The Association for Diplomatic Studies and Training
Foreign Affairs Oral History Project

FAYE G. BARNES

Interviewed by: Charles Stuart Kennedy
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INTERVIEW

Q: Here was go. Today is the 5th of August, 2010. This is an interview with Faye G. Barnes as F-A-Y-E G, G standing for?

BARNES: Gertrude.

Q: Gertrude. Okay. Barnes, B-A-R-N-E-S. And then Charles Stuart Kennedy and you go by Faye.

BARNES: Yes, of course. I would not go by Gertrude.

Q: Or Trudy.

BARNES: Or Trudy. Yes. Yes.

Q: Okay, when and where were you born?

BARNES: I was born in Regina, Saskatchewan December 16th, 1944. That's in Canada.

Q: Okay. Talk about, so let's talk about your family; let's talk about your father's side. What do you know about them?

BARNES: My father's parents left the Burgenland in Austria probably around the 1880s. My grandfather Karl, his brothers Ignatz--and I forget the other one's name, he's the one that stayed in the States--immigrated to the United States, landed in New York. My grandmother had also emigrated from the same town in the Burgenland, Wallern in Austria, and they met again in New York, and my grandfather who apparently was a dandy in the old country as they say, decided she wasn't bad in New York so they married. They also immigrated with the widowed mother: the three brothers and a widowed mother named Anna. They left New York because they had been farmers in the Burgenland, settled in an interim basis in Minnesota and then off to South Dakota to a town named Zell, South Dakota. My grandfather and grandmother had what, I think seven children.

There wasn't enough land to go around, (for all the sons) so Canada at this point was giving away free sections of land trying to encourage people to settle there. This was 1903. So my grandfather packed up the sons and the one daughter and with his two brothers and x number of heads of cattle et cetera moved up to this area in Saskatchewan, located about 100 miles north of the North Dakota-Montana border. They settled there; he was able to get land for all the sons eventually. My father who was the youngest son inherited the family farm, which was established in 1903. My father was 47 when I was born so I was a bit of an afterthought there. But he farmed in that area and passed that farm on to my youngest brother, and he's now passed it on to his son. So the family farm is still in the name, my maiden name was Fink, F-I-N-K, which is an Austrian-German name.

My mother's parents were from Russia. They were Germans (Volga Deutch) probably part of Catherine the Great's Germans that were brought to farm in Southern Russia. The name of the town was Baden, Russia. They left Russia: the Bolsheviks apparently were already in that area, southern Russia near Odessa, and they didn't like the political climate so my grandfather who was already married, Grandfather Jacob Jung and my grandmother Eleanor Lochert left Russia. Other relatives, friends as well, from that region came to Canada in 1883 and eventually moved to the small community 100 miles north of the North Dakota-Montana border in 1893. Grandfather had the first post office there, a way station. It appears he was a semi-prominent individual in that sort of pioneering area of Canada.

When they immigrated, I don't know where they came through, if they came through Halifax, because the last name was J-U-N-G. They changed it to the English translation, Young, Y-O-U-N-G, so my mother went by the name of Young as a maiden name. My mother was born in 1905. Two of her sisters married two of my dad's brothers; this is a Catholic community. She was the youngest in her family; my dad was the youngest in his family. Their parents were getting old, or older, and they decided my father Herman and my mother Mary should get married. So my mother at age 16 was married. I wasn't born until she was nearly 40. There was a 15-year gap with no children. There are four children clustered together, then a 15 year gap, and then I was born in 1944. My dad was 47 and my mom was 39, almost 40. So I took them into a little different generation, and I always joked that my fate was sealed the day of my birth because it was the day of the Battle of the Bulge in the Ardennes, and I have fought the battle of the bulge my entire life sometimes successfully; as I get older not quite as successfully! Not helped much by the Germanic diet in which we were raised.

Q: Okay, how Germanic was your family?

BARNES: We spoke German at home, a dialect, and in fact my parents tell me that I didn't really speak English until I went to school at age five. And I don't recall ever having a problem moving to English but—

Q: At that age—

BARNES: At that age, yeah.

Q: Kids don't.

BARNES: Yeah it was just, one of my sisters was engaged to what we call an Anglo, he was a British- Scotch-Irish descent and he didn't speak any German. So when they came home on the weekends he would talk to me in English and I would answer him in German, which he understood nothing. But we did speak German at home, which helped my ear tremendously because we later had German postings, and I also took German in School. As I mentioned this was a Germanic community, Germanic Catholic community, and the school taught only one foreign language in high school and that was German. I fought tooth and nail to go someplace else to learn French. Since it was the other national language of Canada, I wanted to learn it, but to no avail so I took German in high school. You had to have a language to get into university at that time, so it was fortunate that the little high school that we attended did have a foreign language program.

Q: How Catholic was your family?

BARNES: Very. My father was extremely religious; my mother probably a little less so. She was a much more practical woman and would be somewhat critical if she thought the priest wasn't what he should be. But my dad was extremely devout, and we went to mass every Sunday. When they moved to town, in this little community, my parents sometimes went to daily mass. I had nuns as teachers in school. It was a public school, but with an arrangement with the government of Saskatchewan the nuns taught all but two grades in this school. In grades nine and ten there was a lay teacher. The few Lutherans that grew up in the town, we were very jealous, were released at three and we had another half hour of catechism towards the end of the day. So what these kids did hanging around until the school bus left later on I don't know, but yes, it was a very Catholic community. It's not so much so today. I was just up there at church and hardly anyone there but the church in my time was almost always full, a very active Germanic Catholic community.

Q: I was just about to say when one thinks of Canada one thinks obviously thinks of religion thinks of Quebec and the influence often you would say prejudice a pernicious influence from the French Catholic church which has been almost repudiated by the younger generation. But I take it there, looking at this there's a different dynamic going on in Saskatchewan with the--.

BARNES: Totally different dynamic. The priests and the church were not as powerful as in Quebec because of course, we did have the Anglican church and the United Church of Canada, not in our community but in the neighboring city thirty miles away. The Catholic religion was not the predominate religion. Probably the Anglican Church and the United Church of Canada outnumbered the Catholics in the region. But in these little communities southeast of the city where we lived probably 80 miles heading east pretty much all the towns were Catholic. It's just a function of where the people emigrated from. But the priests did not have the same, should we say political and social influence, as they did in Quebec.

Q: Now were there other groups, like I think of Ukrainians and there was a book—

BARNES: Doukhobors.

Q: Yeah, you know where you all took your clothes off and protested. Were those groups around?

BARNES: No, no Doukhobors when I was growing up. They were in British Columbia.

Q: Never took your clothes off.

BARNES: Never took our clothes off. We were very prudish, very prudish and of course the nuns had an influence in that absolutely with setting the mores. Yes, I remember a line above the blackboard in seventh and eighth grade "Do what is right, not what you like" and that was kind of the attitude. And we were expected to behave always, morally and honestly everything. But there are Doukhobors in the area now, and there are Mennonites in the area now. They were not there when I was growing up. And these are agricultural groups, and they've bought up huge tracts of land as some of the smaller farmers have sold out, they've moved to the city. They're perhaps working in the oil area or potash where there's perhaps a better salary structure, and they don't have the money to invest in farming today, so the Doukhobors and the Mennonites have moved in, but not when I was a kid. We thought they were weird.

Q: Okay, let's talk about being a kid.

BARNES: Yes.

Q: What did you do, I take it you had chores and all that.

BARNES: Well, as I said I grew up on a farm until I was eleven, and I was kind of, what they would call today a misplaced modifier because I really didn't like the farm and had no one to play with because my closest sibling was 15 years older. So I was happier when I went to school because then I had a built in social group, but as far as living on the farm I had a few chores, but again I was kind of not your normal farm kid. I was expected to get the eggs from the chickens, but I didn't like the smell of the chicken barn, and I didn't like the fact that the chickens squawked. "The chickens are going to bite me," was my complaint! My dad went into dairying when I was about five or six, and of course he had milk machines. This was a mixed farm, he had land, but the income from the land was always iffy, and so he and my mother decided they would go into dairy farming, which provided a good steady income. It was a major investment at the beginning, but it turned out to be a good decision on his part. I didn't have to milk the cows because we had milk machines, but the brother who was 15 years older took it upon himself to decide that this little bratty sister had to learn a few farm chores and had to learn what cows were all about, not that I didn't know. I mean, I did go out to the barn and play with the cats, but he decided I had to learn how to milk. That was, that was a tough experience for me

because these cows were these big hulking Holsteins, and there were milk machines, but you had to strip the teats at the end and had to sit on this little stool. so I learned. There were a few chores like during haying I'd have to go out and help with the haying, but mostly I helped my mom in the house.

Q: Well, was it the sort of thing where the little girl in helping her mother, she was busy preparing rather large meals for a bunch of people who were working on the farm.

BARNES: Particularly at harvest time, not during the course of the year, but at harvest time she was always busy, and she always kept a huge garden. So in the spring and summer there was help weeding the garden, picking the peas, the beans or whatever. And she would alternately can and then later freeze vegetables and fruits. I had to learn to iron, help with the laundry. But I would say I was not, I was not overworked as a child compared to my siblings. I had more free time. We didn't have a television until I was probably in the fourth grade, but we'd play games or I'd read. Their friends were older and didn't have children my age, but they led an active social life, playing card games and visiting the neighbors, and there were weddings. It was a very social community so lots of weddings, funerals, baptisms, and so there were social events. I probably learned to dance by the time I was three.

Q: I take it in a small town when there's a wedding or a funeral sort of everybody's there.

BARNES: Pretty much everybody would go, right. Right. They were always big meals and dances associated with these events. My oldest sister had a daughter my age, just 11 months younger and a son three years younger, so I would often go to visit them in the summer. They lived about 80 miles away. I'd spend a week there and that was great fun because we all played together. We played cowboys, and because I was the oldest I got to choose… and I was Roy Rogers. My niece who was close to my age, she was 11 months younger, she would be either Gene Autry or Dale Evans depending on the day, and Larry got to be what was left. And we would ride our brooms around the yard and had a wonderful time playing cowboys. So those were very fond memories.

Q: Did you do any horse _____.

BARNES: We had horses, but I don't remember doing much riding. I would do a little bit of riding but not a lot. They weren't particularly tame horses. They were horses that were meant to pull wagons, pull farm implements when I was very young. Then by the time I got to be seven or eight, there were very few horses around anywhere. It was all tractors and everything was mechanized. I'd say probably my best playmates were my niece and nephew and then a couple of cousins that I met at school.

Q: Okay. How about reading? Were you much of a reader?

BARNES: I did like reading. And my parents would read to me as well. My dad, one of my fondest memories was that my dad would take me on his lap, and he'd read the

comics to me. However by the time I could read, he still read the comics to me and then I made a fatal error one day. I corrected his pronunciation on one thing. Oh that was not good. He didn't read to me after that, not on his lap at any rate. I probably didn't read as much as I should have. So I'm trying to figure out what I did with my time. I know there was a library at school. We didn't have a lot of books at home. It was a family that I probably would say had emotional intelligence not so much reading and intellectual because my dad only had a fourth grade education. That was when he was expected to stop. My mom had eighth grade, and that was when people stopped going to school in those days. I think my oldest brother and sister only have an eighth grade education. My oldest brother has passed away. My oldest sister is now 86. And then the next sister who is 83 did go to high school. In fact she went to a boarding, Sacred Heart Academy in the nearest, nearby city because she wanted to take a business course. So my family was able to accommodate her. And then the brother who is fifteen years older, he went through high school. And then I came along and went to university, and my dad was not too keen on that, have to remember he was 47 when I was born and came from a different era and he said, "Why do you want to go to school more? You're just going to get married anyway," but he didn't stand in my way. I was able to finance myself through scholarships and so forth because there wasn't a lot of money kicking around and tuition was pretty reasonable in those days in Saskatchewan. So I was able to do this without upsetting family finances. In the end they turned out to be very proud and so forth that I was the first daughter to go to university and do well.

Q: Did, what was high school like?

BARNES: High school is not the kind of high school my kids were used to, they were at international schools or at McLean High School here in northern Virginia. High school, there were two classes, two different ones. Grades nine and ten were together. I was in great fear of my first lay teacher Mr. Weisgerber because he seemed very severe and very strict and very stern. I had had nuns all the way through the eighth grade, also stern but they were women. We were kind of—

Q: I can recall when I had my first male teacher that was the scariest—

BARNES: Oh I was really scared. In fact I tried to talk my parents into sending me to the same place, Sacred Heart Academy that my sister had gone to. But they were not budging because when my sister had gone, the high school at home was much smaller and didn't have as many options, and they didn't feel there was any reason to send me to Sacred Heart Academy. So I had to deal with Mr. Weisgerber, and I actually liked him very much. He was very stern, but I thought he was very fair. He would, I mean I was a good student so he didn't yell at me very much. But he yelled at me for day dreaming a few times when I got bored in class, and I'd look out the window, look around. How did he manage to keep two classes going at the same time just sort of defies today's schools, and my children don't understand that. But we always had something to do.

Q: I had I think three classes.

BARNES: Yeah.

Q: At one point in my time. It works.

BARNES: It works, absolutely. I learned a lot. I thought he was a very good teacher, and then I moved on to 11th grade back to a nun who got sick that year. That was a tough year because she got sick and never came back after December, and we took departmental examinations in Saskatchewan at that time. This is, if you were in high school, in grades 11 and 12, many final exams were standardized across the province and the exams were graded by the Department of Education. Nothing was graded at the home school, so you had to write these two and a half hour exams at the end of the year. And in grade 11 I think I took four classes that had to be graded in the Department. Teachers couldn't slough off because you had to teach to a level so that that your students were able to pass these exams. And we had a series of substitute teachers until about April, and that was not good. And then in April we were fortunate: the local school district got a substitute teacher who just finished his master's degree at the University of Saskatchewan in education, Mr. Dodge. I remember him very well. He was an excellent teacher. He got me through quadratic equations because that was grade 11 algebra, and I did, I passed all my departmentals, and had fairly good grades, and was able to move on to grade 12. That final year, we got a new nun, who came in from a convent and school in Ontario, originally from the local area. She was a brilliant woman, but rather vain though. I had always thought I wanted to teach social studies because I really loved history and literature. Those were my best grades in high school, but I thought, what am I going to be able to do other than teach? You know I could probably turn out to be just like her. I could see some, not the vanity necessarily, but I could see some of my characteristics in this nun. I thought, uh, I don't know if I want to do this. But she, she was a good teacher actually and got us through and got me through, and I picked up a provincial scholarship and was able to enter the university and pay for most of my—

Q: In high school what were social activities that you got involved in?

BARNES: Social activities. I did yearbook my senior year. We did have cheerleading squad; I was really bad at sports, really bad. I mean I was always the last kid picked. You carry this thing with you for life. But we had sports activities. There was softball. There was always some ball game, there was also volleyball. We didn't have an indoor gym. So these were games that were played when the weather was clement, and the weather was good. There was curling, which is a popular sport in Canada. I was not too bad at curling and I did like that, I did that in high school. And we had again dances and so forth and some social activities through the school, going to the neighboring towns if there were softball games or football games. Our football team was never very good. You can imagine from a small community like that. But there were good social activities. There was a girls' club run by the nuns with a religious basis of course. So I went to that. I was in the choir, junior choir, sang all the way, junior and senior choir, sang all the way through high school. Had a steady boyfriend from ninth, tenth and eleventh grade. One of the few Lutherans in town, but my mother liked him because he stuck to my curfew. So I really dated him in the tenth grade.

Q: What is a steady--?

BARNES: Steady boyfriend meant I didn't date anybody else. I went out with him. From the 10th and 11th grade, and then, we had a Jesuit priest who came to give a retreat. that the nuns sponsored. You know what a retreat is? It is retreat from the world, where you are sequestered for a weekend. You're not supposed to talk; you're supposed to think, discuss religious issues. This Jesuit, Father Killoran, had just come back from a mission in India, to teach at Campion College, the Jesuit boy's school in the nearby city. So, he came to preach this retreat, and I went to talk to him because I didn't know whether this was a good idea, seeing this steady boyfriend because as you continue to see someone then it becomes the issue of sex and I was a "good" Catholic girl. I wasn't going to have sex; I wasn't going to deal with this. And the priest really pressed me to break up with this guy and not "go steady'. When I was in the 11th grade, he was at university already. So I decided to tell him that we were not going to go steady. This did not go over too well. I did see some other people, but for all events and purposes I was still seeing this kid more than anyone else. And we would go out to dinner, go out to movies. He wasn't a good dancer so dances were a bit of a problem. So I would have to dance with my girlfriends, but we had a pretty active social life, and as I said my mother liked him because A., he stuck to the curfew, B., his father had money, and he had a really cool red convertible. So that was kind of a big deal there in 1961, '62. However in 1962 when I went off to university, I did break it off because he had not done well at university and he had dropped out. And I just felt that there was no future in this relationship. This did not make my mother very happy. But, all in all, I can't say that my social activities were terribly deprived. Compared to what kids have today, yes, it was pretty boring!. And I was a big Pat Boone fan and oh my gosh, I had Pat Boone fan club pictures all over. Today I think he's absolutely a drip.

Q: He was, what would you say a singer but also involved in—

BARNES: Very, very—

Q: TV dancing and—

BARNES: And he's a right wing evangelical, and that turns me off. Even in those days he was a goody two shoes, but I was a kind of goody two shoes in a way so that didn't bother me.

Q: Did I'm a movie buff. Were you much? In the first place where was town?

BARNES: Well, we lived in town, I say in quotation marks, from the time I was eleven years old on. Town was a village of about 250 people. Very small, maybe 300 if you're pushing it, two grain elevators, two churches. The Lutheran church only once every second Sunday had services there, and one school. There was a community hall where people had social events. Some events took place at the church. There used to be a theatre

in the hall when I was a kid.. But that didn't do so well because we were only 30 miles from Regina, which is the nearest city. So we would go to movies there.

Q: Okay, talk about Regina. What was it--

BARNES: Talk about Regina. Well, my first remembrances of Regina were of course going with my parents. My mom would go shopping, and my dad would take me to Randolph Scott movies. Randolph Scott was his favorite actor so we would sit through them.

Q: Tall Texan looking—

BARNES: Yeah, Texan. I didn't think when I was a kid he was terribly handsome. When my mother attended we would see musicals! She liked the "Rosemarie" the Howard Keel movie in the 50's. Abbott and Costello were also favorites! We would make trips to the city probably at least once a month to do a larger shop, to purchase clothing. There were two grocery stores in our little town, so we could shop there for food. But the selection in the nearby city of course was much better, and there were no clothing stores in our community. So we'd go up there to do that kind of shopping before school, get the winter clothes, get the spring clothes, get a dress for a wedding, a pair of shoes for a wedding or whatever party was coming on. But I probably didn't see as, nearly as many movies as most kids in the United States would. My husband grew up in a small town in Minnesota, and he talks about going to the Saturday matinees. Well, we never had the Saturday matinees in our town.

Q: What how important were politics with your family?

BARNES: Well, it's funny my parents did discuss politics. And Saskatchewan from the time I was born had the provincial government was what we called in those days was called CCF (Saskatchewan Co-operative Commonwealth Federation), which is now called the New Democratic Party, which was the socialist party. My parents were never, never supporters of this party. There are two major political parties in Canada, the Liberals and the Conservatives. My parents tended to vote for the Liberal party. They felt the new Democrats that were in power in Saskatchewan, socialists, a bad word in our house, my mother felt we'd never get rid of them there. She felt that once they were in power that was it and we're never going to get them out of power! So there were discussions, and my parents weren't terribly active, but they always voted. They would listen to political speeches, but it wasn't like nightly dinnertime conversation. But the thing that I remember so clearly was you could vote at 18 in the province of Saskatchewan. There was a provincial election, it was either my second or third year at university. And we had our exams in April because the school ended early. We had classes six days a week, and we usually got out about mid or end of April. I had been cramming during cram week, and I hadn't been paying attention to a lot of political elections. Our election cycle isn't as long as the United States. My parents came to pick me up early after exams ended since it was election day. And they came to pick me up early in Saskatoon where the university was. I said, "Why are you here so early?" Mom

said, “Well, we have to get home before the polls close so you can vote.” I said, “I can’t vote because I have not paid attention to the issues. I don’t know who to vote for.” My mother looked at me, hands on hip and said “You know who to vote for.” In other words you vote for the Liberal candidate. You don’t vote for anybody else. This was the rule of thumb in our household. In 1961 because I was still at home, we still had the CCF, in quotation marks the “socialist government”. They brought in universal, government health care, and my parents were very concerned and very opposed to it. However, they came around. They came around about four years later maybe and felt it wasn’t such a bad deal. They weren’t denied any health care and prices were reasonable, and they never went broke. So it turned out to be there was a great kerfuffle at the beginning of this policy that doctors were leaving, going to the United States and all we were going to have were foreigners, Indians, South Asians whatever. We’re not going to have any sort of regular English-speaking Canadians as doctors. That never really transpired. Maybe at the beginning there was an exodus, but it turned out not to be disastrous. So politically they came around on socialized medicine. But I don’t think they ever voted for the New Democratic Party. They were dyed in the wool Liberal party. I don’t think they ever even voted Conservative for the Conservative party. In comparison, the Liberals were more like the Democrats in this country and the Conservatives would be like the Republicans, but much less conservative!

Q: Did you get any impression of the elephant to the south, the United States?

BARNES: Well, I always read American magazines, like the teenage magazines. They were all from the US. I never, ever thought I'd be living here. We didn’t harbor any anti-American feelings, the elephant to the south. Part of that might be my dad had some cousins in South Dakota and in Oregon, not that we visited regularly. In fact I never visited them. But my parents did a few times, and they came up to visit us. The ones from South Dakota we thought they were hicks! Like we had something to compare us to! But for example, my dad would never leave the farm wearing a coverall or overalls. He always wore either a two-piece trouser and shirt, or Sundays he got dressed up in suit and tie, and to travel he would be dressed up. These people from South Dakota came to visit wearing coveralls and I was like, oh my God, where do they come from? Who are these people? So, we didn’t know that many Americans. The ones we knew were like what we considered hicks so we didn’t have this great fear of America. But I remember the Kennedy elections. Of course we were Catholics and were rooting for him.

Q: 1960.

BARNES: 1960. And I did follow that election, and that was, we had neighbors across the street in those days who got Time Magazine and a daily newspaper. So Mrs. Orford this Scotswoman became my fairy godmother, and would pass me these magazines to read. And we watched the debates on television. Saw the swarthy Richard Nixon, and I remember inauguration day because it was a terrible snowstorm that January in Saskatchewan as it was bad weather here in Washington, so we got out of school early. So I was thrilled because I came home and turned on the TV. It was wonderful to watch that. I was also a big baseball fan, which is maybe a little unusual for western Canada. I

was a big New York Yankees fan. Mickey Mantle was one of my heroes. I always listened to, when I was not in front of the TV, the World Series or tried to watch it. I remember trying to talk this nun in the 12th grade into letting us listen to the World Series, and she was not at all pleased that I had this suggestion. So there were very definite things we looked to the United States for. My parents would go- the term in western Canada when you crossed the border was you'd go" across the line." They would go 'across the line" to shop. Women could not be served alcohol in Saskatchewan until about 1962. So this was a big deal. My mom could go into a bar or pub. Same thing when we'd go to Alberta to visit my sister who lived in Calgary, you'd cross that Alberta border, first town, they'd stop and go into a pub and I'd sit in the car. I must've read or whatever.

Q: So this is your desolate upbringing there.

BARNES: Yes, right. My desolate upbringing. I mean there was always alcohol served at home and when I was a kid I remember they drank sweet wine. But as a kid if I wanted a little glass of wine, I could have a glass of wine. So there never was any of this forbidden fruit. As a teenager I never had the urge to go out and drink myself silly because if I wanted a drink I could have a taste of wine.

Q: Well, this of course is one of the great, I was just talking to my grandson he is 14 encouraging him to drink wine and all that because of this. Did the Cold War intrude at all?

BARNES: Yes. We didn't have the drills like you do—the kids did in the United States.

Q: The duck and cover.

BARNES: The duck and cover drills in the '50s. But we were very aware of the Cold War. I remember Sputnik when that went up in the late '50s and the discussion at school. Oh we were all very upset because we viewed the Russians as terrible aggressors, the big ugly black bear and of course, a lot of people in the community had come from Russia, and they remember the Bolsheviks, especially the more recent immigrants. And my freshman year at university was the year of the Cuban Missile Crisis. And let me tell you--

Q: '62.

BARNES: '62, yeah. The fall of '62 I was a freshman at university, and we were very worried that the big bomb was coming and what would we do. I remember doing a paper in probably my senior year of high school about stocking up your basement and making sure you have enough food and water and drink for a number of days if you had to take refuge from the bomb. So yes, it did affect us, but we did feel somewhat safe because we were in the middle of nowhere. Really, we were sort of in the middle of nowhere. We knew in North Dakota there was strategic missile site, a bunker there. We knew that existed, (NORAD) but we figured we were probably far enough away from that that and

nobody really cared about us in the middle of nowhere. So we had some feeling of security. But when I got to the Cuban Missile Crisis, we didn't feel so secure anymore. So the Cold War did, it was there. There was always the concern of the atomic bomb, the hydrogen bomb, whatever was going to be used.

Q: Okay you went to the University of Saskatchewan.

BARNES: Saskatchewan, right.

Q: And you were there from when to when?

BARNES: I did my first year at the Regina campus, which was 30 miles from home. It was 1962-63 and in the fall of '63 I moved to Saskatoon and finished there in the April of 1966. So '62 to '66.

Q: How would you characterize the campus, the university life and where it was going and how you fit in?

BARNES: I sort of felt I had a hard time fitting in at the beginning because I was transferring in as a sophomore not as a freshman. So I'd say the first half of my second year I'd had some concerns about fitting in, and as I mentioned my major was food and nutrition so I was in the college of Home Economics with a bunch of girls. I had never taken a home economics class because my background was totally academic. So I did really well in the sciences and in the liberal arts courses, and some of the home economics classes were like okay, but different because they were also skills based.

Q: Why home economics?

BARNES: Why home economics because I was really interested in food and nutrition because I had this weight problem--

Q: Usually this is what you do until you get your Mrs. degree.

BARNES: No, well I wanted to become a dietitian. As a kid I'd become chubby in the third grade and then discovered boys in the 7th grade, went on a diet and lost weight. So I was interested in nutrition. So that was when I discovered that there was actually something you could study at university where you could learn to help people and the diseases that came from poor diet. So I thought okay, this is for me. But in those days you had to, to get the food and nutrition degree you also had to take some general home economics courses which I didn't like so much. There was a home management course, which I thought was just a bloody waste of time with a silly teacher. The child development course in the college of education, I was so glad I wasn't in the college of education because I didn't like that course either. I just thought it was not terribly stimulating. So I always did, I ended up being a top graduate in my class because I got the good grades in the sciences which you had to take a lot of and sociology and things like that. I did get one C, and that was because I loved economics and my second year I

took economics. So I took a few economics courses and then made the mistake of taking a business finance course, which was more business math with a teacher that was used to teaching students in the college of commerce, and I had to pull up my socks. I ended up getting a B on the final, but I had had a lower grade in the middle of the year, which dragged me down to a C so I have the one blemish of a C in my undergraduate work. I was just a, I was a serious student and was the president of our little home economics student body so I sat on the student council my senior year. I did debating as an extra curricular activity, which was good because it taught me to think on my feet and to speak because as I was, I mean I was a kid from a small town so was not someone who was used to getting up in front of people and talking.

Q: Well, I would think at University of Saskatchewan, this probably shows a misconception but would consist of mainly kids from small towns.

BARNES: It did. It did but there were kids from the city and there were small towns and there were small towns.

Q: Yeah—

BARNES: And I was from a really village.

Q: But the kids from the city would be from where?

BARNES: The kids from the city would be from Saskatoon and Regina. There were two major cities. But you've got to remember that those cities were maybe 100,000 people; Saskatoon was maybe 80,000. The whole population of Saskatchewan has never hit a million. So maybe there were more kids from small towns, but these kids I remember my freshman year at the University of Saskatchewan in Regina, I took chemistry, physics, biology, English and psychology and we were required to take phys. ed. Now the three science courses had labs. You could imagine the kind of a lab we had in the little school where I went. There were like 10 people in my senior grade. Our lab facilities were not the best. I mean we had to do the experiments, but we didn't have a lot of stuff. So here I get into this regular lab. You've got glasses; you've got to bend the glass and make all your tubes and a scale, a scale to weigh things. I remember the first chemistry lab class with the beam balance and I had to weigh iron ore. It went all over me. I really felt I was at a disadvantage in the labs. So I can't remember who my lab partner was; I don't think she was from the city either. But I'd sort of look at these cool city kids who had been used to dealing with these more modern labs and felt I was at a disadvantage. Socially there were lots of school parties. I, being a Catholic, I used as my base even though I wasn't enrolled in that college, St. Thomas More, which was the Catholic college. I studied at that library most of the time. They had, you went to Sunday mass there, and they had a social hour after mass. They would have other social activities. So that was kind of my base socially, St. Thomas More College. And then the University of Saskatchewan also had, a College of Agriculture, and they had a lot of events with home economics, with social events together. And after Christmas my sophomore year at Saskatoon, I met this guy who had come up from the campus in Regina, where he had

been a known basketball player. He was my second boyfriend and stuck with him pretty much all the way through university. Then when I went to the US for graduate school and we broke up.

Q: Well, now we're talking about the '60s, which is a time when certainly the campuses in the United States were almost aflame. But also in Europe too. Somehow Saskatchewan doesn't strike me as being a hot bed of students or democracy and all that.

BARNES: There weren't, there were hardly any demonstrations. I remember a couple with the peace signs and kids marching. I never got involved with it. I sort of have to admit that I tuned out the Vietnam War until about '66. And when I worked in Ottawa that summer, and then I began to read a little bit more and focus on it, but I tuned out the whole Vietnam war from '62 to '66. There were very few activists, really politically active kids on campus.

Q: Well, I think when one characterizes Canada, and this is from somebody who has never really been involved except for visits you've got Quebec, which has its own problems and very in a way kind of likes the United States mainly because it's different than the rest of Canada. And we're not bothering them, and then you've got Ontario, which is still a hot bed of anti-revolutionary émigrés from New England and New York who have never really accepted the United States. I mean it's always been sort of a place where particularly the intellectuals and all were and not friendly disposed. Then you've got western Canada, which might as well be part of the United States.

BARNES: Yes, that is the feeling. So I'm glad you said that, Alberta particularly because Alberta has the oil or has had the oil for years. So they've always been a huge influence. Calgary, where my sister lives and I used to spend summers there with her, has always been a big oil town, a big cowboy town and with lots of Americans living there. It has always been more favorably predisposed toward the United States. During the 1970s and the oil crisis in the U.S., I remember my brother in law from Calgary talking about one of the famous bumper stickers. And of course he totally espoused that, "Let the bastards in the east freeze to death in the dark" because western Canada had the oil! Bastards in the east meaning Ontario and Quebec, the eastern Canada that Alberta resented because they had to sell their oil to eastern Canada below market prices. So this was, this was a big black bear. Of course the British Columbia government always had paper and wood products and so forth that were sold to the USA. So the markets in the West and for Saskatchewan agricultural products tended to be more in the United States. And people in Western Canada probably have more in common with their neighbors below the 49th parallel than they do with the people in Ontario and Quebec and the Maritime Provinces. So there was never an anti-American feeling that I can remember as a kid. I think that came after 1967 with more feelings of Canadian nationalism with Expo 67 and Canada wanting to differentiate itself from the United States. But I still don't get big negative feelings in the West.

Q: When did Trudeau come on the scene?

BARNES: Trudeau was on the scene shortly after I left. It would've been, I left Canada in '66. Lester Pearson had been the prime minister through most of this time. But Trudeau came after Pearson. So he was late '60s into the '70s. I was a great admirer of Trudeau. I thought--

Q: He was kind of fun.

BARNES: He was fun. He was a dandy, and he was fun, and he had great wit, and he was also an intellectual. Lester Pearson was a diplomat and an intellectual but he was not so appreciated by the Canadians. Whereas Trudeau had a little bit of a feistiness and the ability to turn a phrase that Pearson, the epitome of a diplomat, did not have.

Q: Yeah, Diefenbaker just didn't—

BARNES: Diefenbaker was from Saskatchewan. He was there, he must've followed Pearson. Pearson, Diefenbaker and then Trudeau because I think Diefenbaker preceded Trudeau. And there's a big Diefenbaker building at the University of Saskatchewan because he was from Saskatchewan. But we were never big Diefenbaker fans in my family.

Q: Yeah, he wasn't, well there was a famous saying where I think it was Kennedy or something, a piece of paper came out of the, that he'd left behind that said the son of a bitch or something like that. Kennedy was supposed to say afterwards, "I didn't write that. I didn't know he was a son of a bitch until later on."

BARNES: That's a good line. That's a good line. Pierre Elliott Trudeau is probably the best-known prime minister that we have.

Q: Well, then okay, so you're graduating as a nutritionist. What were you pointing yourself—in the first place how did you feel as a woman, I mean women's lib was getting going in the States. What was happening to you in your psyche and all this and whither, whither Faye?

BARNES: It was developing in Canada as well. I remember doing a paper on Betty Friedan, and so it was there. But an interesting thing is Stu that when I look back, I really feel that the nuns, we had Ursulines, and in many ways they were the first women's libbers that I came in contact with because they did not differentiate between girls and boys in class. If you were capable of doing well, you were expected to do well and to realize your potential. It was the nuns that first talked to me or talked to this priest Father Killoran, the one who got me off the boyfriend, who told me that I should think about going to university. They're the ones that planted the seed, and he planted the seed with me, and so I really look back and think that it was the nuns who really never made me feel like a second-class citizen as a woman. I mean my dad oh yeah, you're just going to get married. But oh well, he's an old guy. He doesn't really understand this that women can go on have their own careers. I thought I was not one of these girls that went to school looking for my Mrs. I wanted to make something of myself, and it was, what's the

parable that the nuns always used in the religious context. Oh yes, you're given certain talents, the parable of the talents. You're given certain talents and the reckoning is going to come with the master. If you put your talents into a bag and bury them, this is not what you're supposed to do. You're supposed to multiply them and utilize them. That was really sort of the basis of their educational theory, and the other one was the motto of the school "Excelsior, Strive Higher." So didn't matter if you were a girl or a boy. If you had the ability, you were supposed to use that ability and not bury it into the ground. So I never felt as a woman terribly disadvantaged.

My mother was very independent, and she always had her own little income from catering or from farm eggs, or whatever. So I grew up with an independent woman who always kept her pocket money. So I, when the women's movement hit, I sort of felt like I was right along moving with them and didn't feel so terribly disadvantaged I guess. Maybe it was because I was in a college, home economics was all girls at that point. I didn't feel disadvantaged at the student council, but then people were very open. My first jobs, summer jobs, one was at a tuberculosis sanatorium carrying bed pans and things like that, sputum cups, which I never thought I'd be able to do. But again they were mostly women. So I didn't feel disadvantaged. The next job, for two summers because I was a nutrition major, I worked in the kitchens and dietary areas of a training school for the what we called mentally retarded then. We don't use that word anymore, but for special needs people. That was a terrible eye opener.

But as you're getting back to the question when I graduated, what did I, what was I going to do with nutrition. I always thought I wanted to be a dietitian or a researcher. And one of our labs in an institutional foods class that I took as a senior, you had to work in a hospital. We actually worked in a kitchen at the university hospital. I found I did not like that environment. I did not like having to deal with the level of the individuals that you were supervising. I didn't like the smell of the institutional kitchen. And I certainly didn't like the hospital kitchens that I'd worked in the two summers I was in, at the training school for the disadvantaged. So I thought I might have to do something else. Since I was a good student and like learning, I applied to grad school and decided that I'd prefer working for business doing food research or food product development. So that's what I did. I graduated in 1966 and that summer I got a job as an intern in the Canadian Department of Agriculture in Ottawa. That was a good experience. But again it was an all-female office, working only with women, and these were independent women. They were government employees. They had good careers. I really felt I learned a lot. They had me writing articles about food, doing research work, serving on tasting panels for a cookbook, etc.

Q: Why would that be particularly all women?

BARNES: It was the consumer section of the Canadian Department of Agriculture so they were doing food writing, putting articles in newspapers. They were developing recipes for Canadian cookbook. So they would be all women.

Q: That would fall within the—

BARNES: Sort of the home economics thing. And I found that really to be a good experience that summer. Living in Ottawa was great. I lived with another girl from Saskatchewan who was working at another different internship at a different government agency.

Q: Did you feel you were the little girl—I mean the country girl in the city or not.

BARNES: No, no, no. I did not feel like a bumpkin, I guess. I did not feel like a bumpkin. One of the younger women working in that office was, she would go out with us. Younger, I mean she was probably like 28 or something like that. So we would go out socially and she took us under her wing. We had a great time. I had my roommate from the University of Saskatchewan who was in Montreal, and she did go through to intern because the next step after you graduate with a degree in food and nutrition if you want to become a dietitian, you have to intern for a year at an accredited hospital to get the RD, the registered dietitian. I had decided that I didn't like hospitals; I was going to go on to graduate school, but I would spend weekends with my friend Marilyn, in Montreal. I'd take the bus there. And this was when Montreal was like disco city. So talk about a fabulous social life, going out dancing all night at the disco. So it was great, and then that fall I went to the United States to the University of Minnesota. They had offered me an assistantship, and I knew the name of the women who was head of the department. She had written a couple of books, but it turned out that we were not a happy marriage. She and I were not meant for each other. I was her last grad student, and she felt I was too socially inclined. So this was not good. I had decided not to write my thesis until she left. So I had completed all the coursework and done all of the research, but I wrote my thesis for the next person.

Q: What was your research on?

BARNES: Nothing I wanted to do, because that was her interest. I really wanted to do my research, but obviously I needed help to be pointed in the right direction, on the irradiation of foods, which of course is big today. This was 1966, and I had done some research, read all kinds of articles and wanted to irradiate grains, meats whatever and see how they developed. Well, she never pointed me, to the right people and I was a bumpkin from Saskatchewan in that way. I needed to be pointed to the right people at the university to do this project, and her area of investigation had been vegetable storage, changes in vitamin C in the storage of frozen vegetables. Oh, be still my beating heart! So this is what I ended up doing my studies on too, using gas chromatography, to measure the changes over storage time in ascorbic acid, diketogulonic acid and all this when vegetable extracts are stored for lengths of time. Who gives a hoot! But that's what I ended up doing because that was her interest. I wasn't thrilled with the research at all. I mean, I wanted to do something that was new and different, but this facility wasn't set up to do that.

Q: How did you find the University of Minnesota as, I mean were you off in sort of a specialized corner or—

BARNES: Actually no. When I got there, I had never been to Minneapolis before. And actually I was on the St. Paul campus, and I was in the dorm. And this was interesting. My first roommate was an African American from Detroit, and the only African Americans I had dealings with were like porters on trains and then there were students from Jamaica, Trinidad and so forth at University of Saskatchewan. So here's my roommate from Detroit, and it was kind of shocking to me! She moved to the Minneapolis campus not because of me but because that's where most of her classes were, and we were together for about three weeks or so. So I'd go out with her friends who were the most fabulous dancers, and of course I loved to dance. They were from Wayne State, and this was the Supremes' time. Oh, I thought I had died and gone to heaven dancing with these people. They were so great. But it wasn't, it was a shock to find out my roommate was African American because I had never thought about it, just had never thought about it. This is odd, but little things like brushing your hair, and leaving residues in the sink..little curly black hair. I would think oh that's odd, but of course it's from her head because I had straight hair. She had curly hair. So just little thoughts like that. But socially we were fine. She was a smart girl. But because her classes were mostly on the other campus, she moved, and they matched me with an undergraduate, a junior from Minnesota, actually from Richfield, a Minneapolis suburb. She was my roommate that first year. The second year I moved into an apartment with a couple of other grad students. One in the nutrition area, no, food and nutrition area and the other was a biochem major.

So then the first six months I felt pretty foreign, which seems odd but I did feel foreign. For example I got on the intercampus bus, the bus that took you from St. Paul to Minneapolis, and I asked for a bus schedule (pronounced shed -ule) the driver looked at me and said, "What do you want?" I said, "A bus schedule," and he said, "I don't know what you want." I said, "The thing that tells you when you come." "Oh you mean schedule" (pronounced skedule) Ah ha. Different pronunciation; he didn't know what I meant. One of my friends, a graduate student also in that dorm, had come from New Orleans, she also, she was a real southern belle with the New Orleans drawl. She also had some adjustment issues really the opposite way. She was an American coming from the South; I was a Canadian, from the north coming south. But the first months I felt very foreign because I dressed very differently. Canadian dress style is a little more European. I didn't wear flat shoes. I wore high heels. That's what we always wore. High heels and skirts, but at Minnesota, everybody else was in Bobbie socks and loafers and the Bermuda shorts. It was in the fall. Gradually had to switch the wardrobe. I probably wore more makeup than they did. I don't know, but I felt different. I did feel a little out of place socially there for a while. Then I met some German students that were there on an exchange program and hit it off and ended up most of the second part of my freshman year socially dealing with the German students, which was good for my German again because I spoke German with them.

Before the German student left, the exchange student left to go back to Germany, we were at a bar where all the kids hung out. This was fall of my second year, and I had seen Dick, the man who was to be my husband. I had seen him around campus. But he was

also in addition to being a graduate student was also advising incoming students and he looked in those days we call, establishment. This is 1966-67, and he always wore a suit and tie. So he did not look like a student to me. He looked like someone who was married and quotation marks, very "establishment." So I kind of wrote him off, but I had seen him coming to the building where I was doing my research, and he's got very dark hair and kind of olive complexion, and he was always very nicely dressed. So he was, physically I thought he was very good looking. Whatever, never thought anything of it. So he happened to be at a bar this night when Gerhardt and I were there with a bunch of German students. I said, "Who is that guy over there. I see him all the time." Gerhardt said, "Oh that's Dick Barnes. He was in the same exchange program I'm in. He was in Germany. He just came back about a year or so ago." He said, "He has the funniest laugh." Whatever. He introduced us and didn't think anything of it. Gerhardt went back to Germany at the end of November, and I met Dick at a party at the end of December and we never looked back. So we got engaged in February, married in August.

Q: All right. Well, what's his background?

BARNES: Dick grew up in a small community in southern Minnesota, Granada, Minnesota. His dad was a small farmer. He never really thought he wanted to go to university because nobody in his family had gone. This wasn't the norm. So when he graduated, he'd been a good student and had very good teachers or a very good teacher in his last couple years of high school, good in science and math. But he decided he was going to make his fortune locally. So he tells the story of, this is an area where there's a lot of corn, beans and soybeans. There were big Green Giant, Stokely Van Camp processing plants. So he was able to get a job with them right after high school. I guess the first job was out in the field. And then they offered him a job in the chicken pot pie plant. And as he tells the story, he was so successful that he moved to the front of the line. The front of the line meant taking chickens out of these trucks and hanging them on shackles. This was not a job he liked because it was pretty gross. You know, the waste matter would fall on his face. And it was a pretty grim experience. He lasted one day. The other thing was, the deciding factor was if the chicken's body was warm it went on the shackles and you hung it and it went around. This guy in the back cut the neck and all this blood would gush out. It was all a little too gross for him, so he turned in his uniform the very next day and figured he'd better go off to university because these were the kinds of jobs he was going to get. So he started off at the University of Minnesota at Mankato. I think he had five or six majors. Finally ended up in the College of Agriculture with a business degree and then went off to Europe on this exchange program, which changed his life. He came back from the exchange program in Germany, got a job at the university, and worked while getting his master's degree at the Hubert Humphrey Institute in Public Administration, Hubert Humphrey, pardon me, School of Public Administration. But the agriculture dean offered him a job advising incoming students. So he was still based on the St. Paul campus. He had a hard time adjusting. He had a real reentry problem for adjusting to life in the United States because he had gone totally native German and loved Germany and its customs. I think he spent a year and a half there on, part of it an exchange program, part of it travel. Anyway that was his background.

His parents were not big travelers. His mother was a big reader, always wanted to have gone to university herself. Didn't have the money, didn't have the support. She was the eldest in a large family. So when Dick went off to university, they couldn't help him financially, but he was able to work and get enough money to go through even with all his majors. So that's his background. And then he was recruited after we met. I ended up working at General Mills in Minneapolis. They have a huge food operation. I worked at their headquarters there. I worked in their research area, not their test kitchens. I didn't work as a home economist. I worked as a food technologist, a food scientist doing product development. And very interesting, it was a very good company. I really liked the people I worked with, and they had given me some responsibility for certain products, and did some test marketing work.

But then Dick was recruited by FAS (Foreign Agriculture Service). So didn't last all that long with General Mills, and we came out here to Washington and he started with FAS. I was an alien at the time, still a Canadian citizen so could not work for the U.S. government. And wondered what I was going to do and a good old networking story, one of my colleagues at General Mills knew Mike Pallansch a guy who worked at the USDA, research facility, Eastern Utilization Research and Development Division in Washington. He called him about me and I guess I sent a resume off. Mike said of course he couldn't hire me because I was a Canadian citizen, but there was a private non-profit in his office working on utilization of acid whey, which was a byproduct in those days, 1970-71, being dumped into streams and lakes and it was a pollutant. So this guy Dr. Dave Schenkenberg called up my husband and said, "I understand your wife is looking for a job," and within a week I had a job. That never happens today. This is like a networking story because they could hire me. I worked in USDA facilities with USDA scientists, but I was paid by this private non-profit, which was funded by the Eastern dairy farms. And that was quite interesting, an interesting job, lasted about two years, two and one half years I guess, and then that organization was folding, but it was just at the time that we were going overseas. But it was just a matter of luck. We lived in Maryland that first year. When Dick came out to look at the FAS job, we had no idea of what kind of job I would get, but I knew McCormick Schilling was up in Baltimore, and I was thinking okay, my background is in the food industry. This is where I'm coming from, if I have a chance of a job, if I can't work for the government, it will probably be McCormick Schilling. So we lived in East Riverdale, Maryland, which is kind of a nightmare for us because we would at that point we wanted to come downtown to DC for the nightlife and so forth. And you'd have to go along Kenilworth Avenue. Kenilworth Avenue was pretty grim at night. So within a year then we moved to Arlington, carpooled together with another guy from FAS into the same building. I worked on the main floor and Dick worked on the sixth floor at FAS, so it was great.

Q: Okay, well, how, when did you get into sort of the overseas business?

BARNES: Well, FAS at that point brought their junior guys in as, they were civil servants until 1980, and they had to spend a year and a half in Washington. They were called junior professionals until they oriented them. So we went overseas in February of

1973. Dick was in French; they yanked him out and put him into Spanish. And he was a German speaker studying French, yanked out from the French because they needed somebody, they needed an assistant in Caracas, Venezuela. And they needed an assistant who was not a kid. He was 30 when he first entered service because he'd done the overseas tour and worked at the University of Minnesota for a while. So they needed to send him to Caracas because their attaché there was an alcoholic. And they needed somebody who was a little more mature and could deal with this, and do the work and gain the respect of the country team. So we were sent to Caracas as our first tour. Dick had, I don't know I guess a month and a half of here at FSI (Foreign Service Institute) Spanish, one on one. And that was when Johnson died and Truman died, so holidays in between. So by the time we got to Caracas and got off the plane in Maiquetia, we said, oh my god I think we were in the wrong language class, because the Venezuelan Spanish is quite different. We were there for two years, not quite two years. We arrived in Caracas, February of '73 we left January of '75. I had one child there, I was six months pregnant when we arrived, and had the first child in Venezuela. I took Spanish at the Centro Venezolano Americano, worked with the Venezuelan American women's group on a volunteer basis doing their education reports for their newsletter, learned to play bridge, was in their cooking group, and met lots of young people at the embassy. Had a great social life. The Venezuelans were not friendly, but we were lucky in that we lived in a house that was owned by Spaniard and an Argentine, and they were like our parents and grandparents to our child. It was great.

Q: Well, in the first place how did you find relations being in a cultural service within the embassy?

BARNES: Actually there were so many young officers and they were not snooty. Although, I mean we felt a little stigma, definitely a stigma that we were not the chosen few. But our friends were all either with other agencies, with USIA (United States Information Agency) and a few from State. So we really had a very good social group and nobody looked, in that group nobody looked down their nose at Agriculture. Robert McClintock was the Ambassador: he was killed in a traffic accident in France years later. I don't think Dick felt he was looking down his nose at Agriculture.

Q: Well, I've been on a number of country teams, and I always appreciated the agricultural attaché because the agricultural attaché brought a different dimension.

BARNES: Yes.

Q: Yeah, a very necessary so I mean it was not so a sideline.

BARNES: No, we certainly never felt that in Venezuela. We felt very much part of the embassy community there.

Q: What about the Venezuelans? You said they didn't really like Americans. What was going on?

BARNES: No, Venezuelans. This was during the time when they were filthy rich because of high oil prices. This was 1973 to '75, during the oil crisis, the Chilean problem and also the first Seven Day War when Israel and Palestine were big issues. But Venezuelans were *nouveau riche*. And they have all of the negative characteristics, or had—I can't speak for them today. But had all of the negative characteristics one would associate with the *nouveau riche* —pushy, snobby, unfriendly. Traffic was chaotic as it is in most of Latin America, but if you have a big car whatever, you just drove through, drove through the lights, didn't matter if they were red or green. If you came to a green light, you would have to look at the intersection because somebody would come beeping through, beep, beep, beep, come through, no respect for rules and regulations. Shopping was chaotic. They instituted, while we were there, at the big grocery stores, the number system to go to the deli, where you'd go rip off a little number, and they would call your number. Well, it never worked in Caracas because Senora Ramos would yell her order five aisles over to the guy behind the counter, and he would fill it because he knew Senora Ramos. Very irritating. So, to us at the embassy, shopping at a grocery store was a daily frustration. People would come up behind you with the carts and would bang into you, wouldn't apologize. Traffic was a daily frustration, and I guess it's only gotten worse.

I remember my friend, still friends of ours, Marcia and Brian Carlson. They were our first Foreign Service friends. Brian went on to be the ambassador in Riga. He was a USIA guy at the time. And Marcia's dad had come down from Tennessee to visit, and he was helping her with the grocery shopping. And at grocery stores there you would get your produce, your fruits and vegetables and whatever and you'd have to weigh them on a scale. Somebody there would weigh them and put the price on. They didn't weigh them at the check out. Well, Marcia's dad was in line and these Venezuelan women from all around plunked their stuff on the scale in front of him. This was normal. Nobody stood in line. Nobody knew the meaning of the word *cola*, to stand in line and take your turn. Finally Marcia's dad got so frustrated with these women, and he couldn't speak Spanish so he stuck out his tongue and put his fingers in his ears and blew just to get their attention just so they would leave him alone so that he could get his things weighed.

Same thing happened to my husband once when he was going out to buy some fresh bread. They have very good bakers there from Italy and Portugal. So we go out and we knew about three o'clock in the afternoon the fresh rolls would come out, so on the weekend Dick would go when the fresh rolls would come out. So the big dark haired gringo was standing in line with all the shorter Venezuelanos and he was waiting to buy his "un bolivar of pan", one bolivar's worth of bread. All around him when the baker would bring out the bag, the Venezuelan's would slam their bolivar down and grab a bag of bread in front of him. At which point the steam was coming out of his ears and everybody around him realized this gringo was getting pretty mad. So the last straw was he was just getting up to the counter, he should've had his money out before, as he was getting out his money, and the guy was serving him, a hand came around from the back, grabbed the bag and plunked the money down! At that point he exploded and they made every effort to meet his needs, to serve him. So it was a very, very disorganized country. This was, during Carlos Andres Perez time, a democratic government—

Q: I've heard, I've heard that the Venezuelans really don't work very hard. I mean it's sort of a spoiled country.

BARNES: It is a spoiled country and this is the, they had in addition to the oil, to the petroleum, they also had minerals. So the joke was: God had made this country and St. Peter said to him, "God what have you done? You've given these people oil. You've given them natural mineral wealth. You've given them rich agricultural land near the southern border. This is not fair," and God says to St. Peter, "Ah, wait a minute. I haven't given it its people yet." So this was the joke. The Venezuelans were spoiled. They didn't have to work hard because the country produced so much wealth, and so they never really developed any local industries other than things that they took out of the ground with the oil, the iron ore and other minerals. Beautiful, they had tourism because they had Angel Falls. So it was and they have fabulous climate in Caracas. It's about 3000 feet above sea level, and it's like eternal spring. But the people are something else.

Q: Well, in view of your later work with the family liaison office, did you feel a lack of something to support families at the embassy or not or at the time?

BARNES: I'd have to say early on in Venezuela because there was such a tight knit group there, social group, I didn't feel that there was a lack of support. This other young officer's wife, Marcia Carlson took me under her wing. I was six months pregnant when I arrived there. Marcia was a trained nurse and she said, 'This is the doctor you should see. This is my gynecologist. He was very good. I had a child here last year. This is the pediatrician you should see," and I followed her guidelines. And I had no problems. They were very supportive, not just Marcia and Brian, but other young people in the embassy, and then the senior spouses in those days, we didn't have, the ambassador's wife was hardly ever there. She was Italian, a very beautiful woman, but usually back at the villa in Italy, not often in Caracas. But Frank Devine was the DCM (Deputy chief of mission), and his wife who stepped into the fray, and the custom was that every month, there was a coffee at somebody's house. For example, the Econ section spouses hosted a coffee. Then Pol would do a coffee. Management would do a coffee. So as junior spouses you were invited to all of this and you learned the ropes, and I found people at that post very friendly. The Venezuelan American University Women's Club was also pretty good because that was another outlet of support. So I didn't feel anything was missing there. Next post was Madrid, a cold European post. A very cold European post. And I would say there was a little bit of looking down the nose at agriculture.

Q: You were there from when to when?

BARNES: We were in Madrid when Franco died. What an interesting time to be there. We were in Madrid from February of 1975 until July of 1977. Franco died November of '75. So we witnessed a tremendous change in that country going from the dictatorship of Franco to the first democracy and the country had been, very moralistic when we arrived. I mean no crime, an extremely honest kind of place. The portero would have the key to your flat. We left our backdoor open one day in the flat. Nobody came in. You didn't have to worry about anything. The time we left there was pornography on the streets. The

crime wasn't bad yet. Signs, the billboards became very suggestive. So once that heavy iron hand the Guardia Civil and of el Caudillo, the Generalissimo Franco were gone, the country kind of opened up, and I don't think it's looked back much. But the embassy was a more stratified embassy.

Q: Who was the ambassador?

BARNES: The ambassador was Wells Stabler the Third. We used to refer to his transcontinental accent. His wife was Philadelphia mainline but very, very, very nice, she got to know everyone. The DCM was Sam Eaton. His wife Merchi was a Bolivian from a very upper crust family. And he was a little more difficult to deal with. When he came to parties, we used to laugh because he came with this big cape, and in Spain the Tuna…if you've been to Spain, there's a singing group the University Tuna that roams the streets. And people would say to him, "Where's the rest of the Tuna? Because he would come in with this flowing cape, like the Tuna singers. Eaton was chargé when we arrived. I called on, when we still did calls then. I called on Merchi, his spouse who was sitting in of course for Mrs. Stabler because they were not at post. It was a very different call from the call I made on Mrs. Devine in Venezuela. While she was pleasant, it was much more formal, and she had a few other spouses there. I 'd not had the opportunity to take the spousal course about minding your p's and q's, and the embassy in Spain was much more into that than Venezuela.

It was hard to meet people at the embassy in Madrid. I was very frustrated at first, and for the first six months and not a happy camper. So at that point I could've used some support I have to say. I signed up for classes at the embassy, ended up taking some courses through the women's club there, which were excellent. Archaeology, art history courses at the Prado and the archaeology museum. Didn't meet a lot of people through that, but it was intellectually stimulating and I was working on my Spanish at the same time. Had the one child with us and after about six months got to know another Embassy family. They were both from Minnesota, so we became friends with them, and they had a daughter about a year older than our daughter at the time, and we ended up going to the same British nursery school, car pooling the kids to nursery school and so forth. I met an Australian woman in the park near where we lived. We became friends. We met some Irish diplomats and I don't even recall where we met them. So we had a more international group of friends in Madrid because the embassy was stuffier. And Dick's boss in Madrid was a political appointment, a guy who had been an undersecretary of agriculture or something under Ezra Taft Benson. And then this was again a Republican administration so he turned up for a job and they sent him to Madrid, which was a big mistake because the man never learned to speak Spanish and didn't do a heck of a lot of work. But anyway Dick ended up carrying most of the responsibility in the office. He made some friends in the embassy and they had really good FSNs (Foreign Service nationals). The agricultural FSNs were excellent, wrote English quite well and did really good reports. And he had probably the best secretary he's ever had in Madrid. So he liked the office. He didn't like living in an apartment in Madrid, and that's probably not one of his favorite posts. It was such an interesting country when we were there with all the changes. I eventually, don't even know how I did this, fell into this, ended up giving

cooking classes in our apartment. I had two groups. I had embassy, working embassy females at night. This was '77 so some of them could've been spouses, but I think they were mostly employees, and then during the day I had a group of women from the Canadian embassy and from our embassy. So this kind of kept me busy. I did this once every two weeks for a bit and it was interesting.

Q: Was there any attempt to have something equivalent to a liaison office?

BARNES: No, no, no. The family liaison started in 1978, and so this, we left there in '77. There was nothing and not much thought was given to—

Q: What would happen say a woman came there and felt left out, bewildered, sort of isolated or_____ I mean, a problem. Was there any, was it just the ladies would gather around trying to help?

BARNES: There was nothing because I would probably have been one of those people that was frustrated at the beginning. We arrived in February, and we didn't have home leave when we transferred from Venezuela. We had home leave that summer. And I would say it was well after home leave, maybe November, December, at some party I met this family that we became friends with. Up until then I didn't really feel I had any friends in the embassy. I knew this Australian woman that we would see them socially, but I had no real sort of, "enchufe", as they say in Spain, no real connection to the embassy. Dick had a good friend who was in the econ section at the time covering commerce. He had a live-in girlfriend at the time who was an engineer working for a private company. So Sandy was my friend. Later on they married and she became an officer as well. There was really no one at the embassy, and no one sort of took you under his wing. My husband's boss was a political appointee so his wife had not come up through those ranks. Had that happened in Venezuela even though the guy there had a drinking problem, his wife had come up through the ranks and she was a gracious woman. She would've taken me under her wing. She didn't have to because she knew that I was well taken care of. There were other young people in the community, but in Madrid, that didn't happen. Mrs. Stabler was a charming, caring person, and she did know what was happening in the community. I really didn't get to meet her until after I felt more established but she knew what I was doing and she always asked about my cooking classes. We also had this BMW that was like a piece of garbage. It was what they called a Montag's Auto in Germany, an automobile that was, the joke was it was built on a Monday when all the Germans had just come back to work. The bottom line was the Spanish mechanics didn't know how to handle it. It had fuel injection, and the fuel injection, was new since this was a 1977 car. Something was always going wrong with it. So Mrs. Stabler knew about it. She'd say, "Tell me what's happened with your car this time!" It was cocktail party conversation, because I had been stranded on the road out to Torrejon Air Force Base. All kinds of crazy things. So she was plugged in, but the hand of support or friendship never really came from either the DCM's spouse or the ambassador's spouse.

Q: Was there any talk at that time when sort of the ladies got together, ah gee we ought to do something or not?

BARNES: I don't ever recall it but I do, I know that that survey that AAFSW did, '77 must've come out at some time because I'm pretty sure that we filled out that survey and sent it in which showed that there was—

Q: Well, what—

BARNES: I don't, I probably didn't fill it out saying that there was a great need because I never really felt that bad except for six months in Madrid. But I was new, coming along, had a child. Once the child was in nursery school for part of the day, I definitely felt the need to do something. So I got involved sort of developing my brain, taking these courses, the archaeology and the art history, which I hadn't had in university, and then just to keep myself occupied because people would come to dinner and say oh you're such a wonderful cook. So I started giving these cooking classes where I'd give the students scientific explanations for why this happened and why your cake flopped and whatever, what was happening as we put together this dish. So I sort of made my own life. And then I had this good friend down the road who was also an Embassy spouse. It bothered me that I didn't have a job. It bothered me a little bit that I didn't have my own identity. But I probably sublimated that because I was having a good time learning about new things, new cultures and developing my role as a mother.

Q: Well, then what happened after Madrid?

BARNES: After Madrid we were sent to Lima, Peru. We left Madrid summer of '77, came to Washington, bought a house down the street here, South 8th Street not far from FSI. Never lived in it when we bought it because we rented it. We moved directly to Lima and Lima was a great post from '77 to '81 when we were there. We had Harry Shlaudeman as the ambassador, his wife Carol was great. DCMs were good. And Dick was the head of the office there, and there was a lot of activity in the private sector in agriculture at that point. Peru was beginning to import, although it was still a military dictatorship, it was moving towards democracy. We were there when Belaúnde came in with democracy in about 1980. But the first few years it was a dictatorship, but it was coming, becoming somewhat benign at that point. There was still, when we arrived a "toque de queda", a curfew at 10 o'clock. And there was still the veda. You could only buy beef the last two weeks of the year, and veal was verboten!

Q: Was Shining Path--?

BARNES: Shining Path came into our view about '80-81 just as we were leaving and they started being active. Earlier we took a trip to Ayacucho with some Peruvian friends. We made a lot of Peruvian friends. We still have lots of Peruvian friends as a matter of fact. And we were just invited to a wedding there last month but were not able to go. But the guy was a contact of Dick's through Nicolini, one of the feed companies and food companies in Lima. His wife worked for a bank and the bank had a building, a lovely old

colonial building that they let employees use in Ayacucho. So over the Peruvian holidays viente-siete and viente-ocho de Julio, the 27th, 28th of July, we took off, left the 2 children in Lima…..I had a baby in Peru also, and the oldest one was about four and a half at this point and went to Ayacucho. Very interesting city but I noticed, all of us noticed, all of the Maoist literature in the street. But we didn't know where it was coming from, and it was all this communist literature and it was Maoist based, and it was spread out on blankets and street corners and people trying to give you this stuff. How odd. And we flew back to Lima and didn't think too much afterwards, and then of course this is '79 and then a year or two later guess what, Shining Path which came out of Ayacucho. The flight back from Ayacucho was interesting because as we came up to the airline they said, we need 25 people to get off the plane to say they're not going to fly. I thought, no way Jose. My babies are back in Lima, I'm going to get on that plane. I'd been in Lima for a while, been in Venezuela so I was getting better at pushing my way to the front and we got on the plane. We get on the plane and it's half empty. And our Peruvian friend Samuel is sitting at the back and he tells us afterwards he overheard the stewardesses talking about the fact that they only had enough oxygen for so many people flying over the Andes. This is why they asked people to get off the plane. Oh my God, I never want to fly Peruvian Airlines again.. We had four pretty darned good years there. That is where the first CLO (community liaison office) came in, at the end of my tour there. We left in '81. And we had a CLO then.

Q: Use CLO is a, explain the acronyms.

BARNES: The acronyms, sorry. CLO is the community liaison office coordinator. This is someone hired in the embassy to assist family members, to help them integrate into the community, to help officers integrate, employees integrate into the community, deal with school issues if there's advocacy, employment for spouses, to listen to your concerns. This was a new, a new job and a new position for a spouse. I didn't apply for it because I didn't think I could do the job. For one thing I'm a terrible typist, and this is before computers, and I thought well, I won't be able to work in an office because the research jobs I'd had, when I wrote papers, I wrote them long hand, someone typed them for me. So I didn't really give the job a thought. And the other, there were a couple of spouses at that point who had jobs in the embassy. So this was new. This was my third post, and this was the first time I'd ever seen spouses who were hired for jobs in the embassy. One was a friend of mine, a USAID (United States Agency for International Development) spouse who was hired for a very dubious contract position, I have to say, dubious not because of the job but because of we were dealing with. One of the national, let's see, geodesic survey people based in Colorado was predicting a cataclysmic earthquake in Lima in 1980-81, and it was supposed to be so bad that the flooding coming in from Callao that there was to be a tidal wave would wipe out a lot of Lima. So the U.S. government started sending in body bags, equipment so they needed somebody to coordinate this. So my friend Pat who was married to the USAID lawyer got this job. And I thought oh my God I wouldn't want your job for love or money. But she did a good job. And then of course a couple of family members were hired as nurses in the health unit. So I kind of think, well you know maybe I can get a job someplace along the line. My kids are getting older. Allison was still a baby at that point, but I was thinking ahead. I thought this might

not be so bad if I could get a job—I tried getting a job in the Peruvian economy with my food science, food technology background with a food company. However, my husband did some little investigation and found out that USDA would not have looked too kindly upon that, not the ambassador either because it would've been somewhat in conflict with what he was doing at the embassy trying to sell or improve U.S. trade selling more U.S. products to Peru. And I would be working in a company developing products to be sold there. So didn't move beyond that. But that was my first sort of negative experience into the foray of the job market and what you have to deal with when you're a Foreign Service spouse, and you can't do anything that might be conflict of interest with your husband or wife, whoever is the officer's role on that. So that was, that was a bit of a jolt for me.

But I managed to keep pretty busy because we had a very active government women's group there and the Noche de Arte, which is still going today, is a big annual art show where the proceeds go to charity. We started it the first year I was there and I became the president of the U.S. government women's club for one year, the second year, and then the third year of the event, I was co-chair of this art show with the econ counselor's wife who had a background in art. She was a Spaniard. And prior to that I was busy with the Peruvian American women's literary club. Because I'd given cooking classes in Spain, they said, oh we need someone to give cooking classes for us. So I did some cooking classes through the auspices of the Peruvian American Women's Literary Club, very active, very active social group of many Peruvian women married to Americans or American women married to Peruvians. So only a few embassy spouses but more locals.

Q: As you were going through Caracas, Madrid and even Lima, were you sensing I mean, a change you might say in the Spanish side of things. I mean in the United States women were getting, I won't say restive but goddamned ornery about you know, we want to have our role too. Were you seeing this happening?

BARNES: No, I definitely did not see it in Spain. But then in Spain it was very difficult to make friends with Spaniards. Our friends were mostly other foreigners. So entering into a Spanish household, I never set foot over the threshold. They would invite you out to eat at a restaurant. So I never really got that strong sensation. Spanish women were still in the home, raising the family and looking good. They'd have the latest styles from Paris on their backs the next day. They were always looking good and taking care of the family.

In Peru our good friends, this couple we went to Ayacucho, she was a social worker and had a good job. Obviously here was a woman, maybe a couple of years younger than me, but she was moving professionally in Peruvian society, but I would say that was not the norm. She was probably more of an exception. There were a couple other of my husband's contacts who were professional women, but I didn't have the sense of restiveness that was happening here in the States. We got a taste of that when we came back from our fourth posting which was in Germany, and my husband walked out to a group of women and said, because they were standing alone and he thought he could go up and talk to them and he said, "How are you girls doing?" They said, "We are not

girls." He said, "Oh, what should I call you then?" They said, "We're women." "Oh well, how are you women doing then?" "Well, we're just fine. We can tell you've been out of the States too long." So we missed a lot of that.

We were back in the States one year after Peru. We were supposed to be back a longer time, but there was a shuffle in FAS, and since it is a small agency, the dominoes fall. Dick was a German speaker so he was plucked out of his job in management and sent to Germany to head the office there. But the year we were back in the United States, that was '81, '82 I felt out of step with society because I felt like I was the only mom at home. Everybody else was out working, and I felt really isolated and out of step with society. The group of people that were my contacts, my network at USDA were no longer there. That office was moved to Philadelphia. So I had no contacts. And getting a job is all about networking. Allison was still small, the daughter born in Peru was three years old so she was in a mother's day out program. I would run out and do my things, on these two mornings a week. But I did feel extremely out of step and alienated.

The couple from Madrid who were our friends were also in the area at that time. They were living in McLean. He had left the USG. He was a big Republican supporter of George H.W. Bush, when Reagan was elected. But John turned up and he got a political appointment to the State Department. So they were back in town and we had some social life with them. But I found it very difficult. Just I was making arrangements to teach a class, again falling back on the food and nutrition and cooking for lack of anything better to do, with Arlington County, Dick got the word in January of that year that we were going to be going to Germany in July. So we were back for a year, less than a year and hopped back overseas again and ended up spending five years in Germany.

There is where the whole issue of support for families really came to a head for me, and I remember sitting in meetings with some of the spouses who brought up the 1972 directive, which took spouses off the husband's evaluations. I had never thought about that too much because we came in '73 and I was never evaluated. And Dick was in agriculture anyway, but some of the senior spouses were still resentful of this change. And that was an eye opener for me because some of these meetings we had were part of the movement that took place in the mid-eighties to get remuneration for spouses who performed duties related to representational entertaining. The FLO (Family Liaison Office) at that time was very active in promoting it as was, Marlene Eagleburger. And I mean I thought it was a great idea that spouses could be given some remuneration because we had a very active social calendar in Bonn because there was an inter-embassy agricultural group. The other agricultural representatives from the other embassies and our German ministry contacts kept up a busy social pace. There were a lot of Ag reps from other countries in Bonn, plus we had a lot of German contacts. And so we were entertaining a fair bit, and it always kind of bugged me at the end of the evening. I was the only one who didn't get paid. I did all the cooking; I did all the planning; I set the table, bought the flowers, etc. We hired people to serve and bring the food out; they'd get paid. I didn't get paid and I'd done all this work. At the beginning it didn't bother me but I thought, I'm helping advance my husband's interests, whatever. But it began to wear a little thin. So we got a little optimistic that this proposal to get some kind of spousal

remuneration was going to pass, but of course, the Gramm-Rudman budget axe hit and that was the end of that.

Bonn was again a colder European embassy. We had Arthur Burns as the first ambassador. His DCM was Bill Woessner. And he and his wife Sheila were very supportive of the community. We were there five years. Burns was replaced our last year there with Rick Burt, Rick and Gail Burt. He was much younger and had a totally different management style. His DCM was Jim Dobbins and his wife Toril. So there was, there was definitely support from the top, from both DCMs and in the case of Dobbins, his spouse. There was a community liaison office coordinator at the time. So I was familiar with the office because I had known the first CLO in Lima. Mette Beecroft who was first deputy director at FLO was the CLO and I went to speak with her and she gave me some information. I had a child in nursery school and a child in the fourth grade. So I was occupied in meeting other moms. I joined an exercise class that was partially embassy. There was an American women's club, joined that. So I filled up my days with volunteer work. I became the scholarships and donations person for the women's club and reviewed requests for money and sat on the scholarship committee for a couple years and was neighborhood chairman of the Girl Scouts, again volunteer. We (Embassy families) were unhappy with the school. It was a DOD (department of defense) school, a military school. There were a lot of family members that were unhappy with it. And there were particularly a couple of grades that were problematic. So I took on my first role as an advocate I guess you would say. I wrote a letter explaining the problem and what some solution might be to the management counselor at the time who was Dick Bowers. He was unhappy with the school too. So it fell on fertile ground. And we were actually able to have something done since part of the money that we all paid as tuition since we were not military came back in the form of a trust fund to the school which was used for enrichment activities for special classes and general special enrichment activities. So that was somewhat of a help, but of course we still had some of the teachers that were not very good. But I got to know Dick Bowers, the management consular there, and I knew the community liaison coordinators reported to him. So I thought this might be an interesting job since I'd been very active in the community. And I was a president of the women's club by this time. The first time the job opened up, I applied; and I was not hired. Anyway it came open again in '86 and I was hired then as the co-CLO in 1986, started in March of that year.

Q: Co-CLO?

BARNES: There were two of us. We job shared. We each had thirty hours. Because it was a large embassy, there were sixty hours set aside for community liaison office coordinator so we job shared. And for me I thought that I had found the job for me. It was a job I really enjoyed going to every day because we were able to help people, and this is what I like doing.

Q: Well, let's talk about—

BARNES: Can we turn this off for a minute. I'm going to have to run to the bathroom and we'll get back to that.

Q: Okay. Well, let's talk about, can you give an idea of with examples, you don't have to mention names obviously but the type of work you were doing?

BARNES: We had one of the big issues that hit in Bonn while we were there would fall under the role of crisis management, which was one areas of my responsibility of the community liaison office coordinator. That was the Chernobyl incident and we were—

Q: That was leakage from the—

BARNES: Leakage from the—

Q: From the nuclear thing here.

BARNES: Nuclear energy, near Kiev. We were downwind from Kiev so there was a lot of concern in the community about this and should we leave, should the children be playing outside at the school. Should we be playing indoors. So we took a lot of listening to community members and would follow guidance from Washington, from management as to how we should counsel the people and keep people on--did they want to leave? Did they want to go back to Washington? It never got to that point but there definitely was some concern about radiation coming into Bonn.

Q: Yeah.

BARNES: It was a major issue for a while and we had a lot of people coming in to talk about that. The other issue, the crisis issue we dealt with was the Libyan issue. We went in to bomb Libya and it was a god-awful failure. This was probably '86 as well. There were concerns about retaliation. This is the point at which diplomatic security started putting up barriers around the community, around the sales store. We had to start wearing these IDs (identification) on a lanyard. This all took place. This was very disconcerting to people. Spouses had a hard time coming, harder time coming in and out of the embassy. Harder, people had a harder time coming in and out of the American community center and the club because there were barriers out up. There were gates there. There were guards, which hadn't been the case before. So we had a lot of questions about that.

There was the whole issue of the school problem hadn't gone away yet. Because it was a DOD school and there were two teachers in particular that, fifth and sixth grade teacher that was not teaching too well and it turned out in the final analysis one of them was having a, well, two bad teachers actually, one of them was having a nervous breakdown. But with a lot of school meetings and action on the PTA, the principal brought sixth grade into middle school, which meant that that teacher would have a homeroom but was not teaching every class in that grade. Kind of spread out the problem a little bit. But by the end of the year he ended up leaving because he was problematic. The same happened to the other teacher, was moved from fifth to sixth grade, and because that was middle

school they had a homeroom teacher but then had other teachers for other classes, and it was not this problem teacher for all classes. We also had integration issues with people not getting out into the community. Many Germans speak English but in the mid-1980s not as many spoke English as speak English today. And Germans can be very standoffish. So there was a tendency for staying in the Siedlung, (settlement) or the Goldener Ghetto, the golden ghetto as the German's called the American community housing area in Bonn.

Q: The settlement.

BARNES: The settlement, to be a little bit isolationist. And we felt Donna and I, Donna my co-CLO felt like we needed to do more to bring people out to integrate them into the German community. And what we did was we paired with the American women's group, which was the organization that I had been president of before being hired to be a community liaison officer coordinator, because they organized trips and tours into the countryside. And a lot of the members of this women's group were American women living on the local economy, American women that married Germans or that had been military that had retired in Germany. So this was—

Q: So you didn't limit your, I mean you as a broad umbrella.

BARNES: A broad umbrella because we did not want the people to feel so isolated. So we would encourage them to go out. There were weekend ski trips as well that families would go on, busses to Italy or to Austria. So the idea was to get people to get out there and meet others and not remain isolated. Because you could stay in that settlement, that Siedlung, and pretty much have all your needs met because there were shops and the schools and a church. The American community church, which had Catholic services, as a matter of fact you look like Father Bill who was a Catholic priest, Catholic services and protestant services. They shared the same building. It's the Stimson Memorial Chapel. And there was this school, most of the kids went to that American Department of Defense dependent's school. And ballgames, plays, social events, the embassy I think had a bowling league, things like that. So, you could pretty much if you wanted to live your life in that community and not make too many forays out. There was a shopping center. You didn't have to deal with the local grocer at the Edeka especially if you didn't understand what he said--. Of course you went to the open markets you could not touch the fruits and vegetables. You'd get your hand slapped. So people had some aversions. So we always tried to do an orientation as people came to brief them on what life is like in Bonn, and these are the dos and don'ts. And there's a lot to see and do here so don't stay in your community. Get organized, join us, get organized and go out and see the sites, take some shopping trips, take some trips into the beautiful countryside. So what could have been or we thought was pretty in some ways a cushy post for some people was not a cushy post at all because they didn't feel part of the larger community in which they lived. I think that still exists today in Frankfurt.

Q: Well, did you have the problem that I've seen when you have Defense Department schools for example where this happened in Seoul where the embassy people were asking

for stricter standards and the military community was asking for more crafts teaching and all that sort.

BARNES: It was definitely part of the scene in Bonn as well. The embassy community was looking for a prep school for college. They were looking for a school with high academic standards. This is another interesting thing that happened because of high academic standards. Tom Leaf who was the principal of the high school for the first few years we were there, he had done his Ph.D. on the International Baccalaureate (IB) program. His wife was Australian and he had studied in Australia. So he was a big proponent of the International Baccalaureate program, and he brought it in. There was a push back even from the embassy because IB was so new. He did IB not AP, the advanced placement classes. And American universities in the '80s were still more focused on kids with the advanced placement accreditation not the International Baccalaureate. So there was a bit of stand off even for the IB, which is what you would've thought most of the embassy people would've wanted because it's a very strenuous and rigorous academic program. But there was a push for having more AP classes. Tom Leaf left and took a position in one of the other DOD schools and the new principal that came in was not such a proponent of the IB program so he let it wind down a little bit and brought back in more advanced placement classes. So that was another issue that we had a lot of concerns with the school and with parents complaining about it.

So security, which you would not think would be a problem in Germany but this was during the Libya crisis. So there was a bombing at, there were several bombings in Berlin at discos. So there was a security concern, a safety concern, but not for crime because that was one of the beauties of Bonn. You could send your kid out on the StrassenBahn (streetcar) at the age of ten, and they'd come back. It was not a problem. They had to speak some German of course. But as long as they knew how to use the cards, the called Strip cards, Streifen Karten, you'd put them into the machines, and go off on the street car. They could also ride their bicycles to a nearby park without problem. Traffic was not a problem because it was a small town, but there were issues of feeling accepted and integration that we dealt with a lot.

And then spousal employment, that also was an issue. There were positions in the embassy and those positions usually had many, many, many more applicants than could be hired. The Foreign Service Nationals of course were very protective about their positions, and after the Rockefeller Amendment came thru, Americans living abroad could also apply for FSN positions. This amendment made it possible for an American living locally or a family member to apply for a position that had previously been held by a foreign service national. But it had always been embassy policy that you could not hire anyone into a position that had been encumbered by a foreign national if that impeded the career path of another FSN. So it was pretty difficult. You can't really advance yourself as a family member. But there was a little bit of opening for family member jobs, and of course we sat on the dependent employment committee as it was called. And my job was to remind those offices that were interviewing people that family members had hiring preference. And that was in the Foreign Service Act of 1980 and then revised in'81, and if a family member was deemed to be able to do the job, if they met all the requirements

and was as good as anybody else, the family member preference meant you had to hire the family member. There was a lot of hemming and hawing about that and a lot of sort of back room deals because I discovered very quickly that managers did not want to hire family members. They wanted to hire locals because the locals were going to stay there. And the family member was going to go off in another two years or three years or whatever. Those experiences on the employment committee really made an impression on me, and I think that's why later on I became a strong advocate for family member employment because I could see there were so many artificial road blocks thrown in the way of the legislation that existed. It's human nature, and you just have to deal with that, and you have to make your arguments, and you have to make your arguments very effective because otherwise family members are not hired for a job unless it's for a job that's really low level and doesn't really need a lot of thought or brain power attached to it. So—

Q: I would think though that the language side would become rather important. So okay somebody in America if they're not native born I'd say born in Germany and go to the States and come back as a spouse or something, their language skills aren't going to be, certainly aren't going to be up to that of a native born German.

BARNES: If a job was language qualified, if the job had a language requirement then of course family members would never be hired unless they were German-American, and there were quite a few of those German American spouses in Bonn. They had an easier time of getting hired for jobs because they had the language. What happened later in my career as an advocate for family member employment, I would see positions that were language qualified where they really did not need to be language qualified which was a way of keeping family members out of those positions. So I discovered that HR (human resources) in embassies can play a game that in some ways not helpful to family members, but of course most of the people working in an HR office are locals. You'll have maybe one American officer or two at a really large post, and the rest are Foreign Service nationals or as we call them today LES, locally engaged staff. And there is in many instances no great desire to hire EFMs. That exists in Japan; it existed in Germany; certainly in Mexico and in London, the last embassies I ever worked. I didn't work in Japan, but during my time in the family liaison office on a visit to Japan I was pretty aware of that. But Japan was one of those places where you're not going to find too many Americans who speak good Japanese to be able to deal with a job in the housing office or anything like that. But if you're in a position, a housing office position where you're dealing with American requests for housing, the GSO (general services officer) for furnishings and so forth where you really don't have to have local language contacts to get your job done, there's no reason that can't be filled by an American. And there were positions in HR, there were in Mexico, and there were in, pardon me, in London and in Bonn, these of course were bigger embassies where an American family member could have that position because they were responsible for ensuring that EERs of the American officers were completed and for dealing with family member employment with the community liaison office coordinator and appointment issues. So in big enough embassies you could usually find a position that met the requirement, or there were family members could meet the requirements but you couldn't find that everywhere.

Q: How did you find with the CLO, the liaison office, the clout within the embassy in Bonn?

BARNES: In Bonn, we did go to the country team meeting. I would say, I wasn't there much with Arthur Burns because I started in February, and he left in that summer. We didn't have much clout with Arthur Burns. Arthur Burns was an old school guy, academic, and this was community stuff. He didn't want to be bothered with that. Richard Burt who was almost the antithesis of Arthur Burns, was young, cocky, and his wife a charming woman well connected with the White House. She'd been Nancy Reagan's social secretary. He was concerned about his community profile believe it or not, and he wanted a way to bring the community together. So we had the first American embassy Volksmarch with Richard Burt. So he was interested. He wanted to do community things. And so surprises of all surprises, his wife Gail, having been a social secretary, having been in the White House, she was also very interested in the community and what they could do. They actually extended the invitations for more people to come to the residence than the Burns had had. They had a much higher entertaining profile and exquisite food. They brought on a fancy chef and so forth. So they moved up the social profile of the embassy.

I would say the DCM because he was as political military guy, Dobbins, wasn't so interested, but his wife was. We were able to use the DCM's residence for a lot of events. In fact we started it, I had gone to a FLO training in that fall in Bern, Switzerland had gotten some new ideas for an orientation. Our orientations were so dreadfully boring and were held in a conference room in the embassy. We switched them to the DCM's residence because not everybody used to get invited there. So this way all newcomers would get a chance to see the DCM's residence. They had one huge room where they had GSO set up as an auditorium, and we had an abbreviated orientation session where we asked the heads of sections to present their mandate. I cut out my husband…Agriculture wasn't there. We had econ; we had Pol, and Military, Consular and management. Management Counselor Dick Bowers was a fabulous public speaker, and he covered GSO and the whole realm. So then we had Pol of course and we had the military because the military was a big arm there. So we had four or five sections of the biggest sections to talk about what was happening in the country, what their responsibilities were, and then we had a social event afterwards. So people came to it because it was going to be fun. It was at the DCM's house. They were going to have drinks and food afterwards and so it was also social. Toril Dobbins was wonderful to have and really supported the community liaison office program. So we were lucky there and that she, we wanted to make a change and this was a change that she was happy to do as well.

It was an embassy heavily weighted towards the military. There was a huge defense, defense intelligence agency group and a huge, I call them the war mongers but they have different names in different countries. But they're the people that sell military hardware. They're the people that network in the community and network with local military and I guess pay the piper because they, they end up making a lot of money for the U.S.

government because they line up contracts, but they're not defense intelligence. They have different acronyms in different embassies. We had a huge group there.

There was a large economic section. We had an economic minister, and there was commerce, agriculture and regular econ but a pretty large section. And of course Arthur Burns being an economist was always very interesting in what was going on in the economic section, and agriculture had a pretty high profile because of the German government agriculture at that time played a pretty high profile. And obviously as I mentioned all these other countries had agricultural representatives there. So we had a separate group that we dealt with, the Spaniards, and the Hungarians and the Dutch and the Austrians and the Israelis, and a few others, Turks. And they all had, Australians too, and they all had agriculture people there as well. So we had another separate set of business and social contacts there. Then the country team, Rick Burt was interested always in what was happening in the community. Arthur Burns, not so much. So again it all depends on the ambassador, and as long as nobody was complaining and everything was running smoothly and nobody made any waves, community waves, that meant we had it under control, everybody was happy with the program. And we had a lot more reports to send off to the Family Liaison Office in those days than were required in my day. I think there were quarterly reports we had to send which went then down to twice a year. So there was a lot of time spent writing cables and documenting what was going on in the community and there were the first education reports that came out. You had to go to the school and interview people and gather information and send those reports in; and then the semi-annual employment report we had to survey who's working where. So we had a fair bit of bureaucratic reporting to do as well back to Washington.

Q: Well did, what about sort of the individual persons depressed or somebody's husband's beating up on the kids or the wife or something. Did that—

BARNES: That, we did hear, that does always end up, not always, but mostly ends up in the community liaison office. There was a huge Med group in Bonn with a regional medical officer and a regional psychiatrist. The agency of course had their people as well. So those people who really felt a need for that kind of service, this was a time of mental health grants as well so there was a mental health grant coordinator who ran programs to talk about issues and problems and so forth. So we had somebody to refer these people to. But there were some deaths that really traumatized the community. One was a really well respected, well-known gentleman who had been there for years. He had a relapse of skin cancer, melanoma and died very quickly. That was very traumatic for the community. Prior to that it was the econ consular died of a heart attack while just exercising in the gym, terrible shock. Left his wife and two kids. So we did a lot of that kind of listening to people and concern and questions that they have, and advocating to make sure the people, the kids were able to finish school and stay in embassy housing and not being moved off, shuffled back to Washington in the middle of a school year. And if you have empathetic and benevolent management, that can happen. But we'd been in Peru where the opposite experience had happened. This was before we had a CLO, community liaison coordinator. An employee was swimming had an accident, died on the weekend and his family had to be away from post by the Monday. They had to leave. They were kicked

out of housing. This was someone who was interpreting the rules very rigorously, not giving any leeway. So the guy died on Saturday and Monday when everyone went back to work and the family was expected to leave post, leave school. This was during Easter vacation. And leave their housing and go back to wherever their home leave address was. So that was an experience that made a very negative impression on me, and when I was in a position where I could help someone to try to avoid that, I certainly wanted to do that, to advocate for the best for the family. There are provisions in the regulations, you can't go out and rent a new place because that's an expenditure of government funds that you could not do. But if that person who passed away, if that replacement is not on post yet, you can keep the family in that house or apartment or in a temporary apartment that's not being occupied so as not to disrupt the child's school year because already they are emotionally scarred. But we did hear, concerns and I don't know if there were any divorce cases in Bonn. I can't think of any now. I did have one in London that was a very difficult case, another bad case in Mexico. Abuse cases in Mexico, not in Bonn. I did not have any that I dealt with there.

Q: I'm just thinking, Faye, can we do this, can we have one more session. Can we do this a second?

BARNES: Yeah, at some point because we haven't even gotten into the family liaison office yet. I fixed up, I'm in town Monday because I have to be here for something about two in the afternoon. We're doing our AAFSW play again. You've got a busy schedule.

Q: Hold on a second. I need to stop this.

Q: All right today is, this is the 24th of August, 2010 with Faye Barnes, the second interview. Faye, I can't, where, we were talking about the type of cases that you were first, the FLO (family liaison office) was getting involved in. Is that--?

BARNES: Well, we were talking about Bonn actually where we left off. That was my first involvement with the CLO (community liaison office) position and with the Family Liaison Office. And we had, we were five years in Bonn, but I worked in the office just a year and a half. And we had two different ambassadors there as I mentioned and pretty enlightened management. Dick Bowers very impressive management officer and Rick Burt who was the final, was the ambassador as we left who took some interest in the community. He was kind of a young-ish hot shot as compared Arthur Burns, his predecessor who was the gray eminence. So it was a big switch in embassy how would you say, focus.

Q: This was from when to when?

BARNES: This was, we were in Bonn from '82 to '87.

Q: This was early years.

BARNES: This was early years, early years. This was also the time that the Family Liaison Office had started this project,, FSA, Foreign Service Associates where they were trying to through Congress get remuneration for spouses, senior spouses who performed representational duties. Marlene Eagleburger who had been a Foreign Service officer. She was a good proponent of that. There was a write up in the Washington Post, and it looked like it was moving ahead; however, the Gramm-Rudman Budget Acts hit and that was the end of that. And that particular concept project has never surfaced in that form again. I think partially because the family members, spouses, most of them still females at that point were looking at this as, well, I'm not a senior spouse and I wouldn't qualify for this and I don't want to do representational work. If I am going to be employed, I would rather be employed in my field or do something else. So it's never been resurrected.

Q: So it's this, well, okay. How about, let's talk a bit about you're getting this thing going. How did the not the at the ____ level, but within the community, how is this CLO office seen?

BARNES: Bonn was a very large community, but it was a community that had housing. It had the Siedlung. So people were together. There was a lot of community feel there so it actually, the office got a lot of use. But where it didn't get used and you would think it would get use, we had an adjunct office in the community and so we used to go that office every once a week. I think it was Wednesdays. And we would almost die of boredom because nobody stopped in.

Q: When you say I mean what was the difference between two? One was located in the chancellery?

BARNES: In the mission, in the chancellery, yes.

Q: In the chancellery. And the other was—

BARNES: In the community. Between the commissary and the PX (post exchange) and a few other little shops there. And you'd think logically that a lot of families with issues would stop by there, not many. We used to do briefings there for newcomers as they came in. But eventually we just discontinued it because it was a waste of our time.

Q: What was the problem? I mean not the problem, were there no problems or—

BARNES: Well, I think that was it. There were so many support groups in Bonn that there were not as I mentioned previously one of the big issues of concern was the Chernobyl incident. People were afraid. And then the Libyan bombing. And then people were afraid because that's when all the security fences started going up. People had to start wearing IDs (identification) like we wear today. This was a major shift in what people were used to. So we did get a lot of questions about security, a lot of questions about health. The school was probably the main issue in Bonn because it was a Department of Defense (DOD) department school. It was a school with some frills

because they had, those of us who paid tuition there was a kickback to the school in the form of a trust fund and that trust fund paid for some special programs. But there were always issues, and I was on the, I was the CLO that went to the PTA (parent teacher association) and the school board meetings. And there was definitely a feeling of embassy families versus everybody else. We were considered a bit needy by the DODs officials.

Q: Iran into the same problem I think I mentioned before in Seoul.

BARNES: Yes.

Q: Where in Seoul they brought this Department of Defense school, we wanted a little more meat to the courses because our children were all college bound. The Department of Defense they wanted, that's the wrong characterization but somewhat, right, more shop, more technical courses.

BARNES: Yes. Yes. Somewhat similar in Bonn as well although the actual number of military students at that school barely squeaked in what the minimum was for having a DOD school. They were brought in from the surrounding areas and from the embassy. It was a huge military mission there. But there were a lot foreign students that went there as well. I mean all the Israelis went there because obviously they were not going to go to the German gymnasium and we had a lot of Koreans. Those were probably the two major non-American ethnic groups or countries that had kids at the school. But the trips and tours kind of programs that I mentioned before was kind of a breeze there because the women's club did these fabulous trips, and we just piggybacked onto them for the embassy. So we got involved a lot of sort of embassy admin issues.

Q: Well, did you get involved in something which I think is more prevalent than it used to be, and I may be wrong in this, but the foreign-born spouse of Department of State personnel who really pretty new to both the country and to the job, to the situation.

BARNES: You know Bonn was one of those examples that the employee is assigned to the country because he or she has a facility for the language and an understanding of the culture. We had a lot of officers who were married to German-speaking women, Germans and Austrians. So the largest foreign-born contingent there was the Germanic crowd. We had a few Korean spouses, a few Filipinas but not too many Spanish-speaking, African. It was basically the foreign-born spouse issue wasn't such a problem there. It was more of a problem in London and in Mexico City although Mexico City had more of a Latina contingent as well.

Q: Well, was there a problem, I mean you are sensitive because of your job to the community out there. Was there a problem with say the Germanics origin spouses and the others, and I mean were they, was there a divide between those who were sort of in their native land and those who weren't?

BARNES: I'd say there was a divide; it wasn't a huge problem. Those who were European born, particularly those who spoke German, purchased things locally, did things on their own, got out in the community and didn't blink an eye about driving 135 kilometers an hour, 150 kilometers an hour, pardon me, not 135, 200 kilometers an hour. I'm getting my things mixed up on the autobahn where those of us who were a little more reserved weren't so keen on driving on the autobahns. Because Bonn was such a self-contained community, the Americans could actually stay there, do all their shopping, there was a church right there, school and really didn't take many forays out except for visits to the military bases. And this was one of the problems that we tried to change with piggybacking onto these tours with the women's group.

The other problem with the Bonn community which happens often in a situation where there's assigned housing is the class differentiation. The senior officers were housed along the Rhine in shall we say larger, more attractively furnished, nicer apartments. And as it went back from the Rhine, you would get people of the lower rank, lower grade structure, people who worked in communications. There were contractors with communications because they, they ran a program for Africa out of Bonn, and they definitely felt the difference and kids pick onto that. It's like nyah, nyah, nyah, nyah, nyah, nyah. I live on the Rhine. So you try to be, make it egalitarian. We're Americans. We don't believe in a class structure. This is where these people are assigned. You try to get cross-mixing, but it was one of these things where the ambassador didn't invite a lot of people to the residence. So the class differentiation was there.

Q: And of course it sounds great to try and eliminate this but certainly in American society the class—

BARNES: Is there. It's there.

Q: You can tell where somebody lives here in Washington by their zip code number.

BARNES: Of course. Of course and their schools and so forth.

Q: It's you have to strive—

BARNES: You have to strive, yes.

Q: You're an American and we have to.

BARNES: Right. That's right. And I have to say one of the things that I tried to do in every CLO position that I encumbered is that I treated everyone alike. Some of the hanger-on agencies—that sounds like a disrespectful term—but some of the other agencies who didn't have a lot of presence in overseas missions were shocked when I treated them like everyone else. I remember one instance in London a spouse from the IRS (Internal Revenue Service) who was actually working for the military across the street in the Navy building. She came in and she was looking for something and I said,

"Could I help you?" She was shocked and she turned around and said, "You're the first person that's ever talked to me in this office," which blew my mind.

Q: Yes.

BARNES: The purpose of the CLO was to be helpful to everyone, but obviously that had not been, or her perception of the situation.

Q: Her perception, yeah. Well, should we move to London?

BARNES: Well, shall we--. In the interim there's four years in Washington. I worked at the National Press Club and then we went to Mexico in 1991.

Q: Well, let's talk about National Press Club. What were you up to?

BARNES: National Press Club. I have to tell you because this is so interesting. I came back and like most foreign born, not foreign born too, foreign service spouse feeling a little ill at ease. My network was gone. I had worked in scientific and applied research before. The lab that I'd worked for was gone. They'd moved up to Philadelphia. I didn't really want to go back into that area. Applied to a number of different jobs. Applied here for a job at FSI (foreign service institute), didn't hear so I went to a skills honing course called 40 Plus. They took me in and I spent a couple of weeks with them. As an ex--Canuck I don't tend to be real aggressive or assertive, I guess, is the correct word for women. In some ways—

Q: Pushy.

BARNES: I still think of myself as the little farm girl from Saskatchewan. So for me to get on the phone and cold call was a really hard thing to do, really hard thing to do. But I had just finished this week and a half or two weeks course, and I saw a job advertised at the National Press Club in public relations. So I thought okay, a CLO is kind of a public relations job. So I applied. And the organization that said, don't just apply, follow up with a call. So screwed my courage to the sticking place, and I called and I happened to get the assistant manager on the phone. So she started asking me about my background. She invited me in for an interview. Thank God I made the phone call because they had 125 or 130 applications stacked there. They never even went through them. And I went in for the interview, and the general manager at that time was a Dutch guy so he was, he looked at my resume and he saw that I spoke German. So he spoke to me in German. Saw that I listed Spanish, and then he spoke to me in Spanish. It was important for the Press Club because of all the foreign journalists there, and the clincher was that the fact that I knew the Wang system because they used the Wang at the National Press Club. Somebody had given them the Wang.

Q: The Wang was—

BARNES: Okay. So here I was at international, but there was the computer, early—

Q: Early computer processing system which didn't go anywhere because it wasn't, it wasn't hooked up to sort of the computer type thing. It was, there it sat. It was a nice typewriter.

BARNES: It was a nice word processing program. So they offered me the job and I started. First day there I got my notice from FSI to come in for a job, but I accepted this other job so I felt I should stay. It was an interesting job. I learned a lot. The general manager was an interesting and somewhat difficult person, but I learned a lot from him.

Q: How difficult?

BARNES: His management, he, his management methods were not what I was used to from Dick Bowers whom I considered somewhat enlightened, people found Dick difficult too, but if Dick respected you intellectually, he treated you well. And this guy was just, he was very self-centered, and he was a wheeler-dealer, and I could see that he was pushing himself. He did things in the Press Club that should've been reserved for the journalists and the people who were on the other, the professional level there. But Harry liked to force himself into the photographs and so forth. Anyway, one of the interesting things that happened is that prior to my arrival the woman who had encumbered my position for a very short time, he told her to call up the German embassy, and, this was 1991, no, 1987. I ended there in, 1987. Call up the German embassy to make an appointment with the German press attaché. So this green little girl, she called the German Democratic Republic, and she set up a meeting with the East German press attaché. Harry was livid because he didn't want to have lunch. Anyway, he and the East German press attaché struck up a friendship. So he was invited to the East German events, and we never really had an East German event at the Press Club but he developed this relationship. I happened to be sitting near his desk at the front office and the phone rang and I picked it up, and it was somebody from the FBI (Federal Bureau of Investigation), and they wanted to come in and have a meeting with us. It turned out that they had been monitoring the phone calls. And they wanted to know what this was all about. So it took a very interesting twist.

Met a lot of world leaders while I was there. Because I spoke Spanish, was the liaison to the Hispanic journalists who were led by a Cuban, I did a lot of event organizing. Because I also had the food background, and that is what pays the bills, or paid the bills at that time at the National Press Club at that time was their catering operations. So they called me in to review menus and things like that plus doing a lot of translating for the Honduran staff in the kitchen who spoke little English, and the chef spoke little Spanish. So they got a lot for their money I guess more than what they originally anticipated. More than just writing press releases and doing events.

Q: I wonder if we could characterize your impression of the press corps here maybe by Latin Americans and Europeans and what have you. Can you talk a little bit about any impressions you got from the, how they operated or the approach?

BARNES: Well, this was 1987 to 1991 and I dare say that the press corps has become much more sensationalist driven since that point. I found that sometimes they were a little aggressive in their questioning but generally pretty mild in the kinds of questions they would toss out to a public leader or a speaker, and some of the questions of course were vetted beforehand by the president of the Press Club who was a journalist (and his staff). The European journalists I think were a little in absentia, they didn't come that much to events. Maybe they weren't as hungry for information. The Latinos came more, the Asians, the Japanese journalists we'd see them a lot more. But the Hispanic group was definitely the most active of the group, and I remember one of the Italians, I think it was the Italian press attaché coming to the office at one point we were planning something with the Italians. And we had inner-offices with no windows, no ambient light, and he said, "In Italy you could sue for this because you have to, you as an employee are entitled to have see the sun, to have an office with a window." Well, that's very interesting. But this kind of remark to me sort of characterized the attitude of some of the European journalists. Press attachés from a number of the, not big time countries, not the British or the German or the Russians would come by much, but some of these smaller countries the press attachés would come by quite often and try to get information or organize an event there. But it was an interesting experience, not what I thought it was going to be at all. What I ended up was being like an assistant manager to this guy who didn't replace the assistant manager when she left and trying to keep him out of trouble in some ways because he was in many ways his own worst enemy in some ways. And the ironic and hilarious thing was that when I got to Mexico and was hired by the embassy, my office was right around the corner from the Legat (Legal Attaché) office, the FBI representation. I had been down there less than a year and the woman who had called the Press Club for the FBI and who then developed a relationship with the manager and would go to some of the events at the German Democratic Republic embassy with him popped by and she said, "Guess what?" She said, "You've been gone less than a year and Harry's been fired." She said, "So once you were gone he got into trouble." Whatever.

Q: That still _____ at the Press Club, one was there much of an Islamic representation there?

BARNES: No, no, no. I don't ever remember I mean probably we had Pakistan, we would've had the Pakistani press attaché come in, but I don't recall ever seeing or being introduced to or having some involvement with anyone from the Middle East or the Islamic side and definitely not women. I don't recall seeing any women with the headscarves, but this was '87 to '91, different time.

Q: How about the fall of the Berlin Wall? How did this affect the--?

BARNES: Oh it was, I have to say it was a pretty exciting time and it was just like the interpersonal aside as well. We had to laugh because the general manager who had developed this relationship with the East German embassy was in denial this was going to happen in November of '89. And these carloads of people coming out of the eastern zone. When it fell of course, everyone was jubilant and there was a lot of, a lot of press scrambling, and I don't recall any big names coming to the press club at any point to give

a talk because of course Tom Brokaw was in Berlin. Everything was happening in Europe, and the coverage was there. It was an exciting time absolutely.

Q: Well, then you moved from there to Mexico.

BARNES: Moved from there to Mexico.

Q: You moved there from when to when?

BARNES: We were in Mexico from July of 1991 to June of 1994. These were the years of the big time NAFTA (North American Free Trade Agreement) negotiations. John Negroponte was the ambassador, John and Diana Negroponte for the first two years we were there, and Jim Jones after the Clinton Administration came in. Jim Jones was there for the last year, did the final push to have the NAFTA signed. It was an extremely busy time for my husband because he was on the agriculture side, and there were delegations from all of these farm states coming down. There were weeks when we had dinner at the residence three or four times because there were so many delegations coming down. The Negropontes were very good about including the principal players in events, and they were very good about representing U.S. interests so I have to sing their, sing their praises. I was hired as a CLO, got there in July as I said. So an opening in the office and I was hired as a CLO and started in October. So, a little delay there because I am a naturalized American, and I had not brought along my naturalization certificate, and you're not supposed to take a copy, but I had not even brought along the number of my naturalization number, my certificate. Of course you need that when you fill out your security forms. So until our effects arrived and I was able to access that information, I was sort of kept in animated suspension.

The mission in Mexico, being a CLO in Mexico was a much tougher job than being a CLO in Bonn. It was a very mixed bag of law enforcement agencies who in many ways did their own thing. You had a huge DEA (Drug Enforcement Agency) contingent there as you can well imagine, a huge FBI, a relatively large IRS, a treasury operation, a huge INS (Immigration and Naturalization Service) operation as you can imagine and a pretty good sized Legat office as well. So they were what I, and of course we had the agency, what I very what I say in my Canadian humor which is a little bit biting, as the law enforcement block.

Unfortunately they had a large representation on the housing board, and this time frame, 1991, was the year that the department issued the infamous Airgram 171 which essentially said thou shalt live in 25 square feet of space, and it was in response to congressional investigation. Congress had been overseas and been on these trips and they thought that diplomats were living too well, in too posh of housing so after this investigation the department responded by setting very strict size guidelines for properties. And the ironic thing was it didn't matter if the larger property was cheaper than the smaller property. The goal was to get families and employees into smaller units regardless of the price. That's what bothered us. That's what bothered the community. So housing was the number one priority followed very closely by the school, the American

School Foundation. Even though it has the word American in its title is essentially a Mexican school or was at that time for, and this was typical for Latin America, for very well heeled upper class Mexicans some of whom may have had one American parent along the way someplace or an American grandfather.

But those two, those two issues took a lot of our time, and then morale was not particularly good even though the Negropontes were very good about having newcomers' events as people came in. They always had newcomers' events. They invited a large swath of the embassy to events, and they entertained a lot and were very good about--. Of course they can't use their own, they can't use appropriated funds for entertaining at the embassy but were very smart about back to back scheduling. When they had a representational event, they would have a welcoming event the next night and some food would be recycled for that or some of the empty bottles or half-empty bottles of alcohol or whatever. So they made good use of the limited representational allowance that they had and of course dug into their own pockets as well for entertaining the Americans. But that CLO office was extremely busy. FSNs (foreign service nationals) and Americans within the embassy, there was a line of demarcation. The FSN- I'm going to use a word that might sound strong to some but I think former undersecretary of management Grant Green would agree with me on this. I almost thought of the FSNs in Mexico as almost like being a mafia. And they were very tough; they were very aggressive. They were always pushing for more money and more benefits, and I of course was pushing for family members to be hired into positions that had responsibility. That's the job of the CLO.

Q: You were breaking _____.

BARNES: This is the job of the CLO. That was my job on the personnel, post-employment committee as well to sit there and make sure that family members were, that family member preference was enforced and that if the family member was deemed eligible for the job that that family member was hired. And the FSNs would often put Spanish language qualifications into a position that didn't necessarily require them so you needed a personnel officer with a lot of backbone to stand up to them. I mean some of them were very good workers. And I remember a couple of them in GSO (General Services Office) who drove me to distraction. Personal experience going in and asking about my effects or our effects, which hadn't arrived for a long time and it seemed to be a problem. And the very attractive young women was sitting behind the desk in GSO didn't even look up at me and continued to file her nails as she responded very matter of factly to my inquiries as to where our effects were. The FSNs were a little too strong and needed a little shaking up, and I thought maybe it was just me feeling that way because I was of course representing family interests, but when I was back in Washington and working in the FLO and this was probably the first years of the Bush administration when Secretary Powell brought in Grant Green as the undersecretary for management. He made an effort to get to all of the big missions or all of the missions in all of the world. He came back from his visit to Mexico very frustrated with the Foreign Service Nationals there and in fact with their aggressive stance. And in fact he made the comment at one of

the meetings, if you don't like working for us, the door is back there. So I felt vindicated in some ways.

The interesting thing too about Mexico is that with the long history that Mexico and the United States have together, there was no sort of American infrastructure. There was no American club. Bonn people had the American club they could go to, there were Germans there, but it was like neutral ground for people to meet, play tennis, play bridge, there was a bowling alley, gymnasium. There was nothing like that in Mexico, nothing for Americans to go to. Some of the Americans who did not speak Spanish would feel pretty isolated, and they would come to the CLO and express their concerns about wanting to be in a place where they could speak English and not feel like they always had to speak Spanish. Now maybe that's a little insensitive culturally. But they felt like they needed a respite. We had a really good volunteer who was an ex-military spouse who rejuvenated the embassy association, and we started having monthly wine and cheeses hosted at people's homes. Anyone, anyone could come. You were supposed to bring I think a bottle of wine or some cheese or something. But that turned out to be really good cross-pollination because people from all sections of the embassy would pop into that, and it was very good to sort of sit back, kick back, and it was usually on a Friday night and was a really good social event.

We also with this American association were able to, they were able to pull together some money and fund a summer camp program for the kids because there was nothing for the kids to do in the summer. The school was good about opening the doors and allowing us to use their facilities and covering us with insurance for the summers. We hired some of the older kids, provided job opportunities for them as well to do the summer programs. But I spent a lot of time on employment, spent a lot of time on housing and a lot of time on school issues. It was a job share for the first year I was there; worked by myself full-time for a while, partial job share again and then working full-time at the end. Although I might sound anti-FSN, I actually had FSNs who came to the office to borrow books, come to talk about issues so we were open to helping FSNs as well.

Q: Well, did was security a problem? Right now we're, there's a lot of drug violence or just security in general, how was it?

BARNES: There were house break-ins a few robberies like that. But the security that existed in 1991 to 1994 these problems were minimal compared to what they are today. The drug trade was there but you didn't see it. People took the little VW (Volkswagen) bug taxis that were inexpensive. Now you would never take one of those. Of course all embassy houses needed a security system. The embassy was very concerned about where people lived because the memory of the 1985 earthquake was still there where people beyond a certain distance you couldn't communicate with them. You didn't know where people were or how they were doing. So the embassy was very strict about having people kind of living in an inner ring close to the mission. But security as such with, sure there were, the security officer will tell you turn your rings around, keep your purse close to your body because there are purse snatchers and don't ride the cheap little buses because there are so many folks on there that they jostle them around and you can be pick-

pocketed. So we got the usual guidance. And the subway too was another area where people would be pick-pocketed periodically, but there was no, no concern about security like there is today.

Q: What about pollution?

BARNES: That was a big issue. That was a big issue because when we were there the pollution was pretty bad. Of course the mission management wanted to downplay the pollution because they wanted their, their job was to recruit good officers and with their families to come to Mexico City. So there often would be a little bit of a stand off because the ambassador would not clear on cables that talked about the pollution. But he wanted to emphasize this, because it depends upon the picture you want to present. He wanted to emphasize that there were opportunities to get away from the pollution on the weekends. You just had to drive out of the city a couple of hours and you were away from it. But the problem is a lot of the singles who came didn't have cars and did not want to drive in the frustrating Mexico City traffic. That was an issue where I disagreed with the front office, but obviously the CLO doesn't have a lot of influence on the ambassador changing his verbiage because his mission is to, is to recruit people. I thought that was a little duplicitous sometimes the cables that went out downplaying the pollution.

Q: I mean this raises a significant issue. We're talking about the health of Americans, and we ran across this in Moscow with the missions of _____ eavesdropping which were focused on the embassy. I mean was there a sort of a counter movement in other words, the health people or somebody from Washington say wait you can't do this.

BARNES: Not really. It was very, we're a very hierarchical organization. Ambassador Negroponte for many things, I respected him for a lot of things. And so nobody really hit him big-time on that.

Q: Health is health.

BARNES: Health is health, exactly. But I'll tell you what the health unit would say. The health unit would say that, right now I'm having a brain lapse. I can't think of the most harmful element that was there. But it was very unstable, and if you keep your children indoors, you stay indoors and you run a fan, you don't have to worry about it because it breaks down with air movement, and it's not going to be harmful to you. Avoid long-term exposure outside. Ozone, ozone that was it. How could I forget that? Avoid long-term exposure outside, and there were, there were a couple of times we were there the ozone was so high, the school measured it—that they closed the school a few days. March was usually the worst month. And there was the business of only driving on alternate days. Now those with diplomatic plates were excluded from that. But the Mexican community, Mexicans would have a license plates an odd or even number. Depending on the odd or even number they could drive that day. However those who were well heeled had two automobiles with different, an odd and an even number so they could always drive. But the attempt was to keep down the traffic because that was what

contributed tremendously to the pollution. And there was this inversion just sort of hung there because Mexico City is located in a valley with volcanoes off in the distance, and you know the entire time we were in Mexico, the three years I saw the volcanoes twice. That was it. It was clear and it was like the oddest thing. I'm driving along the avenida and there and out of the corner of my eye, and what do I see? Oh my God it's the volcanoes. It's like when you see them and they're right there and it's absolutely glorious view. But most of the time because of the pollution you did not, did not see them. The pollution has gotten better because they've closed some of the factories that were on the outskirts that were contributing. I believe they no longer sell the leaded gas. They used to sell leaded gas in those days, and that was a cheap gas. And that of course has helped a lot as well. But we were essentially advised by the med unit, people with asthma were not supposed to come there because it was a problem. A few folks would slip through the cracks. They had terrible breathing problems. If the ozone was high and you could feel it, you'd get this low-grade headache that would kind of settle in and make you feel awful. So you would turn on the fans and that air movement would break down the ozone and it would be helpful. There were these little band aids that were applied.

We had a couple of big issues, morale issues. One was the divorce that I mentioned, which polarized the community for a while.

Q: Which divorce?

BARNES: There was a divorce the, someone in management and his spouse, they'd been having, he'd been having an affair with the wife of another individual in the embassy. They've since gotten married and seem to be living happily ever after. The first spouse was Latina so all of her Latina friends, it was a huge Latina contingent, were on her side. The other one was a *gringa*, and so she was like the scarlet letter. And this was a very difficult thing to deal with in the embassy. The officer I have to say, he'd been carrying on the affair for a while, but once it was exposed he comported himself in a very respectable manner I have to say. He should've thought about it before I guess, but his children took sides as well. It was a very difficult and situation. A lot of people coming into the mission used to talk about it. We tried squelching gossip but the spouse, the cast aside spouse wanted to have the husband removed from his position and sent away in disgrace, so she made an appointment to talk to the DCM (deputy chief of mission). The DCM said, "I cannot send him away because this has not affected his performance. I can only act if it affects his performance and it has not affected his performance." She was not a very happy camper because she'd been on a previous mission where the gunny apparently had had a fling, and of course the military reacts differently and they yanked him out of there. She left post, but it was an open sore for a long time.

The other sort of scandalous thing that happened there that the CLO got involved in dealt with the Association, There was an American citizen resident who had been the child of a Foreign Service employee along the way but she married a Mexican and stayed there. She was hired as the Association manager. The DCM loved and supported her. But there was unhappiness with her and feeling she was somewhat unresponsive to the needs of the Americans, bringing in food et cetera, et cetera. The commissary manager who came

along was the spouse of one of the NSA (National Security Administration) employees. She was very diligent, eyes open all the time, had been in the military. She didn't trust the guy who brought in our wine for us, duty free, our alcohol. So she followed him the day he arrived from the USA, to the warehouse, and it turned out on our franquesia (permit) he was bringing in wine for himself as well. When this was exposed it of course implicated the association manager because this guy was a friend of hers. The community wanted her fired, but the DCM wanted a huge settlement package for her because she was a friend. We fought it, but she still ended up getting a pretty good chunk of change from us. That also polarized, polarized the community terribly.

That DCM left the Foreign Service after that Mexico tour because he and the ambassador were also rapped on the knuckles after an inspection because the inspectors felt they were not in close contact with the community and had no idea what was going on up at the warehouse in, on the border. And there were lots of problems with the warehouse and so the DCM of course who was supposed to keep a close eye with management office on all these things was rapped on the knuckles. He left the Foreign Service. He was science cone, Ph.D. (doctorate of philosophy) and then left the Foreign Service and he's now a president of a university. But it was a hard knock for him. He was hand selected by Negroponte because they apparently had a good working relationship. Negroponte came semi-unscathed from that, but it also was a little black blemish on his stellar career.

Q: Did the liaison office in this case but in other cases play any role in sort of letting the ambassador know that there were problems?

BARNES: You've touched on one that just frustrated me to no end because I felt like I had my knees cut out from under me. We were having a meeting—I was part of the management team—we were having a management meeting because we met twice a year with the ambassador to report on issues in our portfolio and issues that affected FLO, CLO pardon me, the morale of the mission. Well, the big one there as I mentioned was housing. It was also the temporary housing. People were given welcome kits that were totally inadequate. We got complaints all the time. There were like two glasses or three towels. It was ridiculous. GSO wasn't taking care of it. So I'd gotten a lot of complaints. A new consul general had come in; she complained. People that had been around the pike, senior employees, some of the other agencies didn't know what to expect. The State agencies and the other foreign affairs agencies were frustrated because it was such misery to live in temporary quarters. And they often had to stay there a long time because it took forever to find housing to meet those blooming, in a place like Mexico City, those blooming A171 requirements which thou shalt live in 25 square feet of space.

So when it came my turn, the management consular asked, "Faye what are you going to talk about?" I said, "I'm going to talk about the welcome kit and the fact that we need to really address this issue because it's causing such morale problems and people are in temporary housing too long." He said, "Don't mention that Faye because that's an issue that we should take care of that. We'll take care of that ourselves. He (ambassador) doesn't need to know about this." Big mistake that I did not cross my management officer because they didn't take care of this. When the new consul general, a woman I respected

a lot was so frustrated by the contents of her welcome kit and the fact that she was in temporary quarters for so long, she had a meeting with the DCM and put the contents of her welcome kit in a plastic bag and dumped it on his desk. And she said, "This is what I'm supposed to live with for four or five months." So the DCM said, "What happened, why, what's the problem?" So then the management office and GSO had to, move on this..with the lady who was filing her fingernails. They had to step up to the plate, get something done and move quickly. But it exploded because the ambassador didn't know anything about it. Then the time they got rapped on the knuckles in the inspection report is another one of those things that the management consular was not letting informing them what was happening because he was going to take care of it himself. That doesn't work.

That was very frustrating for me because I debated on whether I should cross him and say this anyway and then lose the ability to do much in the management office because he'd be totally ticked with me. Or do I respectfully follow the good Foreign Service tradition, and do what I was told by my supervisor. I did what I was told by my supervisor, and that was a mistake. I should have been a dissenter, which is what the CLO is supposed to be. I learned from that though.

Q: How did the Mexico has its array of consular posts. How did they play with your organization?

BARNES: We did not have money to visit the consulates. So traveling for the CLO was out of the question. So what we would have to deal with were emails. Of course at this point people were sending emails. And when the consul general or somebody from a consulate would come in and we found that emails were not effective. There was a minister counselor for consular affairs who was in charge of all the consulates. She was very good. If she knew there was a problem brewing at a consulate, she would come and tell us. Once in a while when they, the consulates would all come in for an annual meeting, the con gens of those offices, not all of them, but some would come in and we would talk about issues at their posts and what we might do to help. But it was not efficient at all and not effective. Eventually I think Monterrey got a part-time CLO; Guadalajara got a part-time CLO, the two bigger missions. But that was about it. It was it was for lack of budget. You couldn't travel there, couldn't see for yourself what was going on.

Q: How about the school? I mean you mentioned that the American school, the well to do Mexicans would send their kids there. I would think, I mean I've never served in Latin American country so I may be making the wrong assumption, but I would think that the, there would be a tendency to give good grades for substandard performance depending on the, in other words lowering the standards to make the wealthy patrons happy.

BARNES: That was not the case. I, it was more a social problem rather than an academic problem. Now there was probably some favoritism in class too what they called, the term for the good looking and the upper crust Mexicans, the good-looking well-healed fashionably dressed, moneyed Mexican boys were called "popies". And the popies were

pretty influential, influential at the American School Foundation. I suppose if a popie was not doing as well in class a teacher might be inclined to—

Q: What does the word derive from?

BARNES: I don't know what the word derives from, popie. I should ask my daughter she might know because she was in Mexico City eighth, ninth and tenth grade. And the problem for our children at the mission was the social hierarchy. Americans aren't used to being at the bottom of the barrel, but they were pretty close to the bottom of the barrel there. The top rung was the very well to do Mexican kids followed by the multi-nationals, the Americans whose moms and dads worked for corporations, had a lot of money, and then it was the embassy kids who had the right look, very superficial. You had to wear the right clothes. You should not have a dark skin tone and if you spoke Spanish, you certainly should not speak with border Spanish. So that meant the kids of our INS and particularly the DEA where there were a lot of Hispanic employees, those kids were at the bottom of the barrel because A., they had the wrong look, and they had the wrong accent. And it was very frustrating for these kids and of course African American kids, the same thing. They would be lower because Mexicans were very color conscious, and they would be pushed down the ladder. Now if they happened to, dad had an important enough job at the mission and they happened to be particularly good looking or very well dressed that would move them up the scale. When we first arrived there, Allison who was in the 8th grade, towards the end of the year—

Q: This is your daughter.

BARNES: This is a daughter. Towards the end of the 8th grade, the Mexican girls were usually a year older. They would be having their quinceanera. The 15-year birthday party, which is a blow out party, like it's a coming out, debutante party. And because she was kind of cute, and I guess she had the right clothes whatever, she was accepted and would get invited to some of these things. After she'd gone to one or two of them, she refused to go unless there were other American kids going because she felt really kind of left out because everybody spoke Spanish all the time. Her Spanish was not that good. She was learning it. But she said they made fun of her accent. So she was really reluctant to speak Spanish. On the playground, out of the classroom, the language in the hallways of the school was Spanish. In the elementary school up to sixth grade the children had to take part of the curriculum in Spanish because that was the Mexican government regulation, which was good because it got these kids to speak Spanish properly. Parents would complain about that because perhaps they had to take math or something in Spanish. But it got those kids, got them thinking and reading and writing in Spanish so it was good program.

But there was a particularly good, small private school that took kids up to the sixth grade and a lot of embassy families then would pull their kids out of the American School Foundation. And if they could get their kids into that smaller school because it was more supportive and not again the hierarchy wasn't so important there so a lot of kids up to sixth grade, also had to speak Spanish part of the day because that was a Mexican

government regulation, but they found the environment much more supportive. To give you an idea of the issues at the school and you asked such a good question about academics. That was never a huge issue although for my daughter, when she was in, I guess that might've happened in London. I'm getting ahead of myself. One of the issues, the two issues that I recall just being gob smacked because they were so ridiculous. When the high school kids at the American School Foundation were surveyed as to what their issues were that year, the big questions for the kids were why isn't there valet parking and why isn't there an ATM (automatic teller machine) on campus. Now that gives you an idea of the value system and where these kids were coming from.

Q: Valet parking means somebody to take their car and go park it for them.

BARNES: Exactly right so they didn't have to go around the parking lot looking for a parking spot.

Q: My heart goes out to them.

BARNES: Because my goodness you'll get dust on his Gucci loafers walking up to, walking up to school. Allison said, "Mom there are kids at that school that don't wear the same thing in a month." They have a totally different value system, very wealthy families. A kid would get good grades so the family would fly off to Los Angeles for the weekend to go someplace and reward the child for getting good grades. It was a blessing that we went to London for the last two years of her schooling. We went to London and my daughter said, "Mom I'm so glad I didn't graduate from high school in Mexico even though my last year I liked it there and academically it was fine, but she said, "I would've had such unrealistic expectations of college in the United States." "At least in London," she said, "I didn't get any special treatment. I got treated like everybody else. And I took the tube to school, the grotty old tube and walked a few blocks," she said. In Mexico the boyfriend would come pick her up in the car and they'd drive off to school so she didn't have to take the school bus the last six months she was there.

Q: What, did you get any feel for the, what happened to these kids when they kind of _____ Mexican kids when they get out of school and they went to I assume mostly would go to an American college?

BARNES: They did actually. My daughter has kept in touch with some of them, and we were at a wedding last May to one of her friends who's an American. And there were I think four or five kids from the Mexican high school who showed up to the wedding. One of them, Mexican mother, American father, was actually working in DC. She was very interested in politics and she got a degree at Wellesley. She is working now at Department of Homeland Security in a political appointee position, and she's 32. Another kid, again American-Mexican parentage, was working in Paris for years in finance and now he's in London making big time money in finance. The boyfriend from age 15 went to Stanford. I mean, they seem to pull up their socks. Because there were, as I said, academics was never the issue because they did have to meet academic standards. And so the crowd that Allison knew of the kids that were part Mexican, part American or the

boyfriend was part German part Mexican, they all went to very good universities and got degrees and are—

Q: So at least—

BARNES: They landed on their feet.

Q: Yeah. How about, how did you find and the community you were representing find social life there?

BARNES: As I mentioned one of the problems there was no American club no American infrastructure. There was an American Society. They didn't have a lot of events. What happened within the embassy and Mexico, in Mexico City, I cannot speak for any of the consulates. But in Mexico City it's very difficult to make friends with Mexicans. They're very insular. Their social life revolves around their family and the friends that they went to school with. I understand it's even worse in Monterrey than it is in the DF. I heard some Mexican women at an event I was at talking about someone who moved to Monterrey and how difficult it was to move socially and meet friends unless you grew up there. Very few Americans left country with close Mexican friends.

It's different for the kids. The kids went to clubs and they made friends. But again it's that superficial thing. It's if you had the right look. If you were cute and dressed well, you were accepted. If you were not, then you ended up at the end of the line and didn't even get into the club and weren't invited to the parties. But for adults, for myself I have to say that was the thing I was most disappointed in in Mexico because we lived in Peru for four years, left with reams of Peruvian friends that I still consider friends today. In Mexico my husband and I were invited to some things with his Mexican contacts and we would also entertain people in the home, Mexicans who might or might not show up but making friends and having a social life with them was not in the cards, was not in the cards. It was very, very difficult. So people within the mission socialized with each other. And so there it was.. other than these Friday night events that we'd organize with the community association, the embassy was insular. DEA tended to socialize together. INS, the young consular officers tended to socialize. Senior officers maybe tended to socialize. So but it was such a busy embassy with the NAFTA years people were dealing with delegations, visits. It was pretty frenetic most of the time.

But one of the things that came to my attention and we resolved thank goodness that I'm happy about is: the single consular officers or the young marrieds who didn't have cars, they were really pretty isolated from parties the community might have. So I started a series of Saturday trips, there were some out of town trips too, weekend trips, but the key was to find a good guide. I don't even recall who recommended or how I found this guide. She was an excellent guide with good English, not outrageously priced. So we'd set up sometimes two or three Saturdays in a row, maybe one Saturday a month but there were trips and tours that would get these people and not just the young folks took advantage of this. I went on a trip and the agency station chief and his wife were along in an effort to get out into the community with this woman. The guide was an archaeologist

and she would explain in good English, the culture, or the buildings, the lifestyles, whatever. That was a really big morale-enhancing program that the CLO offered to the community. But it really started out aimed at the singles because they didn't have cars, didn't get out on the weekends.

Q: How did you find, because we're talking about FLO and CLO, how did you find, would you say these organizations had matured from the Mexican perspective?

BARNES: The CLO I think had matured. I mean Mexico was one of the pilot offices that, where community liaison started when it was still called Family Liaison Office or embassy liaison. I think Sue Parsons who was the director of the Family Liaison Office at one time had been a CLO in Mexico City. The office was well respected and got a lot of traffic. Both FSNs and Americans used it a lot. They used it to kvetch, to discuss the frustrations they had. They used it to find information. I did briefings. That took a lot of time because there were so many people, but I did individual briefings for every family that came in that they would come into the office and give them the lay of the land, the haves and have nots. Towards the end of the tour I said this is using up a lot of staff time so we piggybacked and did groups, piggybacking on the security office's mandatory briefing. But the office I thought was respected and it was definitely was part of the country team. CLO was going to be on the country team and the management team as well. You were there and you were expected to discuss your issues and no one kind of rolled their eyes when you talked about the issues. The Family Liaison Office at the time, there had been a change. Mary Minutillo was the director when I was in Mexico. I thought she was very good. I didn't know her that well, but I thought she had some good programs.

What happened at the time was that the undersecretary for management at that time, Rogers, decided he had too many offices reporting to him. This is in the early '90s the Bush administration, the first Bush administration. And FLO and MED (Office of Medical Services) were offloaded onto HR (human resources). And as we looked at it as kind of to amend for his sins, Rogers gave FLO a chunk of money to conduct employment programs or pay spouses for doing certain jobs or certain projects not jobs, certain projects that would be beneficial to the embassy community. So that took a little bit of time finding people who were interested in doing this. They had a good employment coordinator, Joan Price was excellent, and provided very good guidance and was very supportive of issues at post. When Maryann left Kendall Montgomery became the FLO director, and there was a training conference in WHA (Bureau of Western Hemisphere Affairs), ARA at that point, in Quito, Ecuador so I was sent to that. I found that interesting, but one of the things that bothered me was that I thought on the sidelines I thought there was a lot of shopping that went on. I had not been to many conferences before and as I realized when I went to management conferences, I realized there was always a lot of shopping that went on as well. It seemed like, I felt, this was still women, mostly women and fledging office. This was the old Catholic Ursuline thing, I held in my mind to a higher standard. You had to be professional all the time. I realized afterwards that you can let down your hair for a while.

Q: Well, there's also a certain amount of bonding and exchanging of information—

BARNES: Absolutely. Exactly.

Q: While they're shopping. Going as a man didn't go to particularly shopping but you'd go to a conference and you'd cut loose and you'd get out and do some sight-seeing that you'd usually be with a colleague or two. You'd exchange, more is done there than sort of meets the eye.

BARNES: Right. Absolutely. Absolutely. None of this ever took place during the day because we always had a pretty full schedule at the mission: But it was again an eye opener listening to CLOs from some of the other posts. I came away with the feeling that CLOs spent too much time organizing parties because I never felt that that was real purpose of the position. Yes, you do have morale enhancing events but it was one of the things that I took with me into the Family Liaison Office: CLO is not a party planner. CLO has a lot of other responsibilities. And I suppose it was just with every embassy I looked at CLO as a catalyst and you fit into a substrate because a catalyst has to fit into that substrate or it doesn't work. The scientific background coming in there and every embassy is different, and some of these embassies, I guess social activities were more important than others. And for me I always felt substantive issues, what I called substantive issues, were more important, and I remember one of the family members in Mexico where I got an award there actually, a meritorious award for working on family member employment issues and being an effective advocate. And she had, she had been at some other missions and she said, "No other CLO has ever helped me in talking about jobs and giving me job leads and being an advocate." I just felt that was really one of the most important parts of the position. But probably because my first post in Bonn, I didn't have to worry so much about social because the infrastructure was there. The women's club did the trips. I maybe came away with a different thought of what was important, and we never really served at any small posts.

Q: Well, was the, well agricultural attaché wouldn't probably, I mean for the most part you don't, the agricultural service usually ends up in places with big agricultural programs.

BARNES: Yes, but they're usually the bigger embassies. They're usually the bigger embassies. And agri—it's reporting, marketing and policy was the purpose of the foreign agriculture service. The 1980 Foreign Service Act of course they became a foreign affairs agency so the people that were overseas then were Foreign Service officers. But there was a difference. You weren't State. You felt a little bit like a second-class citizen sometimes. But I mean like the ambassadors, Negroponte and Jones because NAFTA was so important—

Q: Well, everywhere I've been the agricultural attaché has been is certainly an equal and the biggest, wanted to bring a certain expertise we don't have. You know anybody who's been in the Foreign Service realizes that agriculture is our biggest trade item.

BARNES: Well, yeah. I don't know if it still is today but it certainly was for a while.

Q: Well, anyway. So it's not insignificant.

BARNES: But I made a really, I probably made too much of an effort not to wear, because I always saw the military spouses wearing their husband's stripes. And I found that to be something I really, I probably went overboard and probably gave less service to any of the agriculture employees who came to work in my husband's office, which was in some ways wrong as I think back--. There was a special needs child, really difficult special needs child case in Bonn, and I probably should've bent over more to accommodate them but I didn't feel that I wanted to be seen as the spouse of the head of the office bending over to accommodate this family. So I treated them like I would've treated anybody else. But that child has just passed away now and she had very bad issues. I was thinking I probably could've gone out of my way to help them a little bit more in Bonn, but I was trying to be middle of the road and not show favoritism.

Q: Well, then you went from Mexico to London.

BARNES: Yes.

Q: All right now London, is a different—well, every embassy has its own thing.

BARNES: Yes.

Q: I know in London there's—when I was in personnel I'm speaking of sort of the Foreign Service thing. If you had a, and I was thinking of consular officers if you had a problem, if somebody was hard to put somewhere because they were either a personality problem or drinking problem or something. Well, they shouldn't cause too much of an issue, you don't want to put them in too small of a post. Put them in London. At a certain point we realized we'd reached almost the critical tipping point or something because we were putting so many of our problem cases in London. Now I'm speaking of the '60s. So how did you find London at that time as far as the personnel there?

BARNES: I didn't find people were sent there because they had been problem cases. What you did find was that London did have some special needs schools so families who had special needs children, we probably have a pretty good complement of them because they could be accommodated. Or people who had medical needs might be sent there because there was a London regional medical office for that part of Europe. There were good doctors up on Harley Street, but probably the largest contingent of senior officers, and I coined this phrase because I thought it was so apt. We had so many senior officers there where London was going to be their last tour, and I made the comment that when you walked down the hallway you hear this sound—tick, tick, tick, tick a clock because they're being ticked out after they leave London. It was like a tick-out post, which is a little problematic for morale because when you're ticked out people don't necessarily want to leave.

And the other, the other group that I found was had real adjustment problems in London or London was often seen as a reward for an officer after having served at some hardship post or some Timbuktu kind of a place. When that officer and his or her family came to London, they had such high expectations of how great it was going to be to live in this large urban community with all of the bells and whistles. There were terrible cases of unmet expectations because the embassy community was distant. It was not that supportive. People didn't bond together. There was not a cohesiveness there. It was like being back in Washington in many ways. People worked during the day and went home to their neighborhoods at night and didn't necessarily socialize. And at Winfield House, the ambassador's residence, we got there shortly after the first and only I think Foreign Service officer who was ever assigned as ambassador to London, was not a political appointee, had left. But he was not that supportive of the community it appeared from what people told me. He'd had so many postings in London people thought he was more British than he was American, and he would have groups of intellectuals, British friends and top drawer embassy people for small gatherings. He would not have large gatherings where people everybody at the embassy was shuffled through and would come to some kind of an event at Winfield House. We did turn that around because with push from the CLO office and we were fortunate to have Ambassador William J. Crowe who came from the military. He got it. He got it that you've got to mix with people.

Q: He and his wife Shirley are delightful.

BARNES: They are, he passed away, but he's--.

Q: I was in the, in the late '70s I was consular general in Naples when he was the southern command commander. So we worked with him. He was real down, good Oklahoma boy.

BARNES: Yeah, yes he was. Yes he was.

*Q: Very un*_____

BARNES: A little irreverent which I loved and he gave great speeches off the cuff. He sometimes would tell the same jokes over and over. He was a Mensch I guess, a really decent person and Christmastime he would don his red vest. He had a bad leg so it was hard for him. But he would pop into offices like Colin Powell and wish people happy holidays and Merry Christmas. And my husband I would laugh, since his eyes glaze over when he talked about mad cow or the mad cow came after he left. Some of the big agricultural issues, which were modified, modified GMOs, huge issue with--

Q: Franken food.

BARNES: Yeah, Franken food and hormones in beef and all the big trade barriers. Bananas were another big one. So as my husband said, he's enthusiastic when it comes to the military. Then his eyes glaze over. He couldn't give a hoot what I'm saying. But when Robin, who was the cultural attaché, when Robin talks and you talk he perks up

because he's interested in what you have to say because he cared about people. He cared about the community. Lynn Dent who was the management consular. and Lynn said jokingly, "I am sitting" he said, joking with us, "my position at the country team meeting is right beside the Defense Intelligence agency guy so these are all keyed up and listening to him and when he comes to me, he hasn't quite tuned out yet. So he does hear a little bit of what I have to say!" But the Ambassador was very receptive to the CLO. We revamped the orientation program, and he was very receptive to coming to these things. He was receptive to having people recycle through events at Winfield House. She was very open, Shirley, I mean would have spousal events. I had a co-CLO there for the first little while.. I started again in October. I got there in July and was hired at the beginning of October. There hadn't been like a Christmas party for kids at Winfield House in some time. So we approached Mrs. Crowe. Now of course Graham the Majordomo was not crazy about this because what if one of the kids spilled Ribena on the white—you know that purple drink on the white carpet and how are we going to do this? But anyway, Mrs. Crowe wanted to do it so thank God we did it. Had a huge turnout of FSN and American kids and she in this wonderful tradition she had had a little wrapped gift for every kid. We organized spouses to go and help her wrap them, and she had wrapped in pink for the girls and red, blue whatever for the boys. But just some little gift and they had this guy who had been a friend of theirs for year, ex-military Navy guy. He came every year Christmastime, and he played Santa and he did a great job of playing Santa. Didn't wince when a kid would wet on his pants, which happened a few times! But it was so refreshing compared to what had gone on beforehand which was the Fourth of July was a Vin d'Honneur with only a few people. Crowe said, "Enough of the Vin d'Honneur!_." He did it the first year and said, "I'm not doing it again. I want more people there." So he invited a huge cross section of the embassy. I mean we were there to work, but we were invited there. Then the last year he was there he did an 1890s Oklahoma style event. We all had to dress in costume and at one of the country team meetings he said, "Faye, I think you should be a dance hall girl." So I dressed as a dance hall girl. There was a real dance hall girl there, one of the British women, one who was quite a dish. She came as a dance hall girl. But it was fun and the cultural attaché came as a very severe reverend, and so people got into the spirit of things, and I thought that while the embassy was still not warm and fuzzy it was improving. But people didn't talk in the elevator.

I thought we had made some increments of breaking that down. The first year I was in the office, it was October because I remember getting a call from a mom who lived in one of the way out suburbs. Housing was an issue there too big time. Her kids had no place to go on Halloween because we didn't have a Halloween party at the embassy. I thought this is ridiculous. So the next year much to the chagrin of the security officer who fought me tooth and nail on that but the management officer supported me, to have a Halloween event at the embassy. Kids could come trick or treat at the embassy. We had certain hours. Offices could opt in or out. If they opted in, I put like a witch or something on their door. I'm not a craftsy person. This does not come easily to me. The FSNs loved it. They got into it. They got all dressed up in costume. So it turned out the adults just absolutely loved this event. The kids would come around, trick or treat, and then there was a little party in the cafeteria afterwards. That is still going on. It was like a simple little thing triggered by a mom who sounded so unhappy because her kids didn't go to the

American school and they had no place to trick or treat. It was a simple little thing, and it turned out to be a fun thing for the adults as well. Those offices, obviously high security offices aren't going to participate, but the Secret Service were hilarious. They always participated, and one year they had like a robot that was going up and down the hall all dressed up and making noises. So it was a fun thing, kind of a highlight of the social year.

Q: Did you, I mean this was a big embassy. Did you get involved--and I've asked this question before--wife beating, alcoholism, you name it?

BARNES: Never heard, the wife beating never came to me. But we did have a really difficult divorce, very difficult. I ended up being very unhappy with our DCM because I thought he handled it very badly. I knew the spouse. She was a wonderful volunteer and a great mother. She came in to see me. She asked if she could talk to me and I had funny feeling. And that's what it was. He wanted a divorce, and what I did not realize is that I learned this later in a round about way because the management consular said, "Do you have any idea of how she treats the children?" I said, "Well, she's absolutely devoted to the children. She doesn't have a job and she's always at the school and she's always involved with them." I have seen her entertaining for him at events, representational events and I thought she was fully committed to her life as a mother and Foreign Service spouse. Apparently he told the DCM that there was some child abuse going on. DCM called her in and gave her a really terrible talking to, and I was not advised that this was happening. I would've gone with her. And she was essentially told that she had to leave post. She did not want to leave post. She wanted to at stay post because she was European citizenship, and so she could stay in the EU (European Union). So she went and got a pro bono lawyer to fight this thing, and it got into the paper and it got really ugly. And in the final analysis, I called FLO early on obviously because I wanted some guidance, and they were without the support services officer at this time so there was nobody. She had left and they hadn't hired a new one yet. So there was no one handling that portfolio effectively and dedicated to it. This spouse called me on a Friday, and I had set up a telephone call for her with the FLO that day and she said, "I'm not going to be able to take the call because I'm being forced to leave the country. If I don't leave the country and he takes the kids it would be abandonment." She was forced to leave England. He wanted to leave because his girlfriend was back here. She and the kids, he left her no money. I said, "How have you been getting money?" She said, "Oh out of the ATM, just getting money out of the machine. He's taken all of the money out of the account." So I told the management consular this and he said, "If he knows what's good for him, he'll take care of her." Well, he didn't. So she ended up on FLO's doorstep and I guess they found a place for her that was reasonable. She ended up living in Oakwood for a while, but this is a woman who got totally screwed by the system, totally screwed by the system. She didn't even get the amount of money that she should've gotten in the divorce settlement because the judge looked at her and said, "You've had a pretty good life. You've lived in all these countries. You haven't worked since you left Germany so I don't think you deserve all of this." So she got less than what she was entitled to because the courts can do that. A very ugly system. He kept the passports of the kids so she couldn't take them back to Germany to visit her parents. She had been a German civil servant, and you know they do very well, had given up everything when she married him.

She was his second wife, fool that she was. Put all of her savings into the house they bought here in Washington or in the Virginia suburbs. But of course no record of that so she didn't even get her share of the house because it was viewed as his house. So that was a real bitter pill for me to swallow because I thought there were rules and regs in place that would take care of all this, but she didn't have a good lawyer. He had a good lawyer. One of the kids sided with him, the older kid. I don't know what he told the older kid. I don't think there was child abuse. I was not in the house, but I just saw she usually treated the kids well. The younger child stayed with her. I've lost touch with them. I would see him periodically in the department, but we would never discuss anything because he ended up then marrying the woman he was having the affair with. He was the aviation guy, and so he would come back here with the civil aviation meetings. That's where he met this woman. And I understand that that marriage is now on the rocks too so this is like number three or four for him. So it was, it was a very difficult thing.

Q: Well, where does the family liaison office stand when you've got situations beginning to develop before them. Can they, can they help or not?

BARNES: Well, one of the things that we always advocated for when we knew something was brewing, when I was in the office, we would have the support services officer or if need be it would be me, talk to the management officer at post and try to encourage them--. If it was the middle of the school year and if they had some property that was not inhabited or if they had some temporary quarters that was not in use that someone--. They could not expend extra money, if they could separate the couple and put the spouse and the kids in one place and the employee in the other to finish out the school year so that it's less traumatic for the children. We also have a Divorce in the Foreign Service book, encourage spouses not to leave post before they got access to the stored goods here in Washington, the property, because they would not be able to take anything out if they did not have a signed affidavit from the employee because all of the benefits come from the employee. The spouse has no rights to anything. Also they could have an advance of leaving post shipment if they were leaving middle of the year if there were no kids or if they felt just that the having both of them there fighting in public would be difficult for the rest of the community if it was better to separate them out and to leave. Not to leave post without some kind of agreement for shipping that was signed and an agreement to access the stored goods. And you'll have some kind of a financial situation worked out. So and of course we recommended counseling. We called in the Employee Consultation Service if they could talk to these people, the social workers at the department. We would alert the regional psychiatrist if he was making a visit to that post saying that you maybe you can talk to this family, do some counseling. There seems to be an idea that they can work this thing out or what's your assessment. That's the kind of thing we could do. For a while we had a lawyer who would give pro bono, an hour of pro bono, and we'd recommend that spouses go to that lawyer for a bit but that is over._. So there was no pro bono work. One of the biggest resources we could refer spouses to was the Vienna Women's Center because they had some agreements with some law firms and they had also a job honing, résumé workshop and support system.

Q: What is Vienna?

BARNES: It's a private organization. I guess they do get some public funding. I've never been, the Vienna Women's Center, but it's set up for women.

Q: _____, Virginia.

BARNES: Yeah, Vienna, Virginia. Yes, it's Fairfax County office, and of course if you don't have a car or anything, it's a little difficult to get out there. But apparently it's a very good support network. We would also refer people to AAFSW because they have, particularly if it was a woman, because they have the spouses in transition group by Nancy Longmyer who went through a very difficult divorce, heads that, and it's essentially recommendations, ideas. She's got some list of lawyers she recommends in Virginia, not in Maryland or the District. Because of course it depends on where you're a resident as well. It's particularly difficult for the foreign-born spouse. If usually a woman sent back to the United States from overseas with no support structure in place and if that spouse hasn't been working or if they're not American citizen, that becomes very difficult trying to help them get a job because of security clearances you need. Depending upon their educational background, they've got to have everything translated and verified in the United States. That costs money. Not knowing the culture and the ways here, it becomes extremely difficult and sometimes these spouses, I know one actually and that came out after the East Africa bombing and we were dealing with these blended families. And she had signed a piece of paper that he told her to sign and she didn't read it. It waived her rights to his pension and she would have had some rights. We saw lots of shady deals in the Family Liaison Office. Can't always solve, can't hardly ever solve the problems. Just be supportive and listen and point people in the right direction. Those are really difficult issues and with child abuse and spousal abuse. I mean with spousal abuse the spouse herself, there was a case in Mexico when I think back but, definitely there was a case but the spouse has to self-report. And in many instances they don't want to. So one time the Mexican police were called in so game over, we know. So there was action taken in the advocacy committee, but it's that's the area of the Foreign Service, you're dealing with the underbelly that I found the most difficult and frustrating to deal with because there are no easy answers and people are going to be heartbroken. Children are going to be unhappy; spouses or employees are going to be unhappy if there is infidelity or whatever. It's, we are a microcosm of American society so it happens with us. You think these well-educated, white-collar job people, eh. No.

Q: It has no--.

BARNES: No bearing.

Q: No bearing.

BARNES: No bearing whatsoever. Pornography because something I guess it's because of my Catholic school upbringing is the farthest thing from my mind that I would ever think anybody would do porn, but it's not, people do it. I don't get it. It's wake up Faye and smell the coffee. This is not the world that you were raised in in Saskatchewan.

Q: Well, looking at this now I'm thinking we might need another session.

BARNES: I think so, yeah.

Q: But sort of let's chart out ahead where it is you go and what should we cover.

BARNES: Okay, when I, you know leaving London as we were leaving London the position as director of the Family Liaison Office opened. It was opening up, and I wasn't even going to apply because I had applied for another position in the office, CLO support officer and wasn't hired. Thank God because I would've hated that job. I thought I would've loved it but it was more of a training job and I didn't realize, a lot of training. I thought it was more like support.

Q: You mean training of other people.

BARNES: Training of other people, training of CLOs and doing training programs. Anyway, I was not hired for that position. That was December of 1997 I was interviewed for that. Then I was actually at a CLO conference in Europe, I was sent again for a regional conference in October, and that's how I got the word that this job was opening up, and I thought okay, I'll apply for it. Anyway, didn't get it and then come February the director's position opened, and we were going back to Washington in June or July so I applied for that. I didn't get the CLO support position; why would I think I would get the director's job. But the management counselor's secretary, Suzanne Davis every day when I came into the embassy or the office, "Have you applied for the job yet? Have you applied for the job yet? It's got your name written all over it." I said, "No." Well, she wore me down so I applied for the job. And come March, end of March, I got a call saying that I was on the list of candidates that was deemed qualified, and the interviews were going to be Good Friday. I thought oh my God, only in the United States would they set up interviews on Good Friday. It's not a holiday here. It's separation of church and state. They said, "Do you want to have telephone interview or do you want to come back for the interview." I thought, oh anyway. I said, "I'll let you know tomorrow." I thought it over and I okay, if I want this job I've got to give it my all. So I'll fly back for the interview. So I made a reservation, flew back on Holy Thursday and did the interview and yeah, you never know how you do in these interviews.

I thought I did okay. I went down to the Family Liaison Office first and talked to the people there and met people I hadn't met before that we'd send in reports or get email feedback. Turns out the people in the office really liked that, the staff because I was the only one who came down of the people who were interviewed, to the office. So not that they make the decision, but it was nice coming into the office afterwards because they had a good feeling because I had come down to talk to them to find out what the lay of the land was. Anyway, I came back I guess Easter Sunday or whatever, Easter Monday. And the next week towards the middle of the week or maybe it was the week after that I got a phone call saying that I was the top candidate but that the director general wanted to speak to me. And apparently the P-DAS who had been on the interview panel was calling

people in the embassy that she knew to get an idea of what kind of a person I was. She was econ cone and called Charlie Reese who was the E-Min. Well, Charlie Reece sang my praises; he liked me whatever. He thought I was doing a good job blah, blah, blah. So I got a good recommendation from him. Then they called Lynn Dent and so he gave whatever his assessment. He came in and said, "Yeah they called me last night and the DG wants to talk to me first." So Paul Churchill who was the management officer knew Skip Gnehm who was the DG (Director General) at the time. I said, "You know he probably wants to talk to me because I'm an agriculture spouse." I'm sure he's never, Skip was a Middle Eastern guy, and I'm sure he never really served with that many ag people. He probably figured who's this, what's this woman. What the heck do I know about her. Anyway, Paul spent a little time with me one morning talking about Skip, what he was interested in, what kind of a person he was blah, blah, blah. So I had my phone interview with him. Oh let me tell you this. You'll enjoy this. The, there was a question of were we were going to do this as a DVC, digital video conference, so he could see me and we could interchange. So the USIS guy came in and said do you want up lighting or down lighting. I said, "I don't know what you mean." "The down lighting or up lighting causes you to gain 10 pounds." I said, "Thank you. Thanks but no! That's just what I needed to hear. I was a lot thinner then but still I was worried about my weight. So it turned out to be a telephone interview. Then I guess I must not have hit any big no no's with him because then he offered me the job. Then I came back about three weeks ahead of my husband and started the job. I came back on a Saturday, arrived on a Sunday and started the other job on Monday June 15th.

Q: Of what year?

BARNES: 1998.

Q: All right. Well, we'll pick this up the next there.

BARNES: Okay.

Q: I mean it's a good place to stop.

BARNES: Okay.

Q: And we'll do that.

BARNES: Okay, okay. Good enough.

Q: Today is the 9th of September 2010 with Faye Barnes. Faye what date are we at?

BARNES: Let's say we are on June 15th 1998. I am leaving London after watching the Queen's Trooping of the Colours and waving good bye to the Queen; she might not have noticed! I flew back to Washington Dulles on a Sunday and I am starting work Monday, June 15th at the Department of State in the Family Liaison Office. I have been hired as the new director of this office.

Q: Tell me a little bit about the history of the Family Liaison Office up to the time you took it over.

BARNES: Okay, the Family Liaison Office was founded, shall we say, in March of 1978 through the advocacy of AAFSW, which at that time was called The Association of American Foreign Service Women. Their think tank, the Forum sent out surveys to Foreign Service officers and families' querying them about what was needed in their life to make it better; this was 1976-77. They got back a tremendous response and the overwhelming response was they needed to have someone or an office that was paying attention to things like education for children, employment for spouses, those things we call quality of life today that did not necessarily have anything to do with the career path of the employee but it was factors affecting families and life style. So the AAFSW tabulated this and presented the report to Undersecretary for Management Ben Reed and found its way up to the Secretary of State, at that time Cyrus Vance. He agreed with the results of the survey that there should be an office that paid attention to these factors and so I guess it was Lesley Dorman who was president at that time or head of the Forum who actually met with Cyrus Vance and advocated for this and the office was established. It was one of those things that all the winds were blowing in the right direction because it is pretty unusual to have a volunteer organization actually be able to insert an office into the bureaucracy. This is what happened in 1978 with fanfare and the secretary of State cutting the ribbons. Three employees started…

Q: Let me check. At that time, had this general idea been going around in the military or other departments or not or was this sort of on its own?

BARNES: The military had some family support units but this was really a leader. This was a rather innovative and creative endeavor on the part of AAFSW and they were fortunate, this was during the Carter administration, probably a more progressive, with a capital P, time in the United States when people were paying attention to sort of the soft side, shall we say, of diplomacy and the stars were aligned. Had the AAFSW movement not been able to connect as high as M or the Undersecretary for Management…

Q: _____ and management.

BARNES: It was U/S for Management, yes, Ben Reed. So three employees started in the office in 1978; the first director Janet Lloyd is still around. Deputy director Mette Beecroft is still around and a Foreign Service secretary who is also still around and right now I've forgotten her name. The office quickly expanded to include an education officer because education for children, of course, providing information was a thing that was extremely important to State Department employees. An employment officer was next because employment for spouses was critical. I guess after the Iran hostages were taken there was a movement also to get someone to deal with evacuations because of the movement of Penne Laingen and a few of the other AAFSW stalwarts providing support to the hostage families and so an evacuation and support officer was one of the next people who came on board. So the portfolios gradually developed.

Around the same time, the Department was working on the Foreign Service Act and the Foreign Service Act of January 1980 came into effect. The AAFSW stalwarts at that time Patty Ryan and Lesley Dorman were successful in including language in the Foreign Service Act, which institutionalized the Family Liaison Office in the Foreign Service Act saying that the Secretary shall have an office created to facilitate the employment of spouses and a means of categorizing their skills; it wasn't called a skills bank but they were to devise a method of tabulating and looking at the skills of spouses to facilitate employment. So that was written into the Foreign Service Act. At the same time AAFSW also was able to lobby and have written in the Foreign Service Act pension rights for divorced spouses. Now this is not necessarily something a part of the Family Liaison Office but the Family Liaison Office does get involved in supporting spouses who are in a divorce mode; male and female.

So this is essentially how the office got started; it expanded from three employees and I believe they now have twenty or twenty-one employees but the basic portfolios are still education and employment, which is the biggest section because employment for spouses has always been a tremendous issue in the Foreign Service. Foreign Service officers tend to marry well educated professional spouses who have career aspirations of their own. This is nothing new; this has always been the case.

Q: We used the Foreign Service secretaries back in the, I'll say, the bad old days that were generally top level people. I had a secretary…

BARNES: Absolutely.

Q: …who was a Phi Beta Kappa; I had a consular assistant named Marlene Heinemann who later became Marlene Eagleburger.

BARNES: Oh yes.

Q: In fact they used to call the biographic register the stud book because the secretaries would usually look through the thing and find out if someone was married or not and where they had come from and all because it was natural.

BARNES: Yeah, there was a lot of that.

Q: It was difficult in the older days for single women to go out and get jobs abroad.

BARNES: Oh yes, there was virtually nothing there.

Q: To a Smith or Vassar graduate a Foreign Service secretary was considered, you know, do it for a few years, maybe pick up a husband who was a diplomat and away you go.

BARNES: And away you go, yes, yes. I don't know how much detail you want me to go into as the office developed.

Q: Not too much. I would like what were the issues that you were particularly involved in.

BARNES: Well the issues, as I said, were employment and that was the basis for the office being written into the Foreign Service Act. I was conditioned by my own professional aspirations, the frustrations I felt as a spouse overseas, difficulty of finding employment and then the three times I had been CLO in rather large posts employment was a big issue for all of the spouses; not all but the majority of the spouses that I dealt with. Moms with little kids were perhaps happy to have time to spend with the children, not having to work overseas when the children were very small but as soon as the children were in school they quickly wanted to get back into the workforce. That, of course, is very difficult overseas because of local laws even where we have bilateral work agreements. It's very difficult for a Foreign Service spouse to find employment because it takes a long time to get the contacts lined up. Even if you are a lawyer you might be lucky if you had some international law experience or worked for a big multinational law firm but over the years that I worked as a CLO and that was well over eight years I found that spouses came in with a lot of concerns about their profession and what they would be able to do coming back to the United States or what they would do overseas.

So I came into the office in June of 1998. Just before I arrived, the office was successful along with the Office of Overseas Employment in finally getting through the Department getting approved an appointment mechanism for spouses that conferred benefits. This was a huge, huge deal because the Department had been hiring spouses, those few jobs that were available overseas without any benefits other than Social security. Spouse job opportunities would grow whenever there was a dearth of officer intake. For example, in the '90s when there were opportunities in the expanding New Independent States, they hired family members to fill in because they couldn't trust local hire FSNs. Whenever there was a dearth in hiring they would open up programs to allow spouses to do "officer level" work like consular associates but as soon as the employees were hired again the jobs would go to officers. Once hiring resumed, family member employment was no longer a growth industry; so I had seen these waves over the years. I came to FLO in 1998 right after the FMA came about and was extremely happy with the Family Member Appointment was what it was called. It was a five-year appointment for a spouse; you had to be a family member and a spouse to get this appointment and an American citizen, to work in an embassy. With the appointment you got retirement benefits and access to the Thrift Savings Plan. None of these benefits existed under the hated PIT employment mechanism that was used up until 1998.

Q: PITs being?

BARNES: Part-time Intermittent Temporary. This is an appointment mechanism that is used in the United States particularly by the IRS, filling in whenever they needed to hire a lot of people to process tax forms and other agencies as well. So it was nothing that the

Department designed but the FMA is something, it's a five-year, non-career appointment which had been there all along but it was very difficult to persuade the parties that be, the regional bureaus and the Department of State to do this for spouses because it costs the Department more money. This is because they had to pay their share of the retirement component plus the TSP. Anyway, I came into the office riding this wave of enthusiasm because of the FMA. However, I discovered very quickly that not all the bureaus were so excited about implementing this. I had come from the European bureau, which was very good about implementing it. May 19th …wham, in London they converted all the PITS to FMAs but there were some bureaus who were dragging their heels because, of course, family members are paid out of the local budget and that meant there was less play money for the management officers to do other things with! They can move money from one pot to another in the local budget. The Director General at that time was Skip Gnehm and with him we met with the regional bureaus. In a diplomatic way he put the screws to them to convert their part time, temporary employees. Not all employees could be converted because there were some qualifying factors to this appointment mechanism.

There were a few other things that I sunk my teeth into. One a report that came out from the inspector general recommended that the Professional Associates Program, be expanded to more cones. This program was something that started in the mid-'90s under Moose when he was M, to employ spouses in deficit cones where there were not enough officers to go around, to do again "officer level work". This was mostly consular, it was also not the Consular Associate Program, but there were some Financial Management positions that opened up and spouses were trained to fill these. This report recommended that more of these positions be made to spouses particularly in the administrative cone as it was called at that time; GSO assistant was one of them. HR was totally against this and so when I opened my mouth in one of the Director General's staff meetings to push for this, I really irritated him. People told me that they had never seen Skip Gnehm "mad" but that made him angry. Anyway, I thought, "Oh dear I had made an enemy," but the push continued.

In the meantime, on August 7, 1998, we had the East Africa bombings where we lost nine Americans. We were at that point just moving back into our house in McLean, I had just had some of the effects delivered but didn't have a TV connected yet. I was awakened that morning by a call from the Operations Center saying that there had been this bombing that I had to come in to deal with the aftermath. Essentially what happened was dealing with all the aftermath; the blended families; we are a microcosm of the U.S. so we had employees who had blended families. Maybe two families had two kids from different families dealing with all of these issues, dealing with other agencies, trying to make sure people got the right benefits. It really chewed up our office from August until about May or June of the next year because at that point there was no office of casualty assistance. Admiral/Ambassador William Crowe who was my old ambassador from London lead the Accountability Review Board, ARB, and one of the recommendations of the board was to establish in the Department an office of casualty assistance that would deal with mass casualties. This was really our first encounter with al Qaeda and the fear was there would be more mass casualties. So Skip Gnehm said, "Okay, you take this and

run with it. You are in the advocacy office and try to get the other offices onboard with this." It was tough; it was tough trying to get L and trying to get FMC, Donna Bordley…

Q: And L meaning?

BARNES: Legal office.

Q: And FM?

BARNES: Financial management; Donna Bordley controlled the K Fund. There was always reluctance to expand into another area when you are dealing with a bureaucracy. People accused me of "trying to enlarge your office", "trying to build up an empire"? I said, "No, I am not advocating for this to be in the Family Liaison Office. This should be an independent office with high access and, of course, I was lobbying for it to be under M so if the office needed anything it could go directly to M and get the resources it needed. In the final analysis people came around and the office was established by mid-1999. They hired a director and eventually two other people. There has been a little bit of a tussle at times as in crisis management between the two offices, the Family Liaison Office and the Office of Causality Assistance because when there isn't a mass casualty the offices are kind of looking at each other.

Q: I was thinking of it. I mean you are sitting around waiting for somebody do something nasty.

BARNES: In a way you would think that, but what happened is that we've had enough crises where we've lost people and every time there is a loss of life this is the office that deals with it. They've done things like talk to life insurance companies, including the Foreign Service Protective Association and you can purchase a special kind of life insurance if you are going to one of these really difficult posts. So the office does keep busy. They also do a training session every autumn because of course, three people could not possibly handle all the spin-off effects of a mass casualty. So they are in charge of training employees to assist in a mass casualty. But that was kind of my first bump into the stove-pipe system in the Department of State with offices having their own sort of internal up and down views and not pulling together as a team; eventually we got over that.

The next thing that spun out of the East Africa bombing, which like I said we had a long period when we were dealing with all of the issues of the families and their benefits trying to make sure they got their benefits, advocating for families of victims to go back to Nairobi when the ambassador there would organize an event to commemorate the bombing, so we had a very, very busy time of it.

We organized a meeting for family members of the injured and those who lost family members; two of those meetings were organized to help people deal with all of the issues that arose out of the bombing. Because we were then looking for bin Laden, we being the United States Government, State evacuated all the posts in Pakistan, brought a plane out

in the middle of the night, landed at BWI in the middle of August in 1998. These Pakistan evacuees were here through January and nobody could tell them when they were going back. But this actually offered the office some red meat to deal with the insufficient subsistence expense allowance (SEA) and I emphasize the SEA subsistence. This allowance was CONUS based which meant that here you are in Washington where the hotels start much above what CONUS is.

Q: CONUS is?

BARNES: CONUS meaning Continental United States. There was a Continental United States rate and there was a local per diem rate for hotels. For some reason these benefits were geared to CONUS, which to me made no sense whatsoever. When I approached the finance people about the SEA allowance and about how we needed to go the local per diem rate, not CONUS, they said, "Okay you have to show us people are out of pocket." Well what happened is that singles were disadvantaged from day one; they were out of pocket immediately. Family members got extra allowances for the number of people in their family so they were good up until the end of the first month and they could front load. But this group of evacuees and their CLO who was evacuated with them (obviously, she worked in our office), we were able to put together an argument with their billings and how much allowance they got from the government and how much in debt they actually were and were spending out of their own pockets. Our argument was when employees are assigned overseas, we provide people with housing, not with food. but we do provide them with housing.

In January of '99 we were able to, with the Office of Allowances and the blessing and clearing of all of the bureaus and everybody else clearing on these things, celebrate a big advocacy success. We moved the Subsistence Expense Allowances from CONUS rate to locality per diem, which made sense; we also tacked onto that a transportation allowance because people had to get themselves to work on the metro or rent a car so that was $10 a day but you had to prove that you were spending this. This was another little thing added onto the change which alleviated some of the financial pressures these people were enduring. Since that time the office has been building on this; there is now a temporary subsistence allowance, there are a lot of new allowances that have been approved.

The next issue we dealt with because we could see the writing on the wall with hiring, was working at home overseas. We knew with the Department hiring more employees, that family members were not going to be in as great a demand in embassies and consulates overseas. One of the issues we heard about was the interesting ways posts would interpret the 6FAM which dealt with the ability to conduct a home-based business out of your home. This is when we were first in the age of the Internet and where we had connectivity overseas. Of course you had to pay for your own Internet, but were able to connect back to the United States and perhaps continue to work in a telecommuting age. The first issue was to change that 6FAM to make it a little easier for spouses or at least to give embassies a framework from which to make a decision about whether they would allow spouses to work. So Skip Gnehm endorsed this; he thought it was a good idea. We worked with L for six months to a year to change the verbiage; it wasn't as far forward

leaning as we had hoped but it did give progressive management at a post the ability to say" yes. " The spouse still had to say, "May I request permission to work." and then if there were obviously any changes made to embassy housing they had to be put back into the original state after the spouse left. But it became possible for spouses to work legally, that's the key word legally, out of their own home. So that was a very positive change.

Q: What types of businesses were at that time; were there any kind of typical things?

BARNES: Well you know spouses had been doing things like giving piano lessons in their homes for years but they would be at one post where the ambassador said "yes," you can do this and then they would go to the next post where the management officer and the ambassador would say "no." So what we were trying to do was provide a uniform framework. Teaching language classes, teaching music lessons, piano lessons, these were kinds of things spouses had done for years; it didn't require an Internet connection. This gave them hope that they would continue this overseas; cooking classes were other things spouses have done. Now with the age of the Internet, spouses would be able to set up websites and do some of their own things or even continue to work with their multi-national or US firm overseas in a telecommuting arrangement.

The next thing I should mention is expanding the office with the providing assistance for Expeditious Naturalization of spouses. The Office of Employee Relations had had this portfolio but we were going through a position cutting exercise as the Department has wont to do under various times, this is in 1999. Both the Director General, Skip Gnehm and I felt that the expeditious naturalization portfolio was too important to cut and not provide this service because we have a lot of foreign born spouses. Lots of the employees overseas, both male and female, meet the love of their life on one of their tours, foreign nationals. To expedite naturalization, INS at that time; they are a different name today, had a program called Expeditious Naturalization which waived the three year residency required for naturalization. This law is not just for the Foreign Service; it's for anyone going overseas with an international organization. If he or she has got a foreign born spouse and they want to naturalize before they go overseas they have to jump through a certain number of hoops to expedite the naturalization but it does waive the three year residency requirement; so that was pretty important for us. Skip moved that position to our office and the office as such was not so totally enthralled with the idea because it was an operational function whereas the Family Liaison Office was not viewed as an operational office. It was viewed as an advocacy, policy and support office. But there was advocacy in this and there was support in this so I felt that it was important enough. Plus we were getting an FTE. The naturalization position in ER was only two-thirds to three-quarters on this portfolio. So there was enough time for that person to take over some responsibilities in employment like functional training for spouses. So many spouses wanted to come to the Foreign Service Institute to take consular training so that responsibility became part of the naturalization specialist's work. This freed up the employment specialist to focus on a new area.

The new employment area became a risk-taking endeavor on our part for the next number of years but it is still in existence today so I guess we took the right risks. That idea is

focusing on employment of spouses on the local economy. The office had never done this, since the office had pretty much focused on embassy employment. Local employment support meant negotiating bilateral or de facto work arrangements which gave spouses the legal right to seek employment in another country. FLO worked these agreements with the bureaus and the office of the legal advisor and with the local governments. But that was about as far as support went.

This was still the Clinton administration with Bonnie Cohen as the Undersecretary for Management and there had been two reports that had sort of fallen into our lap. They were not geared toward spousal employment, but both the McKinsey study in '97-'98 and the Accountability Review Board report from Ambassador Crowe. After reading the report Congress said, "Who are all these people overseas, why are all these agencies there?" It was a concern because, of course, several of the people killed were from other agencies like CDC and so Congress mandated the Overseas Presence Advisory Panel. This was a blue ribbon panel with some big names like head of GE, former ambassadors, current ambassadors and they visited a number of posts, a lot of posts. Felix Rohatyn was part of it and they looked at the make-up of the posts and why were all these people overseas. One of the conclusion of that study and of the McKinsey Study was that Department could be doing more to facilitate the employment of spouses. So this, again, fell into our lap as a bi-product of two studies that were not geared to spousal issues, but came up with these recommendations. We advocated with the Undersecretary for Management, Bonnie Cohen, who bought into this idea that we needed to do more for spouses on the local economy, to help them find jobs. She suggested hiring international head hunters. The employment specialist, researched this and surveyed international headhunters, but none of them were interested in our spouses. Our spouses have patchy careers. They weren't interested in anyone who was earning less than $100 thousand a year and in 1999 that was not so common for our spouses. So we came back empty handed with that little exercise but Debbi Thompson who was the employment specialist, a real go-getter and had done a lot of career counseling in her days, also a former friend of mine from days in Mexico City, came up with the idea that we needed to do this ourselves in the office.

To start out to make sure we could do this in the Family Liaison Office we needed to start up a pilot. We looked at a number of different posts trying to determine where this pilot should be and decided it should be in Mexico City because Mexico City was a huge post with the NAFTA Agreement just a few years earlier; there were a lot of American companies there, more spouses spoke Spanish than any other foreign language plus most of those companies in Mexico City also had English as a language. We wrote up plans to kick off the Mexico City pilot. Mark Grossman had then become the Director General and this was now 2000, and George W. Bush had become president. Marc had us run the numbers, crunch the numbers, and develop the proposal. The new Secretary of State was Colin Powell, a military man with great experience and understanding of how important family life is to the over all health and welfare of his "troops." At his first town Hall meeting he just about knocked us off of our seats because he announced the implementation of the Mexico City pilot and another thing we had been advocating for was the establishment of a child care center at FSI. So we felt we were on a roll. Grant

Greene was the new Undersecretary for Management, also had come from the military, he was big in MWR, Morale Welfare and Recreation; he understood that MWR funds went into a lot of programs to support families. So he supported the Mexico City pilot.

You know the first year was not a success. Our big mistake then was to provide career counseling services and networking thru a US company. Networking is the big thing in finding a job overseas and that's what takes spouses so long is it takes them forever to network. We hired a U.S. company who had overseas experience, I think they were based in St. Louis; they did a dreadful job, a dreadful job. They provided telephone counseling but they had only one person on the ground in Mexico City but that person didn't have enough good contacts to network and move the program forward successfully.

But there were enough little success stories out of that, so we were able to move forward and with our lessons learned. The Department increased the FLO budget and we kicked off something called SNAP, Spousal Networking Assistance Program. Our idea was to expand up to perhaps 30 embassies. We knew the program would never work everywhere, it would only be in larger embassies or embassies where there were enough American companies, or enough multinational companies that would hire spouses, large enough embassies where there was a pool of spouses who would make it interesting enough for these companies to hire. The basis of the SNAP idea was that FLO's pilot money would fund a position in that mission, the mission could select the person, the mission had to want the position and then we would fund it for two years. Then it would turn over to ICASS, the International Cooperative Administrator Shared Support to fund locally, if it was successful. So we kicked off nine countries that first year, added five or six the following year and ended up, I think, by the time I left the office in 2005 we were up to 22 countries. The first 9 countries that we included in the pilot, six of them had converted to ICASS. So we had success in places like Cairo, London, Mexico City; they decided to fund their own local employment advisers. We had countries that were not so, shall we say invested in the program, they never implemented. Chile never got off the ground.

But what happened is this program worked if you had targeted job assistance in the local country. We told the embassies you hire the best person for this job, yes, we are an office that advocates for spousal employment but this is not a job that is necessarily designated for a spouse. It is unique, it is someone who is well entrenched in the local community that can find spouses jobs, not a job for one spouse, but someone who can find jobs for ten, fifteen or twenty spouses. I would say the spilt in hiring these Local Employment Advisors was about half and half maybe less than that between spouses and people they hired from the local economy. The ones they hired from the local economy, of course, stayed there, without turnover.

This has actually, now that I look at the current spousal employment data, increased employment on the local economy whereas employment in the mission has not moved one percentage point and that's because there are not any more jobs for spouses in the mission because we have been hiring more employees. The Diplomatic Readiness Initiative under the Collin Powell era, brought in a lot of new employees, then with the

invasion of Iraq we needed to get more people there so now there is another hiring, shall I say frenzy, with the need to fill positions at new embassies in Iraq and Afghanistan.

The next foray into assisting spouses on the local economy was the Global Employment Initiative. We knew we couldn't have SNAP at every post; not all posts were big enough. But sometimes you have spouses with really great qualifications lawyers, doctors who would have to be locally accredited, of course, in a small post and they needed networking assistance as well.

The whole thing really, shall we say, germinated when the Director General who was Pearson at this time and the DAS John O'Keefe and I went to Ottawa for a visit with their Ministry of Foreign Affairs to discuss a number of cross cutting issues that the Canadian Foreign Service and we had. Of course, there was a focus on spousal employment because the Canadians have the same problems we do. Well, their Director General said to Pearson, "You are so much bigger than we are why don't you try to form partnerships with the multinationals to hire your spouses overseas because this would be a great deal for them." This resonated with Ambassador Pearson. We came back from that trip and we had done some work on this in the office already; it wasn't like it was a new revelation to us. This was the kick off of the Global Employment Initiative, this was April 2004. By October and November we hired two people who came back to the United States out of the SNAP program. They had been local employment advisors, one had been in Mexico which had been the most successful post at this time and the other came out of Central America. One was an MBA who had a lot of experience with business and the other one was an HR type, the one from Mexico, who had extremely good contacts with international businesses and had done a cracker-jack job in Mexico City. So we hired them to put together the network with multinationals and NGOs trying to get them to look at our spouses because financially our spouses are a great deal. The US Embassy spouses did not need the overseas package: they have housing and they have schooling for their children so all they need is salary and, of course, with the overseas package all of these other things cost so much more. So financially it should have been a great deal for companies.

Q: I would think there would be one drawback and that would be the terms are limited.

BARNES: The terms are limited for many of their American employees as well because when you look at overseas tours for multinationals so many of them fail because of support to the family, the family is not prepared to go overseas. Also, so many of the managers who go overseas and this has been documented in television, newspapers, radio, that when they come back this is sort of like people say they walk the halls of the Department of State – out of sight out of mind. Well the Department of State is a foreign affairs agency and has positions designated for Foreign Service officers; multinationals do not have this for their executives that are overseas. So they are reluctant to be out of sight, out of mind for too long and want to get back to corporate headquarters to keep moving up that corporate ladder. The local hires stay forever, they are like our Foreign Service nationals but the Americans do not necessarily stay that long. We thought this might be a problem, but we read the Price Waterhouse Cooper's report on hiring trends

overseas and the another corporate report and it showed that this wasn't necessarily the case. So we had to put together two big time meetings for the Director General bringing in heads of business in November and NGOs in December; this was like crunch, crunch, crunch because we started this concept in May and had to hire people to support it. We had two, I would say, relatively successful meetings, people seemed interested but the really big thing that came out of this was that the senior vice president and member of the board of Manpower, a guy by the name of David Arkless thought this was a fabulous idea and bought into it. He suggested that we set up a strategic board with members from high-powered industries. He, off the top of his head, said they would like to enter into a no-cost agreement with the Department of State and offer Manpower services to our spouses; he was totally invested in the concept. That was probably the best thing that came out of the Global Employment Initiative.

I left the office in September 2005 and at this point because we thought we had so many employment programs, SNAP, the local focus and then Global Employment Initiative and we were also doing regional support in Africa, we were doing regional support out of small neighboring countries in Central America, we were looking at regional support in the Baltics; trying to put this together in a cohesive organization. So that regional group was then blended into something called Global Employment Initiative, and it was eventually called Global Employment Strategy. And so it continues today with the local focus SNAP still is kicking along in some countries as ICASS has bought in to funding some of it. Of course, there has been a budget crunch in the meantime so some of these positions were cut and Global Employment Strategy has to do a lot of virtual support now. Some of the funding that FLO had for these Employment Initiatives was diverted when the next FLO Director Ann Greenberg looked at the office set up. She decided she needed more employees to assist who was in the office but there was no FTE (full time equivalency). So she made a decision to hire contract employees because, of course, contracting was the name of the game then. Some of the money from the Employment focus went into hiring support for employment, two or three employees were hired for the office. Since the money for employment was constricted, the office looked at more virtual support and that's what they are doing now.

Q: But when you say virtual support what do you mean?

BARNES: Telephone, teleconferences, still bring people back in for training but doing a lot of it on line and doing Skype conversations. There is one person in Mexico for Global Employment Initiative that supports all of Latin America. There is one person in Mexico that still does just Mexico and Central America. They have somebody based in Hong Kong probably going to Singapore that is supposedly servicing all of EAP. There is somebody in London also responsible for Northern Europe and the person in DC is providing support to Africa. But there are still local employment advisers in some of these countries as well that are ICASS funded and are doing what the old SNAP coordinators did during my time in the office. I feel we took a risk because it was something the office had never done before, but it has helped and it has produced an increase in the number of spouses who are employed on the local economy. As, I said before, we could see the writing on the wall that with the increase in hiring there were not

going to be any more positions for spouses in the mission. In addition the number of spouses were going to increase because there were more employees.

After 9/11, of course, one of the things that Secretary Powell did was testify on the Hill No good deed goes unpunished. Even though no Consular Associates gave a visa to any of the hijackers, someone in Congress challenged him because he knew about Consular Associates and he said, "Now what about all these family members who are working as consular associates and issuing visas?" Powell made a promise to Congress that only Foreign Service employees who come up through a rigorous selection and training process would be issuing visas. So the adjudication part of consular associates responsibility died and that whole program pretty much died. Consular began to hire spouses at a lower salary rate to do other things in the consular section like finger printing and other issues that they needed to document for new visa requirements. So that was a bit of a blow with the consular associates program disappearing..

We also did some interesting things trying to assist spouses with telecommuting something that we were approached by the military early on in '99. Our office worked with this group for about five years called STEP, Spousal Telework Employment Program. We worked with GSA because GSA was trying to find people to populate their telecommuting centers, the Coast Guard was active because they had spouses who were looking to telecommute and the Pentagon, their family support service person was on this committee with us. Frank Wolfe was a big proponent of it, there was a big…

Q: Congressman…

BARNES: …Congressman from Northern Virginia.

Q: From Virginia.

BARNES: There was a Telework consortium set up out west of town I think it was near Leesburg. Several of our employees and the employment staff would meet with the group there. They went to several job fairs, and they distributed the brochures we designed. Marriot and a few of the other big name companies were interested but nothing ever transpired. We got our spouses to send in résumés and interest in this and the Telework Consortium refused to pass our spousal résumés on to the companies that had signed on to be part of the Telework Consortium so the whole thing ended in a…

Q: Why did that…?

BARNES: It made no sense to us whatsoever. The Telework Consortium manager felt that he didn't want to represent us by being the intermediary to forward the resumes; so then it was a nonstarter for us, there was nothing in it for us so we just pulled back from that program after being in it for about five years. It was very disappointing; it was interesting, but a failure.

One of the things we had been trying to do for four or five years while I was in the office was looking at what corporations do for support overseas and they don't do so much with cross cultural training and support but they do throw money at spouses. They give spouses a stipend that they can use to hire headhunters to help find them a job, take language training, finish their education, get local accreditation, if they can get a job. So we had several proposals for this "spousal stipend" but it was the word stipend that put off management so we were never able to move it forward until 2004-2005, my last year in the office. The Cox Foundation, which gives support to the Foreign Service through private funding, was working with HR to develop a lot of support programs for families and for hiring. We were asked what was it that we really needed and were not able to get funded, and that Cox could pay for it So we jumped on this idea and we changed the term to" spousal fellowships". It's all in a name.

We wrote up a program. We had only $20 thousand that first year, we didn't know if it was going to be successful. We set up guidelines, advertised it, set the date applicants had to get paperwork in, how the applications had to look, and how funding could be used. The guidelines were that it could be used to continue a career, set up a home-based business, continuing education such as accreditation for nursing, continuing education credits, or setting up a business of some type that's portable. So we said up to $2,000 in funding. We were wildly successful: had 124 applications for $20 thousand total.

We thought, oh my God, this struck a cord these spousal fellowships, professional fellowships. We met with the bureaus; we tried to give more consideration to hard to fill posts or posts where there was no bilateral work agreement, where there was no SNAP program. We awarded 19 fellowships that first year so there was probably a little over $1,000 in each one; we kept the amount down. That program is still in existence today; Cox only funds it for three years. I think it grew to $173,000.00 at one point from $20,000.00 just to show you how successful and how popular this program is to spouses and it is a real morale enhancer. Someone who worked in the Family Liaison Office with me is an educator, she was the education officer, and she has set up a business, with assistance from these Cox Fellowships. She's done a lot of it on her own, she got some help through the fellowship to purchase what she needed to set up this small business and she is now a very successful independent educational consultant. She was based in the Middle East, her husband was an ambassador there for a while but she was able to work on line, she has a web site and oddly enough got very few Foreign Service clients; Foreign Service people do not like to pay for educational consulting; however, this is one example that turned out to be very popular.

But after three years of Cox funding, the question was would the Department fund this initiative? And yes, the office of the legal adviser looking at the Foreign Service Act again with the language " to facilitate the employment of spouses and their skills" said they could do this. However, with one change, they could not fund setting up small businesses. I don't quite understand all the legal implications of this but that was rather frustrating. So spouses who are setting up small businesses can not apply for actual assistance to set up the business but they can apply for education grants, continuing credits but for example if you want to set up a business you can't be funded.

AAFSW just initiated fellowships this past summer with a small bit of money that we collected to do this for our 50th anniversary. We focused it on small businesses because the FLO money can't go to that. We had one spouse from Mumbai, I believe it is, who is setting up a shop and she is teaching spouses skills, working with an NGO. She is not getting paid by the NGO but working through the NGOs as well, to learn skills to quilt and then to sell materials. So we funded this woman. Another gentleman, used to work for embassy associations so he is looking at setting up a web site where these associations can exchange information and offer their services to other embassies. These are the kinds of things that FLO can no longer do because they are businesses. But the FLO fellowship program has been in existence since 2005 and has moved from $20 thousand to I think a high of $175,000 and they get a lot of applications every year.

The other thing we did that summer of 2005 which was very successful was a program for entrepreneurs. We saw how spouses were really were interested in setting up their own businesses, so we went to a company offering entrepreneurial training to set up on-line business and did three sessions that summer (all over-subscribed) called E Entrepreneur. I think it was a two-day training session and we didn't pay for anyone to come back to DC; they had to pay their own way to come back or try to schedule it during home leave. I believe that whole program was taken over by the Foreign Service Institute/Overseas Briefing Center.

So there were a lot of really successful employment initiatives but in the final analysis it's frustrating because it's very difficult to move that bottom line. Our goal was always to have 50 percent of spouses employed; we had about 37, 38, 39 percent when I was in the office. What's happened is that the outside employment has moved up a little bit but inside the mission employment has gone down some to balance it so it hasn't even moved to 40 percent for spouses.

Q: As you talk, I can see two problems. One would be the foreign spouse usually a women but the things you are saying are very American who get out there to do this and do that. I would think you would find not quite the same reflexes in the foreign spouse although I may be completely wrong.

BARNES: It is interesting because so many of the foreign, not all, born spouses we have are very well educated and very assertive and are interested in employment.

Q: Oh.

BARNES: Officers tend to be assigned to areas where they have, in a perfect world, they have some local expertise. In Mexico, for example, a lot of employees who were assigned there had Latina spouses who were native language speakers, the same in Columbia and these women, usually women, were able to get jobs in the country because they were bilingual. It was an advantage to a certain extent now this is not the case everywhere because there are cultural differences and not all women are this assertive but I have met some Asian spouses very well educated, big time jobs in Japan and Korea. They are very

interested in moving their careers forward and are not satisfied in taking a backseat. It's the stereotype we tend to make but it's not true in all cases; it's true in some cases but not all. We found I guess it was the embassy in Colombia that we used to get very frustrated because we felt that sometimes HR offices, particularly if they are locals, tend to put artificial requirements on embassy positions saying that you must have a 5/5 in a local language whereas most of the conversation in the office takes place in English and there isn't really such a necessity…it's not always but it is in some places but not always necessary to have a bilingual facility in the local language.

Well, in Colombia this didn't work because there were so many Latino spouses that they applied for positions and there is family member preference and this is one of the things we worked on. We had something called the Family Member Employment Working Group with the Office of Overseas Employment that is the functional office for spousal employment -the Family Liaison Office is not. FLO is an advocacy office and a support office and we have a direct interest in spousal employment but we don't make the "rules". The policies are made by an HR office and the implementation and the carrying out of these rules is also the function of this Office of Overseas Employment. However, the office does not focus on family member employment because it is a drop in the bucket versus foreign national numbers wise. So by establishing the Family Member Employment Working Group following on the heels of the family member appointment where these two offices work together to create this appointment, kept that office focused on the importance of family member employment.

So those were successful times in the family member employment working group. We were able to get support from the Office of Overseas Employment and looking at the Foreign Affairs Manual the 3FAM that deals with family member employment and family member preference and I had personally seen overseas sitting on the employment committee how easily family member preference could be swept under the table. What we wanted to do was put a little teeth in that. Even though the CLO sits on that committee but the CLO is not a voting member of that committee and in some instances these committees would meet and the CLO would not even be involved. This all became critical because as the late Bob West, an HR guru, civil service employee who knew FSN and family member employment like no other would say; "a job is a job is a job."

Whenever there was an opening in the mission, this started after the Rockefeller Amendment which opened up Foreign Service National positions to local hire Americans; this happened in the late '80s. Senator Rockefeller had gotten a lot of complaints from American residents overseas that they couldn't get a job at the mission and there were all these locals who were always hired. So that resulted in the passing of the Rockefeller Amendment, which opened up Foreign Service National positions to Americans, including family members. Of course, that also meant that family members, if they qualified for the position they still, had to be qualified for the position to be interviewed. If they qualified and met all of the requirements, they had a preference, but having been on committees in Mexico and in London I could see how the hiring office would often, not always, think, "well, if I hire this local they will be here longer. " Or in

Mexico, of course, the locals were a little cheaper than the family member so these considerations would sometimes outweigh family member preference.

So the FAM was rewritten saying that the family member preference stood, and it's in the Foreign Service Act, and if a family member was qualified, only if there were very serious budgetary restrictions in the mission could the embassy then hire someone locally. Of course, in the European countries the locals were more expensive than the family members. That was another frustrating thing because family members would see the same position advertised: in the UK, Foreign Service National 35,000 BPS, which at that time would have been about $55-65 thousand, American family member $30,000 and local citizen resident again that was higher than the family. It was the same position but three different hiring levels or money. Spending more money in Europe didn't seem to defer them from hiring locals. I was on several committees where I had to remind the hiring officer you have said everyone we interviewed was equally qualified, therefore you have to hire the family member because of the family member preference. Now it took some cahones, it takes some nerve, to do that and I really felt as the representative of the family members on that committee it was my job to do that. Family member preference was a really big deal for me and we did work on that in this family member employment working group.

FLO is the functional office for the CLO program overseas which is another responsibility of the Family Liaison Office. As we used to say, we don't hire or fire them but we train them and give them their responsibilities and try to make them effective members of the country team. My goal as Director, and I have to say I don't feel I've succeeded in this, was to try to persuade the CLOs in training that their jobs were not party planners, that they were advocates for family members. They have eight areas of responsibility and only one of them requires event planning. The event planning is only there to help enhance morale and get cross pollination, to get people in the mission to know each other and get people in the mission outside to the local community to have some kind of cultural experience. It was very, very frustrating to me because so many of the CLOs did not have the big picture. They did not see themselves as advocates for family member employment or advocates for education for children; going head to head with a school superintendent or principal to try to get that child into the school, if there was an opening and they didn't want to necessarily take the child. They didn't try to make sure that the child got the programs that it needed, if they were available there. So the advocacy role was a big thing for me.

We happened to have a really fabulous CLO support officer during most of my time in the office. Cathy Salvaterra who came to the office having CLO experience but also she was a civil service employee who had HR experience and she had done HR in several embassies. She also had done some training for the USG agency she worked for so she did a lot of work revamping CLO training. We put out something called CLO 101. She worked on it and initiated direct communication with the CLOs like Fortnight Foot Notes and every two weeks she'd send them information. The CLOs wanted a list serve so they could talk to each other so we set up a list serve for them where they could say, " I'm having trouble with yada yada and have you ever dealt with this," so a CLO some place

else could deal with it; Cathy monitored it to make sure it didn't turn into a spin out gossip kind of program.

With her HR background Cathy and the HR guru's on the family member employment working group did reference job descriptions for CLOs; never been done before. She set out to try to get the position of the CLO upgraded at certain embassies where there was more responsibility: where they have supervisory responsibility and were very effective members of the country team. Not all posts have a management officer as a senior person, some of them have management officer at a 2 level so we felt this should be the same thing for CLO; you have to look at the level of responsibility at the embassy, i.e. a class 1 embassy or a class 2, whatever. So how were we going to get an idea of the responsibility at these positions? At this point Foreign Service National positions were what we called caged, CAJE, that's a Computer Assisted Job Evaluation. It's a program developed in the UK, actually while I was in the embassy, to evaluate Foreign Service positions. Cathy learned how to do this; she took the course and worked with the office of overseas employment in upgrading the CLO position. The CLO had been at the ceiling of an FP-06 for years, an FP-6 which is like a GS-8. We managed to get some of the positions, at larger embassies where CLOs did have supervisory responsibility upgraded to a 5. We felt that was a move in the right direction. Of course, the embassy had to buy into that because it cost them more money because it again came under the post's budget so it was not always popular and we had to do some arm twisting in some cases; no arm twisting in others. But as always it's a function, it should not be but it is a function of the person who is in the position at the time. If you have a crackerjack person who is professional and is a contributing member of the management team and does have supervisory responsibility the embassy was happier than a lark to sign on an FP5. But if they had what I call a chatty Kathy, a less than super professional CLO they were not so keen on signing on even though the CLO might have all these responsibilities. So we had, shall we say, minimal success in that.

We also found that in training CLOs we'd done four training sessions a year and management officers were always asking for more training for their CLOs. But with a limited number of staff and every time we did one of these training conferences overseas you'd take out about three or four people out of an office and at that point we had fourteen people in the office. It left you with everybody back in the office picking up for the folks who were traveling who were away for maybe two-week sessions doing two back-to-back trainings. We didn't increase the number of trainings but we felt doing a more effective job we increased the days from five to seven having only one weekend in there. Because the deal is FLO pays for transportation of the CLOs and the post pays for their per diem and we didn't want to make two weekends it would start the training on a Wednesday. That lasted for two years and then, of course, the post budget crisis hit and they are back to five days of training again today although they have increased the number of trainings from four a year to six a year. They have more employees to handle the work load. They are doing more overseas because they are finding that's a little easier on the budget than bringing people back to Washington; we did half and half.

One of the other things we did was reengineering the Professional Associates Program. The original PAP eventually fell into an abyss with the Diplomatic Readiness Initiative because there were more employees coming in, and there were not these vacancies that had existed in deficit cones like consular and financial management and other specialist areas. So, I think it was 2001-02 we started this. We went to CDA, Career Development and Assignments and talked to them about their hard-to-fill exercise because every year even after all the bidding takes place there are a number of posts that are hard to fill; a number of positions that are hard to fill at certain posts. So okay, if you have an employee who is going to go to that post and he or she has a spouse who is professionally qualified why would you not hire and train the spouse to do this job? The spouse is going to be there anyway, it is not costing you anything, you have money set aside in central salary anyway for this position, and you are not creating a new position. We had very enlightened management at CDA at the time, Vince, I can't think of his name right now but he went on to become an ambassador and he was fabulous. He bought into this, the Director General was Ruth Davis at the time and she also bought into this so we were able to advertise hard to fill positions for spouses using the PAP mechanism.

However, the timing was frustrating because employees came to us and said, "If I had known, that my spouse could get a job in Outer "Slobovia", wherever this post, I would have bid on that position because it's important to me and to my spouse that he or she has something professional to do, to develop." So the next focus for us was trying to line up the timing on these bids because the way it happened the first couple of years is that the hard-to-fill exercise would go through this. Then there were left over positions that they would advertise them first to civil service employees, they were not saving any money by doing that because when you are sending a civil service employee overseas you've got the whole relocation package which you don't have with the spouse because he or she is going to be there anyway. So after DG Pearson came on he said, "Okay, I see the problem." So trying to line up timing. They still didn't get close enough to the bidding season but the civil service and the family member cable went out at the same time. This provided not tons of jobs but it did provide hope and some family members were hired into these positions and were sent back to Washington to be trained or if they were still here they were trained, given the appropriate language and functional training and were able to do these jobs for two years; paid out of central salary, of course with all of the benefits. That program is still in existence today because hard-to-fill has never totally gone away because, of course, we've had the two wars in the Middle East, Iraq and Afghanistan, which have taken a large number of employees into those areas.

The other thing what I call the Powell Initiative; it was Nancy Powell that sort of moved in the right direction when she was an ambassador. This was the first opening in the door because we were going now from Iraq to a lot of unaccompanied tours. There had always been unaccompanied tours but now we had a lot of unaccompanied tours where people were sent to dangerous places and spouses and family members were not allowed to go. Nancy Powell opened the door by saying "If there are any positions at this embassy and an officer or specialist is coming to this embassy and has a spouse, no children, but has a spouse that can fill a position, s/he can be hired as a qualifying to fill a position and that spouse can come to post." So those programs now exist in Iraq, exist in Pakistan;

Pakistan was the first. Ryan Crocker continued that policy so in some of these unaccompanied dangerous places if a spouse can be hired to do a job you don't have an unaccompanied tour.

Unaccompanied tours are something I need to address because that did start in 2003 with the war in Iraq and then, of course, in 2004 we had opened an embassy so we had our first huge embassy unaccompanied tours. How do you deal with the family members left behind, not just wife and kids but parents? So our crisis and support management started out reach trying to get the names from the bureaus of the family members and contact information to contact them. Our education officer wrote a paper and set up information on the web site how to deal with terrorism, how to talk to your kids about terrorism. She met with the social workers at the Department and tried to set up some kind of a counseling possibility for these families. We set up a web site, a list serve, for people to talk to each other but the need was more than that. So Ambassador Pearson said when we asked about another position he said, "Yes, I think you need a position for someone to deal with unaccompanied tours." So he approved a part time position, thirty hours a week to hire someone to provide support to all of the families and the employees who were undergoing unaccompanied tours which, of course, have been growing by leaps and bounds. That first person we hired she actually came to work after I left the office and was a social worker who kind of set up the framework for this office. But that position has now got two full time people and a part time person, part of these contractors that my successor hired to provide support to the number of people who are on unaccompanied tours overseas. The kids now get special recognition and they get little medals. Protocol had an event for them last year for the kids who were undergoing unaccompanied tours who had mom and or dad serving overseas. So this whole support for unaccompanied tours has really increased.

I haven't talked much about education or crisis management, which were also two very important portfolios in the office. Crisis management, or support services as it was called in those days, was centrally bifurcated. You are dealing with all of the crises that exist in the world today when there is an evacuation or some other kind of a problem or a tremendous illness, when the post is kind of spiraling out of control, grieving, providing support to that. The other part of the portfolio is divorce and abuse. Dealing with posts where a family member is sometimes asked to leave when there is a divorce brewing and they are sent from post just to get rid of the mess and they themselves do not have access to anything back in the United States, no money, no access to furniture, equipment or anything. The job of the support person and the focus of the office was to talk to management and get them to understand that sometimes they can keep the spouse and kids at post until the end of the school year if there is an apartment or a house that is not being used rather than breaking up the family, getting the spouse off their plate or if they do feel that the situation is so difficult that having the couple at post is a morale problem for the rest of the mission at least having a signed agreement before the spouse leaves post to make sure that when the person gets back they do have access to some stored effects and what have you and that they have a place to live. They don't get an allowance but do have access to some of their goods that are in storage back here in Washington.

While I was in the office we had, of course, a tremendous number of evacuations because this was kicked off by the bombings in East Africa, a lot of posts evacuated. Then there was the flu epidemic and the avian flu in Asia, people coming out on evacuation status for that. The invasion of Iraq brought out a lot of the posts surrounding that country that were on evacuation status so we were pretty much up to our eyebrows. And, of course, Caracas was evacuated a couple of times, Bolivia as well with problems in Latin America with left wing leaders and strikes and unsavory things happening in the country. So we were pretty busy with evacuations up through 2005.

But then with more and more unaccompanied tours the number of evacuations started going down because we weren't sending families into harms way: we were only sending employees into harms way. The mechanisms that had been set up to provide support for families and for employees and the more generous allowances did not produce happy campers. Obviously because when you are an evacuee you are in a state of animated suspension because you don't know what is going to happen to you. You don't know whether you are going to be able to go back to post, you don't know whether you are going to stay here, you don't know whether the post is going to go unaccompanied so it's a nerve racking process for all evacuees. We tried to get as many evacuees as possible to come back to Washington because then they had each other, they were together at Oakwood, a corporate housing office, they could support each other and we could support them and we could organize events and programs for them. We found over the time that those evacuees who came back to Washington generally were happier than those who went back to see mom and dad in Iowa, because the kids were not necessarily welcomed with open arms in the school because nobody knew about the Foreign Service. Back here this fabulous education officer we had, working with the Office of Overseas Schools set up meetings with the local school superintendents and the local school superintendents agreed that they would take our FS children, if they were staying in hotels in that area, into their school systems. If we had any problems with their admissions officer then we were to call them directly and they all gave us their direct phone numbers. So we had a lot of very high level support back here in the Washington area for facilitating a kid's entry into schools midyear without their shot records, without all of their records because they left post in a hurry. The Office of Overseas Schools worked with us also in trying to do some online education for students and home schooling as well for kids who had their education process interrupted by an evacuation.

The divorce and abuse side of the office has always been like the underbelly of the Foreign Service; very difficult to get your arms around and very difficult to deal with because no one is going to force the employee to play nice. No one is going to force the employee to give the spouse and children money to live when they come back to live in the United States; so that is a particularly difficult thing. What has happened since I've left the office, I just spoke with the person who was the support services officer when I left. They did manage to raise the issue with the Director General and the Director General at the time sent out a cable and I think it's been reissued every year: Guidance to DCMs and Chiefs of Mission on what to do in the case of a divorce situation, spelling out options like keeping the person at post, not letting the spouse leave without a signed

agreement, listening to both sides of the story. That actual list is a movement in the right direction.

On the education side there is always this question of the adequacy of overseas schools. Foreign Service employees have usually pretty high level aspirations for their kids, wanting a college-prep environment and in addition to that the whole educational system has become very good at identifying alternative learning needs and special needs children who were not identified before. Now in this country, of course, a special needs child will get an individual education program and will have his or her needs met; hopefully at the local school system. Well the overseas schools are private schools, they are office of overseas schools supported which means that they get small grants from the office of overseas schools but those grants don't amount to even a fraction of that school's budget so they are not obligated to take our children and that is a misperception that a lot of families face.

The other frustrating thing for the families is that if they had a special needs child the overseas school is not mandated to have to provide that service. Now there are very generous allowances for special needs. If you have a special needs child you usually have enough money if you can hire and find somebody locally to provide support to that child, special education support. In some cases if you go to a country but you are not supposed to be assigned to a country that doesn't have a school for your child, you get a special education allowance where you can probably go to a school if there is one there that offers that program for your child but it might not be an American school. So those were very, very difficult issues. What the educational officer did was pull together the stake holders in this and that was the Employee Consultation Service because they have to certify the learning needs of the child, the Office of Overseas Schools and our office which provided advocacy and support, to talk about a unified front on how to deal with this.

The other I think, really big contribution that this education officer made was college support for students with special learning needs. There are colleges out there who take kids with learning disabilities and Becky Grappo, the education officer, she did research on line and found a number of these schools. She visited them and she made arrangements for boarding schools to take kids, this is still the high school level, kids who were kicked out of their overseas school, kids that needed a lot of discipline. She was able to successfully do that because of her contacts and outreach with these schools. For colleges she also, this is the woman who has the private education consulting business, she developed very good contacts with the admissions officers with these small private colleges that would take and make allowances for children with disabilities. If she was contacted she would write papers, send in information by families who had children with learning needs. She was able to give them really good advice on what colleges to apply to. She also built up a really good resource information on boarding schools for families.

The boarding school allowance was changed during my time in office in that if you were at a school at a post that had an adequate school you could get up to the allowance that

the post would be paying to that school to off set the cost of boarding school. This was important for some families who had been in posts where there was an inadequate school where they got the more generous boarding school allowance. So the kids started school there and when mom and dad moved to London they'd have to yank the kid out of the school and put them into a school in London because London had adequate schools. But with the change in the allowance they would get up to the amount the embassy would pay in London which would offset maybe half of the cost of the tuition at the boarding school which no one can really complain about because the government isn't really spending any more money than it would have if they'd gone to a local school. You have to pay for all the trips back and forth yourself so I thought that was a very equitable change in the allowances.

We'd put a lot of information on line on our internet website during that time on education, on adoption for Foreign Service families, which as a Foreign Service employee family member, what were some of the pitfalls of adopting, what you have to look for overseas and how you set up for someone to come in and check out your home, a social worker, to arrange all of those visits and of course, the office of consular affairs has an office of adoption and supervises all the rules and regulations that you have to go though. But we put it all, the home visit and everything under one booklet, The Foreign Service Family and Adoption.

We had Education Options for Foreign Service Families which we ended up putting on line- a very good guidebook, things for people to look at when serving overseas and, of course, the focus on terrorism and disruption of education for family members and then for kids. We also had a publications coordinator who was crackerjack during this time period. FLO was in the fore front of the Internet website; basically FLO put up a website before the Department had their own website. That's because our clientele doesn't have access to insider information on the Intranet. So they get their information from the Family Liaison Office mostly through the Internet unless they happen to be an employee in the mission and they have access from the inside information on the Intranet. However, once State got moving and got their own website and HR got a website the FLO site had to confirm to all of the guidelines, visual and whatever was set up for HR we had to follow that guideline. There was a little less freedom in putting up information and putting up things on our website but we managed to do a lot of research and had things like how do you bring a nanny to the United States, that's always a big deal for family who are living overseas and have small children. They may have a nanny overseas but they have to know what to do when they bring that person back to the United States with them because they have to deal with the INS and have to get a work permit and have minimum wage to deal with so you don't pay the person the same as you pay that person in Guatemala, you have to pay minimum wage in the United States. So, we had a guidebook on how you did all of this.

The paper publications we had pretty much gone online at that point. Foreign Service Direct was a publication we put out four times a year. It used to be printed, collated, mailed out. That all went online and the FLO/CLO Connection, guidance to CLOs that all went online. Pretty much everything we sent, though we kept some paper but not much,

we were trying to go paperless but it turned out that some missions still had limited ability to receive things on line so we still had to do some paper and send out paper work.

Let me see if I have…oh yes, this was another advocacy issue; two things more to talk about before I run out of time here. There was a skills bank which was an online program developed. This whole system was based on the Wang and it was the family member who would fill out on paper, a skills education, whatever the family member had, fax or send it in to the Family Liaison Office. There was a skills bank designated person in the office and they would enter that data into the skills bank. Now technically for State Department employees when the employee was assigned let's say to Poland, the spouse's skills bank form was supposed to go shortly after that assignment cable went out to the HR office of that post. So they would know that Mrs. Smith is coming in and Mrs. Smith has an HR background and by golly we have an opening in HR maybe she would be interested in applying for it. It worked in theory but never really work that well in practice unfortunately.

With the demise of the Wang system the new skills bank was to be housed online in Microsoft word. When I came to the office in '98 the program was well underway to being finished development, the developers had put together something and there was a crash a big, big computer crash of all functions in the fall of '98 which set this thing back light years. So in '99 when everything was back on line again, we resumed with the developers to try and get this what we called a Resume Connection to move on a resume based format: something spouses could enter themselves, reviewed by somebody in the Family Liaison Office but now on the Internet because family members do not have access to the Intranet. The developers were busy, with support from HR and grudging budget support from the executive director, but we were moving in that direction. Then came 9/11 then we are looking at okay do we really want to have this information on spousal resumes on the Internet where anyone can hack into it? So we talked with diplomatic security and had many back and forth's with them. The final analysis probably a year or two down the road, was that it had to be encrypted. The encryption made it so slow that it was essentially useless so the entire Resume Connection program was dropped. We looked at five off the shelf software programs, because it is mandated in the Foreign Service Act that the office is supposed to have an ability to tabulate spousal skills.

To this day there isn't any spousal skills bank and there is no resume connection and it has all to do with security of the Internet, which we know is a problem. Even though we said we could code spouses, we could give them names that meant somebody in the office has to have the coding and so forth. It was a very difficult and frustrating issue and after about four years we just dropped the whole thing because we knew we were getting no where with diplomatic security after 9/11.

So we said, okay, spouses don't have access to the Intranet what could we do to give them access to the Intranet? So we had meetings with the office of Diplomatic Security and the people that do the clearances for spouses. The Intranet is SBU, sensitive but unclassified. All spouses are given a minimal clearance, shall we say, a look by

diplomatic security when the employee is given his security clearance so they are given the level of clearance that is necessary to access the SBU system. So armed with that and the tacit agreement of DS we went out with a cable saying that spouses can be given access to the Intranet at post, not access to email but just the ability to access the information that the Department puts on the Internet. For example, the courses at the Foreign Service Institute, being able to take courses on line, the information that the Family Liaison office puts out, the information on cables that are sensitive but unclassified cables not the classified cables. This was all fine and dandy but it didn't say thou shalt do this; this said "you may do this." What happened was that the IMOs at post in many instances did not want to implement this. This has now been institutionalized in the FAM, this ability for spouses to have access to the Intranet but I can tell you probably fewer have it today than did when we worked on it five-six years ago because now every year to have access to the Intranet employees have to do this as well, they have to take a special online security test. It's a pain in the neck for the IMO to review this every year so if he is going to do this for all the employees' fine and dandy but then they do not want to have to do this for family members as well. Again it is in FAM, but it needs that extra push to get it developed and get it so the family members do have access to the Intranet.

There were lots of little success and morale enhancing things that developed along the way. One of the things I decided early on to do and, in fact, I did that my first year I went to the regional executive directors meeting that the DG has with them and asked them to always invite the family liaison office director to their annual management conference, their administrative conferences; this was so I could talk to them about the family liaison office. The reason I thought this was so important was that the management officers are always the supervisor of the CLO. If we can engage with the management officer, get to know what the issues are at that post and if he or she has a problem with that CLO they will come back to us. By presenting a professional view of the office and of the CLO program to the management officers I felt this was a move in the right direction. They didn't pay for me to come but I was always invited, we used our own budget and I felt it was a very effective way of getting the word out to management officers and then doing a post visit as well, visiting with the ambassador, the DCM, so forth at that post.

Additionally what developed were entry level conferences and they also invited the Family Liaison Office director to the conference to speak and give them a heads up on what was down the road for them. I thought that was a very good way of getting the word out. But the big problem that existed and still exists today is that there is no direct contact with spouses as they come into the Foreign Service. The Overseas Briefing Center has some emails of spouses. Every class sets up their own list serve email but connecting those two hasn't happened yet. There is an orientation for all new entry level officers and on the first two or three days of that spouses are invited, but it is not mandatory. That's one of the things we had really pushed for and were not able to get through; that is mandatory training of three-five days with per diem for spouses. It didn't go through because it costs money and not all spouses want to leave their job to come to a mandatory training. They may regret it later on because they've missed some key things about what they should have learned like allowances and what the Department offers for spouses. They don't know where to go for help because they've missed that initial information.

With online information you'd think the connection would be made but I am amazed when I read a list-serve sponsored by AAFSW called Live Lines. The questions, the elementary questions officers, specialists, everything employees and spouses ask, things they should have learned during orientation. They don't get it. So that synapse between people coming in and the offices that provide the information still has not been made and that is particularly frustrating in this age of information you'd think it should be made.

Q: I imagine you had to face the problem in our society same sex couples?

BARNES: Yes.

Q: Or couples. I mean I had a daughter and I don't know what you call them any more but…

BARNES: I have one of those too.

Q: …they've been together for twenty years but they are not married.

BARNES: Yes.

Q: They have children, I mean because you are dealing with a bureaucracy which sort of stamps things. How did this play out during your time?

BARNES: It is very interesting, I'd have to say. On a on-to-one basis we treated what was termed by the Department of State, who coined a phrase to euphemistically deal with this group of individuals. They were essentially part of the mission community but yet legally were not part of the community; they were called "members of household." In December of 2000,as a parting salvo. Madeleine Albright sent a cable to post which I called the "be nice" cable. This said to Chiefs of Missions, "Treat your members of household as if they were absolute members of your community, invite them to events, include them in housing if you can, you don't have to but include them in housing if you can. If you can employ and they have a legal right to work in the mission, do this." However, none of this was set in stone. We in the office met with GLIFAA, Gays and Lesbian in Foreign Affairs Agencies, listened to their concerns and were very empathetic and forward leaning because these people were in committed relationships. Before leaving London I had gone through a situation in London where a really well-liked competent bright Foreign Service officer left the Foreign Service because he was in a committed relationship with another man and that guy was a doctor. He had come back and forth to London on his tourist passport and was harassed by immigration people in London, why are you coming back so often, could not work there and so it was a very difficult thing for him and he said, "I am leaving the Foreign Service because my relationship with my partner is more important and I am not going to give up this relationship." The Foreign Service lost a really good officer. I mean there are other instances of this as well but this was the first one that I had experienced. So what we tried to do was facilitate whatever we could. In CLO training we told CLOs please include them and treat them like members of your community. We know that not every regional

security officer is going to give them an ID, some did and some didn't. The cable from Madeleine Albright said give them an ID, if you can. However, if they are foreign nationals from another country the RSO without a security investigation is going to be a little circumspect about giving an ID if he doesn't know the persons background; so not everybody was treated equally.

We wrote a very good guidance paper on how to deal with members of household and what the embassy and mission could do to include them without overstepping the bounds because the thing always came back to DOMA, the Defense of Marriage Act. This is what the office of the legal adviser couldn't get over and they kept coming back to that saying that which we found was so ironic as it was passed in the Clinton administration. But the Defense of Marriage Act defines marriage as a marriage between a man and a woman and all of the benefits, of course, that the Department of State offers are based on a marriage. Spouses get benefits that are derived from the employee but they have to be married, it has to be a spouse. So the office of the legal advisor kept coming back to that saying we cannot give these benefits to unmarried partners of household because they are not in a legally binding relationship.

Before leaving London I had gone on to the Canadian mission which is just across Grosvenor Square because I had heard that they had found a way to do this. So I talked to their management officer and he said, "Yes, we had a very high level member of our Service who had a partner and he essentially wouldn't go overseas until the government agreed that they would give his partner a diplomatic passport that in it said this person is the partner of blah, blah, blah who is assigned to this country. And, they had to also prove, this was the employee and the partner, to the Canadian government that they were in a stable relationship and had cohabited for at least two years." So there was an agreement there and that this wasn't a fly by night relationship, they had to prove to the Canadian government that they had a longer term relationship. We looked at this and proposed these kinds of things that the Canadians had done to the legal advisor; no luck, he kept coming back to the Defense of Marriage Act. The guidance paper we wrote in FLO doing everything you could to accommodate members of household, our deputy assistant secretary at that time John Campbell who is a very forward leaning person, a strategic thinker said, "You know we should turn this into a cable, this is really good." We couldn't get the cable cleared, nobody wanted to take the risk of clearing that cable so we ended up keeping it as guidance and putting it on our website. I think it is still there today. It was definitely an issue that was particularly frustrating if there was an evacuation because the partner, who may be treated like a community member by an ambassador however, if there was an evacuation that partner is not on the orders of the employee and that partner has to pay or his or her own trip back to the United States and gets no allowances when they are back here. That was always such a sore point. They are not covered by the bilateral work agreements because they are not on the orders; they don't get diplomatic passports because they are not on orders.

Now a lot of that was changed last year with the Obama administration and Secretary of State Clinton. They now have domestic partners I think is the term they use. Domestic partners and they do get the rights and access to housing to the mission, I don't know

about the diplomatic passports that EFM's, eligible family members get. So there was a definite improvement in the status of same sex domestic partnerships but ironically those of mixed sex domestic partnerships like my daughter who has been living with a man for eight years who is in DC that would now be viewed as a binding relationship because they've been together more than five years, common law, those partners still do not receive the benefits which is ironic. This is because the Department's theory is they could opt to be married.

Q: Certainly.

BARNES: However, with the same sex partner there is no legal ability for them to get married and get the benefits. So that is the reason. We still have some partners who don't get the benefits and if they want the benefits they have to get married.

Q: That's what I tell my daughter that's your choice. I agree, people are trying to play it this way and you have to go with us. Well since there is an option and they don't want to take it tough.

BARNES: Yeah, but we dealt with this and it was a very big morale issue because the whole jobs issue for them overseas and not always getting access to the mission, not being always included in mission events, feeling ostracized, moving around and living in foreign cultures is difficult enough as it is. Now with this change in the regulations the expeditious naturalization service is also going to be offered to them, to the family liaison officer because previously they couldn't even be included in that because they were not viewed as official.

Q: Well I'm looking at the time and this is probably a good place to stop. All right I want to thank you very, very much.

End of interview