

UNITED STATES DEPARTMENT OF STATE

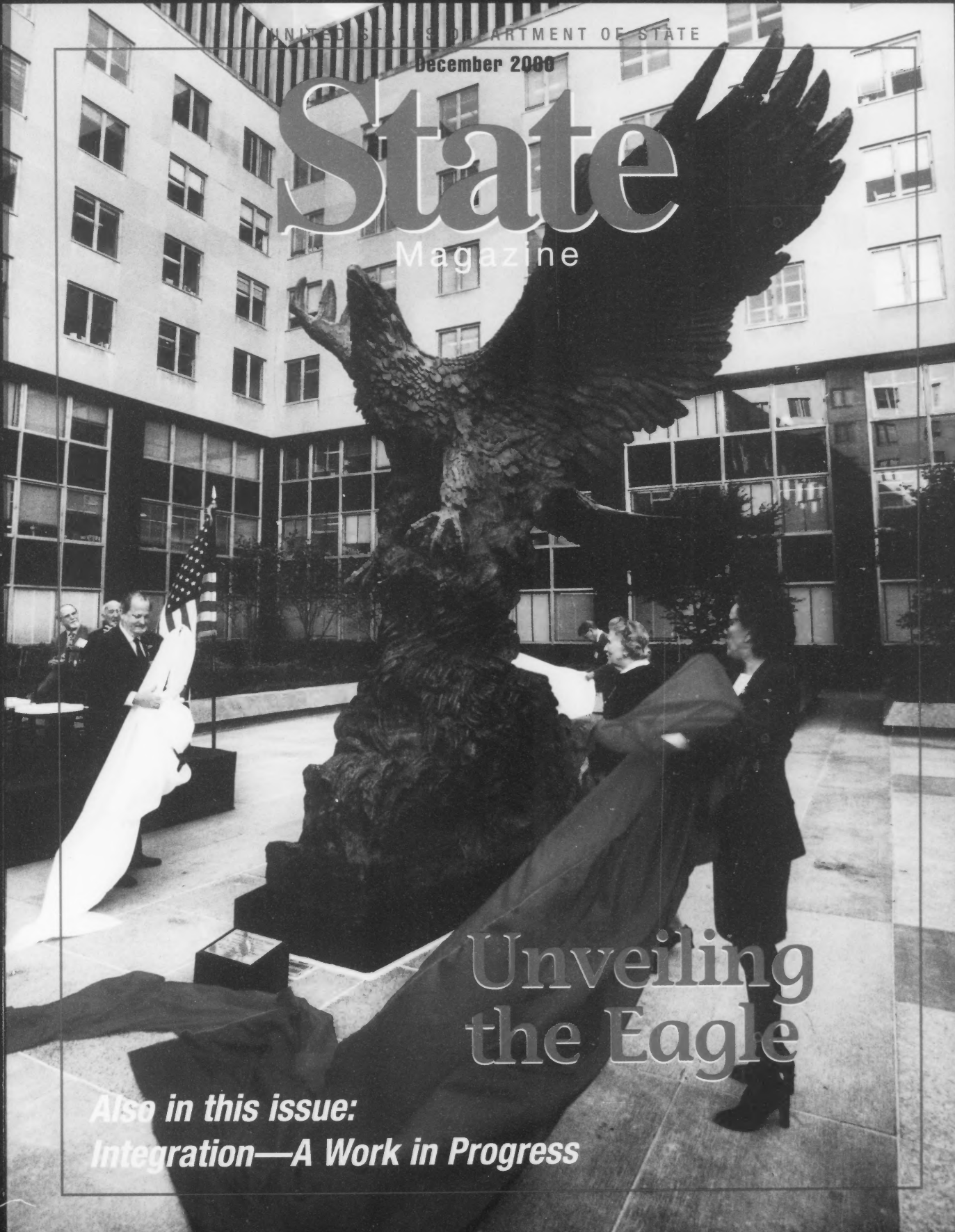
December 2000

State

Magazine

Unveiling the Eagle

*Also in this issue:
Integration—A Work in Progress*



United States Diplomacy Center

A Breakthrough for Diplomacy

Secretary Albright breaks through a wall near the 21st Street entrance of the Harry S. Truman Building where the U.S. Diplomacy Center will be located.

In our next issue:
Breakthrough for Diplomacy

Photo by Michael Gross

State

Magazine

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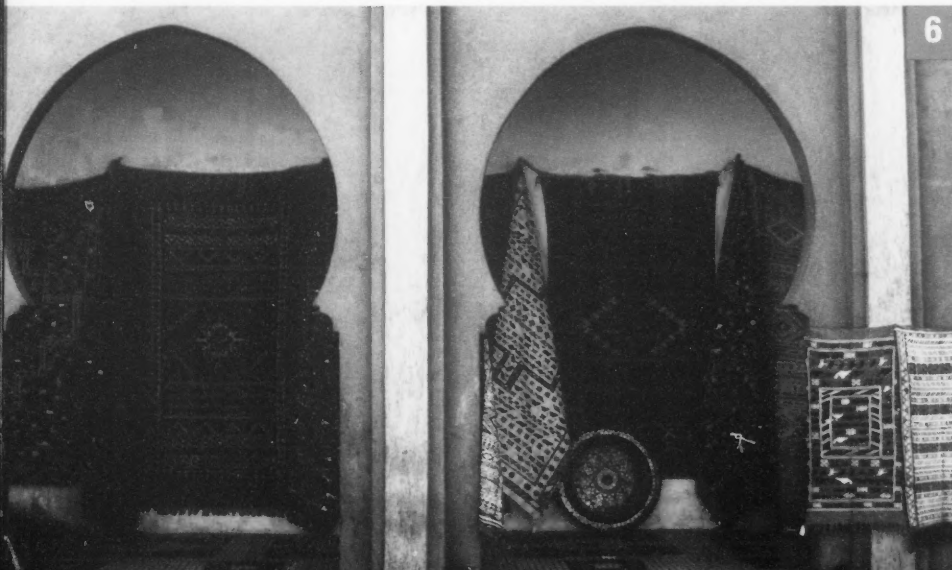
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On the Cover

Unveiling the Soaring Eagle are, from left, sculptor Greg Wyatt; Barbara Newington, chairwoman of the board of trustees and director of the Newington-Cropsey Foundation; and Bonnie Cohen, under secretary of State for Management.

Photo by Shawn Moore



FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

Presidents Change, Principles Remain

During the past four years, I have been blessed with the chance to work with you on behalf of American interests and values. There is no better job, no stronger team and no greater responsibility.

My time is not yet up, so like you, I am looking forward. I do not know who the next President will be, because this column is being written before the election. I do know how important it is that the new Administration receive bipartisan support in pursuing our nation's fundamental objectives in the world. Although elections come and go, America's core principles do not change. The resulting continuity of policy and purpose is vital to U.S. leadership.

Like President Clinton, the new President will be tested by crises and opportunities in key regions. And the new Secretary of State will be called upon to respond daily to the ever-changing pattern of world events.

Our new leaders will also be required to deal wisely with long-term challenges that affect important U.S. interests on a global basis.

Primary among these is the ever-present danger posed by the proliferation of nuclear, chemical and biological arms. The next President must work with Congress to build a consensus for renewed American leadership aimed at preventing such weapons from falling into the wrong hands. That won't be possible with a go-it-alone policy that ignores the concerns of our allies and other major powers. We must forge an approach that responds with wisdom to new threats, without reviving old ones. And we must either ratify the Comprehensive Nuclear Test Ban Treaty or find a convincing rationale for why others should practice what we merely preach.

A second challenge is globalization. Trade and technology have the capacity to bring the world closer together and to lift standards of living everywhere. But critics argue that these forces are instead widening the gap between rich and poor and should be resisted at all costs.

President Clinton has sought to achieve optimum results by combining a push for freer trade with support for debt relief, core worker standards and investments in education, the environment and computer training and access.

The new Administration will have to develop its own responses to those blaming globalization for the world's

ills, while persuading Congress to grant the fast track trade-negotiating authority that legislators unwisely denied to President Clinton.

The third challenge is democracy. Economic problems, political divisions and rising crime threaten many newly free nations. The new Administration must look for ways to sustain America's role as the world's leading example and promoter of liberty. Building on the Community of Democracies initiative launched last summer in Warsaw is one such opportunity.

A fourth and overriding challenge the new Administration will face is defining America's role overseas. Throughout his tenure, President Clinton has chosen the path of vigorous and far-reaching international leadership. He has done a remarkable job strengthening our alliances, managing difficult relations with China and Russia, working for peace and making American intentions understood everywhere from São Paulo and Lajes to Delhi and Kiev.

Above all, he has recognized that America cannot lead through exhortation alone. As in Bosnia and Kosovo, we must lead by example.

The next Administration, regardless of party, will take office pledged to increase funding for our military. I can provide no better advice to the President-elect than to support these investments with a sharp increase in funds for international operations and programs. After all, the best way to ensure that our armed forces will be equal to every challenge is to prevent the most serious challenges from arising. And the best way to ensure that is through effective diplomacy backed by sufficient resources.

The new Administration will begin work at a time of unprecedented American prestige, prosperity and power. To succeed, it must have the full and bipartisan backing of our Congress and citizens, and especially the support and guidance of those who work in this Department. For we live in a global era, and you are our nation's leading repository of global expertise.

I am confident that you will serve the new Administration with all the energy, skill and dedication you have shown during the current one. That is good news for private citizens—whose ranks I expect soon to join. And for our nation, it is an essential and enduring source of strength. ■

LETTERS TO THE EDITOR

Setting the Record Straight on Moscow

Your article in the September edition on the flag raising at the U.S. Embassy in Moscow appears to contain an error. It says, "The former chancery had been the only office building occupied by the embassy since the United States first established diplomatic relations with the former Soviet government in the 1930s."

In fact, the first embassy chancery was located in a still-existing building next to the National Hotel opposite the west entrance to Red Square from sometime in the mid-1930s until about 1953 when it moved to the new chancery on the Garden Ring in Moscow. Before that time, some chancery functions reportedly were performed in the ambassador's residence, Spaso House. From 1942 until 1945, the embassy chancery operated from a former department store building in Kuibyshev (now Samara) on the Volga River about 700 kilometers southeast of Moscow.

Thomas R. Pickering
*Under Secretary of State
for Political Affairs*

The September issue carried a photo of the flag raising at Moscow's new chancery. The text that accompanies the photo asserts that the "former chancery had been the only office building occupied by the embassy since the United States first established diplomatic relations in the 1930s."

This is incorrect. Until 1952 or 1953, the embassy occupied a building on Manezh Square below the Kremlin and next to the present-day National Hotel. The embassy had occupied this building before World War II. After the war, however, Stalin decided that the U.S. Embassy should not be located where it could overlook the Kremlin and ordered that it be moved. A new building was erected on Chaikovskii Ring, the site of the

former chancery, where—as the article notes—the embassy was located until its most recent move.

Avis Bohlen
*Assistant Secretary
Bureau of Arms Control*

Millennium Meets Its Match

The recent Millennium Summit at the United Nations may have been the largest ever in the number of chiefs of state attending but, as theater, I don't think it can match the session in 1960 when I was head of the U.S. security detail protecting Soviet and Eastern European heads of state.

There was quite a cast: Eisenhower, Macmillan, Khrushchev, Nehru, Tito, Nasser, Adenauer and the youthful

Castro, who was evicted from two midtown hotels before ending up in Harlem. Macmillan gave a brilliant address only to be followed by Khrushchev who ranted, raved and banged his shoe on his desk. The papers reported little about Macmillan.

Robert D. Barber
*Retired Foreign Service Officer
Palm Beach Gardens, Fla.*

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.

From the Editor

The Eagle, our cover story, has indeed landed. The almost six-ton bronze sculpture was airlifted recently into the north courtyard of the newly dedicated Harry S. Truman Building. Unveiled officially Oct. 20, the donated artwork symbolizes democracy and is meant to remind Department employees of the unique mission they have.

Considered a work in progress, the integration of the former U.S. Information Agency and State continues. Despite some shortfalls in expectations, there is ample evidence that the merger, which became official Oct. 1, 1999, has produced positive results on several fronts—from the administrative to the diplomatic.

At post, we visit Morocco, the first country to recognize the newly independent United States. The country, which bridges Africa and Europe, is remarkable for its contrasts: snowcapped mountains, sandy beaches and sand dunes. Founded in the 12th century, the capital of Rabat embraces the traditional and the modern.

As they did last year, a number of employees in the Office of the Inspector General are getting into the holiday spirit by volunteering with others to help feed and clothe hungry and homeless residents in the Washington, D.C., area. Their effort warrants your inspection.

The staff of *State Magazine* thanks its many readers for their strong support during the year 2000 and extends their warmest wishes for the holiday season.

State Cited for Aid to Small Businesses

The White House and the Small Business Administration have recognized the State Department for supporting small, disadvantaged and women-owned businesses through its purchases of goods and services.

The most recent recognition, the Dietra Ford Award, was presented to Under Secretary for Management Bonnie Cohen at the White House on behalf of the Department for supporting women-owned businesses. The award honors the former director of the General Services Administration's Office of Small and Disadvantaged Business Utilization. State is the first recipient of the award.

Earlier, the Department received two awards from the Small Business Administration.

The Frances Perkins Vanguard Award, named for the former secretary of Labor, singles out the federal agency that has demonstrated the greatest commitment in awarding contracts to small, women-owned businesses. State was the only agency to be so recognized.

The Federal Gold Star Award recognizes the performance of the staff of the Department's Office of Small and Disadvantaged Business Utilization in the Bureau of Administration for their role in achieving contract award goals. Other agencies receiving the award included the Departments of Transportation, and Housing and Urban Development and the Nuclear Regulatory Commission.

Leave Donation Encouraged

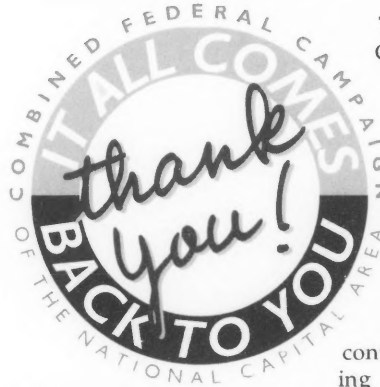
Federal employees facing the loss of their excess annual leave after Jan. 1 can donate it instead and make someone's holiday a little brighter.

Normally, federal employees can't carry over more than 240 hours of annual leave into a new leave year. They forfeit excesses without any form of credit.

Employees who risk losing leave they have built up are encouraged to donate it to State's Leave Transfer Program. The program helps employees who don't have enough annual or sick leave to cover personal or family emergencies.

For more information about the program and how to donate unused leave, contact the Office of Employee Relations in the Bureau of Human Resources.

CFC Campaign Continues



The Department's Combined Federal Campaign continues through Dec. 22 as the drive seeks to meet this year's goal of \$1.6 million.

To date, the campaign has received approximately \$200,000 in contributions, according to the Office of

Employee Relations, which coordinates the annual drive. Last year's drive raised more than \$1.5 million and earned regional recognition for the Department.

The annual campaign benefits more than 3,000 charities that employees may elect to contribute to through payroll deductions.

Avoid Lines, Get Your Metrochek in the Afternoon

More than 4,000 federal employees are taking advantage of the public transportation subsidy that began in October. Participants may receive up to \$65 per month in Metrochek cards to cover commuting costs. The cards are good for Metro rail as well as van pools and bus companies listed in the Metrochek brochure.

To avoid lines, the Office of Employee Relations suggests employees pick up their cards during the afternoon. Cards are available for two days every two months.

Four Washington-area locations—two in SA1, SA6 and SA44—are available for employees to get their cards. 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, SA1. Supervisors need to authorize the form before it's dropped off or faxed to the Office of Employee Relations.

DIRECT FROM THE D.G.

MARC GROSSMAN

Civil Service Employees Are Vital

Sharlyn Grigsby



I would like to introduce another leader in the Bureau of Human Resources—Sharlyn Grigsby. Our bureau's goal is to get the right people in the right place at the right time to carry out the President's and the Secretary's foreign policy. We cannot meet this goal unless it applies to Civil Service employees at the State Department.

As director of our Office of Civil Service Personnel Management, Sharlyn's responsibility is to get the right Civil Service employees with the right experiences and the right skills into the

Department. Sharlyn joined State in July 1999 from the National Labor Relations Board where she was responsible for human resources programs. During her own Civil Service career, starting in 1974, Sharlyn has worked in almost all areas of human resources management.

When Sharlyn took charge of CSP, she decided that "business as usual" would not be good enough for the challenges we now face. The days of the traditional "personnel office," where rules were enforced and papers pushed, are gone. A personnel office that served only as a gatekeeper rather than as a mentor or promoter of great people was not focused on the "war for talent." The recruitment, retention and career development of today's Civil Service employees present new challenges that demand creativity and commitment from Sharlyn and her staff.

Here's what is happening in CSP:

- First, they are using existing human resources tools in new ways, such as recruitment and retention incentives. Bonuses and allowances are paid to new recruits and current employees whose experience, skills and expertise are essential to the success of the Department's mission. Working with their colleagues in Information Resource Management and at the National Foreign Affairs Training Center, CSP has made creative use of these incentives in developing the information technology (IT) skills program. This program identifies the IT skills most critical to our mission and provides allowances to those individuals who possess the right skills. Given today's fierce competition for IT professionals, this is a vital initiative for the Department.

- Second, in anticipation of what everyone expects will be an increase in Civil Service retirements, CSP has developed several programs to enhance the substantive, managerial and leadership skills of our Civil Service employees.

The Leadership Competencies Development Initiative, for example, is designed to develop future Civil Service leaders. Voluntary participants in this program assess their leadership strengths and weaknesses, select competencies for further development and follow individual development plans to address their leadership training or experience needs. So far, more than 1,000 employees have volunteered. All Civil Service employees may participate. We encourage everyone to take advantage of this program that can provide you with the skills you need to advance your career.

Under the Career Entry Program, 10 centrally funded, entry-level positions in various Civil Service occupations are being established. Those hired receive training, enabling them to advance. This program allows us to target specific workforce needs, such as human resources, foreign affairs, passport specialists, security, contracting and budget. Hiring at the entry level enables us to "grow our own talent," a smart strategy in today's job market.

Five Civil Service employees are currently preparing for Senior Executive Service certification through the new Senior Executive Candidate Development Program.

In addition to these programs, CSP continues to coordinate a variety of other career development programs focused on leadership skills. Four Department of Agriculture developmental programs, three congressional fellowships, two overseas employment initiatives and several graduate-level educational programs are available to Civil Service employees in grades GS-5 through GS-15. These programs promote the retention of our best employees and allow us to reshape our workforce to meet future needs.

In addition, like other leaders in our bureau, Sharlyn is looking to do more with the Internet to provide information on human resources initiatives. Sharlyn's staff is also holding regular exchange sessions to keep bureau personnel officers current on HR initiatives and to ensure that we are providing them (and you) the best possible service.

"Talent Management" must mean something to all State Department employees—Civil Service, Foreign Service and Foreign Service Nationals. Next month, you'll meet Robert Morris and the Office of Overseas Employment. They are pursuing our "War for Talent" goals with our Foreign Service National employees. ■



Post of the Month:

Rabat

A distant view of
Tinerhir, Morocco,
near Rabat.

By Eric Khant

American writer Paul Bowles, author of *The Sheltering Sky*, once said, "Morocco's front door opens to all of Africa. The other side of that same door opens to Europe." The country that bridges Europe and Africa seems to embrace contrasts. Imagine the snowcapped Atlas Mountains in the southeast, the sandy beaches of the Atlantic and the Mediterranean coasts in the west and north and the famous dunes of the Sahara in the south.

Morocco is indeed a land of contrasts.





Post of the Month:

Rabat

*A distant view of
Tinerhir, Morocco,
near Rabat.*

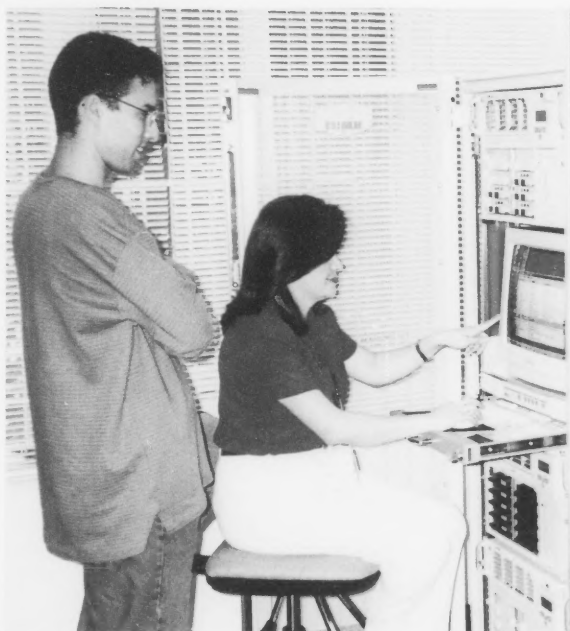
By Eric Khant

American writer Paul Bowles, author of *The Sheltering Sky*, once said, "Morocco's front door opens to all of Africa. The other side of that same door opens to Europe." The country that bridges Europe and Africa seems to embrace contrasts. Imagine the snowcapped Atlas Mountains in the southeast, the sandy beaches of the Atlantic and the Mediterranean coasts in the west and north and the famous dunes of the Sahara in the south. Morocco is indeed a land of contrasts.



Sumita Dastidar, wife of Eric Stromayer, general services officer, at Aid Ben Haddou.

Systems manager Maggy Reddy with Foreign Service National colleague Imad Marrakchi.



The contrast is more vivid in bigger cities where the traditional and exotic Morocco coexists with the modern and developing Morocco. Rabat, the capital, was chosen by the Almohad Empire in the 12th century. Today, it is the setting of the royal palace of Mohamed VI and where the U.S. Embassy is located.

Situated on the Atlantic coast in central Morocco, Rabat is the perfect location for a capital. It is easily reached from other major cities, especially Casablanca, Morocco's industrial center and international gateway. With modern buildings and wide boulevards blending with historic monuments of ancient architecture, Rabat offers sophisticated charm that can only be created when a modern society revolves around historic settings that go back to antiquity.

The U.S. Mission in Morocco consists of the State Department and seven other U.S. government agencies with 80 American and 350 Moroccan employees working in Rabat, Casablanca and Tangier. With King Mohamed VI's ascendance to the throne in 1999, Morocco faces exciting and challenging times. The U.S. Mission is committed to economic and political reform to promote prosperity, democracy and stability in Morocco.

The mission's effort to cultivate and reinforce strong U.S.-Morocco relations has led to a number of high-level visits during the past two years. Since 1998, the mission has hosted visits by the President and First Lady,

Secretary of Defense Cohen, Secretary of State Albright and a number of congressional delegations. Last June, the White House hosted the largest state dinner of the Clinton Administration for King Mohamed VI during his visit to the United States. Clearly, the United States and Morocco value their alliance highly and share a long history of mutual respect. Morocco, after all, was the first country to recognize the United States after its independence.

As Morocco enters a new century with a new king, the mission works with a clear set of goals to ensure that U.S.-Morocco relations remain strong and that U.S. interests and foreign policy are effectively promoted. A stable Morocco serves as an anchor for U.S. interests in North Africa and the Middle East. The embassy's efforts to enhance regional stability focus on cultivating a mature, cooperative relationship with this diverse nation. Embassy officers work closely with their Moroccan counterparts to encourage democratic political, economic and human rights policies.



Dan Hastings, political officer, and wife Maya visit the Mohamed V Mausoleum in Rabat.



Secretary Albright greets Foreign Service National Laila Ammach during her visit to Morocco in September 1999.



The chancery.



Above, Ambassador Edward M. Gabriel, left, cuts cake with staff to celebrate the launching of the embassy's web site. Below, Foreign Service Nationals Nadia Acherki, left, and Karima Slimi are general service officers.



The mission's relations with Morocco's government are not limited to political and economic issues. Public affairs as well as cultural and education programs are used to increase understanding between Americans and Moroccans. The U.S. Agency for International Development's efforts include population control and improved health care, water resources management, expanding economic opportunities for the poor and expanding educational programs in rural areas.

Other agencies promoting U.S. foreign policy in Morocco are the Departments of Commerce, Agriculture, and Defense; the Peace Corps; and the Broadcasting Board of Governors.

Developing an integrated workforce has always been a priority, and progress has been steady. The embassy benefits from involving Moroccan nationals in the decisionmaking process since they're the institutional backbone. While much work remains, the U.S. Embassy in Morocco has taken steps to become a mission where American and Moroccan employees take pride in working to achieve America's goals. ■

The author is the administrative officer at the U.S. Embassy in Rabat.

Bureau of the Month:

Political-Military Affairs

Bureau Gives Politics New Meaning

By Paul Koscak

Making the world safer might be a simple way to describe what the Bureau of Political-Military Affairs does. But it's the best way.

The bureau provides nations with military or humanitarian assistance, controls exports to protect U.S. technology, works for international cooperation in computer security and regulates defense trade to promote international safety. For example, the bureau played a big role along with the Department of Defense in developing the Defense Trade Security Initiative, which makes licensing for defense products and services easier.

The bureau spends lots of time keeping small arms away from rogue nations and terrorist groups. It cleans up the leftovers of war—land mines and other weapons. And it plans for the unexpected.

In fact, the bureau has an entire branch—the Office of Contingency Planning and Peacekeeping—that specializes in writing contingency plans, plans that cover everything from establishing new governments to humanitarian relief to war crimes. They can be drummed up on the spot whenever there's an international flare-up that threatens our national interests—the most likely situation—or they can be written and filed away for an anticipated crisis.

"The National Security Council calls a meeting and says 'We have a problem. We need to develop some options,'" planner Ronald Ladnier said in describing how a plan typically gets started. He said the NSC sets the ground

rules for American forces and others expected to play a role in a particular crisis. "Other times, through the CIA or other intelligence, we can anticipate," Mr. Ladnier, an Air Force colonel assigned to the Department, added. "But many crises are difficult to predict."

Still, it takes a team to craft a plan and that's why the branch maintains a seasoned staff of civil, foreign and military service employees. The staff also takes its direction, in part, from the Department's regional bureau responsible for foreign policy in that part of the world.

"What does the United States want?" Mr. Ladnier asks rhetorically about a plan's foundation. "Humanitarian relief? Self-determination?"

Regional bureau officials can best provide those answers, he said, because they're closest to the region's issues and events. Overall planning, however, is based on a 1997 Clinton Administration directive that offers guidelines on managing complex contingency operations. The directive, which covers responses ranging from a hostage rescue to full-fledged nation-building operations, defines complex operations as "composed of such components as political/diplomatic, humanitarian, intelligence, economic development and security."

"Our goal is to know more about the regions than other functional bureaus and more about all of the functional areas than the regional bureaus," Mr. Ladnier explained.

Plans are more than just a way to handle a crisis. They state a position and sometimes that's what's needed to rally an international coalition. Some nations are reluctant to propose a plan or they may be seeking direction from a major power, Mr. Ladnier explained. "The United States is often the catalyst for action," he said.

The bureau's cadre of international specialists, political strategists, military officers and administrators negotiates where U.S. forces are deployed overseas and defines the ground rules for peace operations and arms sales. It coord-



Eric Newsom, assistant secretary for Political-Military Affairs, greets soldiers during one of his many Eastern European visits.

ordinates with the Department of Defense if military support is needed when responding to a humanitarian crisis.

Controlling the spread of small arms—assault rifles, machine guns, grenades, small rockets and mortars—is, perhaps, where the bureau plays its most vital role in making the world a safer place.

The effort begins right here at home. Before arms dealers or manufacturers can close an international sale of any weapon, they must obtain the Department's authorization through the Office of Defense Trade Controls. The bureau's Office of Regional Security and Arms Transfers handles government-to-government deals and informs Congress about any major sale. "We make sure the sale goes to the right person," said Herb Calhoun, the bureau's senior planner on small arms.

To make sure, the dealer must supply the Department with an "end-user certificate" from its customer. The certificate is really a customer's promise that the weapons won't be resold to another nation or

group. Sales of more than \$50 million also need congressional review. The review can be waived by the President if national security is threatened. In addition, the Department requires dealers to have a clean record of international arms sales.

"We're not here to discourage sales," Mr. Calhoun said. "The U.N. charter lets any country buy arms for self-defense. We just don't want the weapons to end up in the hands of terrorists and warlords."

To ensure compliance, the Department monitors the arms after the sale.



Eric Newsom, left, assistant secretary for Political-Military Affairs, and Ilir Gjoni, Albanian minister of defense, sign a memorandum to destroy more than 130,000 small arms and light weapons.

Mr. Calhoun stressed the bureau's goal is simply to "impose a higher standard of responsibility" on arms dealers. "It's not the buying and selling," he said.

To get other nations involved, the bureau is presenting its small-arms sales model of checks and balances at numerous international peace conferences to "raise the global standard of responsibility," Mr. Calhoun said. "If the rest of the world did this, we wouldn't have the problems we have today."



Searching for mines in Bosnia.

The bureau works to ensure that surplus small arms and light weapons that are frequently stockpiled after civil wars or other conflicts are destroyed. Black market arms from large Cold War stockpiles in Eastern Europe and the former Soviet Union continue to fuel wars and conflicts. In September, Eric Newsom, assistant secretary for Political-Military Affairs, along with representatives for Germany and Norway, signed an agreement with Albania to assist in destroying 130,000 weapons collected after the 1997 civil unrest in Albania.

Alexandria have shifted with the desert sand, moving miles from their original location.

"The Egyptians are still having a very severe problem developing areas around El-Alamein," observed Pat Patierno, director of humanitarian demining programs. "Mines are now showing up on the beaches of North Africa."

In addition to making the world safer, the bureau is also saving lives through its highly successful demining program. Land mines are menacing nearly 90 countries, 65 of which have demining programs in place. The bureau is supporting 37 of those countries.

Since 1993, the State Department, the Agency for International Development and the Department of Defense have spent more than \$400 million to detect and clear mines, largely in Africa, the Balkans and Southeast Asia. These agencies work through international organizations, host governments and vendors to provide the expertise, training and equipment to clear mines and make residents aware of the danger posed by these hidden bombs.

Still, these remnants of war continue to kill decades after the last trigger is pulled. For instance, mines planted by Gen. Erwin Rommel's Afrika Corps in 1942 to bolster the German positions west of

White House Philosophy Underscores Foreign Intervention



DoD Photo by Sgt. Gerald James

Children from Bosnia and Herzegovina learn about the hazards of land mines. Education is an important part of U.S. demining efforts.

The guiding light of the State Department's contingency planning is a 1997 Clinton Administration directive.

It's a seven-page document that stresses cooperation between government agencies and taking action with coalition forces "while never relinquishing the capability to respond unilaterally."

The directive states that effective responses to "massive human suffering" caused by territorial disputes, armed ethnic conflicts and civil wars require "multidimensional operations." In other words, if the United States plans to get involved in one of the numerous regional conflicts that have become so common since the end of the Cold War, it needs more than just military muscle. It needs to harness the resources of as many government agencies as necessary to help establish new economies and temporary governments; essentially, the ability to rebuild a nation.

Components of a response team, according to the directive, should include agencies with expertise in politics, diplomacy, humanitarian, intelligence, economic development and security operations. The need for these elements, according to the paper, shows why today's contingencies are "complex operations."

Complex operations are "peace operations" such as the NATO intervention in Bosnia or Operation Provide Comfort, the humanitarian assistance effort in Northern Iraq. They can also be disaster relief missions, military operations to defend U.S. citizens, or counterterrorism response and hostage-rescue operations.



Left, Albania's weapons program collected more than 130,000 small arms and light weapons for destruction. Right, Eric Newsom, center, assistant secretary for Political-Military Affairs, watches as weapons are destroyed. Looking on are Commander Mike Thompson, left, defense attaché, and Joseph Limprecht, U.S. Ambassador to Albania.

Although many war-ravaged nations lack the money to sponsor their own mine-clearing operations, they're still able to contribute significantly. "They offer support-in-kind, such as medical facilities, air support, fuel and personnel," Mr. Patierno said.

The results are impressive. In Cambodia, for example, land mine deaths have plunged by 90 percent, while in Rwanda casualties fell from 233 in 1994 to nine in 1999.

The world's many conflicts promise to keep the demining program in demand. But what makes the task even more daunting is that mines today are planted indiscriminately. They're placed in and around villages, agricultural areas and places where civilians congregate to do business, thereby stifling a region's recovery and continuing to kill and maim its residents long after a conflict ends.

"In the past, mines were placed strategically by military units," Mr. Patierno said. "Now they're placed by rebel groups and warlords to terrorize and kill populations."

Mines are also popular because they're cheap. "For \$3 or less you can build an anti-personnel mine to take out your neighbor's livestock, which is frequently the sole means of support for a family," he said.

Despite metal detectors, electronic imaging devices and huge tractor-like machines that chew up the soil to rid the area of the ominous explosives, the most common technology is still the oldest technology, "the 24-inch probe and the human hand," Mr. Patierno said.

But clearly the best way of making the world safer is to dispel mistrust and eliminate fear, tension and hostility among nations or groups of people. The bureau plays a big role here.

It talks.

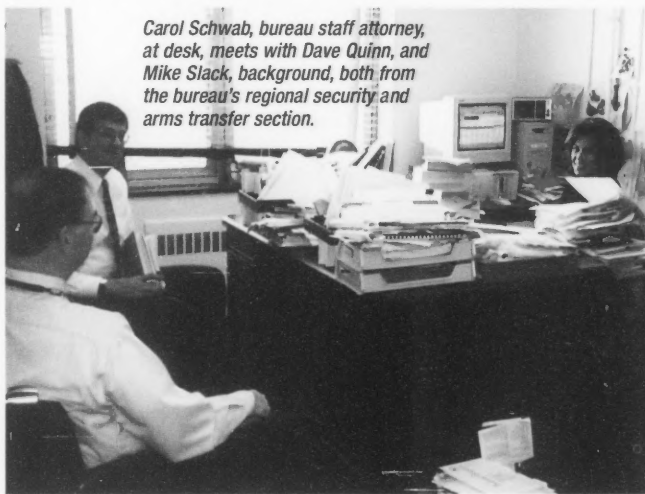
The bureau calls the dialogue confidence and security-building measures.

"We're trying to foster greater regional stability through broader security dialogues," said Giovanni Snidle, special adviser and coordinator for confidence and security-building measures. "With peace and stability there's economic development."

Mr. Snidle's office offers ideas that help nations or regions coexist. For instance, when some Latin American nations needed to modernize their defense systems, the bureau urged them to inform their neighbors to allay mistrust. This dialogue—being carried on now with

some 20 nations—is known as "transparency in arms." Another buzzword, "cross-fertilization," has more to do with borrowing strategies than gardening. "It's promoting successful actions [that worked] in one region to another, tailored to culture, history and geography," Mr. Snidle said.

At 164 strong, without one ambulance or a 911 number, the bureau is poised for the world's next crisis that threatens America's interests. ■



Carol Schwab, bureau staff attorney, at desk, meets with Dave Quinn, and Mike Slack, background, both from the bureau's regional security and arms transfer section.

Photo by Paul Koscak

The author is a writer-editor for State Magazine.

Main State Building Named for President Truman

Story by Marthena Cowart

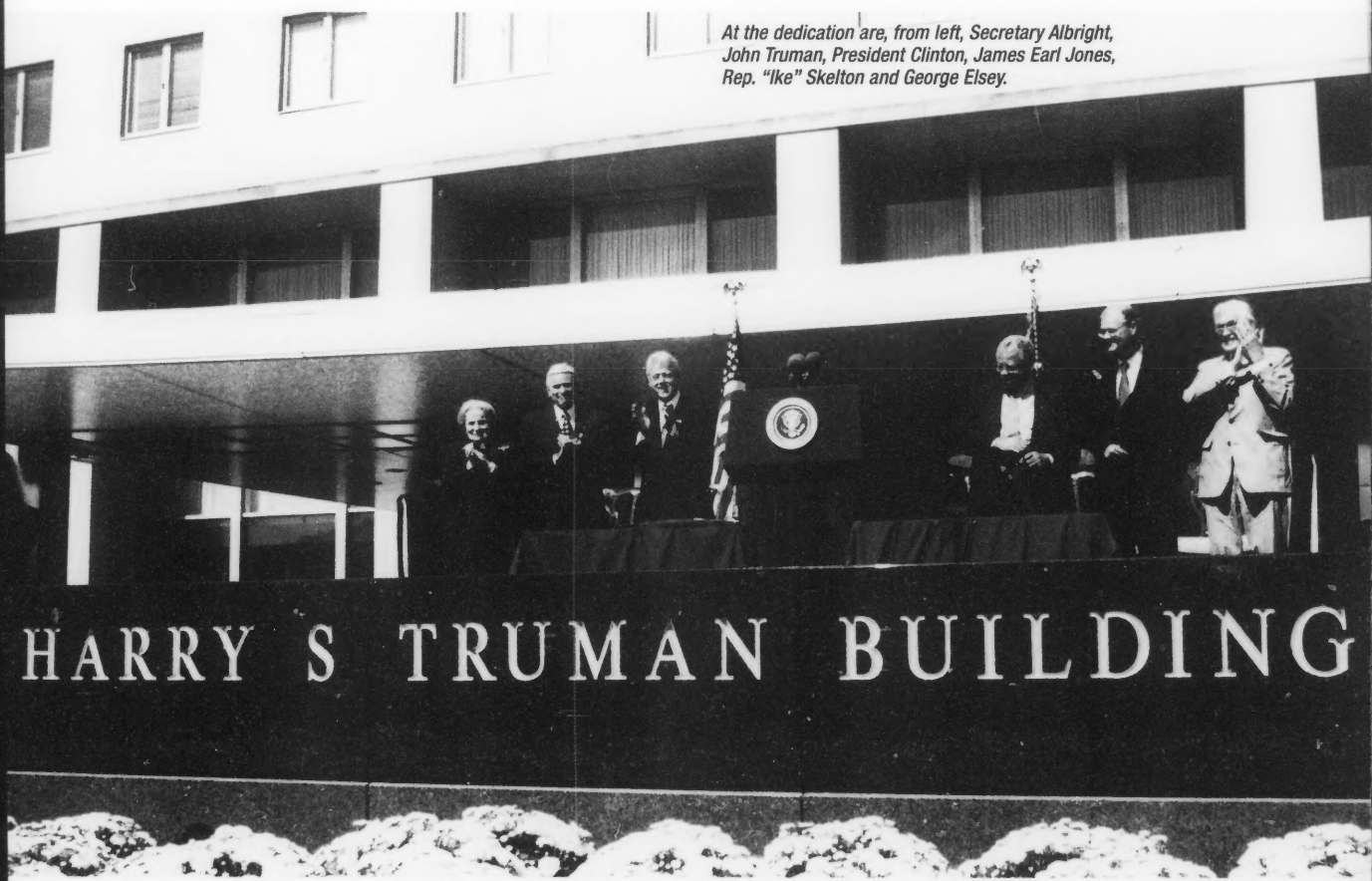
Photos by Michael Gross

The day marking the Main State Department building becoming the Harry S. Truman Building was as clear and warm as the man himself. Guests began arriving early, taking chairs placed in front of Main State's C Street entrance. They included the diplomatic corps, members of the Truman Administration, the Truman family and members of Washington's foreign policy establishment.

Actor James Earl Jones, who served as master of ceremonies, said in his welcome, "We gather to honor the legacy of Harry Truman because he changed the course of history in America and throughout the world. He did so by summoning the will and marshaling the resources of this great country to promote democracy and fight for freedom around the globe."

President Truman issued an executive order in July 1948 integrating the armed forces. The move inspired Mr. Jones to enlist in the Army and become part of the first generation of African American officers to serve in the integrated military.

At the dedication are, from left, Secretary Albright, John Truman, President Clinton, James Earl Jones, Rep. "Ike" Skelton and George Elsey.



HARRY S TRUMAN BUILDING

George Elsey, who served as administrative assistant and foreign policy adviser to President Truman, delighted the audience with stories of the war years and early conflicts between Secretary of State James Byrnes and the President. After Mr. Byrnes was succeeded by Gen. George Marshall, Mr. Elsey said creativity at the State Department was "unleashed and flourished," resulting in the Truman Doctrine, the Marshall Plan and NATO. Mr. Elsey said these initiatives "shaped the post war world."

John Ross Truman, the President's grandnephew, expressed the Truman family's appreciation for recognizing his uncle.

"My great-uncle believed in government," Mr. Truman said, "and he believed in the power of the United States as a force for freedom and prosperity in the world. So he would have been proud of the men and women who conduct America's foreign policy in this building which will bear his name."

Missouri Congressman "Ike" Skelton, ranking Democrat on the Armed Services Committee, who introduced the legislation naming the building in honor of the former President, thanked those in Congress who supported the measure as well as President Clinton and Secretary Albright.

Secretary Albright welcomes President Truman's grandnephew John Truman and his wife Linda.



President Clinton converses with, from left, John Truman, Congressman "Ike" Skelton, George Elsey, and Secretary Albright.

Before introducing the President, Secretary Albright said, "No one understood better than President Truman the importance of effective diplomacy as a complement to America's economic and military strength. He understood the goodness of American power. He was a doer, whose plain words and bold actions mended a broken world, saved freedom, and embodied the principles of our nation at its best."

After thanking the congressional delegation and welcoming the Truman family, President Clinton said:

"History will credit Harry Truman for creating the architecture of postwar internationalism in politics and economics; for drawing the line against communism and for democracy, setting us squarely on the trail of freedom we continue to blaze today; for leading America toward increasing prosperity and racial equality here at home; and for laying the groundwork for pioneering achievements in meeting America's health care needs—even though he paid a dear price for it."

Following the President's remarks, Secretary Albright, John Truman, Congressman Skelton and James Earl Jones joined the President in unveiling the dark gray granite marker inscribed with President Harry S. Truman's name. A reception followed in the Benjamin Franklin reception rooms.

The Main State Department building is the first in the District of Columbia named for the 33rd President.

The author is deputy assistant secretary for Public Information.



Almost six tons of cast bronze, "Soaring Eagle" completes its journey from New York as it inches up to the Harry S. Truman Building.

Photo by Renee Williams, GSA/JFI

By Paul Koscak

Renowned artist Greg Wyatt's inspiration for "world peace, the security of the United States and global community" is captured in his massive bronze sculpture of a magnificent American eagle soaring skyward.

"Soaring Eagle," the 11,600-pound artwork that now rests in the north courtyard of the Harry S. Truman Building, is intended to keep inspiring those who pass through the sheltered space.

"Perched here in the north courtyard where hundreds of diplomats and staff enjoy quiet moments, Soaring Eagle may remind us of our unique mission in the world," remarked Bonnie Cohen, under secretary of State for Management, about the 17-foot-tall sculpture. "America's finest public servants work to ensure that the democratic

'The Eagle Has Landed'

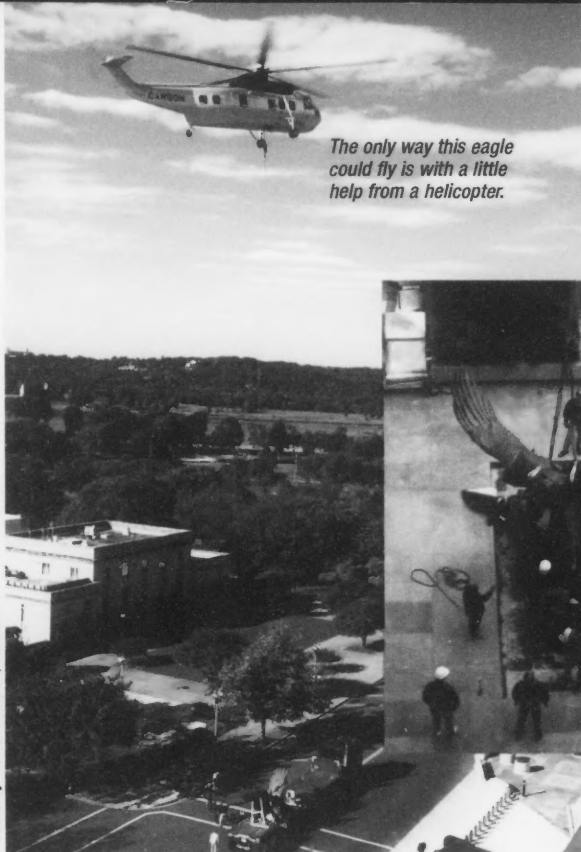
tide remains a rising tide and to protect America's interests and values throughout the world."

A millennium gift to the State Department from the New York-based Newington-Cropsey Foundation, the work was officially unveiled Oct. 20 to

more than 100 guests and officials.

The foundation maintains a long tradition of public support for the arts and appreciation of 19th-century America. The sculpture isn't the first gift from the foundation. In 1972, John Newington and his wife donated "Farm on the Hudson," an 1879 oil painting by Jasper Cropsey, which hangs in the Benjamin Franklin diplomatic reception room.

Wyatt, 51, grew up in the Hudson River Valley, just south of Nyack, home of artist Edward Hopper. Wyatt's works grace some of the finest private and corporate



The only way this eagle could fly is with a little help from a helicopter.

Photos by Renee Williams, GSA/JFI

collections throughout the country. They include bronze monuments at Hofstra and Vanderbilt universities and a 12-foot-high "James Cash Penney Standing Portrait" at J.C. Penney Company's headquarters in Plano, Texas. He also designed the 10-foot "Eagle" at the American Bureau of Shipping and a 40-foot-high "Peace Fountain" at the Cathedral Church of St. John the Divine, both in Manhattan.

Soaring Eagle was cast by Tallix, a Fishkill, N.Y., foundry that specializes in fabrications for sculptors, architects and designers and works in a variety of mediums, including aluminum, brass, iron, pewter, stainless steel and resin.

The sculpture was trucked to Washington, D.C., then lifted by helicopter over the Harry S. Truman Building and gingerly lowered into the building's north courtyard as it dangled from a 150-foot cable.

The Eagle sculpture complements another colossal creation that's dominated the south courtyard since 1963. "Expanding Universe Fountain," created by artist Marshall Fredericks, features an Atlas-like man crouching on a 10-foot sphere. His outstretched hands hold two planets he's hurling into space. ■

The author is a writer-editor for State Magazine.

Gail F. Serfaty, director of the Diplomatic Reception Rooms, introduces guests at the Soaring Eagle unveiling. Front row, from left, Bonnie Cohen, under secretary for Management; Barbara Newington, chairwoman of the board of trustees and director of the Newington-Cropsey Foundation. Second row, from left, Roger Pringle, director, Shakespeare Birthplace Trust; Lee Balter, chairman, Tallix Art Foundry; Greg Wyatt, sculptor of the Soaring Eagle.



Photo by Shawn Moore



OIG Group Has Lots to Cheer About

By Paul Koscak

What began as an idea to help feed and clothe some of the capital region's less fortunate has grown into one of the area's largest charity drives, thanks to a few dozen volunteers in the Office of the Inspector General.

"Operation Undercover," as the annual drive is known, musters more than 200 volunteers and truckloads of donated staples each year in its quest to assist needy residents. It started in 1996 when special agent Arthur Willhite saw a homeless man curled up on a Washington, D.C., sidewalk in freezing weather without a blanket.

Wanting to make a difference, Mr. Willhite decided to organize a massive food and clothing drive to help homeless people in the Washington, D.C., area. He started with

a truckload of food obtained through his father's charity, Living Faith Fellowship Ministry, which specializes in distributing tons of food it gathers from grocery chains and businesses. Then, working through the Fraternal Order of Police and the Federal Law Enforcement Officer's Association, he obtained the help of numerous police volunteers in distributing food and blankets.

Now, about 25 OIG volunteers, including Inspector General Jacquelyn Williams-Bridgers, are the catalyst of Operation Undercover, a labor-intensive, logistical effort that channels donations directly to community organizations in the greater Washington, D.C., area and as far away as Frederick,

Md. The Anacostia Community Outreach Center, Emmanuel Baptist Church, Food For All, Frederick Rescue Mission, Friendship House and the Salvation Army are just a few of the 40 groups that depend on the holiday drive.

While the effort serves people in need, Operation Undercover is also an opportunity for government agencies, corporations, religious organizations and youth groups to collaborate for the good of the community. At the same time, Mr. Willhite said, charities have an opportunity to pool their resources.

"One charity may have access to canned goods, another to blankets and another to baked goods," Mr. Willhite said. "This allows them to swap out."

Much of the food and clothing is collected through the Living Faith Fellowship Ministry and other sources. Mr. Willhite's father, who operates the Ohio-based ministry and is affectionately known there as "the bread man," has distributed more than eight million pounds of food across the nation and internationally to assist disaster victims, orphanages and elderly and homeless people.



Virginia Boy Scouts pitch in.



Boxes without end seem to be the rule.

Wal-Mart and GOAD International, a family-run charity, will provide tractor-trailers to transport the goods to a distribution center, which is the heart of Operation Undercover. Here, the participating organizations come to fetch pallets of stacked donations. Here, for one hectic day—this year, Dec. 16—scores of volunteers will lift, carry and load and unload food, clothing, blankets and toys from the trailers.

Distribution centers have been located at Bolling Air Force Base, Ft. Myer, the Washington Navy Yard and District of Columbia Police Academy.

"What they do is bring it all together," Mr. Willhite said.

In appreciation, the volunteers are serenaded by the local chapter of the Sweet Adelines and dine on a gourmet buffet cooked up by Washington Redskins chef Gennaro Ferrigno.

Other corporate providers have included Dunkin' Donuts, 7Up Corp., Domino's Pizza, Global One and Au Bon Pain restaurant.

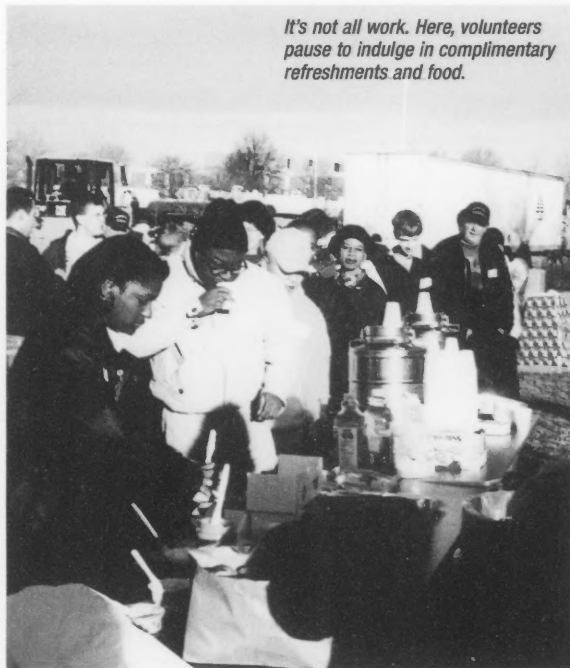
"Global One provided us with volunteers, and they donated calling cards," Mr. Willhite said. "This would be the only way many homeless could afford to call home during the holidays."



Above, it takes a crowd to unload tractor-trailers. Below, this pile of clothes is set for pickup by one of 40 regional charities.



It's not all work. Here, volunteers pause to indulge in complimentary refreshments and food.



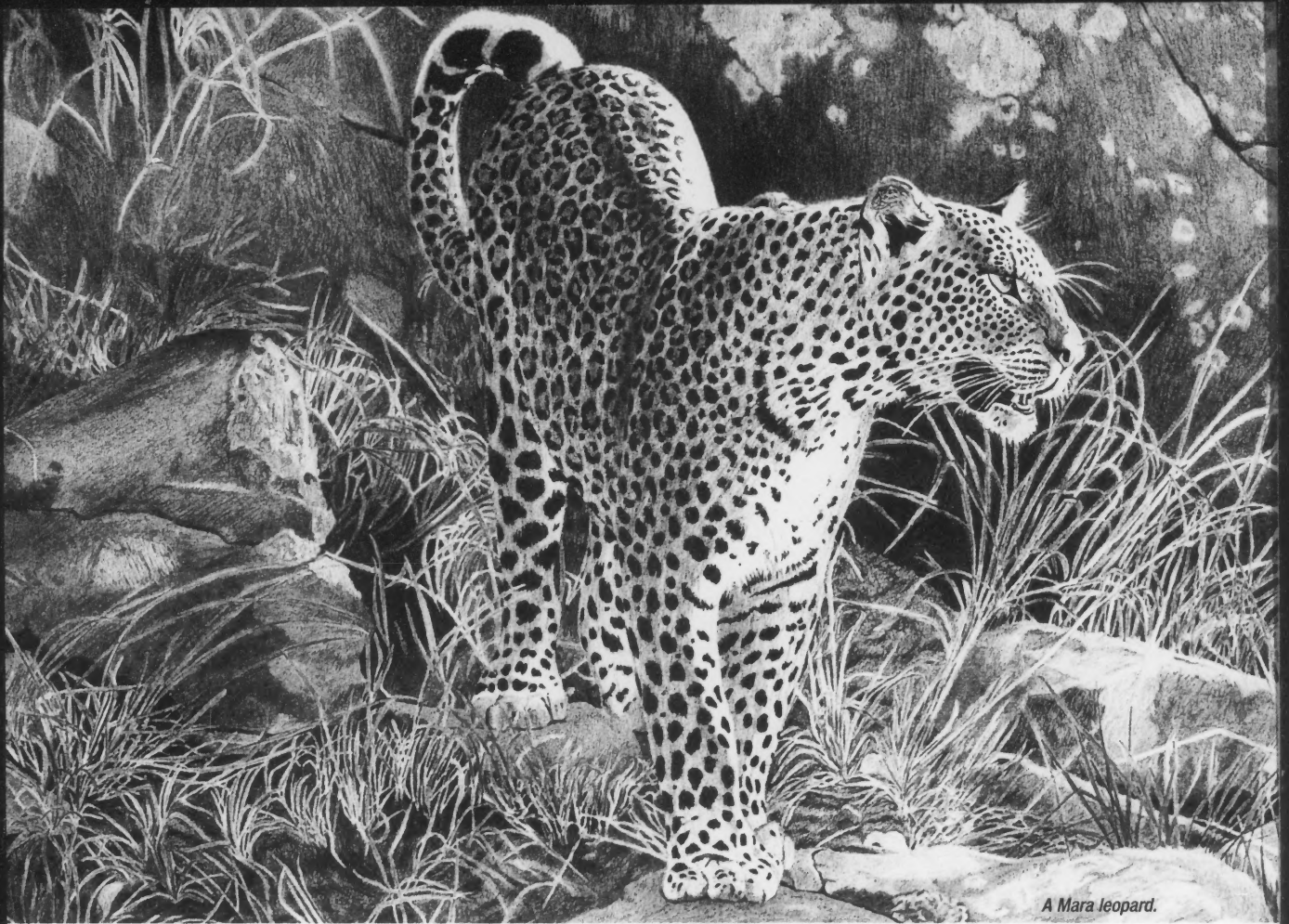
Operation Undercover has come a long way since 1996 when Mr. Willhite worked to distribute 3,500 blankets by enlisting the help of 17 area police departments.

Since it began, the drive has donated more than \$500,000 worth of food. This year, it expects to distribute enough food to pack three tractor-trailers, he said.

And after four years, it's an effort the dozens of volunteers and coordinators have perfected.

"We just all come together every year and just do it," Mr. Willhite said. ■

The author is a writer-editor for State Magazine.



A Mara leopard.

Rover Finds Niche with African Animals

Hava Hegenbarth loves animals and it shows.

By Diana Martinson

It shows in the detail of a zebra hoof. The way a kudu's hair stands along the ridge of its back or the exotic prance of a giraffe.

Immortalizing these graceful creatures and other African themes on murals or in pencil sketches is giving Ms. Hegenbarth, a self-taught artist and rover with the Bureau of African Affairs, quite a following.

"It's a drive like anything else people love to do—a creative urge, I guess," mused the Iowa native who speaks French, Russian and Swahili. "I started as far back as I can remember—sitting in my high chair, dumping strained peas



onto the tray and drawing cowboys in it. I didn't like strained peas."

The artist began her Foreign Service career 10 years ago after serving in the U.S. Navy as a crypto technician and Russian linguist. Now assigned to African Affairs, she's done temporary duty, TDYs, in 20 African countries.

Working in an embassy communications center in Africa puts her in the perfect spot to pursue her penchant for drawing and studying the big beasts.

"I can go out every weekend and find something," she said of her frequent safaris. "I want to show people how beautiful wild creatures are."

She's doing just that. Ms. Hegenbarth was commissioned to draw a silverback gorilla for the departing U.S. ambassador to Burundi. She donated several prints of a Masai war-

rior to the Bujumbura staff, koala bear prints to the U.S. Embassy in Canberra and zebra prints to the U.S. Embassy in Gaborone. The embassies in Luanda, Asmara, Port Louis and Windhoek also have been beneficiaries of her gifts.

She recently reproduced a smaller drawing of the giraffe mural that was destroyed in the 1998 bombing of the U.S. Embassy in Dar es Salaam for the new embassy in that city.

"It was like a big get-well card from a friend," she said.

The communications specialist said it can take from 40 to 60 hours to complete a drawing, which she prefers to do with colored pencils, Holland-made Brynzeel pencils, to be exact.

"I usually draw the subject two or three times in rough draft before I get it the way I want it and then transfer it to good paper for the finished product," she explained.



A Masai herdsman.

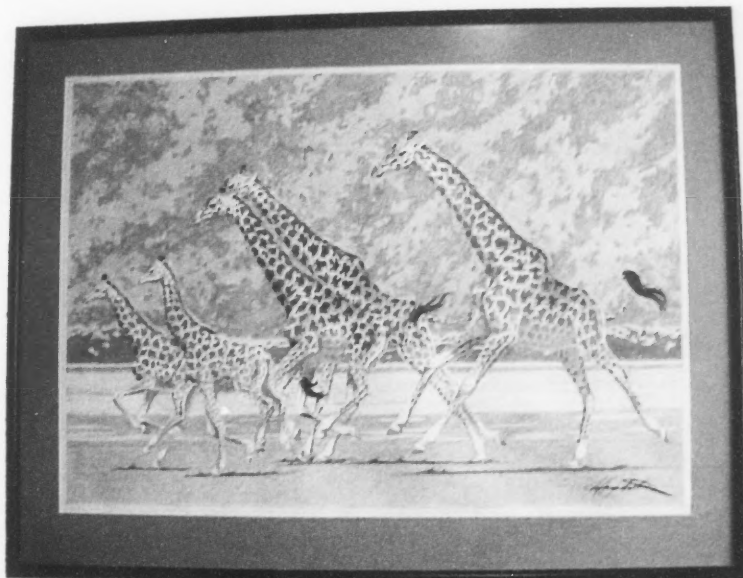
Ms. Hegenbarth's colleagues are quick to praise not only her talent but her commitment to the mission.

"Her art is legendary at posts in Africa," former African rover Paul Rogers said.

Another fellow rover, Josh Hromatka, added "Hava is one smart lady and well liked by everyone at every post she visits, especially by the foreign nationals."

Joseph Huggins, the bureau's executive director, said, "Through her art, one can see Africa's true beauty."

The artist's giraffe drawing now on display in the reception area of the new embassy in Dar es Salaam.





Above, Burchell's zebras at the water hole. Below, artist Hava Hegenbarth at work.

The artist-rover is now displaying her animal art outside Africa at galleries in Seattle, the United Kingdom and Canberra, but she's not planning a full-time art career anytime soon. In fact, she plans on staying with the Department until retirement. Then she'll pursue her lifelong love of art.

"I suppose I could be a full-time artist, but I like being in the Foreign Service," she said. "It's what I've always wanted to do."

One plan, however, is certain: she wants to remain a rover as long as possible before getting serious about staying put. When that happens—hopefully with a job in information management—Ms. Hegenbarth wants to stay in Africa capturing its seemingly endless animal themes. ■

The author, a program analyst, coordinates the rover program for the Bureau of African Affairs.



Rovers Bolster African Posts

Rovers?

Sounds like the latest Internet craze.

They're the Department's personnel safety net in filling positions temporarily throughout the world. Rovers are employees who don't mind living out of a suitcase for two-year tours. They're people who can travel anywhere, anytime. They're valued for their technical skills and willingness to work long hours, with higher pay, according to Diana Martinson, rover coordinator for the Bureau of African Affairs.

Rovers are most likely to fill vacancies created by emergency absences, home leave or vacations, especially for functions handled by only one person at a post. The Bureau of African Affairs is the only bureau with 12 full-time rovers dedicated to providing temporary support.



USIA-State Integration

By Dave Krecke

Ask Denise Vest what she thinks of the integration of the U.S. Information Agency with the Department of State. The smile that lights up her face answers the question without words.

A building services specialist who ran USIA's parking program from a windowless cubicle in the former agency's headquarters, Ms. Vest crosswalked to a similar job at State after the October 1999 merger. In the last year, she has been promoted, moved to a more spacious office with walls and a window and assumed responsibility for distributing one of the Department's most precious commodities: parking passes. She says her new supervisor and office colleagues eased her adjustment by inviting her over to get acquainted long before the scheduled move. Smiling, Ms. Vest says one of the first new skills she acquired was finding her way to the cafeteria.

A Work in Progress

Like many administrative crosswalkers at home and abroad, Ms. Vest discovered that the scope of her new job was narrower, even though the job itself was larger. No longer required to handle personnel matters, audit liaison and a host of other tasks, she

was free to specialize in parking procedures and facilities management. She confesses that she still has a lot to learn and is a little anxious about conducting her first parking open season. But she has obviously enjoyed breaking away from what she calls the "comfort zone" of her former job.

Most former USIA employees were not dislodged from their comfort zones. Whether in Washington, D.C., or overseas, they have continued to perform the same valuable work in the same surroundings. For many, only the name on the building's entrance has changed—from USIA headquarters to State Annex-44 in Washington, D.C. Overseas, U.S. Information Service signs have disappeared altogether, a source of irritation for some.

Integration in Washington

The consensus of former USIA employees responding to a not-so-scientific survey is that integration has gone well, better than many expected. From top to bottom, employees credit that success to Assistant Secretary for Administration Pat Kennedy, his USIA reorganization co-chairman Dick Stephens and the scores of reorganization task force members. The teams, representing every State and USIA element, met tirelessly for more than two years to merge the people and resources of the two agencies into a single, integrated Department of State.

Their mandate was, in Secretary Albright's words, "To put public diplomacy at the heart of U.S. foreign policy." And that has been accomplished. Evelyn Lieberman, under secretary for Public Diplomacy and Public Affairs, is a full participant in policy deliberations at the highest level, ensuring that public diplomacy considerations are factored into all foreign policy decisions. From Camp David to the Balkans to the World Trade



Denise Vest distributes parking passes during open season.

Photo by Dave Krecke

Organization meetings, public diplomacy has had a major impact on policy making and the explanation of those policies abroad.

Organizationally, both program bureaus of the former USIA—now the Bureau of Educational and Cultural Affairs and the Office of International Information Programs—have bureau status and are headed by assistant secretary-level officials who attend the Department's assistant secretaries' meetings. In the view of John Dwyer, International Information Programs coordinator, integration has made public diplomacy "far more central to the foreign affairs agenda than at any other point in history."

Recent events in the Balkans offer convincing evidence of the impact integration has already had in a high-profile political arena. Training and exchange programs reached deep into the opposition parties and civil society groups and showed them the potential for alliances and disciplined political action. A critical mass of followers in turn imposed discipline on their leaders. On the information

Town Hall Meeting on USIA-State Integration

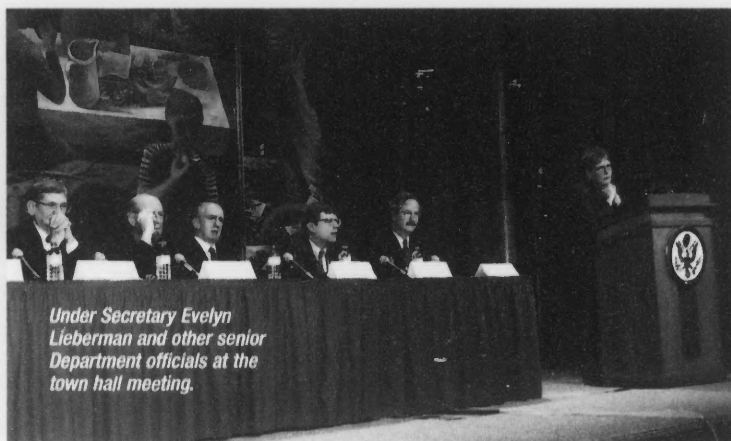
Evelyn Lieberman, under secretary for Public Diplomacy and Public Affairs, spoke at a town meeting Oct. 6 assessing the first year of USIA-State integration. Senior members of the public diplomacy team joined her on the stage of the Voice of America auditorium and participated in the question and answer period that followed. An edited version of a portion of that exchange follows:

Q Ann Marie Shepherd, team leader for International Information Programs-Educational and Cultural

Affairs/Information Technology, asked two related questions: Are we going to take another look at the crosswalk of people and resources to the IRM? The second question concerns personnel. Several of my team members have had accretion of their duties since integration. In some cases, this accretion seems to justify an upgrade of their positions. I

recently went through a nine-month process trying to get two team members upgraded. In the end, they actually had to apply for their own positions. New Office of Personnel Management regulations were given as the reason.

A Under Secretary Lieberman: We have found that some of the



Under Secretary Evelyn Lieberman and other senior Department officials at the town hall meeting.

Photo by John Wicart

Victor Riche oversees public diplomacy net and IT services.

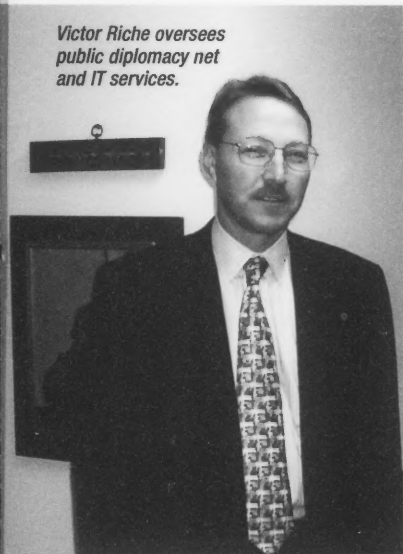


Photo by Dave Krecke

side, opposition party web sites were picking up information and re-circulating it to break out of the isolation Milosevic was trying to impose. It was an interesting case study in how the future of diplomacy has arrived—the Internet, long-term training and exchange and fully integrated public affairs and public information.

Before the merger, many USIA managers were concerned that integration might lead to a raid on public diplomacy resources

by State bureaus, not out of malevolence but because the Department is a competitive environment with more priority programs than funds to support them. The reorganization task forces and Congress created safeguards to preserve those resources. Regulations established the

under secretary as the key adviser on Department-wide public diplomacy resources, including oversight of their use in regional and functional bureaus. Congress earmarked public diplomacy funds for salaries and programs for fiscal year 2000 and is likely to do the same for fiscal year 2001.

Dick Stephens, now senior consultant to the under secretary, notes that integration has coincided with an end to a public diplomacy resource decline dating from the early 1990s. Although congressional action is pending, it appears that public diplomacy will receive the full amount of the President's request in the next fiscal year.



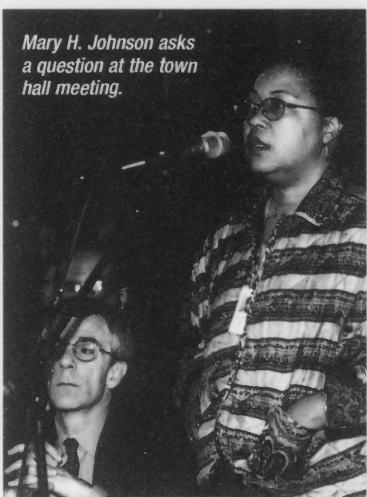
Photo by Dave Krecke

Elizabeth Lee, a senior budget analyst, monitors crosswalked resources.

things we agreed to in the consolidation weren't working exactly as we had hoped. Crosswalking was among those things, not only IRM people, but also administrative employees, particularly those in the field.

Senior PAOs at some posts were "chained" to their desks 75 percent of the time dealing with administrative matters instead of going out and doing what they were supposed to do. This was happening because they had lost their administrative support in the crosswalk. We proposed to the posts that if they were having a serious problem they should consider crosswalking some of the people back. I think about 25 folks did that.

Assistant Secretary Pat Kennedy: This policy on accretion of duties is being applied across the board. It's being applied to the Bureau of Administration. It's not anything directed at IIP or ECA or public diplomacy. It is something that



Mary H. Johnson asks a question at the town hall meeting.

Photo by John Wicart

OPM has laid on us and it's being applied to everyone. I just had a couple of cases in my bureau where, because of the OPM rules, people I thought had earned an accretion of duties have had to apply for their own jobs. Now, it happens they've been selected.

Q Pamela Smith, public affairs officer in London, asked a question by e-mail: Do we have a strategy to sell public affairs and public diplomacy and their critical importance in support of U.S. diplomacy on Capitol Hill?

A Under Secretary Lieberman: Foreign students bring between \$9 and \$13 billion a year into our economy. Practically every single member of Congress has some family, some school, some student, some teacher, some somebody or some institution in his or her jurisdiction benefiting from the work we do.

Assistant Secretary William Bader is sending letters talking about Fulbright programs to members of Congress. We are encouraging every assistant secretary and anybody else who speaks for the Department to talk about some of these issues. The Secretary has spoken about our programs with the love and enthusiasm she feels for them, but we need a much greater constituency.



Helena Kane Finn, former public affairs officer in Ankara, is principal deputy assistant secretary for Educational and Cultural Affairs.

Photo by Dave Krecke

Integration Abroad

Conventional wisdom suggests the merger was easier overseas than in Washington, D.C. After all, public affairs officers were already prominent members of embassy country teams. So the transition simply meant the PAO would become the head of an embassy section instead of an independent agency element. There was, admittedly, some loss of status and autonomy

in the move, but the most difficult aspect of the shift was the loss of a separate administrative staff. Public affairs officers accustomed to their own administrative infrastructure had to adjust to working cooperatively with the embassy's administrative section for support.

Pat Kennedy admits there were glitches in the early days at some posts over assigning vehicles and other assets to PAOs and their sections. But he says embassies have always "dedicated" vehicles to various functions and the public diplomacy function should be extended the same benefit. "It's not giving away a resource," Mr. Kennedy says, "It's managing one well." One thing is clear: public diplomacy programs in the field will succeed or fail based on the quality and agility of the services provided by embassy administrative sections.

Meanwhile, most Foreign Service National employees in USIS administrative positions and USIA's already small cadre of administrative Foreign Service officers carried their jobs with them to administrative sections. Budget analysts, personnel assistants, drivers and others left their own "comfort zones" and planted themselves on unfamiliar embassy turf. Wisely, the legislation mandating the merger ensured that no employee would lose pay, personal grade or seniority as a result of the merger.

Public affairs officers have retained grant authority, a responsibility central to conducting almost all exchange programs. They also have the authority to seek cosponsors for programs and to engage in fund-raising activities that expand a post's resources by enlisting private sector sponsorship of programs as varied as Fulbright scholarships and artistic performances. If anything, integration has broadened the opportunity for fund raising even as it has more clearly defined the rules governing this sensitive activity.

Connecting to the Internet was a major pre-merger concern of many USIA employees. As suppliers of information in an open, global information environment, they had embraced the Internet and modern information technology in a big way. Some worried that merging with an organization dedicated to protecting sensitive information and national secrets might jeopardize their use of 21st century technology in communicating with a connected world.

In reality, the two goals are not mutually exclusive. The integrated Department recognizes the importance of the Internet and the critical contribution it makes to foreign policy. The challenge is to maintain secure operations while providing the right information at the right time to the right audience, whether they are employees or customers anywhere in the world.

An Integration Model

There may be no better integration success story than the merger of the two agencies' training units. Long before October 1999, Ruth Davis, Foreign Service Institute director, and her deputy, Ruth Whiteside, organized a series of programs welcoming USIA employees to State. In well-planned, day-long sessions, many employ-



FSN participants and IIP representatives gather in FSI foyer during webmasters' workshop.

Photo by Barry Fitzgerald

ees who would soon be joining the State family paid their first visits to the Harry S. Truman Building (formerly Main State) and interacted with panelists who explained the Department's structure and procedures. Judging from their evaluations, most found these "Welcome to State" sessions and the accompanying information packets helpful.

Integration sent a group of seasoned USIA trainers and their public diplomacy programs to FSI's sylvan campus in Virginia. They were welcomed as the public diplomacy staff in the School of Professional and Area Studies, where they set up trade-craft courses for public affairs, cultural affairs and information officers. The group, headed by Gary Pergl, also designed public diplomacy modules for the school's orientation program and for its courses for administrative, economic, consular and political officers.

One of the hallmarks of USIA's training program was the Foreign Service National Employee Program. The program, consisting of four three-week courses in culture, media, information resource centers and thematic issues, continues at FSI. Selected participants attend classes at FSI and take field trips to Washington-area institutions during the first two weeks of each course. In the final week, the FSN professionals travel beyond the Beltway to one or two regions of the United States to meet with their American counterparts.

FSI management clearly recognizes the importance of FSN training and has expanded its offerings for those employees in all areas. Public diplomacy FSNs now enjoy training opportunities that didn't exist before integration.

As proof of her contention that integration has "strengthened FSI," Ruth Whiteside says the merger has been an important catalyst in bringing the Internet to the training center. FSI recently hosted a workshop sponsored by the Office of International Information Programs for U.S. mission web site managers and now has 90 freestanding Internet stations on campus, developments hastened by the presence of Internet-savvy former USIA trainers.

What Remains to Be Done

Not surprisingly, the major tasks that remain before full integration is achieved are the capital-intensive ones: relocation of employees and functions from SA-44 to Foggy Bottom and integration of the two agencies' information technology networks in Washington, D.C., and abroad.

At an October town hall meeting, Pat Kennedy announced promising negotiations with the owner of a new building to be constructed across from Main State. He said the proposed building would be spacious enough to accommodate all of the ECA and IIP offices

now located in the former USIA headquarters in southwest Washington, D.C.

It will be some time, however, before complete IT integration is achieved. The good news is that access to the Internet on the public diplomacy net is assured, both in Washington, D.C., and in the field. It is unlikely, however, that State's sensitive but unclassified network will be available soon on every employee's desktop in SA-44 or in public affairs sections located outside their embassies—goals envisioned before the merger. Nor will those with a need to access all three networks be able to toggle from one to the other with a simple flip of a switch and the entry of a secure password. For the foreseeable future, separate computer units will be necessary for each of these parallel systems.

Summing Up

While not every crosswalker's story may be as rosy as Denise Vest's, many agree that the human resources teams from both agencies made an extraordinary effort to match the skills of the nearly 4,000 employees who crosswalked with their positions into the Department. It was a herculean task orchestrated by the former director general, Skip Gnehm, and carried out by teams headed on the USIA side by Human Resources Director Jan Brambilla and on the State side by Deputy Assistant Secretary for Human Resources Alex De La Garza.

Adjustments and corrections are still taking place after this year-long, shakedown cruise. And that's as it should be. As John Dwyer says, "Above all, people, individuals with real skills, are what consolidation was about in the first place."

What about savings from the merger? At the end of the first year, Pat Kennedy concludes that there have been more incremental costs associated with the consolidation than savings. He cites office moves and computer integration as two of the higher cost activities. In his view, savings from the merger are still downstream. The small savings achieved at some overseas posts by bringing offices and operations to embassy compounds—when it made sense—have been reinvested in programs. "We are not getting the full savings yet," the assistant secretary says, "but we have a positive story to report."

At the town hall meeting (see sidebar), Under Secretary Lieberman offered her assessment: "I have seen and I've heard that we're making progress. We're showing our colleagues in the Department what we can do. And I believe that we are earning a new appreciation for the vital and integral work that public diplomacy must play in the conduct of effective foreign policy.... I believe that the work we do is the future of the Department." ■

The author is a writer-editor for State Magazine.

Former Restaurateur Finds Security Recipe for Success

If first impressions are lasting, Philippe G. Furstenberg is off to an Olympic start.

By Paul Koscak

This Montgomery County, Md., native has already logged thousands of miles as a budding diplomatic security agent, visiting Paris, Oslo, Florence, Moscow and Buenos Aires on various security details. He's escorted U.S. diplomats into Serbian territory during a six-week tour in Kosovo and pulled a security detail at the United Nations.

Not bad for a 26-year-old with less than two years on the payroll.

Oddly, it's not the kind of work Mr. Furstenberg had in mind after earning his degree in international relations at Georgetown University in 1996. He first tried launching a career with a restaurant chain in North Carolina, but that didn't last long. Mr. Furstenberg said he worked with people "who did not care about what they were doing." Unlike his apathetic colleagues, the young start-up craved new opportunities and an environment that inspires and attracts motivated people.

That's when he looked to the State Department.

He saw the Diplomatic Security Service as a way to combine his desire to help others with his interest and university background in foreign affairs.

Mr. Furstenberg seems to have found his niche.

In 1999, he spent six months learning the basics of diplomatic security at the Federal Law Enforcement Training Center in Glynco, Ga. The course is the first of many training programs diplomatic security agents take throughout their careers. It offers instruction in basic and advanced law enforcement as well as investigative skills, from academics to physical training to firearms proficiency.

And Mr. Furstenberg mastered them all.



Special agent Philippe Furstenberg, right, with former Department spokesman James P. Rubin at Camp Monteltn in southeastern Kosovo.

Not only did he graduate at the top of his class, he was the center's honor graduate of the year. His award: a prized Smith & Wesson Model 908 semiautomatic pistol presented in a hardwood case.

Mr. Furstenberg's future is bright. "He will most certainly excel in his endeavors," remarked David Haas, director of the Diplomatic Security Training Center in Dunn Loring, Va.

Traditionally, Diplomatic Security agents begin their careers with stateside assignment to build up experience before taking a position overseas. Knowing that, Mr. Furstenberg set his sights on the Diplomatic Security field office in Boston even before graduating. The hub of New England's international commerce



Honor graduate Philippe Furstenberg receives his Smith & Wesson semiautomatic pistol as the year's top graduate at the Criminal Investigator Training Program at the Federal Law Enforcement Training Center in Glynco, Ga.



Special agent Philippe Furstenberg, fourth from left, gets into the picture with the U.S. Mission's local guards in Kosovo.

and traffic, he reasoned, would give him valuable experience he wouldn't find in other locations. "I wanted an office that did more than just protection," he said.

Mr. Furstenberg wasn't disappointed.

When he's not jetting around the world, he's investigating passport applications, trying to uncover fraud and false identities. He works with other federal agencies to investigate alien smuggling, drug trafficking and identification forgeries. He also coordinates special functions with other foreign consulates.


For example, he recently coordinated with security and other emergency staff when the French government recognized America's World War II veterans during a Boston harbor ceremony on the flight deck of the aircraft carrier *John F. Kennedy*.

"I worked with the local police, federal marshals and medical personnel," Mr. Furstenberg said.

He's come a long way in a short time. And a world away from his restaurant gig where people "didn't care."

"I'm surrounded by people who think," Furstenberg said. ■

The author is a writer-editor for State Magazine.



James Billington, Librarian of the Congress, talks to archivists in Mumbai, India, about creating a digital library.

Photo by Barry Fitzgerald

Videoconferencing

The Next Best Thing to Being There

By Sandra Bruckner

Bringing people together is central to communication and to negotiating agreements. While it can never replace face-to-face contact, videoconferencing is one of the best, most cost-effective ways of encouraging dialogue and disseminating information.

In recent years videoconferencing has become a mainstay for the Office of International Information Programs. Initially used to enhance the American Participant Program (where American experts travel abroad to lecture and participate in seminars), the medium now enriches a wide variety of programs. Videoconferencing enables participants, whether State employees or guest experts, to attend overseas conferences, join working groups and contribute to seminars without leaving home and without costly international travel. The medium has been the centerpiece of local seminars on AIDS, intellectual property rights, electronic commerce and biotechnology.

When the Department needs to explain Administration policy, videoconferencing can bring immediacy into the mix. Not long ago, Under Secretary for Political Affairs

Thomas R. Pickering talked from Washington, D.C., with journalists who cover the Middle East from their base in London. He discussed a host of breaking issues, including Iraq sanctions. Under Secretary for Economic, Business and Agricultural Affairs Alan Larson spoke about biotechnology with media representatives in Kuala Lumpur. Alan Taylor, coordinator of U.S. assistance to the New Independent States, spoke with a group in Kiev about the importance of educational exchanges in Ukraine and other Eastern European countries.

But the pool of experts available for these electronic discussions is not confined to the Washington, D.C., area. Specialists from almost anywhere in the United States, including the nation's leading institutions of higher education, can be featured as easily as those in the Department. The medium is bringing knowledgeable speakers to primary audiences in the smallest posts without breaking their budgets.

Two factors are responsible for the increase in videoconferencing: the worldwide installation of integrated digital services network circuits and the dramatic drop in the cost of equipment. In 1989, there were 12 units in the network. Today, there are nearly 130 videoconferencing sites in U.S. Embassies and Consulates. And the number is growing.

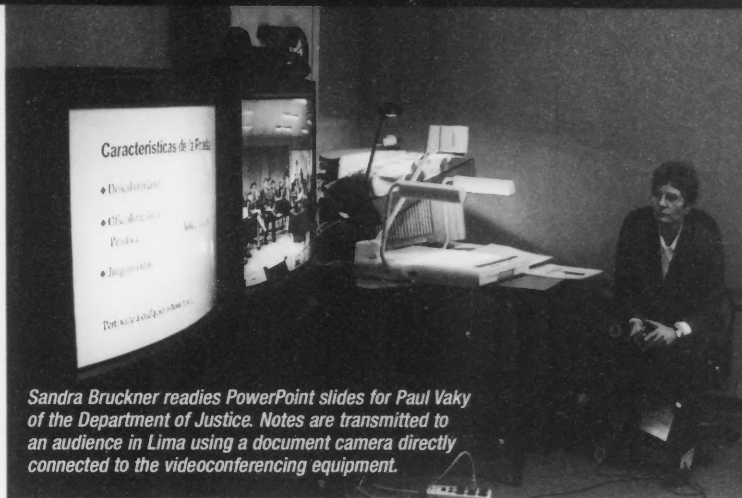
Last year, circuits became more readily available in the Near East, South Asia, Latin America and Africa. Equipment costs have plummeted from \$60,000 to between \$10,000 and \$15,000 per installation. Competition for phone service has brought on-line charges down significantly, making it cheaper for South Africa to call Washington, D.C. A one-hour videoconference with New Delhi costs about \$300, the cost of a round trip journey from Washington to New York. And with videoconferencing, others can join in at no additional charge.

Phnom Penh, Hanoi and Dakar are the most recent posts to install videoconferencing facilities, and Ho Chi Minh City will follow soon. Larger posts, like India and South Africa, have their own networks and conduct country team meetings along with substantial calendars of programs in branch posts. The African Regional Services Center in Paris keeps in touch with its clients via videoconferencing to solve communication problems swiftly.

Increasingly, Department offices are using videoconferencing as a tool for reaching their clients at home and abroad. The Human Resources Bureau has conducted post consultations through video links, and the Information Resource Management Bureau has briefed a computer science class at Syracuse University on how State uses technology to further its global goals.

The quality of videoconferencing has improved as well. The era of "talking heads" has ended. PowerPoint presentations, charts, reports, web site information and even videotape can be shared with audiences to enliven the dialogue and make it more visually interesting.

What is on the horizon? Streaming video is a buzzword in the industry. Soon streaming will be used in conjunction with videoconferencing. Posts with videoconferencing



Sandra Bruckner reads PowerPoint slides for Paul Vaky of the Department of Justice. Notes are transmitted to an audience in Lima using a document camera directly connected to the videoconferencing equipment.

capability will be able to view an ongoing videoconference via their Internet browsers. Posts with Internet connectivity will be able to download a conference overnight and view it later in the day. The office is exploring ways to provide video clips to the Department's web site and to archive videoconferences as well.

The entire field of videoconferencing is changing and the medium's applications will change along with it. When it becomes practical, some applications will move from television monitors to the desktop. Videoconferencing has been used for job interviews, selecting new Fulbright directors and briefings on various educational programs like the Congressional Fellows Program. It is bringing people together as never before. And it will only get better. ■

The author is the videoconferencing coordinator in the Office of International Information Programs.

Photos courtesy of the American Embassy in Lima



Richard Werksman, Department of State lawyer, discusses corruption in government with an audience of lawmakers in Lima, Peru.

Growing with the FLO

The Family Liaison Office Expands Mission, Space

By Sarah Genton

The word *family* has always had a unique meaning for the Family Liaison Office. Today, when its staff talks about family, they're talking about the Foreign Service community—that diverse group whose nomadic lifestyle poses special challenges.

The Foreign Service community of the 21st century has changed during the past 10 years to include more dual-career couples, foreign-born spouses, male spouses and household members who accompany Foreign Service employees overseas.

As the definition of family has expanded, so has the office. After 22 years in the same location, it moved recently and increased its space by one-third. The office now occupies Room 1239 in the high-traffic, first floor corridor 2 of the Harry S. Truman Building. Neighbors include the Office of Casualty Assistance, the Foreign Service Lounge, the Housing Office, Transportation, the American Foreign Service Association, the American Federation of Government Employees and American Express.

To inaugurate its new home, the office held an open house and ribbon-cutting ceremony in October and dedicated a new conference room honoring the Associates of

the American Foreign Service Worldwide. The associates are founders and current supporters of the office.

At the ceremony, Bonnie Cohen, under secretary for Management, told guests that the Family Liaison Office continues to play an important role supporting quality-of-life issues for Foreign Service families. Marc Grossman, director general, congratulated the office for its years of success and noted that dual-career families now are the American norm, which affects the retention of Foreign Service employees, as more family members look for meaningful employment in the global economy.

Since 1978, the Family Liaison Office has grown from three employees to 13, advocating on family issues, identifying solutions, providing client services and managing the worldwide Community Liaison Office program. The office's major program areas now include family member employment, education and youth, and support services for those experiencing a personal or post crisis. FLO's web site and publications program address issues typically encountered by family members assigned to a diplomatic mission. The office recently added expeditious naturalization of foreign-born spouses to its portfolio.

Thousands of Foreign Service employees and family members use the office each year, according to Faye Barnes, FLO director. As evidenced by recommendations from the Overseas Presence Advisory Panel and the McKinsey Report, there is increasingly more focus on family-friendly work environments and programs to meet the needs of the Foreign Service family, she said. ■

The author coordinates publications for the Family Liaison Office.



Photo by Ann Thomas

Family Liaison Office founders Mette Beecroft, left, Joan Scott and Leslie Dorman celebrate FLO's 22 years and the move.

When the Family Liaison Office first opened on March 1, 1978, Secretary Cyrus Vance remarked, "...the Foreign Service is not just a career or a job. It is a way of life that depends not only upon the work and dedication of its employees but also upon the goodwill and sense of community of its family members."

AAFSW (then known as the American Association of Foreign Service Wives) led the way in creating the Family Liaison Office. Armed with the results of a 1977 AAFSW survey of Foreign Service members, Leslie Dorman, AAFSW president, and Jean Vance, chairwoman of the AAFSW Forum, convinced then Under Secretary for Management Ben Read and Secretary Vance of the importance of establishing an office devoted to supporting Foreign Service families.

Mette Beecroft, current AAFSW president, said of FLO's beginnings, "It's one of the only times in the State Department's history that a volunteer organization has managed to change the structure of the bureaucracy and insert an entirely new function."

Medical Report

Alcoholism: *The Equal Opportunity Disease*

By Steve Schoen

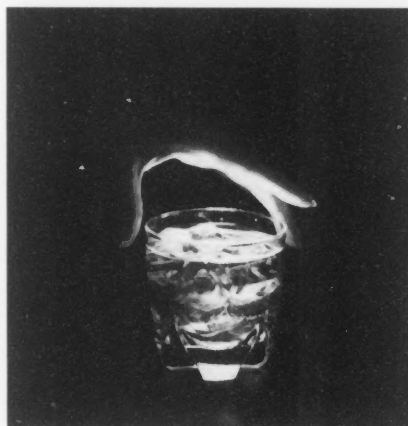
A majority of Americans, more than 60 percent, drink alcohol. There is no reason to believe that the percentage is any different for the State Department or any other federal agency. Most of those who drink can be classified as social drinkers. This group includes those who do not experience physical, psychological, emotional, spiritual, vocational, social or family problems related to alcohol. They tend to have no more than one or two drinks in a day.

Many alcoholics started out as social drinkers. If you are a social drinker, you stand about a 1 in 10 chance of developing serious alcohol-related problems at some time in your life. Maybe that problem will be the disease of alcoholism. Maybe it will be a DWI. Maybe it will be related to a moment of unprotected passion followed by a lifelong health problem.

People sometimes forget that alcohol is an active drug that affects the brain. Because it affects the brain, it affects behavior, coordination, inhibitions, thought processes and memory. Because people are different, the effects of alcohol can be different. Not only do the effects vary between people but sometimes in the same person from one drinking episode to the next.

For reasons that we don't fully understand, some people who drink will contract a progressive, fatal disease called alcoholism. Nobody deliberately sets out to get this illness. It strikes men and women, rich and poor, all races, all religions and all strata of an organization. It does not result from weakness or character defect. No personality type is more susceptible than another. It's truly an equal opportunity disease. And sadly, there is no cure.

Although we don't know the causes, we know at least one risk factor. Earlier, I said that 1 out of every 10 social drinkers will develop an alcohol problem. But if you have one parent who is alcoholic, your chances of becoming alcoholic increase from 10 percent to 28 percent. And if you have two alcoholic parents, you have a 40 percent chance of becoming alcoholic. From studies of twins born to alcoholic parents and then raised by nonalcoholics, we



know that there is a genetic factor related to this disease. Some people are at higher risk because of their genetic makeup.

So far, genetics hasn't accounted for all known cases of alcoholism. Some children of alcoholic parents have not developed the disease, while some children of social drinkers have. Until we have more knowledge, the safest approach is for all drinkers to view themselves as being at risk. In any random group of 100 adults, we can expect 60 to be drinkers. Some will drink rarely and some will drink frequently. We can expect six (or 10 per-

cent) of this group to be, or eventually become, alcoholic. The estimate is that every alcoholic directly affects four immediate family members and indirectly affects another 10 beyond. These 14 people include family, friends, colleagues and customers. So instead of six people out of 100 affected, there are now 90—virtually the entire group.

A common misperception is that alcoholics drink all the time. Some alcoholics do drink all the time. Some drink infrequently but heavily. Some fluctuate between drinking in a social way and losing control. Some only drink once in awhile but when they do, they get into trouble. Some only drink on weekends. It is not always easy to distinguish between alcoholics, heavy drinkers, alcohol abusers and social drinkers.

The Department of State and other federal agencies have policies in place to assist those who have problems related to alcohol. At State it is the Alcohol and Drug Awareness Program in the Office of Medical Services. The program works under strict confidentiality requirements. There are rare exceptions (such as a threat of suicide) when cases are reviewed with nonmedical officials. Supervisors, spouses, Human Resources or Diplomatic Security will not be contacted without your written authorization.

If you are concerned about your drinking, call (202) 663-1904 and ask for the alcohol counselor. There are AA meetings in the Harry S. Truman Building Tuesday through Friday. For details, ask the alcohol counselor. ■

The author coordinates the alcohol and drug awareness program in the Office of Medical Services.

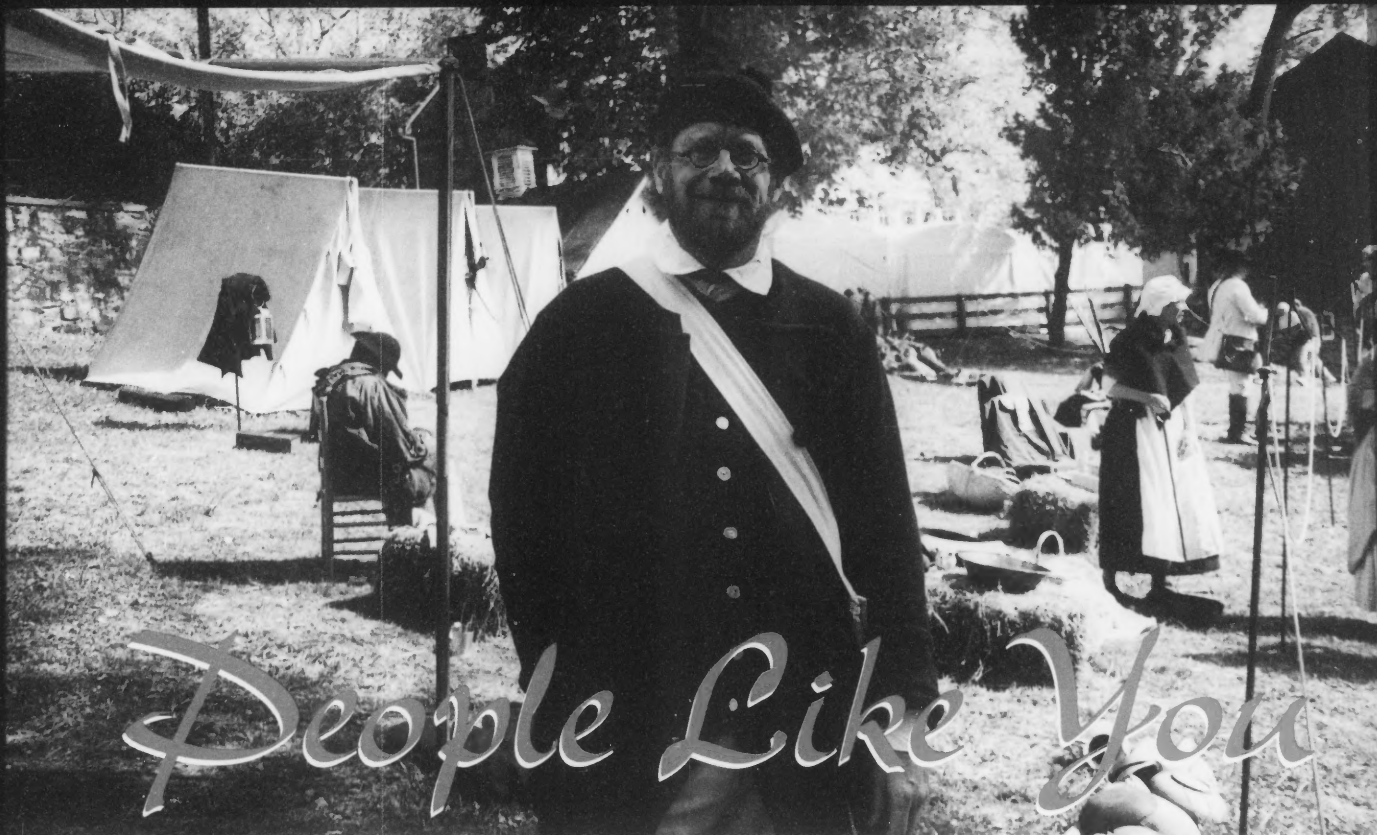


Photo by Carl Goodman

SOLDIER-WEAVER

As a member of the Maryland Militia (American) and the Maryland Loyalist Battalion (British), computer specialist Walter C. "Walt" Marshall has his foot in both camps. But he's not a spy. Rather, he's a re-enactor who participates annually in some 15 to 20 events—from Petersburg, Va., to Buffalo, N.Y., playing not only a soldier but a Colonial weaver as well. He now owns several looms and weaves textiles from the 18th century—linen knee breeches and shirts, wool waistcoat and stockings. A nine-year veteran of the Colonial circuit, he said his hobby offers historic camp sites, savory fare cooked over an open fire and "toys" that make smoke and noise.

John Sinnicki and wife, Marian, also a State Department retiree, present a wreath commemorating Korean War veterans during the 50th anniversary of the Korean War.

Veteran Marks Heroic Sacrifices

John Sinnicki, a Korean War veteran, retired in 1993 as chief area officer of the Near East Bureau. A volunteer for the U.S. Korea 2000 Foundation, he's also the national legislative director for the Polish Legion of American Servicemen. Mr. Sinnicki recently participated in a wreath-laying ceremony on the mall commemorating the 50th anniversary of the Korean War. Mr. Sinnicki represented the Chosin Few Mid-Atlantic Chapter, for which the former Marine sergeant is past president and treasurer.

The Chosin Reservoir marked one of several battlegrounds during the bitter winter of 1950 when 120,000 Chinese forces attacked 20,000 allied troops. The battle, described by historians as the most savage in modern warfare, resulted in 15,000 allied casualties and 40,000 Chinese killed. "Gen. Douglas MacArthur wanted us to keep going all the way to the Yalu River," Mr. Sinnicki recalled.

As a U.S. Korea 2000 Foundation volunteer, Mr. Sinnicki works to keep veterans and their families informed about the upcoming three-year agenda of events throughout the United States and in Korea that recognize the major highlights of the conflict.



O B I T U A R I E S



David N. Copas Sr., 49, a regional security officer, died June 20 in Reston, Va., of cancer. Mr. Copas was commissioned a special agent in the Diplomatic Security Service in 1980. He served in Washington, D.C., and in Bangkok, Rome, Cairo and Tegucigalpa. He also served as a Marine security guard at the U.S. Embassies in Saigon and Helsinki.



Stanley Nehmer, 79, a retired Foreign Service Reserve officer, died Jan. 30 in Silver Spring, Md., of pancreatic cancer. Mr. Nehmer joined the State Department in 1945 and was active in international trade, finance, energy and other resources. Mr. Nehmer left State in 1957 for the Commerce Department, where he retired in 1973 as deputy assistant secretary of Commerce.



Paul F. Isola, 81, a retired Foreign Service officer, died July 10 in Hemet, Calif. He served in France, Iran, Belgium, the Philippines, New Zealand, Italy and Washington, D.C. A U.S. Army veteran, he retired in 1973.



Bernard J. Rotklein, 70, a retired Foreign Service officer, died Aug. 16 in Alexandria, Va., of pancreatic cancer. Mr. Rotklein joined the Foreign Service in 1954 and served in Winnipeg, Ankara and Tel Aviv. In Washington, D.C., he served as an adviser to the under secretary of the Air Force before retiring in 1986. After retirement, he taught adult education in the Alexandria public schools.

Sheila L. Kachmar, 54, wife of retired Foreign Service officer George Kachmar, died of breast cancer June 24 in Carlisle, Penn. Mrs. Kachmar accompanied her husband on postings to Argentina, Sweden, Paraguay, South Korea, the United Kingdom, Norway, Pakistan and South Africa.

Lucie Kornei, 91, a retired, longtime Civil Service employee, died Aug. 6 in Washington, D.C. Ms. Kornei joined the Office of Strategic Services, now the Central Intelligence Agency, in 1944. She joined State in 1957 when the Bureau of Intelligence and Research was established and worked there until she retired as an economic analyst in 1984. Ms. Kornei, who fled Vienna with her sister in 1938 before the Nazi takeover, was an active supporter of and donor to the Diplomatic Reception Rooms.



Claud F. Moberly, 80, a retired Foreign Service officer, died Aug. 15 of a heart attack in Vista, Calif. Mr. Moberly served in Eritrea, Iran, Afghanistan, Vietnam, Bangladesh and Washington, D.C. During World War II, he served in the Navy Construction Battalion (Seabees) in the Pacific.



Windsor (Bill) Stroup, 78, a retired Foreign Service officer, died June 14 in Bellaire, Fla. Mr. Stroup served in Pakistan, Guatemala, New Zealand, Mexico and Washington, D.C., until he retired in 1971. He served in the Army Air Corps in the European Theater during World War II.

Evelyn B. Weiner, 65, died Feb. 23 in Stamford, Conn., of amyotrophic lateral sclerosis. She served with her husband, retired Foreign Service officer Benjamin Weiner, in Malaysia, Switzerland and Washington, D.C.

PERSONNEL ACTIONS

Civil Service Retirements

Burleigh, Albert Peter, The U.S. Representative
Carroll, Eric Walter, Compensation Mgt. Div.
Clark, John Leland, International Joint Commission Os
Edwards, Wandaleen, Af./Eur. Branch
Fennell, William S., Resource Mgt. Div.
Fereno, Gary Michael, Multilateral Affairs
Folan, Patrick M., Lawsuit Coordination Unit
Fullen, Kathryn R., Near East, South Asia Div.
Harris, Eva M., Los Angeles Passport Agency
Hedges III, John S., Beltsville Messaging Center Div.
Hoinkes, Mary Elizabeth, Legal Adviser
Mattson, Sabine A., European Branch
McClelland Jr., John C., Audio-Visual Facility
McMahon, Robert W., Deputy CIO for Operations
Oliphant, Beverly A., Phys. Exam./Card./Imm. Branch
Poore, Helen E., Copyright and Print Publication Div.
Pridgen, Stephen, Multi-Media Production Div.
Scully, Richard T., Oceans Affairs
Slany, William Z., Historian
Spencer, Robert T., Executive Director
Tierney, Richard J., Compliance Follow-Up Team

Foreign Service Retirements

Acosta, Luis E., Mumbai, India
Ahern, Donald E., Kuwait
Becskehazy, Peter T., Eur. Public Diplomacy
Christenson, Carl E., Moscow Emb. Bldg. Ctrl. Office
Cotter, Deanna B., Florida Regional Center
Dizikes, Dean, Secretariat, Board of Examiners
Egan Jr., Wesley W., Immediate Office of Inspector General
Ellsbury, Allan Vincent, Intl. Conf. Admin. Div.
Haines, Mary A., Executive Director
Homme, Robert Onan, Analysis for Inter-Amer. Affairs
Kapusciarz, Shirley E., Vienna
Kelly, Michael A., African Region
Lagana, Gregory, Rome
Lang, Kathleen Carr, Caribbean Affairs
Larsen, Paul B., Santo Domingo
Lauderdale Jr., Eli N., Post Liaison Div.
Lebourgeois, Julien, For. Pub. Dipl. and Pub. Affrs
Lecocq, Randall R., Minsk
Liddick, Morgan, Panama
Martinez, Valentino E., Sarajevo
Maurer Jr., William H., Public Diplomacy
McCoo, Mildred C., Public Diplomacy

Discipline Cases Cover Broad Range of Issues

The Bureau of Human Resources' Office of Employee Relations develops and administers suitability and disciplinary policies for employees overseas and in the United States. The office evaluates misconduct and performance cases for possible disciplinary action and also provides guidance and counseling to employees and supervisors concerning employee relation issues.

The director general wants all employees to be informed about the Department's discipline program (check Human Resources' web site at <http://hrweb.hr.state.gov/er/Conduct/conduct.html> for details). An effective discipline program corrects deficiencies in conduct and/or performance. When corrective actions are ineffective because the employee cannot or will not improve, the Department pursues progressive discipline up to and including separation. There is a strong connection between retaining and motivating quality employees and the appropriate handling of problem employees in a fair and timely manner.

The Office of Employee Relations handles a myriad of cases. Examples include insubordination (refusal to perform assigned duties or report for assignment); leave abuse; threatening or harassing behavior; failure to perform job duties; security incidents; misuse of government position, property, and resources; falsification of documents; using official position for personal gain; visa malfeasance; and drug and alcohol abuse. This past year saw a broader range of cases, such as misuse of government-issued credit cards, Internet abuse, increased security incidents and computer security issues.

Discipline imposed both domestically and overseas, from June 1999 through June 2000, follows:

- ❖ 1-day suspension and letter of reprimand for poor judgment

- ❖ Indefinite suspension for visa malfeasance (indefinite suspensions are usually associated with pending criminal cases or suspension of a required security clearance)
- ❖ 14-day suspension for failure to follow regulations
- ❖ 10-day suspension for removal of government property and false statements
- ❖ Three letters of admonishment for failure to follow instructions/regulations
- ❖ Eleven letters of reprimand for security infractions
- ❖ Three 2-day suspensions and one letter of admonishment for security infractions
- ❖ 10-day suspension for misuse of government property—Internet
- ❖ 5-day suspension for falsification of claims
- ❖ Three letters of reprimand and one letter of admonishment for visa lookout accountability violations
- ❖ 10-day and 1-day suspensions for security violations
- ❖ 5-day and 3 day suspensions for misuse of government property—credit card
- ❖ 10-day suspension for inappropriate comments
- ❖ Letter of admonishment for off-duty misconduct
- ❖ 3-day suspension for misuse of government-issued credit card
- ❖ 1-day suspension for debts
- ❖ Removal for failure to follow instruction, AWOL and improper personal conduct
- ❖ Two letters of admonishment for failure to report intent to marry a foreign national
- ❖ 1-day suspension for falsification of employment documents
- ❖ 7-day suspension for poor judgment and destruction of government property

A Gift to the Nation



As part of the Friends of Art and Preservation in Embassies millennium Gift to the Nation, funds were raised to create the Janice H. Levin Sculpture Garden for the U.S. ambassador's residence, Winfield House, in London. Architect Morgan Wheelock designed the garden whose focal point is Elie Nadelman's *Seated Woman with Raised Arm*, created in 1924 and donated by Janice H. Levin.

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