U.S. ambassador to Mauritania. His overseas assignments include service in Guinea, Algeria, Tunisia, Iran, Saudi Arabia and the United Arab Emirates. He was consul general in Dubai and deputy chief of mission in Djibouti and Conakry. He is currently deputy coordinator of the Office of Counterterrorism. Mr. Limbert is married and has two children.



**U.S. Ambassador to Malawi.** Roger A. Meece of Washington state, a career member of the Senior Foreign Service, class of counselor, was confirmed as the new U.S. ambassador to Malawi. He served as a Peace Corps volunteer in Sierra Leone and as country director of the Peace Corps program in Gabon. Currently director of the Office of Central African Affairs, Mr. Meece's Foreign Service assignments have included tours as deputy chief of mission in Kinshasa and in Brazzaville and as consul general in Halifax. He also served in Malawi, Cameroon and Washington, D.C.



**U.S. Ambassador to Ukraine.** Carlos Pascual of Washington, D.C., a career member of the Senior Foreign Service, class of minister counselor, is the new U.S. ambassador to Ukraine. He was senior director for Russian, Ukrainian and Eurasian Affairs at the National Security Council. Prior to joining the NSC, Mr. Pascual was deputy assistant administrator for Europe and the New Independent States in the U.S. Agency for International Development. He served overseas with USAID in Sudan, South Africa and Mozambique.



## APPOINTMENTS



**U.S. Ambassador to Bangladesh.** Mary Ann Peters of California, a career member of the Senior Foreign Service, class of minister-counselor, was confirmed as U.S. ambassador to Bangladesh. She has served in Germany, Burma, Bulgaria, the former Soviet Union and Washington, D.C. She was deputy assistant secretary for

European and Canadian Affairs and director of European Affairs at the National Security Council. Ms. Peters is currently deputy chief of mission in Ottawa.



**Assistant Secretary of State for Verification and Compliance.** Owen James Sheaks of Virginia was confirmed as assistant secretary of State for Verification and Compliance. Mr. Sheaks began his federal government career in 1968 with the Nuclear Regulatory Commission. He later joined the faculty of the University of

Maryland. He then joined the Arms Control and Disarmament Agency as the acting assistant director/deputy assistant director for the Bureau of Intelligence, Verification and Information Management and as the agency's chief information officer. He currently is special adviser to the under secretary of State for Arms Control and International Security Affairs.



**U.S. Ambassador to Mozambique.** Sharon P. Wilkinson of New York, a career member of the Senior Foreign Service, class of counselor, is the new U.S. ambassador to Mozambique. Currently director of the Office of West African Affairs, Ms. Wilkinson served in São Paulo, Accra, Tijuana and Washington, D.C. Ms. Wilkinson was deputy

chief of mission in Lisbon and U.S. ambassador to Burkino Faso from 1996 to 1999.



**U.S. Ambassador to Sri Lanka and Maldives.** E. Ashley Wills of Georgia, a career member of the Senior Foreign Service with the rank of career minister, was confirmed as the new U.S. ambassador ambassador to Sri Lanka and Maldives. His most recent assignment was as deputy chief of mission in New Delhi. He served in

Brussels, Belgrade, Grenada, Bridgetown, Durban, Bucharest and in the Bureau of African Affairs. Mr. Wills is married and has two children.



**U.S. Ambassador to Azerbaijan.** Ross L. Wilson of Minnesota, a career member of the Senior Foreign Service, class of counselor, is the new U.S. ambassador to Azerbaijan. Currently principal deputy to the ambassador-at-large and special adviser to the Secretary of State for the New Independent States, Mr. Wilson served two

tours in Moscow. He also served in Prague and as consul general in Melbourne. He was deputy executive secretary of the Department of State. His wife, Marguerite Squire, is a Foreign Service officer. They have two sons.



**U.S. Ambassador to Djibouti.** Donald Y. Yamamoto of New York, a career member of the Senior Foreign Service, class of counselor, is the new U.S. ambassador to Djibouti. His overseas assignments include tours in Japan, China, United Arab Emirates and Eritrea, where he served as charge d' affaires. Mr. Yamamoto currently is

the deputy director of the Office of East African Affairs. He is married with two children.

## PERSONNEL ACTIONS

### Civil Service Retirements

**Clarence, Henry Paul**, San Francisco Passport Agency  
**Fauver, Robert C.**, Economic, Bus and Agricultural Affs.  
**Fullerton, Patricia R.**, The Executive Director  
**Hunter, Mae Virginia**, Fleet Operations Division  
**Keller, Kenneth C.**, Information Management and Liaison  
**Rose, Alpha G.**, Information Resources Branch

### Foreign Service Retirements

**Alford, Frank**, Berlin  
**Archard, Douglas B.**, Diplomats In Residence  
**Baker, Connie J.**, Frankfurt  
**Bell, Thomas A.**, Tokyo  
**Gain, Ronald L.**, Riyadh  
**Greenaway, Stephen A.**, Frankfurt On Main  
**Hahn, Nick**, Tijuana  
**Halyard, Vivian F.**, Pretoria  
**Hays, Dennis K.**, Paramaribo  
**Jacobs, Stephen H.**, Executive Director  
**Jett, Dennis Coleman**, Diplomats In Residence

**Johnston, Ronald B.**, Diplomatic Telecommunications Service Program Off  
**La Franchi, Daniel Michael**, Seattle Resident Office  
**Lopez, Gerard Joseph**, New Delhi  
**Nesberg, Eileen Joan**, Mid-Level Division  
**Pickering, Paula F.**, Miscellaneous (Noc)  
**Plaisted, Joan M.**, In Transit  
**Smith, Rebecca J.**, Tunis  
**Snead, Thomas J.**, Canton  
**Turner, Mary M.**, Baku

## Foreign Service Grievance Board Summary

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

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

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

## Child's Tuition Costs Are Covered

A Department employee assigned abroad grieved a Department decision to deny a request for reimbursement of tuition for a four-year-old child attending the "reception year" at a British-system school. The grievant said that the standardized regulations provide for reimbursement of education expenses for four-year-old children who will be eligible to enter the first grade the next year. The grievant argued that the "reception year" in the British system is reasonably comparable to the kindergarten programs in U.S. public schools and presented evidence that the child was registered to begin first grade after completing the "reception year."

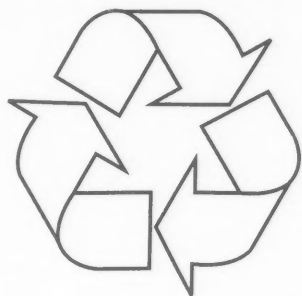
The Department argued that the language on four-year-olds was placed in the regulations to cover children of employees assigned to posts in the Southern Hemisphere, where the school year may differ from that in the United States.

The Department said the regulations state that the education allowance is provided "to assist in defraying costs necessary to obtain educational services which ordinarily are provided without charge by the public schools in the United States." The Department added that school districts in the Washington, D.C., area require a child entering kindergarten to be five years old by the end of December. Applying that requirement to the grievant's child results in ineligibility as the child would not reach age five until the following spring.

The Department acknowledged that the policy on age had been applied inconsistently in the past, but argued that past inconsistency does not warrant disregard of policy.

The board noted the Department's intention to revise the standardized regulations to eliminate existing ambiguities and to state the age policy clearly. But the board found that the regulations in effect at the time of the grievance do provide for reimbursement of education expenses for a child of four years of age.

The Department was directed to reimburse the grievant for the child's tuition costs.



# Recycling Helps State's Kids



*Recycling team meets diplotots at the child care center.*

**R**ecycling at the State Department generates more than \$40,000 annually in tuition assistance for families with children at Diplotots, State's child care center. The cost of child care can take 20 percent of some families' incomes. So remember, when pitching your newspapers, writing paper (white and colored), cans, plastics, glass and toner cartridges into the nearest recycling bin, you are really helping deserving families and their kids. The Office of Facility Management Services hopes to expand the recycling program beyond its current sites: the Truman Building, International Chancery Center, Columbia Plaza, Blair House and the Beltsville Communications Center. Your efforts can make a difference for our kids.

*If you do not have access to recycling resources, please call (202) 647-0195.*

The Diplotots Child Development Center  
(ages 6 weeks to kindergarten) can be reached at (202) 663-3555.

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