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

STANLEY JAKUBOWSKI

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INTERVIEW

Q: This is our first recording session with Stan Jakubowski and we always begin with the question of when and where you were born.

JAKUBOWSKI: I was born in Jamaica Hospital in Jamaica, New York, Queens County on the seventh of November, 1942 and after initially living in Jamaica for a few years lived in a place in Queens called Ozone Park. It's a small area in New York and at that time, back in the forties and the fifties, I always thought of New York, or I learned to

think of New York, as a place of small communities, Ozone Park was a Polish area. All my neighbors, all my friends, my church, were mostly Polish in origin. I was raised a Roman Catholic. At the Catholic Church, Saint Stanislaus, the masses were in Polish. I initially attended a Polish Catholic school where, among other subjects, the nuns tried to teach me Polish. I was not going to learn Polish. If you know some Polish people, they can be stubborn and I don't care what the nuns did to me, I was not going to learn Polish. I was there in that school for roughly four years before my parents moved out to Long Island, part of that great migration after World War Two out to Nassau County.

To sort of finish this initial story, I learned later on that all of my grandparents had been born in Poland. They all immigrated to the United States in the late 1800s, early 1900s. And as it turned out, my father's father, of whom I'm the third Stanley of that line. Family history says he was a draft dodger. He was about to be drafted in the army of the czar at that time and he decided he'd rather not be a private in the army of the czar. And so he took off for the United States of America.

And so that's sort of how I became an American. But in any event, I'm a second generation Polish American. My grandfather spoke Polish, very limited English. My father was fluent in Polish and in English. And as a matter of fact, he only knew how to pray in Polish. He did not know the English versions of Our Father, Hail Mary or any of these prayers, just the Polish version, but I wasn't going learn Polish so I never learned Polish. I later learned that this was typical of second generation immigrants no matter where they came from. This was something I came to regret later on because had I learned it at a very early age, it would have prevented several embarrassing moments later on in my life. A slight digression about this. When I was in Bamako, Mali. I got acquainted with a Malian doctor. He had gotten his medical education in Poland and everybody who hears the name Jakubowski, they talk to me in Polish and the only things I know in Polish were the few things my mother used to yell at me when I was not being a very good boy. So I was unable to respond to this Malian doctor who spoke English, French, Polish, and God knows how many tribal dialects and I, you know, I felt a bit stuck. But that's a digression. In any event, to move on with the life history. My parents moved out to Long Island. I first spent two years in the Coronal Avenue elementary school and then I went to a Catholic school in Malverne. The town was Malverne. Our Lady of Lourdes was the school. I spent a roughly two years there until I graduated, ready to go to high school. Our Lady of Lourdes School was not a Polish school, it was sort of an Irish Catholic school and it's one of those things that used to drive my mother crazy because they would celebrate St Patty's Day and my mother was not enamored of the Irish.

Again, a little bit of a side digression. My mother, one of the banes of my mother's life was that they always had Irish cardinals in New York, never a Polish cardinal. So when they got a Polish pope, one Polish pope trumps a whole lot of Irish cardinals. Made my mother a very happy person to get the best of that. When I finished the Catholic elementary school, I went off to a public high school. It was Valley Stream North High School. And I had a very checkered career there.

Q: Wait, before you get into high school, let me ask, did you have brothers and sisters?

JAKUBOWSKI: Yes, I have two brothers and a sister. I'm the oldest in the family. The next in line is my brother William. He's 11 months younger than I am and my sister Carol, she's four years younger than I am. And the sort of change in life brother is my brother James. He's 11 years younger than I am.

Q: So you did most of your elementary school years in Ozone Park?

JAKUBOWSKI: Ozone Park and Nassau County, that's what I did, sort of a basic New York educational system.

Q: Were both your parents working when you were a child or, or just your father?

JAKUBOWSKI: My father was the sole breadwinner. He had a, again, a little family history. My mother and I will say this, my mother was one of the smartest persons I've ever met in my whole life. Unfortunately when she was 12 years old, her father said that's enough education for a woman and he pulled her out of school and put her to work. Had she been able to get a decent education she would have been incredible, but she never did, but she was still one of the smartest people I ever met in my whole life. I didn't learn until 20 years ago that my father had never finished high school. I thought all my life, he had finished high school, but he had never finished high school. He quit high school and went to work in the Brooklyn Navy Yard as a carpenter and for most of the war he got a deferment, but it was just towards the end of the war when they were beginning to run out of people that he was called up. So he was called up like in February of 1945 to the service. And again, slight digression, when I get into arguments about whether or not the atom bomb should have been used in Japan, well my father would have been one of the people hitting the beaches in Japan. Had the atom bomb not been used. So I have a slight bias in the direction of yes, it was the right thing to do.

But he worked after the war; he started his own business as a small general contractor. He used to employ other members of the family, but he, what he did is, I think nowadays they call sort of flipping. He would buy a piece of property, put up a house, sell the house, he would take a contract to renovate a kitchen, do this or that. Anything else to earn money. He built the house we lived in out on Long Island when we moved. So that was built by him. It was something of a luxury at the time because it had more than one bathroom. I know people don't think about that now. But back then the idea that you'd have more than one bathroom per family. Oh, what luxury that was.

Q: Yeah. Even when I was a kid, average houses in my neighborhood typically had only one bathroom and not even a powder room.

JAKUBOWSKI: That was a three bedroom house and suited them. It was a very nice place. But I was a rotten student in school. Thank God for the New York State Regents system. My high school average was about, passing was 65 and I had like a 68 average. However, on the New York State Regents exams I was in the 90s.

Q: How do you explain the discrepancy?

JAKUBOWSKI: The discrepancy I would think comes from the fact that I love to read. My mother introduced me to books at a very early age and I read everything. I was at that time, I was consuming two or three books a week and it didn't matter the subject. A minor life changing event was one Saturday morning. I went to get the mail out of the mailbox and there was a letter addressed to me from Governor Nelson Rockefeller. And I didn't know why Rockefeller was writing me, but I opened it up and the letter congratulated me for having won a New York State Regent's scholarship. I did not even remember taking the test for a New York State Regent's scholarship at the time. But the notice arrived on a Saturday and the following Monday I went in to see my guidance counselor at the high school, Miss Brennan, a lovely lady. And I showed Miss Brennan this letter. And I said, "What's this Miss Brennan, this letter." She looked at the award and her basic response was, "oh no, not you."

In our high school class. There were like six people who won these Regents College Scholarships, the top five grade point averages and old 67 GPA Jakubowski. But that Regents was a change in my life. I was not planning on going to college. I was bored with high school tired of that whole routine. Did not like it. But as soon as I won a scholarship, heard from everyone -- had to go to college. You can't let the scholarship go to waste, got to go to college. So I enrolled in Hofstra College at the time.

Q: Now just one quick step back. So your mother introduced you to reading? I imagine she was a bit of a reader.

JAKUBOWSKI: She was, she was an omnivorous reader too. She read everything under the sun. She just loved to read.

Q: And were there newspapers at home and so on?

JAKUBOWSKI: There was, there were newspapers at home. We did not get the daily newspapers for some reason, but the Sunday newspapers -- one of the standard routines during my years growing up was church on Sunday morning, stopping at a bakery, picking up some rolls and buns and the Daily News and the Daily Mirror and off we'd go back for a nice breakfast and that was the usual Sunday. I'm not sure, I wouldn't say my mother was that interested in what might be called current events out of a newspaper. But other than that she read like crazy. My father didn't read a whole lot. I mean he knew how to read, but he just wasn't a reader. Didn't enjoy it. But I loved to read.

Q: And in high school, were you involved in any of the other extracurricular activities? Or it was all part of the same thing and you were bored?

JAKUBOWSKI: I was on the wrestling team. I like to wrestle. So I wrestled during the season. I played soccer for a while too. That was about it. I've always been a bit of a loner. And the way I phrase it is one of my very best friends. They have high school

fraternities called High Y's. In New York. One of my best friends was a member of one of these. He came one day and asked me if I would like to join this High Y. And I said, I don't know, I'll have to think about it. Think he was insulted that I hadn't leapt at the opportunity to become a member of this fraternity. But I'm really not a fraternity type. I've never been to a country club type. I just don't do that sort of social activity. So I eventually said no, but I think he was offended that I hadn't said yes right off the bat.

Q: I've never heard of High Y's. What sort of group was it?

JAKUBOWSKI: It was the Greek model fraternity society in high school. I don't know if it was a just a New York thing or whether it was national, but it was definitely a sort of Greek letter fraternity for high school.

Q: Interesting because there are all sort of youth groups for kids in high school. I am sure there were Irish youth groups and Polish youth groups and all that sort of thing.

Now looking at college, your parents had not been thinking that you would necessarily go. They were not necessarily pushing?

JAKUBOWSKI: No, they weren't pushing. Not until I got this scholarship, but I got this scholarship. The world sort of changed when that happened. It was like, I had this scholarship, I had this opportunity, I should go to college. So I went to Hofstra College which allowed me to commute from home. I think in retrospect it was probably a mistake just going to the local community college. I think I might've been better off had I gone away someplace to school, but I didn't, so I'm still living at home and going to this college. Didn't like it. It was basically, in my mind, an extension of high school and I was not interested in high school or anything that carried over. So the week we were supposed to start taking finals, during the first semester, I joined the Air Force.

Q: Now you joined the air force. Had you been thinking about military service, or did you just kind of do it on a whim?

JAKUBOWSKI: It wasn't entirely on a whim. I was quitting college. I knew I had no marketable skills. I got nothing. I also knew they had this little thing back then. It was called the Draft. People tend to forget about that little goodie. I was young and healthy and I looked at it and said, well, if I don't do something Uncle Sam's going to come and grab me. And I decided, well, I think I'd rather spend four years in the Air Force letting them teach me something, let them decide cause I don't care, rather than two years carrying a rifle for the Army. So I went and took all the tests. The Air Force was happy to have me. And off I went in early January. It was January the 15th down to Lackland Air Force Base in Texas. It was January 15th, 1965.

Q: So you knew the Vietnam War was out there. It was out there.

JAKUBOWSKI: No, excuse me, this was 1961. It was 65 when I got out. I graduated in 60 so this was 61. The Vietnam War wasn't out there, not yet. But this was just A) it got

me away from my normal routine, home, everything else, B) they were going to give me something to do and C) they were going to pay me for it, so I would have some money in my pocket, so it seemed like the thing to do, vis-a-vis all the other alternatives.

Q: Okay. You simply enlisted as a private? You didn't, you weren't thinking about officer candidate school or any other specialization at least at the time?

JAKUBOWSKI: I never thought about officer candidate school. I just let the Air Force have my body. Off I went to Lackland for basic training. After that, they decided they would turn me into an Electronics Technician. The specialty was called Instrumentation Mechanic. After basic training in Lackland, they sent me to Denver to Lowry Air Force Base where I was in tech school for most of a year. The most interesting thing about the experience is that you get to meet a whole lot of people. The kind you would never meet in your normal engagements. I do not sound like a typical New Yorker to most people. But I probably sounded like a typical New Yorker when I went into the Air Force. But I remember being at this barracks in Lackland Air Force Base where some guys from Alabama were talking to me. I had no idea what they were saying, no idea at all what that thing coming out of their mouth was. They said it was English, but it went right by me and, they probably felt the same way about me so that time in the Air Force helped.

My joke ever since, when asked if I've spent any time in the Service, is no, I wasn't in the Service. I was in the Air Force. The Air Force is a totally different operation from the other Services. Just as an aside, someone sent me a joke on email about the various services being instructed to take a building. The joke goes that an order comes down to take a building, the Army surrounds the place with overwhelming numbers and demands unconditional surrender, the Marines gear up, charge in, and shoot everything that moves. And the Air Force? It negotiates a three year lease with an option for two more years. So that describes the Air force vis-a-vis the others. After my tech school, I went off to Manchester, New Hampshire. I was in the satellite tracking business in the very early days of satellite tracking. The project, after it became declassified, was called the Corona Project. That was the Agenas capsules, on rockets that would go off into space, take pictures and then shoot the capsule back to Earth near Hawaii. There was an airplane that would pick up the parachute as it came back near earth and bring it back to Hawaii for the film to be processed. But these were very early days in that whole system because I remember we used to have what we call a launch pool. We would bet on how far it would get up in the air before it blew up.

It was chancy in those times, and it was shift work, which was different from anything I'd done up till then. One of the things I've carried from the Air Force I always tell people is the second most important thing I ever learned in my life. I did a lot of shift work. During the midnight shift nothing happened because the satellite launches only took place about every three weeks or so. That wasn't a whole lot of satellites. We were just there to support them. So during these midnight shifts I got an old army field manual and I taught myself to touch type. I'd sit there during the midnight shift with a typewriter, just use the practice guide. You have to have something to do so I thought I would just use the time usefully. I always think of that as one of the most useful things I ever learned in my

whole life -- next to say driving a car -- because the way the working world has turned out. It has turned out to be a very useful thing. Say, 40 to 50 years ago, if you were an executive, you had a secretary to take dictation and type for you. Now everybody does their own typing. I can do my own typing pretty fast.

Q: Interesting so, typing was not offered as a class in high school?

JAKUBOWSKI: It was, but guys didn't take typing.

Q: By the time I went to high school, ten years after you did, everyone was required to take typing. You had a choice with home economics, but nobody had a choice with typing. Everybody knew, if you didn't know how to type you weren't going anywhere.

JAKUBOWSKI: By the time I was done learning the key strokes I found I could type pretty fast. It's interesting. I could have learned to type in high school, but guys just didn't choose to do that in my era. It was like home economics. It just wasn't the guy thing to do. Ten years later it became mandatory. So typing was offered as a class in high school, but guys didn't take typing course at the time I went to high school

The other peripheral thing was back in those days you worked with computers, very primitive things. So in the Air Force where I was stationed, there was a computer that did have a keyboard. But this was 1961-2 and both computers and peripherals, from today's standpoint, were primitive. Back then, the big computer supplier was CDC -- Control Data Corporation 360. When you bought a computer from them, believe it or not, it had a 64 K memory. And the memory was composed of these wires running back and forth through this matrix. The machine had to have two technicians, 24 hours a day to keep an eye on it. It was kept in its own little air conditioned room and read IBM Punch cards and had a big old tape machine playing back and forth and it cost a fortune.

Q: I hope wherever it is now it is in a museum.

JAKUBOWSKI It probably is, it probably is. The Air Force as part of this training taught me Boolean Algebra.

Q: What is Boolean Algebra. I have to admit I don't know what it is.

JAKUBOWSKI The programming back then relied on Boolean Algebra, which I learned in the Air Force. It is sort of logic algebra. In Boolean Algebra you deal with basically two statements: an And statement and an If statement. So there's a certain condition and you take these conditions and you either add them -- A and B -- or you suppose them -- If A then B. Then you build all these logic chains from them and that's fundamentally what your computer is doing on the inside. It's looking at these conditions and deciding which of these two conditions exist, and what actions it should take depending on it. And so all those pretty pictures that come up on a screen are a result of a long chain of and or if logic statements. Also Venn diagrams came out of Boolean Algebra. But this was all relatively brand new at the time.

Q: Kind of like Latin, Every once in a while it ends up paying more for those who have studied.

JAKUBOWSKI: Yeah. And one of the other things before I leave high school, I have to tell you because it's going to play later in my Foreign Service career. I was supposed to take a language and I failed Spanish and I failed French.. Didn't get through either one of them? Oh, they weren't requirements for graduation but they offered the language and they wanted me to take it and I didn't pass it. Had nice teachers but didn't learn the language. But anyhow, four years in the Air Force, up in New Hampshire for three of them, tracking satellites. The Air Force offered me an opportunity to reenlist, but they decided they didn't need people with that particular skill at that time. So they said if I was willing to realist, they would send me to Denver again and teach me to be a dental technician.

Q: Wow!

JAKUBOWSKI: Yes, I know, and that was enough to decide it and I really didn't want to be in the Air Force anymore. Also a part of the reason I was learning to touch type was they had taken me out of the electronic specialty and basically turned into a clerk. So the touch typing comes in handy for that and I was unhappy with that. So I wrote my congressman one day saying that I felt this was really a waste, that they had spent a year teaching me electronics and now they were using me as a typist and clerk. And I love the service, about two weeks later, the bird colonel, I'm an E-3, I'm almost as low as you can get. I'm an E-3. The bird colonel in charge of the outfit called me into his office and he showed me this teletype he got from the Pentagon saying that airman Jakubowski was unhappy.

He needed to respond to this telegram. And he very carefully explained to me that that was okay. It was perfectly right and legal for me to write my congressman. He had no problems with that and he wasn't going to punish me for that. However, he said, I really do need you on base so you're not to leave base except to go to work until further notice, but this is not punishment, because I'm not punishing you for that. I'm just making sure you don't go any place for the next six weeks or so. He also explained that the needs of the service where more important than the concerns of airman Jakubowski. Okay. Sir, I learned that lesson.

Q: I mean, in that period of time, up until then, you didn't realize you were kind of going around your chain of command.

JAKUBOWSKI: I sort of realized that I was going around my chain of command, but what the hell can they do to me? They can't really bust me any lower you know, but in any event, they transferred me back to doing that electronics job in another section of the place, which was fine with me. Manchester, New Hampshire at that time was a real dull place. Everything closed at 6:00 at night. The state legislature had to pass a law one year so the bars could stay open past midnight for New Year's. The stores did stay open till

9:00 on Thursdays. So my fellow airmen and I used to call that daughter and egg night. That's the night the farmers brought their daughters and their eggs to town. Thursday nights.

And then the other kinds of things that stick to you. I had a friend who was in town and he got a little loaded one night and he couldn't remember where his car was and it snowed and he couldn't find his car. About three weeks later he got a call from the police telling him that he better move his car. They were going to confiscate it. But he still didn't know where his car was. So he had to go to confess to the police that where's my car so I can get it out of there. And, I had what I think of as a great a Boondoggle, I joined the Air Force pistol team. We had a pistol team, which was really, really a great deal because it was considered military training. The military has a sports budget for sporting activities for the people, but military training comes out of a different budget.

So we got to travel all over New England going to these pistol contests and it was per diem paid for by Uncle Sam and they provided the ammunition and the guns and the transportation and it was really a great experience. The one of those that sticks out was, we had a captain who was in charge of the team and we went to shoot at the Coast Guard Academy one time. They were having a tournament, so we went down to New London, the Coast Guard Academy, and while we're getting organized to go down there we drive through the sub base and the captain had been a graduate of the Naval Academy. He saw one of his classmates on this submarine. So we all got invited to tour this submarine, which was really interesting because it was an old diesel submarine,. Which is, they're long gone, but it made me sure and gratefully happy that I hadn't decided with the navy, it smelled a diesel fuel all over the place.

The concept of hot bunking was brought home to me, where you leave a bed and somebody else crawls in and that's the routine, but it was an interesting experience at the same time to go through that.

Q: I went to the Nautilus Museum obviously, you know, a different, very different types of sub in many years later. And even the Nautilus, which is several generations beyond the diesel and theoretically more comfortable is horrible. I mean, you really have to be ready for very close quarters and you know, being underwater all that time and it takes a very unique individual who can tolerate these conditions.

JAKUBOWSKI: I think it does; it really does to do that. But it was an interesting experience. I can just enjoy the experience. I said I'm up there in New Hampshire. We lived at the Grenier Field, which was a reserve base. We were an active unit, about 300 on a reserve base.

The other half of it was the Manchester municipal airport. They didn't fly Air Force planes in and out of that, that was Pease Air Force Base. Anytime I run into somebody in the Air Force and I say I was in New Hampshire, they say, Oh, you were at Pease? I say no, I was at Grenier. No one has ever heard of it. Then it was about 15 miles to the tracking station at an old air force bombing site, New Boston. They used it in World War

Two. They dropped bombs on it, but it was several hundred, maybe a thousand of acres of land that was U.S. Government owned and they had some lovely lakes. We can go fishing on in the summer. We enjoyed it. As shift workers we would sometimes play a little practical joke on the day workers. In the late afternoon, we would sometimes find a snake sunning himself on the road. We would pick the snake up and hide him in the desk drawer of one of the day guys. We enjoyed the thought of the stimulation to come to the guy in the morning when he opened that drawer. And another, what I think of is, is humorous story again is, because we were on shift work, we would get off sometimes at 8:00 in the morning and then we'd go to bed. Special services, are you aware of special services?

Q: In the military?

JAKUBOWSKI: That's the outfit that provides recreation. It is called Special Services. There were a couple of guest memberships at a local country club in New Hampshire. We could go to Special Services and check out a set of golf clubs and go off and play a round of golf in the morning. I always tell people that first time you went to get the clubs, they would give you three golf balls. I remember the end of the first year. I had something like 183 golf balls in my car trunk because I'd spent so much time in the woods looking for the first set of three. But I never was a golfer really after that. For some reason I tell people as I got older it was too difficult. But I enjoyed it at that time. So I think overall I had a great time in the Air Force.

I don't know if I should allude to this now or to go, well to go back to basic in basic training. I got very lucky in Lackland. We had two NCOs who should be running or may be dead by now, but should have been running major corporations. They had taken basic training and broken it down to all of its discrete units and analyzed it and put their own program together. For example, the first day or two we were in there. One of the sergeants says to everybody, okay, I want any of you guys with good memories to remember the 10 guard orders because I'm looking for you. Some of you guys who can remember the 10 guard orders and will not get flustered if you're asked to repeat them. Because what happened was, when the bulk of the people were out training, somebody was left in the barracks as a barracks guard. An officer might come around to inspect and that officer would ask the barracks guard, can you give me your 10 basic orders or, you know, what's guard order seven? If they didn't do it correctly, the unit would get gigged, would get demerits because they didn't do it. So I have a fairly good memory and I bluster like everybody else, but I can handle an officer asking me. So I went up and learned to do the guard orders, as a result of which I spent about half of my basic training time sitting in the barracks just in case an officer came by and asked me a question.

Q: Now, for those who don't know the military very well, what would be the typical kind of guard order that you need to remember?

JAKUBOWSKI: One of the, well, there would be guard orders that you would stay at your post until you were properly relieved, that would be raised, that you would be attentive to things that have gone on, that you would remember whatever the password

was and be prepared to do that. That you would watch over government property properly. You know, there's a whole series of 10 of those things and you would remember them all. But basically that you would be there, be alert, pay attention what's happening and report to the sergeant of the guard or whatever, anything untoward, maintain control of your post, that's what you're supposed to do. And that was it. The one annoying thing was that, for example, when the unit went to be inspected for marching. They would be evaluated for their marching.

The NCO in charge would take me and about four other people and send us to go and buy stamps at the post office because he thought our marching wasn't up to his standard and he didn't want us screwing up his unit to have the demerits on a unit. The end result of this is the first week of training, you are not participating to be evaluated because he was getting the unit shaped up. After that you were evaluated and compared to the other units. Okay. For the next several weeks, we won every week. We won the unit, which meant that A, we didn't have KP to do as a whole routine. B, we got a television set in the barracks, which meant most of the time I was sitting around, I was watching television in the first place. And that it was a little easier, but, I can't tell you, I admire these two NCOs. They had tapped this thing beautifully. They had broken it all down, analyzed the whole thing, put it together, and they just were untouchable. No one could beat them because they'd done this great job. Why? They were just, I dunno, if I had to, I'd hire them for anything in a second. These guys were great.

Q: And they had obviously sussed out their platoon or their company to know who they are.

JAKUBOWSKI: The first week they evaluated who they were in charge of to see what their strengths and weaknesses were so that they could take advantage of those strengths and weaknesses and you know, I was sort of strong and remembering and responding to an officer who wants to know what guard order seven is. I enjoyed the marching, but apparently I was not very good at it. In any event we get to the end of my Air Force career and I'm discharged from the Air Force. An argument I've had with other people about mother love. I got home from the Air Force and moved back into my room in Malverne.

Q: And this is now 1965?

JAKUBOWSKI: This is January 65. And my mother said, welcome home. It's nice to see you, in three days, you start paying rent. The first three days are free, after that rent is due.

And she wasn't kidding about that. You pay rent or you leave. So off I went on unemployment which very nice. You would get unemployment for after you're discharged. And it was also stupid in some sense because I was getting, this is 1965, they were giving me $40 a week on unemployment, of which no taxes were taken. No social security, no nothing. This was unemployment, they weren't taxing anything. And they were sending me out on job interviews, where they were going to pay me a whole dollar,

an hour to work, out of which they would take taxes and social security and the rest. Interesting. So I decided that, uh, no, I was looking for a job, but I wasn't looking for a dollar an hour job. So I decided to take advantage of the training the Air Force had given me and I applied for some technical jobs, with various and sundry companies.

The one I got the response from was a company called Philco-Ford. Ford had bought the Philco Corporation. Once upon a time you could buy Philco-Ford stock. They had a contract with the government to provide what they call technical representatives at various and sundry tracking stations and government places. The one they were interested in for me was Thule, Greenland. And another one of my educations, I talk about these offers, educations, things you should learn and observe in the background. I got these two guys who interviewed me, for the Tech Rep job, they said, yeah, we want to hire you. I said, okay, great. They'll be back in touch. Well, a couple of weeks went by and they hadn't been in touch. So I sent them a letter which said, you guys said you want to hire me. I haven't heard from you. Do you want to hire me or not, because I've got other fish to fry. About a day, two days later, I get my offer. Their headquarters was in Fort Washington in Pennsylvania, New Jersey or Pennsylvania, I think it was Pennsylvania. So I went down to Fort Washington, Pennsylvania. And the educational experience was when I walked in. I said hello to the receptionist and gave her my name and she said, Oh, you're the guy who wrote the letter. I came to find out I got a much better job offer than other people being brought on at the same time. We went through the in-processing in Fort Washington. At the time it turned out to be a little awkward because they had brought about 25 people on board. Twenty four of them were going to Alaska to the BMEWS (Ballistic Early Warning) line in Alaska, the DEW (Distant Early Warning) line.

I was the only one going to Thule. So for three or four days I had to listen to all these guys tell me how they're going to Alaska, which is civilized and I'm going to Thule, which is the end of the world. And the end of the third day, they're sending us off on our way and here's this guy at the front calling people's name and -- you're going to Alaska. Here's your ticket to Chicago. You change planes in Chicago for this flight to Anchorage. There'll be a bus in Anchorage to pick you up, to take you to your station. Boom, ba boom, ba boom. Gets to Jakubowski. Here's your ticket to San Francisco. Wait, wait a second. San Francisco is not quite the same direction. No, no. We send everybody in Thule to San Francisco for a while for training. Oh, okay. I can put up with that. So off I went to San Francisco. It turned out that it really wasn't for training. It was to kill time till I got my clearance. They couldn't bring me to Thule until they had my clearance. They said everybody, you can't go to Thule without a clearance. I didn't have a clearance. I had a clearance when I was in the Air Force, but they had to re-investigate this whole routine. So they were sending me to California to kill time till they could send me to Thule. I could bear that. I could put up with that somehow. So I spent about three months on per diem in Sunnyvale and again I had some electronics courses and training, but mostly it was goof off time before I get to go to Thule. Then back through McGuire Air Force Base in New Jersey up to Thule. Arrived at Thule, and Thule was interesting.

The first day I arrived at Thule , it was in the spring sometime and I got off the plane and I'm meeting these people doing this and that and I'm sort of, I'm not adjusted to it. I'm waiting for the sun to set to get dark and it ain't getting dark. It ain't getting dark and it finally occurred to me it's like 10:30, 11:00 and it ain't dark. But in a sense that was the easy way to get into it. Three and a half months of daylight is a lot easier to deal with than three and a half months of darkness, darkness all the time. I spent 13 straight months at Thule.

Q: Can you take a few minutes to describe what life was like in Thule?

JAKUBOWSKI: Sure. The big adjustment to life a Thule was, I was an E-3 in the Air Force, an airman second class. By contract arrangement with the government. The tech reps at Thule were given the equivalent rank of a major. So I left the Air Force as an E-3, less than six months later I was a major equivalent at Thule Air Force Base, living in a bachelor officer's quarters. Not Bad. So I was a member of the Officer's Club. I had my own little room. I had it unique because I had a room with an actual telephone in it. There were very few of those. I could make telephone calls, and the room, the building itself was sort of like living in a refrigerator. It's a lot bigger and you had a window, but it's so insulated. You stepped in through a foyer that would insulate the inside from the outside. There was a common head at the end of the hall, shower, bathroom, toilet, all common, but individual rooms and there was a small little parlor type of lounge in each of the buildings. We were working for Philco-Ford. We were much better off. RCA had the contract for the BMEWS, the DEW line and those contractors were given NCO rank and they lived two or three to a room in a really big barracks type of arrangement, were members of the NCO club. The really wonderful part of this whole operation was that by virtue of what we were doing and its importance to the US government, we had four telephone lines back to Sunnyvale, California.

Q: That's interesting was Sunnyvale then a command center?

JAKUBOWSKI: Yes. Sunnyvale was the Satellite Test Center. That was headquarters for that whole operation. All of the stations there were at that time, it was Thule, which was called Pogo. There was a Kodiak, Alaska, KODI. There was a station in Hawaii, HULA, one in the Seychelles, INDI, one at Vandenberg Air Force Base, and there was one in Guam. Those were the ones that I think they all tied into Sunnyvale, California. The wonderful thing about our arrangement, with the four telephone lines was the rest of the base had two. We're talking about three or 4,000 people with two telephone lines and 30 guys with four telephone lines. The wonderful part of it was that the operators on the switchboard in Sunnyvale, we could call Sunnyvale if it wasn't being used for operation and the operators would put us on a WATS (Wide Area Telephone Service) line call to wherever we want to call. So it didn't cost anything to call home or do this or that. People forget back in the sixties like that, telephone calls were not the way they are today. As a matter of fact again, it was very easy at Thule to do. Two bad things at the officer's club. Monday nights were ten cent drink nights; every drink was a dime. Wednesday was two for a quarter night; you got two for twenty five cents. And on Friday they had happy hour from five to nine where they just gave it away.

That's a very easy place if you've got any propensity for it to become an alcoholic. The other thing was a lot of people would go to the PX (Post Exchange) and they would save all their money for the PX. They would buy the latest stereo gear. They would buy this, they would buy that, they would buy everything under the sun. Well, I wasn't going to do either one of those. Many of the support activities at the base were done by Danish citizens. The cooks in the mess halls, cleaners, sales staff at the PX, etc. so I found this Dane and we had an agreement that at least one night a week I would go to his room and he would teach me Danish and we would drink warm beer and one or two nights a week he would come to my room and I would work on his English and we would drink cold beer.

Q: Wow. Now, the only other question I have about Thule, just sort of life there. How did you deal with being outside of the quarters?

JAKUBOWSKI When it was sun shiny it was, the temperature was, let's call it pleasant. It was above freezing and after a while it does feel kind of pleasant above freezing. There was a bowling alley There was the gym. There was the officer's club, which had a restaurant. It had a casino operation. You can do that. There was a movie theater. The most popular movie was Saturday night at midnight. The reason the most popular movie was Saturday night at midnight was that was a movie for the Danes and they would show Danish movies. Danish movies sometimes were much more interesting than your average American movie.

Q: Yes, I imagine.

JAKUBOWSKI Yes. a very popular movie, the Danish movie. There were things, there was a photo club, there was other activities going on. You could keep yourself from going bonkers if you put an effort to it. You'd have to work at a little bit. My routine was Danish, learning a little Danish. I can still remember enough to get me a beer in Denmark and say thank you, but very little after that. But the relation to a telephone story, is the Dane I was friends with. He came to me and said he would like to try and talk to his parents in Denmark at Christmas, but there was just no way he could do it. And I said, well, I'll see what I can do because I had a phone in my room. So I eventually, to cut the long story short, eventually worked out this thing where I would call the base operator at Thule who would connect me to a Canadian base in Newfoundland someplace and then that operator would put me on a commercial circuit to New York where the New York circuit would then make the call to Denmark. His family lived in Odense, not in Copenhagen, and they didn't have a telephone, but their neighbor had a telephone, but he could arrange for them to be there at a certain time. The problem with this whole arrangement was who was going to pay for the call and how are we going to pay for it? Because my phone didn't have any charges, it was part of the whole base operation and we eventually worked it out that we would bill it to my father in New York. And this is the time when a dollar a minute or more was the cost of these phone calls? And so Christmas morning came and off we went on this whole roundabout and damn, if it didn't

work and he got to talk to his family on Christmas morning, very happy day and I'm glad the whole thing worked. The whole thing up was kind of an accomplishment

Q: Of course. And you're right. That was when there were all kinds of different fees for local calls, for long distance calls, for longer distance calls, for international calls. It was just, you know, nothing like the kind of telephone system we have now.

JAKUBOWSKI: I also learned to play bridge in Thule. I was stuck in a building during a storm for about three days and I was there with three officers who needed a fourth for bridge. I didn't have much of a choice about learning, but they turned out to be pretty good instructors. I am also proud of my personal record for low temps. I was out one day when the thermometer registered 58 degrees Fahrenheit below zero. It felt like a vacuum cleaner was sucking all the heat out of my body. And the other telephone stories that I told you. These ladies in Sunnyvale who had put us on the WATS line. Well we had a guy going back to Sunnyvale for the holidays and we decided we should buy presents for these operators. So we all chipped in and we bought each one. This is at the PX duty free. We bought each of the telephone operators about a gallon a Chanel number five or something similar. And the funny part of the story is this guy was going back to the U.S. and he crossed the Canadian border into the US. Didn't go to McGuire, crossed the Canadian border, and when he got to US customs, he had like five gallons of Chanel number five. The custom guy said, what are you doing with this? And he explained the whole story to them and the customs guy said go. It was fortunate and it definitely improved our telephone service too.

Q: Wow. Oh my goodness. All right. How long were you in Thule?

JAKUBOWSKI Well, I was there for 13 months straight and the end of 13 months I decided I needed a vacation. So I took a vacation and came back to the states. This was like March or April of, it would have been 67, 67 by then. It was kind of funny because this is March, April in New York and it's to me, it's a really comfortable 35 degrees. So I'm ready to walk around in my short sleeves. It's just wonderful and people look at you very strangely for some strange reason. But I went and took a week in the Bahamas to get a little tan, instead I burned because I wasn't used to it all. The problem is when I got back to Thule, I was no longer satisfied to be in Thule and to revert a little bit. The reason I went Thule was for a grubstake, that's what's behind this whole routine.

Q: Grubstake?

JAKUBOWSKI: You don't know what a grubstake is? In the 49ers, everyone who is going for gold, before you went for gold, you have to accumulate a certain amount of money to buy provisions to get you there, and buy provisions, That was the stake he used to go out and grubbed for gold, a grubstake. And so I wanted to have money so it would give me the opportunities that money would avail me. So I wouldn't have to turn right away into a wage slave. In those days, I'm not sure it's still a law or not. In those days if you were outside of the United States working for 17 months in an 18 month period, you didn't pay any income tax. That meant, well, all you paid on your income was social

security. And so I was at that time they started me at for $425 a month. Plus they gave me room, they gave me board, time and a half for overtime, and there was a lot of overtime. One, six week period I turned in six time cards with a hundred hours each on them. And if you stayed at least a year, you've got a big bonus.

Q: So this is a reasonably lucrative assignment.

JAKUBOWSKI: Yes, it's a good job. I figured out I was making around $20,000 a year back in 1967.

Q: It's a lot of money back then

JAKUBOWSKI And not paying any taxes on it except for social security which quit after $5,000. So, you know, then after that it's all gravy. And saving most of it because I wasn't spending it all on the PX and I wasn't drinking it all up. I did play cards. But see all these stories, I look good in these stories. I want to look good in all these stories, but I am not stupid either. For example, I would come back from work 5:00 o'clock in the evening or something and there'd be a poker game going on and somebody would say, hey, Stan join us and play. No thank you. Not right now. And I'd go and get supper, go and watch a movie at the base theater. Come back and sleep and get up 6:00, 7:00 in the morning and they'd still be playing poker. They couldn't tell you what color the cards were anymore. Yeah, I think I'll play poker. Now's a good time to play poker. I don't gamble at things I lose at.

Q: Yeah, I would love to gamble, but I'd like to be sure I could win. And so I don't gamble very often. I just don't like losing.

JAKUBOWSKI: I don't like losing either and if I'm going to lose, I'm not going to play, but it's, part of it is what I think I have is the self-discipline to control what you're doing that way. If you're not disciplined about any of these things, you go, nowhere. You've got to be disciplined in any of this. But anyhow, I got back to Thule and I wasn't happy with being there anymore because I've been out in the world again and the whole routine and I'd also changed jobs. They had promoted me to a supervisory position.

Q: What did that entail?

JAKUBOWSKI: Well, the way they've organized things, there were various units, electronic units to support the satellite tracking. There was a tracking unit to track the satellite. There was a computer unit to store the data, there was a collection unit that would collect the signal. There were these various units I had originally worked in a collection unit where we used the electronics to actually process the signals to pass them on to someone else. They promoted me to be a tracking controller in charge of the tracking unit. The problem with that was there was less overtime. So I went to the boss and I said, thank you for the promotion, but I'm making less money and I'm here for the money so I either need a raise or I need more overtime. I've had disagreements with authority all my life. He told me that I couldn't get a raise. There was just no way. And I

said, well, if I don't get a raise, I'm leaving. And he said, well, what about your 510? You're 17 months, you know, you've been overseas, you've had the two week vacation. Now if you go back to the states, you're going to blow all those taxes. And I said, well, you don't know it, but I have a cousin in Denmark who is a farmer and if necessary I will go and crash with my farmer cousin in Denmark till I pass my 17 months, so I don't need you guys and a whole routine. We reached a compromise where I wouldn't get a promotion or pay raise, but they'd send me to the Seychelles. Yeah, that was okay.

Q: Okay. Because you were in terms of the contractor or your official responsibilities with the company, what did you have left in order to be able to leave the company on a, you know, a good basis?

JAKUBOWSKI: Well, I could've left the company at any time on a good basis. One of the things that was going on with this company, which I was able to take advantage of later on. Philco-Ford had two locations. There was the Fort Washington location and the Sunnyvale location and the two locations were in competition with each other. So you could play them one against the other. If Fort Washington, wasn't going to give you what you wanted, you would go to talk to Sunnyvale. If Sunnyvale, wasn't willing, you go talk to Fort Washington. Back and forth you could play this game. So, I knew I could walk away anytime I wanted. Plus, I'm 22, 23 at this time. And to be perfectly honest, I don't give a damn. You know, I feel I can always find a job someplace. I can always do something. Now I had money in the bank, so you guys as far as I'm concerned need me a hell of a lot more than I need you and if you're not willing to do it, okay, there's no hard feelings. I'll walk away.

So they decided they would send me to the Seychelles. At that time, the Seychelles was still a British crown colony. There was a tracking station there called INDI. And to be young and in the Seychelles and single, paradise had nothing on that let me tell you. We were, again, I'm making $2,000 a month getting room and board. We lived in a house trailer, I had a room in a house trailer. There was a chow hall, a lounge, recreational facility. The whole routine. You weren't allowed to bring women into your house trailer. So pretty much everybody rented themselves something. I had myself a little cottage on the beach. I could walk out my back door, cross my beach into the Indian Ocean and a household staff of two. It sent me back 60 bucks a month. Yeah, and it was tough. And it was just island paradise. The job was the same basic job where you go in and you'd track satellites. There was a lot of overtime. I got a little bit in trouble with my bosses because I was enjoying myself too much and wasn't interested in the overtime. So I turned down overtime I should've accepted, but that's neither here nor there. One of my major faults in life is I do things my way and the devil take the hind post. My goal in life was to get through it on my own terms. It's caused me some pain and agony from time to time, but it's not the pain and agony of doing it other people's way. It's the pain and agony of having my own outcomes turn out to be not so good ones but they're mine. So I spent about a year in the Seychelles and I was, it's kind of amazing, but you can get tired of paradise is the only way to say it. I have some friends who live in Hawaii and to talk to them and they say, “It's just another f'n beautiful day in paradise.”

It's the temperature is the same, you're on an island. What are you going to do? You know, how much variety is there? Just, if you're not really into this thing and it's not so wonderful. So I quit the company. I told them I was quitting the company and went back to the US. I just stopped in New York to visit my parents, then went off to California. So in California I was looking again to go to work for Philco-Ford there, but I got an offer from Lockheed and it was kind of funny. It was always illustrative to me of how the world works. I had some friends who were working at Lockheed in the Satellite Test Center and I had gone to Lockheed and put it in a job application and they told me, sorry, we don't have nothing for you. Oh, okay. And I went and visited my friends the next day and while I'm visiting my friends, they introduced me to their boss and had to talk to the boss and he asked about me and he said, go back to personnel. So the next day I went back to personnel and personnel said, Oh yes, we have a job for you. And then the hilarious part is that they told the boss who had put in a job requests based on my resume for a body how hard and diligently they had searched for somebody to send to him.

So now I was working for Lockheed at the Satellite Test Center, which in Lockheed terms is what's called the country club, and it was sort of a country club. I went over to the main Lockheed plant from time to time and picture this football sized area with these columns in it and the columns are: you're in row J column four, or a row H column six, you know, and this whole big area, all these things. Whereas we had our nice little office and our nice little whatever working for the Air Force. This was an operation called system scheduling where we actually made the schedules up for which satellites the stations would support at what times, and you had to balance various priorities because a station can only support one satellite at a time when there were two satellites going to be over it at the same time. Which one's going to go, which one's not going to go and left and right. I did that for about a year, living in Sunnyvale, in California.

Q: To be honest. This doesn't sound like the most fascinating job.

JAKUBOWSKI: It wasn't the most fascinating job. I mean, it had its challenges because you would have to negotiate some times when you think your priority is top and he thinks his priority is top and who's going to get it and when and where. It was a little bit of shift work too, but it was pleasant living in California. Your nice car, there's lots of things to see. I went up to San Francisco to see a show, you know, do the whole routine. It's not a tough life. I had more than enough money. Just as an aside, since I raised the subject of money, I always tell people about my best financial investment in my whole life.

Going back to the military, Uncle Sam pays its troops on the first and the 15th of every month. You get half your salary on the first half, on the 15th. Some months there's three weekends between paydays because of the way the calendar works. If you have to stretch that two week thing to more than three, you know, to, almost three weeks, it'd be a little difficult. So I got into the habit in the service of taking my change out of my pocket every night, throwing it in a drawer and when I'd get one of these three weekend times there'd be four or five dollars-worth of change in the drawer. At that time it was fifteen cents a gallon for gas and McDonald's hamburger goes to fifteen cents. You'd go see a movie for a quarter. Four, five dollars in change will get you far. In any event. When I get out and

started to work for these companies, I had the same habit. It had become a habit, but I was making more than enough money in that I never had to go into the drawer for the change. And one day I finally decided to clean out the change and there was a bunch of silver dimes and quarters and silver half bucks, which I saved. I never did anything with them except keep them. And so when I eventually, many years later got around to counting it, I had like a thousand dollars face value of silver coins. And nowadays with the price of silver, numismatic value, not counting, I've gotten a nice piece of change from that habit, unintentionally producing what I think of is one of my better investments. But that was the money routine.

So after about a year at this job working for Lockheed, the GAO came in and the GAO decided that what we were doing for the government had to be done by civil servants, couldn't be done by government contractors. But there was nobody who had the qualifications and the skills to do this job because it was unique and we were doing it. So they came along and offered me a civil service job. So I went from working for Lockheed to becoming a GS-9, as some sort of engineer. They called it GS-9 engineering, whatever, which was a substantial pay raise from what Lockheed was paying and a civil servant, but it was sort of a provisional temporary civil service job.

Q: Now officially, what department were you working with?

JAKUBOWSKI: Department of the Air Force civil service department. Civil Service, Department of the Air Force GS-9. I'm still doing the same job, but now it's a GS-9 on a provisional basis. Sort of. They were going to convert us sometime in the future. I came to find out later on that they were never going to convert me. When I eventually got into the Foreign Service and looked at my back record, I found out that the part dealing with the GS-9 position had been stamped unqualified for the job I was doing and they were never going to convert me. As soon as they got someone trained up, they were going to boot my can, but in any event,

Q: But that time nevertheless counted for federal service.

JAKUBOWSKI: Yes, it did count for Federal Civil Service. But in any event, as my status in this GS-9 job was sort of engineering and I looked around again and said, well, you're now being called an engineer. You do not have a degree. If you would like to go someplace in this world as a non-degreed engineer, life is going to be tough, life is going to be hard. So maybe you want to think about what you want to do. And I thought about what I wanted to do and decided I didn't want to be an engineer. So I went back to Lockheed and took a job in Alaska working at the satellite tracking station there. I went to KODI. It was on Kodiak Island. The tracking station up in Kodiak and I went up there and I worked at that for about six months or so.

Q: Kodiak is I think the very last island in the chain.

JAKUBOWSKI: It's the very northern island in the chain that stretches down in a semicircle towards the south and towards Japan. When you get to Kiska and Attu, those

are the small ones at the end of the chain nearest Japan. Kodiak is the largest one and it's right up there, tucked into the Gulf of Alaska closest to the mainland and one of the biggest. Because it's swept by the Japanese current, the water heats up near Japan, swings north along the Gulf of Alaska and comes down to California. That's why Kodiak is relatively pleasant for Alaska and why it's cold if you want to go swimming in California. Because all that hot water passing Alaska cools off and by the time it gets to California, it's chilled a bit. So you get that. There are a couple of highlights to Kodiak. At that time the bars in Kodiak had a custom called six packing. You would be sitting in a bar and all of a sudden six of whatever you were drinking was put in front of you. Someone had just six packed you. The tough part of the custom was that you either drank them or wore them. I also remember that every bar in town had a bell and several times during the evening someone would have the bell rung. This meant they were buying the bar a round. Most men working on fishing boats in the Gulf of Alaska were a generally friendly but tough crew. But I was unhappy up in Kodiak because I decided that this really wasn't what I wanted to do again. I'd gone back a step and discovered that going back a step wasn't really what I wanted to do. So I decided that I would have to do something, but I wasn't sure what.

My sister was getting married. So I took advantage of the opportunity to go to her wedding to quit the job in Kodiak and went to my sister's wedding out on Long Island. And while I was there, I have an aunt who is five years older than I am. My mother's half-sister. She's my aunt, she's five years older than I am. She and her husband made a fortune in New York in the employment agency business. I'll tell you about it if you want to know it.
Q: I mean a little.

JAKUBOWSKI: Okay. Well, back in the sixties, the way it worked in New York was if you were a company, you didn't have a personnel department hiring people. You sent your job requirements off to an employment agency who screened the candidates and sent you some people for you to look at and pick someone. So back then the employment agencies were very big. My aunt and the guy who eventually became her husband wanted to get into the business. So they went to work for this employment agency to learn the trade. And that's what happened in New York. People would go in the employment agency business, learn the trade and go open their own office. Well, they learned the business. They went and opened their own office. But instead of teaching other people how to do it as competitors, they taught people how to do it and then they franchise them. At one time they were the largest employment agency business in New York. Mahoney Employment was the name of the company. They had like 40 offices around Manhattan or something, hiring people doing this employment agency business, and then they decided they wanted to get out of the business.

So they sort of sold all their franchises to the franchisees, took a consultant contract for a nice sum of money for the next 10 years from each of them and sort of retired. But, in any event, they had this very lovely estate in Connecticut. In a place called Reading Ridge. It's what's called Connecticut Hunt country. It's less than an hour's drive from

Manhattan, but you might as well be in the middle of Siberia. You cannot see another house from their place.

In any event, I went to my dear Aunt Florence and I said, Aunt Florence, would you mind if I crashed in Connecticut for a while? She said, no. So I moved into this estate in Connecticut. In my mind, a lovely deal. I had to sweep the tennis court, clean the swimming pool, feed the dog and the cat. And then I got room and board. I thought, okay.

They lived there during the summer. In the winter they went someplace else. I had the place to myself in the first place, just take care of the dog and the cat didn't have to clean the swimming pool during the winter and nobody's playing tennis so it got easy. But I spent a year back there. A little over a year there. Trying to decide what I was doing. At that time. That's when I met the woman who became my future wife. Her name was Helen and she was a friend of my aunt.

Q: Even though you're in this, you know, kind of middle of nowhere, house there.

JAKUBOWSKI: Well she was a friend of my aunt's. She would stay at the house from time to time and we got to know each other. So I got to know her through my aunt and in getting closer to this lady, I decided, well, it's time to start thinking about doing something. I mean, you know, you've had a lovely ride so far. But reality is coming along the trail.

Q: One quick thing here is that, this is now about 1968 or so. The hippie culture never touched you.
JAKUBOWSKI: It came close. When I moved to Connecticut, there were three guys living in an A-frame on the property. It was rented out and they invited me to go to Woodstock with them because that was happening just down the road. And I thought about it. I said, no, I don't think so. So I was sort of that close to going to Woodstock. Who knows what that would've done.

Q: Right, exactly. Well, okay. Life choices,

JAKUBOWSKI: Yeah, life choices. No. Again, it's either discipline or self-control. In the Air Force I sometimes drank too much. And as I tell people, I got up one day and decided this is silly, combing my teeth in the morning. And so I gave it up. I just decided I wouldn't, I don't mind having a glass of scotch once in a while and a little wine with meals, but drinking is no big deal and drugs never interested me in the first place because that's surrendering too much control to God only knows what. So I was not interested in doing that shit. So it was easy, relatively not to be a hippie, but in talking to this lady who eventually became my wife and deciding what I want to do I decided I would have to go back to college. I would need a college degree. Okay. It's time to go back to college.

So I looked around and I went back to Hofstra, which is now a university and I decided that I would also need an income. I would need to make a living somehow while I was doing this. And I thought about it and I decided the perfect job for me to have would be

building superintendent. So I went and I answered an ad for a guy who was looking for a building super in Hempstead, New York. Which was right, of course, from Hofstra, very close. I convinced him that he needed me to be his building super. I told him I was going to be taking some college courses. I told him I was a writer. I was going to write. That I wanted the solitude of the building, but I know based on my previous experience in the military and skills and this and that I could do the job as super.

And so he hired me. It wasn't a fortune. It was like a $300 a month or something. But again, I got room. I got an apartment out of the deal. I had the VA bill coming in, GI benefits, and being a superintendent in New York, there are other ways to make money. Christmas for supers is a big holiday. Little things like painting a room for somebody on a weekend is a little added income. I used to joke that when I eventually got into the Foreign Service I took a pay cut from being a building super out in New York because I was doing okay,

Q: You know, as a building super. You were in essence required to repair all of the or maintain all of the whatever.

JAKUBOWSKI: Minor, minor repairs. For example, these units had been built in the twenties.

Q: And these are housing units.

JAKUBOWSKI: This is an apartment complex. It was six to four, no five separate buildings attached with three units in each of the building. So there are a total of 30 apartments. I had to get the trash out, I had to clean the floors, make sure the property was neat, mow the lawn. The toilets, had this thing called a flushometer. That's not a toilet tank. It's a pipe that comes out of the wall through this mechanical device that regulates the flow for a little while and then turns it off. I had to be able to fix that one when one was broken. Replace a washer and a faucet. Keep an eye on the boiler, make sure that there was water in it. But basically anything that came along that was big, there was a contract for. I would call the contractor and he would come and take care of it.

I had an assistant which meant that basically it was fairly easy for me to maintain a full time college schedule, full time employment, and not kill myself. Because I was in a hurry, I decided to push it a little bit and I did the four years of college in three years. I went during the summer, did the whole routine. I started in Hofstra, which is where I had walked away 10 years before. It was kind of funny because when we went through the records, I found out that I had actually passed two of the courses that I never took the finals for. They gave me passing grades. So I started out with six credits at Hofstra, but Hofstra was fairly expensive, so I transferred to Queens College City University in New York. I finished my undergraduate studies there. My future wife was going to the same school, so we took several courses together.

It used to annoy the hell out of her because I apparently never study. I never take any notes and I do very well. Which is annoying to some people for some strange reason, but

not taking notes is forced on me. My handwriting is terrible. I take a page full of notes and five minutes after I finished, I have no idea what the hell is written on that page. I accidentally discovered that if you're sitting in a classroom and you're paying attention to what the teacher, the instructor is saying and you ask an occasional question about the subject matter, particularly if you don't understand it, that they tend to think you're a good student and you are ahead of the game before you even walk in for an examination because instead of looking at all these people, they've looked at somebody who's had eye contact and answered questions today, and I have to say it didn't hurt either, that I wasn't married at the time, but there's lots of teaching assistants at these schools who are young doctoral students or other people and an occasional date and with an occasional professor can help your grade too.

Q: You really had sussed this whole thing out.

JAKUBOWSKI: Well, I can't say it was training maybe innate someplace, but I like to look at situations and analyze them and decide what the options are and what the alternatives are. I tend to think that I was a pretty good admin officer because I did that and because I'm reluctant to close an option until I absolutely have to. I like to keep all my options open as long as possible because you never know what's going to happen. My three year academic career was in Political Science. I made a major in political science because, and political sciences do not like this. You don't have to know anything to be a major in political science. A good line of BS will get you through a lot of whatever's you know. Although my one major accomplishment, I turned in a 40 page paper on the political situation in Zimbabwe, Southern Rhodesia at the time.

It took me eight hours to write and all I used was the New York Times Index in those days. A lot of BS. But the typing comes in handy. See when you know how to touch type, it's easy to type 40 pages in eight hours. That's easy. So all these things come in handy at times. I graduated cum laude, but then that's no big deal. And then at that time when I was trying to decide what to do, I was thinking about going into law. I took the LSAT and I scored in the seven hundreds on the LSAT, which was nice. And the part I remember is that there was a break between two sections of it and I'm outside and these two guys are talking about how difficult this thing is. And I'm saying, I am taking the same test, his doesn't seem that hard to me. But I've always been good at multiple guess tests.

It doesn't matter the subject for some reason I get right answers. I don't even know what the subject is. I seem to get right answers. But I was going to go to law school. As a matter of fact, I was accepted by NYU law. I also took the Foreign Service exam. I do not remember what the score was except that I remember it was fairly high and I only took it that one time and passed it the first time through. I didn't have to take it another time and then lived in New York. I had to go to Washington for the oral. I always thank Congressman Claude Pepper for getting into the Foreign Service. He was the primary motivator for one of the Civil Rights acts of the 70's. The one that made age discrimination illegal. Before this law you had to be between 21 and 28 to take the entry exam. By the time I finished college I was over 28. The passage of the law removed the

28 year old limit and meant that I could take the exam and try for entry into the Foreign Service. I was in one of the first A-100 classes with junior FSOs over 28.

I didn't mention before, but one of the skills I acquired in California was flying. I learned to fly. I took a month off from work in Lockheed and I went to the San Jose airport and I spent part of my money and learned to fly. I maintained that that skill. I enjoyed flying. As a matter of fact, after graduation, Helen and I with another couple took a Cessna 182 and flew from Republic Field in NY to LA and San Francisco and back. It's a great looking country from 3000 feet. Since I had to go to Washington for the oral, my future wife and I took a plane. I was a member of flying club. We flew to Washington, landed in Dulles, took a taxi into Rosslyn because the oral was at Pomponio Plaza. The old Board of Examiners met there for the oral exams. But I always think that I did pretty well on the orals because again, I didn't give a damn. See, I was going to go to law school. This flying down in Washington was an excuse to take Helen to Washington for the weekend. You go down there and do this and that. So, you know, if they don't like me, that's their problem, not mine.

So, the only question I remember from the orals was I was asked if I could lay out the patterns of immigration into the United States over the years. I rambled on for 10 or 15 minutes about who came from where, why, when, and how and what years. And I finished this whole thing and there was an African American member on the board. He said, well that's all very good, but you never mentioned anything about African Americans or slavery? And I said, well, I'm sorry about that, but I remember you had asked me about immigration and in my mind, immigration with people who came voluntarily to the United States, that people who were dragged here tooth and nail. Then I went on and described the problems with slavery where they came, that whole routine, that trilateral trade, just gave him all that stuff. And I think that was probably not bad, was going along.

I also think that it didn't hurt in those days before you took the written test you had to pick a cone. You had to decide political, economic, consular, USIS or Admin. Admin back then not management. And again, when I looked at this whole thing, I said, shit, everybody with a political science degree, he wants to be a political officer. I think I'll be an admin officer. No one wants to be an admin officer. So you know, the competition will be less. And then again, a little bit of ego. I have never seen a system that once I was in I couldn't manipulate. So I get myself in then I can do what I want to do in this whole routine. So I was applying as an admin officer, who had flown himself to Washington DC, who was working as a building superintendent, who had been in an electronic technician and who wasn't cowed by the tests because you know, I can answer your questions and no big deal.

So at the end of this they said, we love you, get your physical, get your security check. Boom. And very shortly after I'd finished the security check, I got the job offer, so I must've been placed fairly high on their rank order register because they called me in a six to seven months after the first written test.

Q: Now what year is this?

JAKUBOWSKI: I went in, it was 73 when I took the written and oral and they told me that I passed. I graduated from college in 73. They told me that I passed the test. They told me I was okay. It was march of 74 when I joined the Foreign Service.

Q: Okay. Now as all this is going on your future wife, when does marriage take place?

JAKUBOWSKI: Marriage takes place after I'm in the Foreign Service. One of the A-100 class members was a lady named Marie Burke. She threw a reception for Helen and me after the class learned about our marriage. Marie was the wife of an FSO who died in the Gambia. He choked on a chicken bone in a restaurant one night. Marie died in London several years later. She had her throat slit in her bed. It was thought that she was killed to stop an investigation into visa fraud that she was conducting. No one was ever arrested for her murder. She was a wonderful person.

Q: Okay. So Helen knew you were going in.

JAKUBOWSKI: She knew I was going in.

Q: And she knew what the Foreign Service would mean.

JAKUBOWSKI: Not entirely.

Q: Oh, okay.

JAKUBOWSKI: No, not entirely. My wife was an intelligent lady too. She had graduated from Queens College the same way I did the same year. She was Irish, which drove my mother crazy because that was like misogyny. I mean, my mother wanted me to have a Polish wife. She didn't get one, sorry about that mom. But she wasn't really up to speed on the Foreign Service. As a matter of fact, neither was I. I hadn't read the material very closely. For example, it was only after I get into the Foreign Service that I found out about that foreign language probation. That came as a little bit of a surprise. Okay. Because I hadn't paid much attention to that at all. I was in the Foreign Service, so it was in March. Came down here to Washington to get in. FSI was in the downtown in Rosslyn. At the time I stayed at the Best Western right there on Route 50, which is apparently no longer the Best Western. I drove by the other day and there's a sign for a new company taking over. I remember it hilariously because it costs me $18 a day to stay at the hotel and I got like $17 a day to eat on and the whole routine, which back then was pretty much a fortune. It was also during the gas crisis. 73, 74. But that was no problem for me because I had different license plates. I was out of state so I could get gas every day. It didn't matter.

Q: Wow. Interesting.

JAKUBOWSKI: It doesn't hurt to be lucky.

Q: Right, right, but what I'm kind of driving at is, as you're getting ready to go into the Foreign Service and so on, did anybody tell you what your spouse would be expected to do? And you know, the whole world wide available?

JAKUBOWSKI: No. Basically, I had finished my college, had applied to the Foreign Service, they said they were going to take me, but in the meantime I'd gone to start law school. I'd registered at New York law, and was going to start in law school. And about that time, it got fairly certain that I was going to get an offer from the State Department. I did one of these sort of balancing routine. Let's say the State Department's going to come in and offer me a job pretty soon, send me overseas, which is what I like, or if I don't take it, I can look at three years of law school. Nothing coming in, having bust my butt because if you don't do very well in law school, you might as well not have gone in the first place. So I said I'm not doing it. I dropped out of law school and went back to Connecticut to wait for the Foreign Service to come through with a finished security check. Which was kind of fun because the RSO or the security officers who came to do the security check talk to my neighbors in Connecticut, where I'd lived for approximately a month and a half, about my defects and didn't find any. So I got my security clearance and off I went to Washington. When I was there and settled in Washington, I decided it was sort of time to tie the knot. I was my wife's second husband. She had divorced her first husband. She had three children who were very young. I wanted to get married or she wanted to get married to me. It didn't matter. We got married here in Arlington by a judge about a month after I was in the Foreign Service. In a sense that turned out to be, again, advantageous. Although it worked out, the State Department was very interesting. I went back into personnel and said, I'm married now.

I've got this wife and I've got three dependents and I just filled out some paperwork and that was sort of the end of it from them. They never asked to see a license, never asked to see anything. They just said, okay, here's this, you know, you now have dependents. All of my Foreign Service career, one of the things I had to deal with MED. Partially because my wife had COPD, partially because the third, the youngest of my wife's three children, Janmari was learning disabled, was handicapped. Up until the age of 12 the State Department never knew that, because up until the age of 12, you can have your own pediatrician fill out the forms for medical qualifications and physically she's fit. There are no physical defects. After age 12 MED wants to see them. When MED saw her, all of a sudden she became non-worldwide available, which meant I had to fight with MED.

The only thing I had going with me, with my fights with MED, over most of my Foreign Service career was the fact that I had a friend in MED who worked in admin in MED. He always gave me very good advice as to how one dealt with MED to make sure MED came up with what you wanted to have as an end result. That's a little bit the way the world works. Knowing somebody beats, beating your head against the wall. But that's neither here nor there. In any event I got married; have a wife and three kids. I'm now a junior Foreign Service officer on language probation.

Q: Today is October 10th. We're resuming our interview with Stan Jakubowski and it's just as he is entering the foreign service. You were told you'd be going into A-100, I imagine.

JAKUBOWSKI: Right. Let me just slightly back this up and then it leads into that. I've told people ever since that one of my benefactors was a Congressman by the name of Claude Pepper from Florida. The reason Claude Pepper was a benefactor was that he was instrumental in getting some legislation passed that was age discriminatory legislation. Up until that legislation was passed, you had to be between 21 and 28 in order to be considered for the Foreign Service. There was an upper age limit. I was too old to go into the Foreign Service at that time. When that age limit came off, then I was eligible to become a Foreign Service Officer, take the tests and go through the whole process. And therefore I was in one of the first A-100 classes that had people who were older than the norm. As a matter of fact, there was a gentleman by the name of Paul Miller in our A-100 class who was 59 I believe.

Q: Wow.

JAKUBOWSKI: He had just skated in under the limit because you had to have at least five years before mandatory retirement. And he made it. He was an engineer with Beech Aircraft. He had retired from them and he took the foreign service officer exam. He made it through and wound up in the same A-100 class I was in. We became very good friends. He went off to Palermo on his first tour. Unfortunately his wife couldn't adapt to the culture. He wound up a resigning before even finishing the first tour. Decided it wasn't for him. But to back this up a little bit, there were several other, let's call them people who were over the basic age limit in this class. And I think that eventually made a difference in the way the whole program ran. And the way things happened

Q: By program, you mean how A-100,

JAKUBOWSKI: -A-100 and the rest of the Foreign Service.

To just step forward and then back when I got out on assignment and in the field. Most of the other Foreign Service Officers in a place, were used to junior officers who were junior and now you had junior Foreign Service Officers who weren't so junior anymore. Who had other experiences besides the normal entry Foreign Service Officer level experience. That made a whole difference in both how they approached what they were doing and the expectations of the people they worked for and how they were going to be approaching them.

Q: Oh, I will admit if I were someone who is younger than a junior officer and I were that junior officer's supervisor, it would take some, um, it would take me a little while to kind of adapt to giving instructions or orders or supervising somebody quite a bit older than me.

JAKUBOWSKI: We talked a little bit before about a wife and the changes that were going on at the same time about the role of a spouse in the Foreign Service. Not only were the entry level junior officers older, but their spouses, whether male or female, were older as well. They came in with a set of experiences and expectations that were different than a brand new bride who hadn't much experience in the first place. I think those all produced a great deal of social changes over, let's say from the first I came in in 1974 up until 1980. That was, the amount of time it took for people to start to get used to the fact that this was now a different world than the one they had initially entered and for the junior officers to become accustomed to the fact that they would both be dealing with people who have this different set of expectations and having to work around it.

Let's call it the foreign service culture to bring this together. I remember, I'm getting ahead again, a little ahead. I remember the problem that ambassador's wives had because in the good old days, the ambassador's wife could just call up the ECON officer's wife and say, we're having a party on this and you're going to do this, that and everything else. And that didn't cut it anymore. So it made lives more difficult for the ambassador's wives. They had to sort of seduce or induce or flatter someone, a junior officer's wife or spouse to get cooperation that they didn't have to do before. By the time I got overseas the practice of commenting on an officer's spouse in the efficiency report had ended. For me personally this was a good thing. When my wife found out that this had been done in the past, her comment was that she would not have stood for her contribution to my "career" being considered as appropriate to determine my efficiency.

Q: Right. Right. Now, as you introduced this, you said it brought about some changes in approach and attitudes as you are in A-100.

JAKUBOWSKI: To give you a couple of examples? When we were going around the room at the first class and people were introducing themselves, a guy stuck up his hand and said that he wanted to know whether some outside skills, qualities were relevant to what was going on. The guy running the course said, sure, what do you have? He said, well, I'm an Air Force pilot. He was a C-130 pilot in the Air Force. I've got commercial, multi engine, heavy duty ratings . Is that that relevant. And the guy said, well, get it into the system. I mean, it doesn't appear to be relevant. In any event since I have a pilot's license too I approached him to have a little talk. He had been an account manager at one of the financial firms before we get into the Foreign Service The two of us became close and then some of the exercises that they used to give you seemed a little irrelevant to us and time wasting about this whole thing. Some of the other members of my A-100 course had served in the armed forces including, in one or two cases combat leadership positions. They were also frustrated by some of the simpler more prosaic parts of the A-100 course at that time.

It was hard for us to take it seriously. Which disappointed some people running the programs. They had, I don't know if they still do, they had, where they used to call the war game. You divide into two groups and the idea was to negotiate a mutual disarmament treaty and how you could work that out. I suppose it was relevant someplace and useful, but we never could get our, I couldn't and he couldn't, as well as

some of the other people. We never got our minds wrapped around whether that's going to happen. I think when we went to Harper's Ferry, we had the three days out to Harper's Ferry for this, I guess bonding experience with something. Uh, again, the idea of how this was going to work wasn't relevant as the only way I can say it. I was more focused on where I was going and what I was going to do, how it's going to do it. I wanted information that was going to be useful to me, but this didn't seem useful.

Q: Now take one second. When you went out to Harper's Ferry, what was the purpose? A project or the practicum that you were doing there?

JAKUBOWSKI: Well, that's what we played, the war game. And we also basically got some more lectures about this, that and other things. It was almost as if it wasn't quite understandable as to why we were in Harper's Ferry. I didn't see anything being done at Harper's Ferry that I couldn't do back in Rosslyn. And it was a little disruptive because we're in Washington on per diem and we were, you know, we were in the hotel and we're set and now we've got to stop the hotel because we're going to Harper's Ferry, then get back to the hotel, and why are we doing this? And the reasons why we were doing this were it is nice. I guess Harper's Ferry, pretty place. Go look at the scenery, you know, see the rivers join there, the Shenandoah and the Potomac come together. It's really pretty. But why is it this? One of the other things that happen, at least to me is, I'm now in my early thirties and I've gone through the parts we talked about. Now I want to start to move with the career. Spinning wheels is no longer fun. I want to start doing things, taking actions, making directions.

Q: I just want to interrupt you for one second on the experience you had in Harper's Ferry. It was changed by emphasizing they turned it into a high level mark. And so what they did was they gave out roles, it was as if it were an embassy and you were getting maybe the president or the secretary of state and what the embassy needed to do in order to receive the VIP visitor, and all of the, you know, a programming you had to, you had to create and all of everything, you know, press, all the different things. So, it did become a more valuable experience later. But I agree with you, a simple arms control negotiation really did not make sense for what most people, where we're going to do.

JAKUBOWSKI: That was the war game. There was another one in which you were trying to negotiate a treaty of sorts with this other government. I wound up being the head of state in this particular exercise. The idea of the exercise was that your negotiating team will probably bond closer to the other side's negotiating team then to you. You'll find yourself trying to keep your negotiating team on the straight and narrow and following your instructions, and do you want to do, whereas they're trying to become buddy buddy with the other side. One of my problems is that I was born Polish and sometimes I will not do things to my advantage because I just get my back up. During the course of this exercise I was ready to fire my negotiating team and throw them out the window.

The person running then said, you can't do this. And I said, well, we'll see. When they ran out of time with the exercise and our side was basically criticized for our negotiating camp being too close to the other side. Oh, okay, they were, but they were not going to

get away with it as far as I was concerned. This is a personal characteristic. I can be a pain in the A when necessary. Well, when I feel like it. That was six weeks. One of the things that was interesting later on is that I happened to be at FSI in a class and was talking to someone. This is many years later and the guy spoke Chinese, spoke beautiful Chinese. I was a Chinese speaker at the time. My Chinese was nowhere near as good as his. I asked him about how long he spoke Chinese and he was one of these people who, you know, listen to the language and they're talking it as soon as it goes through their head, which drove me crazy because I had put a lot of time and effort into it. During the course of the whole routine I asked him about the A-100 course and it turned out that he didn't know about the A-100 course. He was trying to pass himself off as a Foreign Service Officer. It is obvious that if you're a Foreign Service Officer, you know what the A-100 course is. If you don't know what the A-100 course is you are not a Foreign Service Officer. No matter what you tell me about being a Foreign Service Officer.

So it came in handy in that respect.

Q: Interesting. Right. And you know where the expression A-100 comes from?

JAKUBOWSKI: Yes, I do.

Q: I never knew it until I started interviewing people who remembered the old towel about it way back in the twenties.

JAKUBOWSKI: Yeah, I would've been happier with an A-100 course that was more mechanically inclined, that dealt with more specifics about let's say, how you generate a cable and clearances and what happens to the cable and left and right. You know, it took the apprenticeship part of the program before I found out what a NIACT was and what a NODIS was. This and the fact that if you've skipped some clearances because you are in a hurry, you could have a problem. None of that was, was introduced or obvious. As a matter of fact, initially I'd just go and do something. Well, it don't work like that.

Q: Exactly right. That's unfortunate because later on they would take account of those problems that they wouldn't add it in.

JAKUBOWSKI: At the time there was, this was still when there was a large Vietnam program going on, it was obvious that a significant number of the members of the class, we're going to go off to Vietnamese training and head to Vietnam. For the rest of the class who didn't get to Vietnam, language probation was the issue. And as a matter of fact, I have to tell you that this may be unconsciousness on my part, which I will own up to, but I really hadn't even considered the fact that this was A) probation and B) if I didn't have another language, I was in trouble in the first place because I didn't have another language. That terrifically focused me on what I had to do because shortly after I came down to Washington, I married the lady I've been seeing. And now with a family, it's all different than, oh, this is a lark, I can have fun and move on.

Now I have to pay attention to these kinds of things. The fact that I'm on language probation and the fact that I'm on probation in the first place. I came in as an FSO-6. the old scale six system. That was fine. You know, the whole routine. We did the six weeks, six weeks in the A-100 course. The people who were running it tried hard, they did what they could and they had their own routine. I had no problems with that. We had the administrative stuff to go through. The one thing I always remember, is I remember when I finished the oral exam process and they said, yes, you know you did well and if you pass the other steps we'll be in touch. They took my fingerprints. Now I had my fingerprints on file because of my clearances in the Air Force when I was in the service.

There wasn't an arrest record attached to those, but I've been filed for being in the Air Force and getting a clearance. So they took them again. Then I went off and they'd finished all these things, the security check, medical, left, right, back, forth, up and down. I came back to Washington. I presented myself for the A-100 course and nobody ever checked to see that I was the same guy who passed the oral examination and did all the rest of this. I just walked in and introduced myself as Stan Jakubowski and oh, welcome and here we go. It always struck me as a little possible hole in the whole system. Things could go ugly and wrong.

Q: Just somebody who was smart could theoretically game it.

JAKUBOWSKI: Yeah. well, some country which has interests in those kinds of things could possibly game it as well. I've learned over the years that Foreign Service Officers are very attractive people to other countries and certain circumstances.

Q: Sure.

JAKUBOWSKI: They like them very much. But, any event we get now to the assignment process, your first assignment, right?

Everybody in the class either had a language, and I'll tell you, this is again a sort of aside. Another person who I met a little later on and I'll use his name, John Tkacik. We're still friends. He told me a story about his language probation test. His father had been a defense attaché in Iceland and he spoke Icelandic. And when he joined the Foreign Service, he wanted to get off language probation. He said I speak Icelandic, but they didn't have an Icelandic course at FSI. The way he tells the story, they scouted around and they found an Air Force sergeant over there at Andrews who had an Icelandic wife, so they gave the wife sort of a one-time deal contract that she could come over and talk to him in Icelandic to see how good his Icelandic was. The way he tells it, his Icelandic wasn't really very good, but he knew some big words, Icelandic, and you know, the whole routine. And the lady who hadn't talked to anybody in Icelandic in a 100 years. So she thought that was the most wonderful Icelandic she'd ever heard in her whole life. And they gave him a three in Icelandic and off he went.

Q: Right? Yeah, yeah. That kind of thing could happen with any of the small languages since you didn't have any experts.

JAKUBOWSKI: I know, but it's a little. It's a little of the government getting hoisted on its own set of rules. You have a language. Well, I've got a language here I go. I didn't have a language and I was worried about initially taking an overseas assignment for two reasons. One, I was just getting settled into this marriage. And the second one is I had failed both French and Spanish in high school and if you didn't have a language it was French and Spanish one or the other., they were going to throw you into. So instead of going into a language, I talked to the career development officer, he talked to me and again a little diversion. When I was back in this INR job, (Bureau of Intelligence and Research) I used to go over to FSI and I would lecture on Admin overseas to FSI A-100 classes.

I got asked to substitute for a friend of mine who had been doing it, but was no longer able to do so. I did that for almost two years I was there in INR. Every once in a while for an A-100 class, I would go talk to them about Admin, and Against Party policy I would tell them that as they went through the Foreign Service, Foreign Service Officers in dealing with a Career Development Officer, the one thing they should remember is that the Career Development Officer's career and future prospects depended on how many bodies he stuffed in holes, not how well they fit.

So when the Career Development Officer came to you and said, So, have I got a job for you. Think about it. He may have a job for you, but he may have a hole that he's just dying to get somebody stuffed into. In any event, we settled on the SS/I job. It was in the Executive Secretariat. Henry Kissinger was Secretary at that time. Richard Nixon was President and it was a shift job, working up there on the seventh floor. One of the things that amazes me and I'm not really happy with, although it's out of my control. When I went to work in the Executive Secretariat up there. It was the kind of security that would drive a security officer crazy. I could walk into the Secretary's office. There was no barrier, no bar, no nothing else. In almost every single office you went to in the building, you would just open the door and walk into the office.

There were no cipher locks, there were no buzz things, no badges hung around the neck, or anything else. Generally speaking, as I went around, most people when you would walk in and say, I'm Stan Jakubowski from here, could you help me doing this? People would just be accommodating. No one ever gave you a, where's your clearance? Show me your ID, left right up and down. And that collegial atmosphere was really very nice and I think something has been lost over the years with the idea that the Secretary of State is now behind his barriers. Unless you've got a special code on your ID card or get invited up, you will never go near the Secretary of State in any way, shape or form. And that if you want to go to an office someplace, you have to make an appointment and knock on a door and do this. I don't think that's good for the organization.

Q: Just as a very quick aside, up until the late eighties, let's say to the end of the George Shultz, our tenure as secretary of state, that kind of security was more or less the same. There were very few security officers patrolling the corridors. Very few cipher locks on

doors. You could walk in, just tell them that you know, you're from x office. Maybe they knew you.

JAKUBOWSKI: If you wore a badge on a chain around your neck, you would be laughed silly.

Q: Oh yeah. You didn't. There were ideas, but you generally had it in your wallet or maybe in your pocket and you weren't showing it unless for some very special reason you needed to.

JAKUBOWSKI: You needed an ID to get into the ops center. You needed an ID to get into some places in INR, but most places were just very casual. Very nice. I liked that kind of atmosphere. The job there was not interesting and not enhancing as a job. Basically what happened in this section was all of the paperwork going through the Secretary of State passed through this office so it could be logged and registered and then controlled. There were when necessary deadlines put on it. Copies were made for the permanent file. Someone in one of the back offices, a GS employee was making microfiches of all the papers for records. The whole routine. Right. The somewhat interesting part of the job as you sort of got to see everything that the Secretary was going to see, maybe not at the same time because you were on a shift work and you only did that, but some interesting things flow through.

The two most interesting things I remember about that, which I carried forever, was as sort of the junior officer in that section. I was told that I had to do the top secret accounting. I had to look and audit the top secret files that were being kept in the Secretary's office. And there were approximately 360 top secret documents on file in the Secretary's office. I had to make sure they were all there. And being curious. I read them as I audited them. Why not? Now I have to admit I'm a junior officer. I don't have a whole lot of experience, but my understanding of the classification system, there were two of them I thought were top secret, maybe 10 or 15 percent of the rest were secret, sort of confidential for most of the rest of this stuff. One of the most interesting was the, and this was Top Secret, was the Memorandum of Understanding between the Department and CIA over what the relationships would be between here and there and everyone else. I got to say as a junior officer, that's kind of an interesting thing to see. I'm sure there are State Department officers, some of whom are senior, who don't even know that this exists. They don't understand how that relationship happened. But it was interesting to see.

The other thing that I remember is that Henry Kissinger got very upset one time when he discovered that he was under the impression that when he dictated a NODIS cable to his secretary, the next person to see it would be the Ambassador he was sending it to. When he learned that that was not true, he was very upset. So a committee was formed to decide how we could reduce the number of people down to the absolute minimum who could see these kinds of traffic. At the end of the day when this committee did all its work, we decided that the absolute minimum number of people in the Department who could see a NODIS cable was around 700.

And again, some people don't know, but you know, there's STADIS, EXDIS, NODIS, LIMDIS. When I was there, there were about three levels above NODIS to further restrict distribution. They were usually the initial of the executive secretaryDIS and things like that. They were very closely held. The other thing which was kind of funny is that Spiro Agnew resigned at that time and his resignation was to the Secretary of State. And I remember seeing that as it came by, but it also subsequently disappeared. The original copy of Spiro Agnes's resignation as Vice President of the United States is missing. Don't know where it is. No one knows where it is. There's, there's copies. Our office made copies and the copies went through the various places, but what happened to the original, nobody knows. I figure in maybe 50 or 60 years on Antiques Roadshow, someone will turn up with.

Q: Why would the Vice President's resignation go to the Secretary of State?

JAKUBOWSKI: No, that's where it goes by law and even Nixon's resignation went to the Secretary of State.

The resignation of any other cabinet officer would go to the President. When the President or the Vice President resigned, the Secretary of State is number three in that whole chain, so it goes to the Secretary. But in any event, I did this, but I really wasn't happy with it and I was starting to feel the pressure of I need to deal with the probation and language probation and the rest. I talked to the guy who ran the office, a gentleman named Paul Washington and I expressed my concerns and displeasure to him about the whole thing. The solution that we decided upon was that we would abolish the job.

It was decided that this was not a necessary position for a Foreign Service Officer. I was then back on the looking for a job routine. When I looked at the various things, I decided that since I wasn't any good in French and I wasn't any good in Spanish, I needed something really different. And that's why when I found a General Service Officer job in Taiwan, I decided that would be a good job and I will study Chinese. That's got to be different than French and different than Spanish. And maybe I'll do it. It turns out that you're not allowed to study a hard language unless you have an MLAT, Modern Language Aptitude Test, above 70. One other thing about that. Not the MLAT, but another test that gave us and I don't remember what the test was, but it was one of these tests where you had like two minutes to answer 30 questions or something like that. I got the 30 questions answered in two minutes. When I was thinking how smart I was and I looked over this girl who was sitting next to me, she had not only finished, but she was going back and checking her answers. It was at that time I realized I was in a different ballpark than usual. I mean, I was proud of myself for having got through these questions in the time and she had gone back and was checking her answers. I killed myself to get through. I went through the whole routine and got the assignment and then was sent to FSI.

This was when it was in Rosslyn, on Key Boulevard. I was to study Chinese for six months. My wife came along with me. She wanted to study Chinese too.

Q: And they allowed it?

JAKUBOWSKI: And they allowed it. She joined me in the class. It was a very small class. There were four of us, including my wife, five. I'm sorry, we had a DEA agent who spoke Cantonese. They had sent him over to pick up Mandarin as well. Which was funny because the teachers always used to talk to him and tell him, don't sing to me in Cantonese speak to me in Mandarin. There were five of us in this course and the Chinese was a little difficult at the start because Mandarin has four tones and the tone you use, the phoneme, changes the meaning.

One of the teachers said, I realize that unless you have some linguistic background in Chinese, if you're Chinese and have some linguistic background, you appreciate the fact that there are four tones. If you're a Chinese teenager, you don't know there are four tones. You just know this is the way you say this and this is the way you say that. So I sort of adopted that approach. I'm not going to worry about is this a fourth tone or a third tone? I'm going to learn, this is the way I say this and this is the way I say that. And that was when I began to make some progress in Chinese. When I ignored the tones and made some progress it was kind of kind of fun. The teachers were wonderful.

I discovered that even though my parents, every Friday night went to a Chinese diner out on Long Island, I hated the Chinese food. The students decided we were going to have an honoring the teacher banquet one night and we had one of the Chinese teachers arrange the meal for us. That was done a week before the banquet so that when we got there, they would be Chinese food as opposed to what they serve in a Chinese restaurant. And then I discovered I really like Chinese, Chinese food not American Chinese food. It was incidental to this whole thing honoring the teachers. My wife was working on her private pilot's license. Because I had one she had to have one. Her teacher was a furloughed United Airlines pilot. She was due to go flying that evening and she wanted her lesson. So I said, well, okay, we were friends with the pilot and his wife, I'll take the pilot's wife instead of my wife to this thing. Well, the pilot's wife was this very attractive, petite little blonde girl, and had a Corvette. So I show up at the honoring the teachers banquet with this petite little blonde who they knew was not my wife in this Corvette. I had a nice meal. She was a lovely lady.

We slowly clawed our way through the Chinese lessons. Then the other thing that turned out to be very interesting and informative. In those days, there was a student lounge where you could sort of congregate in between classes. I was sitting in the student lounge one day and I happened to hear, overhear a conversation, because the phones are right there. You couldn't help but overhear conversations. It was one of the other students, a guy named Richard Mueller who was getting off the phone, having made arrangements for his cruise from LA to Honolulu. I said, excuse me, Richard, but cruise, LA to Honolulu. He was going to Tiachung, to the language school in Taiwan. He would get full Chinese training. I was going to Taipei for the GSO job. He explained to me that the regulation still said, you know, you can travel on a US flag carrier as long as the route is the customary line of travel. There was a US carrier, Pacific Far East Lines, that traveled

from San Francisco and LA to Honolulu and back. He had made arrangements for himself, he was getting married, and his wife, new wife to take this sort of honeymoon cruise from LA to Honolulu on the way to language school and Taichung.

I thought that was a really very nice idea. So I got the information and I made arrangements for my new wife and I, and I had two of her three children. They were going with us. For us to try basically the same ship that Richard was, traveling on between LA and Honolulu on our way to Taipei. The terrible part of this is, the regulation says that you could travel first class on the ship, as opposed to economy class. But that you had to take the lowest first class that was available when you bought your tickets. Richard got his ticket before I got my ticket. Richard and his brand new wife were in upper and a lower berths. Junior officer. Jakubowski and his wife had a bigger stateroom side by side berths and the two kids had a bigger stateroom twin berths all on the same ship. I felt a little bad about that when I did get on the ship and discovered that Richard and his brand newlywed bride were in upper and a lower berths in this thing and I was in a bigger cabin with a side by side stateroom. But I didn't feel too bad when I was sitting in the dining room and thinking to myself, here I have crystal and china and silver and room and I'm not in the back end of a 747 eating off plastic and the rest of the routine. Cruising was very pleasant. We stopped and spent a couple of days in Japan on the way. My wife had always wanted to see Tokyo, so we spent some time in Tokyo on a vacation kind of thing. We get to Taipei. That turned out to be very interesting. In several respects, some of which I know some of which are things we learned. We got to Taipei. We were picked up at the airport by guy who's going to be my boss, Frank Jackson, the General Service Officer. I was going to be the Maintenance Officer, GSO Maintenance Officer. It was a three man GSO operation. There was the General Service Officer, a Procurement Officer, and the Maintenance Officer.

I'm going to be the maintenance officer. The GSO, my new boss, picks us up, takes us to this house up on a hill, and sort of drops us off. He had something to do, so he turns around and leaves. I understand he had other things to do and so forth. When we get into this, it's a very nice house. The house had three bedrooms, but unfortunately they hadn't set it up the way it should have been set up. It turned out to have snakes in the corner and some other problems. Like that, my wife just went nuts, so we got in a cab and moved to a hotel. I went the next morning to the embassy and said, I'm at a hotel not in this place because this place was not acceptable. Luckily the admin officer, a guy named Bob Waska was understanding about the whole thing and the government picked up the hotel tab until I got the house ready. Now, at the time, this was up on a place called Yang Min Shan, up in the hills above Taipei.

There were basically two residential compounds. There was an embassy compound which had housing that was sort of diplomatic in nature, nice brick whitewashed structures. There was a compound called the ATG. It stood for Army Technical Group, which were smaller houses, more crowded. Well, someone who was senior to me had come in and been assigned to the house in the embassy compound that was going to be mine, which I had been told about. That's why we wound up in the Army Technical Group housing. It turned out to be, you know how things work out for the better when

they start out for the worst. It turned out to be much better. The Army Technical Group had much better parties, much nicer people, and later on association with some of those people provided me with a wonderful job after I retired.

Q: Wow.

JAKUBOWSKI: All the way down to Taipei, you know, Seventies.

Q:Wow. That's great.

JAKUBOWSKI: We got the housing straight and now the whole routine at all settled into normal. At the time this was an embassy. There was still full diplomatic relations between the United States and Taipei The US had opened the Liaison Office in Beijing. This was late enough that the Liaison Office was going. This is from the political aspect of it that I came to learn and understand. The ambassador was Leonard Unger. Leonard Unger was a Career Ambassador that was his grade, Career Ambassador, top of the food chain in a sense. This is the old foreign service days, where an FSO-1 was the top of the FSOs scale, and after that, you know. An old, FSO-1, is now two or three grades up into the new system when they're talking about grades. It turns out I learned that Ambassador Unger had been sent there to close the place just with the understanding that this was going to be a relatively short term operation.

He would close the place and then move onto bigger and better things. For various and sundry political reasons, the US delayed closing the place. So he was sort of stuck in Taipei, Taiwan. The State Department had left him there and sort of left him dangling. He wound up just retiring out of there. They didn't do much for him in other respects. There were still the US government compound, a headquarter support activity with the PX and the commissary. All those facilities made life very easy. The US dollar was fairly strong against the Taiwanese currency. It was still, the difference is unbelievable. I mean, when we were there, you never saw your garbage. Ten minutes after you put it out. I mean you'd put your garbage in the garbage can out the back door and if you went back 10 minutes later, it was gone.

We used to have this lovely little lady who visited my wife every morning. She had two enormous flower baskets hanging on one of those yoked things, of course. You'd see her running up Yang Min Shan to visit all these houses to sell the flowers. Everybody would buy flowers because they were so cheap. There was a large black market. There was a place called Susan's kitchen. There was a 40 to one exchange rate, 40 new Taiwanese dollars versus one US buck. You would go into Susan's kitchen and there would be something, say Cheerio's, which was going to be selling at the PX for three dollars and forty nine cents. Well, they hadn't taken the three dollar, forty nine cents sticker off, but it was now 349 new Taiwanese dollars. They didn't have to re-label it. You had a ration card to buy certain things. The estimate was that the value of the things on the ration card was in the thousands of dollars if you bought them and turned them into the black market. I mean things like a TV, radio or stereo, they were all limited. One of the things I always loved about Frank Jackson was his favorite saying you got supplies periodically into the

commissary, and he always said that he was going to go over to the commissary and buy it all up before the hoarders got to it.

The job itself was a good introduction to some of my background.

Q: Let me just ask her about the language. How much time did you have studying Chinese?

JAKUBOWSKI: I had six months in Washington before I went to Taiwan. I had to meet the spoken two level in Chinese. In a hard language, and Chinese is considered a hard language, a two level is what is required to get off of language probation. I had two things going on. One, the spoken, language. I do not want to speak a language that I cannot read. Writing is a whole different skill, but I couldn't read. I decided I was going to learn to read Chinese as well. The embassy provided me with a tutor. I had a an hour a day, three days a week with a tutor, a very nice young Chinese lady. This whole thing is a weird environment because I'm in charge of the maintenance department. There's a civil engineer, Chinese, Taiwanese civil engineer, who's my deputy. The guy who was really running the office.

He's got a master's degree in civil engineering from a very good American University. I have a Chinese Taiwanese secretary to help me with everything. Nice Chinese lady. She's got a master's degree in English literature from a good American University . There I am with my City University of New York's bachelor's degree. Everybody around me is better educated than I am, but I'm the boss. That wonderful environment. They were very patient people with me. In order to help my Chinese. First, I had this teacher work with me with reading. It was the most, one of the most fabulous things in the world, when I read my first Chinese book The reason I say that, I'm sure you're like me. I cannot remember learning to read. I cannot remember when all those silly squiggles made sense. But I remember when all those Chinese squiggles started to make sense and produce information and ideas. It was astounding. It was wonderful. I still remember that experience. It was worth every single beating my head against the wall day, learning all those characters.

And then unfortunately I drove my staff crazy because Wednesday was speak Chinese day. On Wednesday all the business in the office had to be done in Chinese. I would not respond to English and I wouldn't have made progress without this kind of trick. I told the staff if you're going to get to me, you have got to get to me in Chinese and I have got to get back to you in Chinese or isn't going to happen. I needed to force myself like that because I needed to make the progress. It's too easy in an embassy environment to never use the language that you're supposed to be using. Almost all of the local employees speak better English than you speak Chinese. Most of them are interested in speaking English because they want to improve their language skills. So to improve your language skills, you've got to really force it. You've got to really push the issue.

That was my solution to get off language probation. With the Chinese tutor it helped learning the characters that helped with the spoken language. It also helped there were no

English street signs in Taiwan. It helped getting around town and doing all the rest of this. That these signs made sense now about what they meant. Because other than that, the usual routine was you will go four blocks this way past this particular sign or this particular organization or this particular and hang a right here and go two blocks that way. It was not, you know, just go to Dong Shan Bei Lu, number 37, because that didn't mean anything unless you could read the street signs and knew you were going. So that enhanced the whole experience of being in Taiwan greatly. The maintenance job was running about a 40 or 45 man crew of craftsman and an air-conditioner guy and an electrician and a plumber and a carpenter. They were organized in about three or four teams. Work orders would come in, you would prioritize the work orders, get the crew out there, make sure they were doing their job, check to see that things get done right and control ordering supplies. You need spare parts. The rest in my mind is sort of an ordinary maintenance job, but it's one that has to be done right or things can go wrong. You get the usual things in a service organization. You get work order questions. Why isn't my work order done now? The crew came early or late or they didn't come when I was there or this, that, that whole thing from your customers. And it helps if you think of them as customers and clients. If you can organize that and control it, it's not hard.

It's just do it mechanically. In a lot of ways. It was a follow on from what I had been doing when I was a building superintendent in New York. That same kind of work. So it wasn't difficult in that respect. I did that for most of the year and then I guess it's part of an informal training thing. They turned me into the procurement officer. I switched places with the procurement officer. He was handed the maintenance shop. He was not an FSO. He was a staff officer. He was in General Services for his whole career, He was a very good guy. A skillful guy, knew his business left and right. So I went into procurement where I started to have to deal with that end of it, looking at contracts, uh, seeing what was required in the procurement of supplies.

Q: They give you any training for that?

JAKUBOWSKI: No. You get hands-on training. Later on I got some training in the skills that I already learned.

Q: Right. Well, the reason I ask is because when you go into procurement, you go into contract stuff and you can be personally liable.

JAKUBOWSKI: I didn't have a contracting warrant I was the procurement officer. I would do all these things, keep control of the paperwork, track all this, but the GSO was the contracting officer. He was the one who was going to sign off on it. I didn't get a contract officer warrant until much later in this whole game. My title was procurement officer. I was responsible for controlling that paper flow, the inventory, making sure the supplies were there, back and forth, up and down, left and right. I worked on that. One of the difficult but fun things. Again, I'm the junior officer at post. I'm older than a lot of people, but I'm still a junior officer post. I got handed the Christmas party for the annual Christmas party for the local employees.

One of the interesting things about the embassy in Taiwan operation at that time was what the military call a class six store. That's where the military gets their alcohol. A class 6. The US military at Taipei didn't have a class 6 store. The embassy had an employee's association that sold all the alcohol. The sale of alcohol to the military and to the diplomats and civilians was run by the embassy. It was a very profitable operation. When I got asked Stan, how are you going to do the Christmas party this year? I learned I was to do the Christmas party that year. I went and talked to the people running the alcohol sales. I learned that they got all of these little goodies from the distributors, sets of glasses, extra this, other than that plaques, things, etc. So with the approval of the admin counselor, I set up a regular Christmas party with all sorts of food and goodies left and right and everything else for the FSNs (Foreign Service Nationals).

I instituted a lottery, a raffle for the local employees only. I managed to get enough trash and enough of these things that I could ensure that every local employee got something. Then in a raffle form, we had a television set as the first prize, and in those days television sets were not as common in Taiwan at least. The second prize was a one gallon bottle of Johnny Walker Red, which was a very popular prize and I think I had like a 25 pound turkey for the third prize in the raffle. Then for the rest of it we put all these things out on a table in front of the guests . All the rest of this stuff. Everybody who walked in got a raffle number. From the barrel, we picked three tickets and put them in first, second, third and put them on a bulletin board.

Just left them there and then started calling raffle numbers. If your raffle number was called you came up and picked whatever you wanted off the table. About a third of the way through, I took the number three prize off and called that number. That person come up and got his turkey. About two thirds of the way through, I picked the number two off the wall and call that number and that person came up, very happy to get his one gallon bottle of Scotch. The television sat there until every other raffle number had been called. That's the person who got the television set. The part that I took particularly care of, which was not this raffle. My Chinese language teacher and I, we wrote a speech, an introductory speech for me to give to introduce the ambassador. I wanted to introduce the ambassador as part of this whole thing and I wasn't going to do it in English. This is the Chinese community with my Chinese coworkers.

And I felt that I had an obligation to introduce him to them in Chinese. I spent a lot of time on that. Memorizing. It was memory. I mean it was pure memory. This was not ad hoc or extemporaneous. This was *guo wei xhenshung, guo wei nushur, wa yao gei ne jeashao jeashoo*. That's ladies and gentlemen I want to introduce and then went on from there. That went over well with the local employees. They liked it, that someone had made that effort. Which I thought was important in the first place. But that was an aside on the Christmas party. I did procurement for about six months. At that time the Personnel Officer retired and left. The admin officer came to me and said, how would I like to be personnel officer?

Q: Wow. Um, this is already, you know, ...

JAKUBOWSKI: I've still got about eight months left on my tour at this time and he wants to know if I want to go over as the personnel officer.

And I said, why not? So I transferred out of General Service. They had to go through the whole rigamarole with State because I was officially re-assigned from General Services to Personnel at American Embassy Taipei. I went over and ran the personnel section We had, I had three employees in the personnel section, three ladies to handle the paperwork. Mostly it was what I think of as the usual ebb and flow of personnel, things. People coming in, you get them acquainted, make sure they get the orientation, people on the way out, you make sure they've cleared the post. As to the rest of things, you sat on the awards committee for the annual awards for Americans, but usually for the local employees. You had to make or get paperwork for their credit. One of the things I found, it's always astounded me, during the course of my career, how to the rest of the world, the CIA presents this face that we're, you know, covert.

Then when you get overseas to an embassy, sure, they're covert. For example, the first time I was there we got to the OER (Officer Efficiency Report) time and we're preparing the OERs to hand to the supervisors of all the officers concerned. I looked through this. The people who were there who worked for various agencies, supposedly attached to the State Department intimately, weren't being prepared paperwork for OERs. So I went to the guy in charge of that and I said, you know, I'm going to prepare the paperwork for you and your people. I'm going to give it to you. After that, if you want to shred it or do whatever you want with it, because once it gets into the American officers hands, the locals don't see it again. I'm going to do that. If you don't want me that to do it, I'll not do it, but I think we should do at least this. And he agreed. So from then on all the officers got paperwork and it went out and everything got done and then it disappeared into the void. Another time I got a call from an officer at the Taichung language school. He was supposed to be moving on and his orders hadn't come through. He wanted me to help him get his orders. I started calling Washington hunting up, down, left, right back and went through about a week solid work trying to find out where the hell this guy's off. He worked for another agency too. I guess he didn't know he worked for another agency. It is a little unreal the way this, this stuff. And you know, the standard joke. It may still be the standard joke. It was a joke for the 20 some odd years I was in the State Department. You call a number. Hello personnel office. Hello economic section. Hello? Three, four, six, nine.

In any event, that's a distraction. I was personnel officer doing these kinds of things as the personnel officer, my tout getting to wind up. I go and take my language test. Then I get off language probation. I have a two, two, as a matter of fact, I'm reading Chinese at the two level as well as speaking Chinese at the two level, which is what I needed.

Q: That's remarkable.

JAKUBOWSKI: All I needed, was a spoken two, but I went and got myself a reading two.

Q: It's remarkable because you only had six months of, of actual classroom training.

JAKUBOWSKI: I think it's the usual kind of thing that submersion in the environment really makes up for a lot of the rest. I mean, you can, it cannot have an effect, but if you want to have the effect, if you work at it. I mean, if I turn on the Chinese television instead of AFRTS and try and follow what's going on, on the Chinese television that's working on my language skills.

Q: Absolutely. Absolutely.

JAKUBOWSKI: I wanted to, I wanted to do this and so I made sure that I spent the time and put the effort into it to make sure that I was going to do it. It's really a lot of rote memorization to learn to read Chinese. Do you know anything about Chinese?

Q: No. No, I've never used.

JAKUBOWSKI: You know, the Chinese characters are ideographs, right? This is not distinct, but if I was to do this this way, this is like an L shape line on the bottom and a tall line in the middle and another line going up on the other side. This is the Chinese character for mountain. If a Chinese person sees this, they would think mountain. Now you know the Chinese word for mountain. Now, anytime you would ever see that, you know. You don't know how to pronounce it.

That has nothing to do with it. That's why Chinese who can't talk to each other can communicate. They use the same ideogram, they use the same character and that's through the whole language. They use the same character. It's easy for them to communicate because they can write to each other in a sense they don't need to speak to each other. When I talk about it. I don't know a whole lot of Cantonese, but *Kowloon* is Cantonese, in Mandarin, It's *geo lung*. Doesn't sound anything alike. It's nine dragons by the way, what that translates to. The two most fascinating things where, once you've learned the Chinese, they take characters and they stick them together and make new words. The word in Chinese for a physical object, a thing is *dong shi*. That's two characters. The first character *dong* is the word that means east.

The second character, *shi* is the word that means west. So in Chinese you would say, I went to the store to buy an eastwest. You went to buy something. And the other fascinating thing, which you never think about until you start getting into this is, how do you build a dictionary of pictures.

Q: Right? Yeah, that's good.

JAKUBOWSKI: I mean alphabet is sort of one thing. They have Chinese dictionaries and they've done it. I'm not going to take up your time, but it was a fascinating thing to learn that, how you build a Chinese dictionary so that when you want to learn the meaning of a character, there's a way to figure this out.

Q: Interested in so you can theoretically look up a word in Chinese using some kind of.

JAKUBOWSKI: Just quickly. Every Chinese character has one of 26 other characters embedded in it. Those characters are called radicals. When you see a character that you're not familiar with, you try and identify which of these 26 characters is embedded in it. Then you go to the dictionary that contains the list of those particular categories. The key part is stroke order. How many strokes does it take to make the rest of the character? This is a three stroke character. It's one stroke, two stroke, three strokes. This would not be the same character if I went like this. That's four strokes. That's a different character. Then that's how a Chinese dictionary basically works. I found this stuff fascinating. I mean, that helped me learn it because I found this just wonderful to talk about and do all those things. This is sort of my basic first tour. I concentrated on my language probation and got off my language probation.

I luckily got involved in learning three key areas of admin work in the Foreign Service, maintenance, procurement and personnel during the course of this thing. I had a very good boss. Robert Waska, he has passed on now, but he was a great boss, very concerned, caring, and took good care of me and made sure things worked. I could always go and talk to him about whatever was going on. So it was really a wonderful tour. When the time came to move on the General Services Officer in Beijing, because I could speak the language, had experience in admin and general services and the rotation was due. So the next step in this whole operation is to go on home leave, and then show up in Beijing.

I'm going to save all those Beijing stories for the next time.

Q: Very good. Absolutely. That's great.

Today is October 17th, we're resuming our interview with Stan Jakubowski and he is completing his tour in Taipei.

JAKUBOWSKI: This happened during the tour. Taipei. I got to meet and become friends with an economic officer by the name of Douglas Ramsey. That's another name that sort of disappeared into the past. Doug's fame is that he was one of these down country officers in Vietnam where they sent them out to do something. I don't think he even knew what he was supposed to do when they sent them out. In any event, he's a State Department, FSO. He's a junior officer. I think he was like a six or seven. He was captured by the Vietcong. He spent six years in the company of the Viet Cong. He told me he hated the US Air Force because the Air Force was trying to kill the Viet Cong and he was there and they were bombing him as well as the Viet Cong.

So he was never happy to see the Air Force. The part that struck home most to me is that when he was finally released, at the end of the war, he wound up having to sue the State Department. When he was captured the State Department decided that he didn't need any more of those allowances or benefits because he was being fed and housed and taken care of by the Viet Cong. The State Department had no more responsibility for him in that

respect. Also as a probationary junior officer, the Viet Cong neglected to send in any OERs on him for his performance. So, he was never promoted and the five years probationary period ran out. When he got back, they wanted to fire him for failure to get off probation. He wound up having to sue the State Department. You may or may not know that if you're a military person and you're captured, you get promoted with your class automatically You can be captured as lieutenant and released several years later as a captain or a major or something else. State Department doesn't work that way. He eventually won the suit, but he had to really sue the State Department in order to get them to take him off of probation, give him at least one or two promotions and put him back in the rotation to be assigned someplace. It turned out he wound up in Taipei. Doug stood as a little bit of a warning early in my career that the State Department sometimes cannot be a nice employer.

Q: Wow, that's astonishing. I've never heard that you can.

JAKUBOWSKI: He's on the Internet. His story is on the Internet. I mean you can type in Doug Ramsey and it'll pop up with the whole history about his whole story. It's a name that just stuck in my mind all the time basically because of what I think of is really poor treatment on the part of the organization I was working for.

And the other anecdote I wanted to get before we left Taipei is a story that I've dined out on for 30 years. As you may or may not know, there are aborigines in Taipei, in Taiwan. They're mainly a Polynesian ethnic group, not a Chinese ethnic group. Well, one of our younger consular officers, a guy named Steve Schlaikjer, fell in love with one of these aboriginal girls. They were going to get married. The wedding was going to take place in the village that she originally came from near Taitung, which is the middle of the island on the eastern edge of Taiwan. Several of us from the embassy went to the wedding.

We got there and the first thing we ran into was a problem. The problem was that the only fitting site venue for this affair was a community center in the village. The community's mayor had decided that this was not a venue that private functions could take place in. Those of us from the embassy, when we sat around and thought about it eventually decided that this was not a private function. This was a Chinese American cultural event. So we could have the wedding this place, because it's now a Chinese American cultural event. Steve's wife's name was Anna, her anglicized name was Anna. All of her relatives and Steve and Anna were in a traditional aboriginal garb. Very colorful, very beautiful stuff. It was a local customer that you chew betel nut.

Q: So what are they? What is beetle?

JAKUBOWSKI: A betel nut is a type of, I don't want to say vegetable. It is a nut, which has slightly narcotic effects. You'll have to chew a lot of betel nut to get high, but if you chew betel nut, life gets more pleasant than when you're not chewing betel nut. The locals chewed a lot of betel nut. We had a wonderful feast and a great time. At the end of the dinner, Steve's in-laws now, decided that they would do some traditional aboriginal dancing for us. They put on a lovely show. When they finished, totally unexpectedly for

us, they now said, okay, it's your turn. You've got this, this group of about 10 or 12 Americans sitting there. Okay, what's a traditional American native dance? We thought about it, thought about, we've got no music. We've got nothing else. We decided that the traditional native American dance we can do in response is the bunny hop.

We started a bunny hop line da de da Da da Da da Da da. The locals loved it. They joined in. By the time we'd finished this, there were like 10 or 12 Americans and 30 or 40 of the aborigines dancing a bunny hop around this sports field next to the community center. Great. And the punchline for me has always been that I think that now 30 years on some cultural anthropologist is going to go and look at this tribe and going to be amazed because they have this traditional native dance that looks a lot like the bunny hop.

Q: Oh my goodness.

JAKUBOWSKI: It was kind of one of the great things to do in the Foreign Service, to do something like that. That's not an experience you'd get anywhere else in the whole world. And just wonderful. Steven and Anna are still married. He's retired now and living in this area. He's one of the people whose names I'm going to put on that list to send, but that was the two Taiwanese things I wanted to get in here before we departed for back to Beijing.

Q: Just one last question. The aboriginals who lived there, can you just take a moment to explain how they are distinct from the nationalist trainees who arrived on the island and sort of took over?

JAKUBOWSKI: Well, there are there basically, I'm will say three categories. That's a good term. You'll have the Nationalist Chinese who arrived from the mainland. They took over. They were running everything. At that time Chiang Kai-shek had just died. His heir was in charge of the whole place. Then you have ethnic Chinese who are Taiwanese. They were born to the island, their ancestors that lived on the island for millennium and whatever. They were Chinese ethnicity, Taiwanese. They were, I'll call it an underclass because even though they were Chinese, they were not treated well by the mainland Chinese who had arrived. There is a Taiwanese dialect which is distinct from Mandarin. They had to learn this foreign language mandarin in order to get along with this whole thing, Then you had the aborigines who were sort of a further under class. They had not been widely spread through the island. They had tended to congregate in this section I talked about Taitung, which is the middle of the island on the east coast.

They had come, probably many millennia ago from Malay Polynesian people and stock. They generally stood separate and by themselves. There wasn't a whole lot of mixing. For some reason Anna wound up in Taipei. Steve got to know her. There were basically these three distinct groups and very little mixing between them. I can't say that there was racism against the other two, but they were distinct categories of people. Most of the mainland Chinese were the rich people, running the businesses, running the government, running the country. Your Taiwanese were basically farmers and fisher folks and craftsman who stuck to that category. The aborigines were pretty much fisherfolk farmers

back where they were. Very little intermingled with anyone else. To get there. You had to travel on the cross island highway, which I saw recently on Internet thing was listed as one of the 10 most dangerous roads in the world. It had been hand carved out of these mountains alongside this river gorge. 90 percent of the road is in tunnels and it's one of those things were about 10 people died for every foot of progress. When you're on it, because we've driven it, when you're on it, it's, you know, what am I doing on this road? Why did I make this bad decision today? You know, am I going to get out of here.

Q: Was it even improved while you were there.

JAKUBOWSKI: That was the best road and was only, I'd say 20 to 30 years old at the most. Before then it was of one of these, the only way you would get there would be sailing around the whole island to come in from another place or flying over. Both those were very difficult things to do. They were pretty much isolated until that highway opened and even that highway kept things from being easy.

One of the things I did, again before we leave Taiwan, one of the things I did for my own recreation in Taiwan was I organized a lot of touring. As I told you, we had this embassy running the class six stores selling all the booze. There was a welfare fund from that. I would organize trips to various and sundry places, open to all of the American official community, some military and some civilian. We went to the Pescador Islands, of which Quemoy and Matsu are famous in history. We did a long weekend there. As an example of the way lifestyle was, there were 33 of us on that trip. We went into a restaurant next to the hotel for dinner. In the Chinese tradition, you know, they just put the dishes out and they're one of those countries where you take a little of your drink and someone comes along and tops it off again.

When they've emptied the bottle, they throw the bottle in the corner. At the end of the evening, they just total the whole thing up. Well, the meal for 33 of us was less than $100. Which was great. We did a trip to Kaohsiung down at the southern end of the island. They have the big nature preserve down there. We all went to see that. The interesting part about that was this was by train from Taipei down. We had enough people that the rail company laid a special car on for us, which was very nice. We're all in this special car. And in the Chinese kindness thing, they had music playing for us. Eight hours of Turkey in the Straw. It's not as nice as you might think. They played Turkey in the Straw for eight hours. But then, you know, they're nice people as hard as it was. Then we did a circle which we went through that cross island highway and came back up the east coast highway to Taipei again. A couple of things like that I did it mostly for my amusement, but if I got the Recreation Association fund and the other people, then we subsidize the cost of it and I could afford it. That was a fun time. Okay. I think I've covered about as much as I want to cover on Taiwan.

Q: Okay. Now you see you've had all this experience in Taiwan and the opening to China has begun, but were you actually interested in going into Beijing or how did it happen?

JAKUBOWSKI: Well, I was interested in going into Beijing. I had spent two years plus working on Chinese, reading it as well as speaking it. I wanted to continue. The GSO job in Beijing was open. I would be running the GSO shop. I would have one person working for me. That is a bit of a career enhancement as opposed to going to work for someone else. I would get to use the Chinese and although I could have argued with personnel about the whole thing, why should I bother? It was what I wanted. They wanted me. I was a perfect fit. I mean Chinese speaking, GSO, sliding right into the job and go, that's one square box checked. Not to do anything else, right? We left Taiwan and I was still playing the game. That's one thing I loved about the good old days and about being a junior officer, you could sort of futz with everything. We had a cruise from Honolulu back to San Francisco on the way out of Taiwan, right through to Honolulu and then took the cruise for five or six days back to the coast. One of the things that we went back for was consultations. Consultations, were not much. It's one of the things that in retrospect I think about. The formal training I had with the State Department was a budget and fiscal officer course, a general service officer course.

I had the general service officer course when I was already an FSO-1. That was because they needed to park me someplace when they didn't know what to do with me after Med broke my assignment to Istanbul about ten years later. So, they put me in the general service officer course. I also had long term training at a Harvard. That was it except for language training. So as far as other formal Admin training, not very much. So I arrived as the GSO in Beijing without any GSO formal training. All I had was apprentice training under the people in Taiwan. I took a cruise back to Beijing through Honolulu too. I got another cruise. I had three lovely cruises at government expense on the way out to Chinese posts. One of the things I admire is the way the system works, and I loved it, was that the marines that year were having their 200th anniversary Marine Corps ball. I wanted to go to because I knew all the marines in Taipei, then go on to Hong Kong. I arranged to travel to Hong Kong to do consultations in Hong Kong, en route to Beijing. I had the old, old style diplomatic passport, the bigger one, which had no expiration date. You remember those? Up until about 1968 or 69. The passports were much larger than they are now. About the size of, let's say a cell phone, one of the largest cell phones. It had an issue date, but it had no expiration date. It did not expire. I stopped in Taipei to have the ball with the Marine Corps and then went on to Hong Kong for my consultations. That was useful consultations because at that time Hong Kong was the service provider for much of what was going on in Beijing.

Beijing was a liaison office. There wasn't a full embassy. Communications with anyone except Hong Kong was extremely difficult. Almost everything that we got came through Hong Kong. Including usually the diplomatic pouches unless they were hand carried by a courier in and out, but the bigger stuff in a diplomatic pouch went through Hong Kong.

Q: At this point at the liaison office, did you have at least unclassified cables?

JAKUBOWSKI: We had telecommunication service without a problem. We had classified and unclassified. We had a secure room. The thing was the facility itself is not very big. There weren't a lot of people. Lenard Woodcock was the ambassador. He was a

friend of the president, former head of the UAW. My boss was a guy names Hal Vickers. He was the Administrative Counselor. There was a budget and fiscal officer, a personnel officer, an RSO, communicators and me, the GSO.

There was no IT section. I don't even think we even had a computer. No, we didn't have any computers, so there was no IT section. I had one American working for me. The budget and fiscal officer had some Chinese working for her and the personnel officer I think had one or two people working for them. It was a very small staff there. There was the ambassador, DCM, the political section, was I think four officers and the economic section was two or three. Consular Section had about four. That was the liaison office. That was it. There was an annex and the main liaison office and those were the facilities. The big problem administratively, and I'll introduce this, was that housing was short. We didn't have enough housing. The routine was that if you were single, you went into the hotel and you could expect to spend your tour in the hotel. If you were married, you went into the hotel and you could expect to get a house in six months or so, maybe if things worked right. To blow my own horn. When I got there as GSO, I decided that I could help the single people a little bit, especially since I spoke Chinese. I went and talked to the hotel management. This was the Beijing *da fan dian*, the Beijing Hotel, which was pretty much it. There was the Peace Hotel and the Beijing Hotel, the Beijing hotel was better than the Peace. Our people are in the Beijing hotel. I negotiated a deal with the management of the Beijing hotel that for an extra $2 a day, I could put my own little refrigerator and my own little TV set in each of those rooms that had single people.

Now there's only Chinese television on the television, but that didn't matter to me. With something, making noise in the corner or whatever and the hotel didn't have any sort of things. A little refrigerator in the room, at least keeps a cold drink or something else to help the single employees. Then the other story which is related to housing, is that the Administrative Counselor came back one day from a meeting at the Foreign Ministry. The Foreign Ministry had agreed to give him another apartment. However, the Foreign Ministry specified who would have to go into the apartment. The reason was that there was the budget and fiscal officer, this lady, was one of those iron willed ladies who never stopped demanding and raising hell and things. Even without speaking a word of Chinese, she had moved the Chinese Foreign Ministry. To shut her up, the Foreign Ministry had decided, okay, we'll give you this apartment. But it's for her.

It didn't matter that she was single and it didn't matter that she was no place on this rota, the whole thing. This is for her. The Admin Counselor said he thought about it because he knew it's going to raise hell back at the liaison office. But he said I add a unit to my housing pool because when she's gone, I now have another unit for other people. I know this is a pain, but in the long term we get something. Some people on the staff didn't understand that. She didn't speak Chinese by the way, this lady, but she convinced the Chinese Foreign Ministry to give her her own unit. The other thing that I did was, at that time, if you wanted a Chinese driver's license, you had to surrender your US driver's license. You had to prove to them that you had a driver's license, by giving them your US driver's license. That was not ordinarily a problem, except if you had to leave on a medevac on Saturday afternoon, and go back to the states. That was a problem. I

discovered that the lovely GSA had on one of their things, driving license forms. You could get a GSA driver's license. I ordered several hundred GSA driving license forms. I would fill them out and stamp them with an embassy stamp. The Chinese wanted a driver's license. I'd give them the GSA driver's license, not the person's state driver's license. That way if the person had to leave in a hurry, who cared that the Chinese kept the GSA driver's license. I'm gone and I've got my driver's license. The funny thing about this, at least I always thought it the funny thing about it, is there's a place on this GSA driving license form where you can identify the kinds of vehicles people are authorized to drive. I could drive a semi or a backhoe or whatever because I just typed in as I went along. Send it over, qualify for anything. The other direct driving related part of that is we got all our employees from the Diplomatic Service Bureau (DSB).

We didn't hire anybody. You'd send over a request or requisition for people. The DSB would send you people. After a while I joked that I was running a training school for Chinese automobile mechanics. I'd requisition two mechanics and I'd get people. The closest they had been to an automobile was the back end of a water buffalo. We'd have to spend time teaching them and training them. When we got them up to speed they would be pulled and I would go get two more trainees to work on the cars. This was a wonderland. One of my other favorite stories is we all went to the diplomatic store to buy stuff. This is like January, February. I walked into the store and there's a table piled with oranges. There hadn't been anything like an orange six months.

I speak Chinese. I walked to the young lady who was there and I said, in Chinese are these oranges for sale? She said, yes, they're for sale. Great. I'll take two kilos. No, you can't have them. Excuse me. These are for sale, right? Yeah, they're for sale. Okay. I'd like a couple of kilos. No, you can't have them. We went around this tree several times before I finally figured out what was going on. They had the oranges for sale, but if they actually sold them, they wouldn't have any for sale. Therefore in order to establish that they had oranges for sale. They had them, but they wouldn't sell them because if they sold them, they wouldn't have them for sale. It may make sense in a certain way.

Q: A. Yeah. If you've got some kind of a supervisor who needs to be satisfied and be able to say, yes, we have.

JAKUBOWSKI: We have all this stuff for sale. We've got oranges for sale, we got this for sale, we got that for sale. But if they walk out the store, you don't have any for sale anymore.

Q: That's crazy. It's like a Kafka.

JAKUBOWSKI: It is. That was kind of the environment you lived in. This was sort of a little bit of revenge time too. Most of the other western European embassies who were there, the French, even the Australians, the Germans, the British. They cannot afford to send an officer that long to learn a language, a Chinese language or a hard language. So none of them, even very few of us spoke any Chinese, therefore in social interactions with all of these people, they would rely on the American who spoke Chinese because

they didn't. And it's kind of humorous to be interacting with a Dutchman who speaks nine languages, but he's got to turn to you for translation. Whereas in any other place in the world you'd be asking him for help. So that was kind of fun. My other primary claim to fame is while Lenard Woodcock was there the Kennedy's came for a visit, including the Shriver's and Ted Kennedy, the heir and Carolyn Kennedy was there. And at the end of this dinner we had. And again this was a small enough place that everybody got invited to everything because he is having a dinner for these visitors. I mean, you're going to draw the line at two people, just the heads of a section or he's got to make it 12 and put everybody in. The Kennedys wanted to know what there was to do afterwards. Well, the Australians had a little club in the basement of their embassy and they had a little band, so I always tell people that I took Caroline Kennedy dancing. We all went to the Australian club for what was left of the evening. It was, it was a weird place, but fascinating.

The job, I don't want to say it had been neglected, but there were things that needed to be done. For example, the supply chain was terribly long and very complicated and it had been neglected. One of the things I had to sit down and do, and this is all by hand, I had to go to the GSA catalog and start ordering supplies and figuring out what was needed for the next several months and get the order in and get the whole form filled out correctly, get the B&F fiscal data, added, that whole thing, so we would have the supplies we needed. There were several garages that we had rented from the government, which we storing junk in.

So I had a sale to get rid of the junk. However, the only customer was the Chinese government. I wanted this stuff out. You know, you leave this stuff around here and it just gets worse and more and more trouble. On the ordinary routine of all the other things. This is the routine. My family and I moved into a suite at the Beijing hotel, and this is pretty much the standard joke around the place. You would move in and for the first week or so things were perfect or very good, but then they get used to you and things started to slack off. So the deal was, and it was probably more than a joke, you would stand in the middle of the living room and you look up at the ceiling. You say, this place is so dirty, I can't stand it anymore. And about 10 minutes later a cleaning crew would show up to clean your place.

The water that came out of the faucets was not potable. So there was a thermos with hot water and a thermos with cold water sitting on the side, on the table. Again, if you ran out of hot or cold water, you just say no more hot water here and pretty soon somebody would show up with the hot and cold water. It was really true. You were being monitored all the time. It was a joke. You assumed you were being tailed every place, but there was no way you could ever tell because at that time everybody was in their Mao suit. It was either blue or gray. Same clothes, same thing.

One of the fascinating things in retrospect. Chinese identification cards don't have a hair color and don't have an eye color. It's pretty much uniform all over the place. Mostly Chinese cards identify people by ancestry, your parents' and grandparents' names. So when they ask you to the ancestry. On the other hand, as astounding as that may sound,

the Chinese have difficult telling us apart because they're cuing on different cues when they look at a face or an expression or something else. So when they look at a westerner, those cues aren't there and they can't really assimilate that and so it makes it difficult. The other hilarious story is that I was walking around one afternoon. I was walking down this back alley and I pass this little grandmother type who's watching out and watching her grandson and I walked by and I happened to catch her speaking as I walked by. She's pointing at me, and saying to the child, you know what, now you eat your rice or that foreign devil's going to come and get you. So I can be, you know, a bad example of nothing else.

These are the kinds of things that made it a very interesting assignment. One of the nice things for me, every week I would get the TV guide from Hong Kong. I would either telephone or send them back a cable saying which television programs staff wanted recorded. We had VCR at the liaison office and people could come in and watch American programs there. I was the person responsible for selecting the programs, which is a nice thing to do. You make sure you get your own in there, if nothing else. The other kind of Chinese thing was, I said everything came in through the by rail usually. It was one of the things that I fought with our dear old State Department about all the time.

My mind, an issue of reciprocity. Everything that came up from Hong Kong had to be crated to Chinese specifications. It didn't matter what kind of crated was in or anything else. It all had to be put in a crate. I kept going back to Washington. How about a little reciprocity. And the same with the housing. Every Chinese in Washington was housed. We were not, but no one ever wanted to rock that boat. And as far as I'm concerned, no one still ever wants to rock that boat. There were several issues where I said, you know, we could make this a reciprocity issue, guys, you know. Then how about doing a little for us, for what we're doing for you. But no, they let the Chinese do what the Chinese wanted to do. When I sent a crew to the railroad station to pick up supplies that are coming on the train and it was always funny. If I sent them, it took them four hours to get the supplies and get back. If I went with them, we were back in about an hour and a half with the supplies. So that's the same over. And I remember once talking to this Chinese, we were driving around town for some reason and they were telling me about how the city was crime free. No crimes in Beijing. It was all crime free. I said, well why does every bicycle have a lock on it, built in, if it's crime free? And I said, and I've noticed too, all of the apartment buildings the Chinese live in the first three floors are wrapped in barbed wire. Why? Why do they do that when there's no crime around here? And I get no answer for that. A little giggle, and change the subject.

Q: Let me just ask you about the crating and so on, with everything that's coming in essentially through diplomatic pouch. Did you believe that the extra time when you didn't go with them was due to tampering?

JAKUBOWSKI: No, I think it was just minor harassment. It you had to pay for the crating and it slowed things down and life was left. I used to have my own personal gauge of Chinese American relations. In that when I'd call for a cab if the response was, we'll have a cab there in two seconds. No problem. Chinese American relations are good

today. If it was going to take an hour to get me a cab. Well, the relations were not as good as they were yesterday. In my mind it extended to that level. I spoke Chinese, but I know I had an accent. I had learned my Chinese in Taiwan. The Chinese in Taiwan have a different dialect than those in Beijing. Even with the same basic pronunciations. The example I always use is the word for "a little bit". In Taiwan, a little bit is *Edian* in Beijing, it's *Ediar*.

They put an r in there . There's lots of words like that where a difference. If you've learned one version and you're in the other country, you're immediately identifiable as someone who came from someplace else. Now the Chinese never really seem to care. It didn't offend them that we'd all studied in Taipei. They knew everybody who'd learned their Chinese had learned it in Taipei. One of the things that just was. I always say too that, in Taiwan, if I happen to have to go to the Foreign Ministry for some reason, the drill was you would go to the foreign ministry. You will be escorted to this overheated room with these plush chairs with antimacassars on the arms. You will be served tea. There'd be a picture of Chang Kai-shek above the door and you would sit there for 10 or 15 minutes and talk about everything before you finally got down to business.

If you had to go to the Foreign Ministry in Beijing, you would be escorted into this overheated room which had these plush chairs with these antimacassars on them and there'd be a picture of Mao Zedong on the wall. You'd sit there for 15 or 20 minutes and talk about whatever before you finally get down to business. In my mind, I decided that in Taipei you had a Chinese culture with a veneer of capitalism and in Beijing you had a Chinese culture with the veneer of communism. If you cut through the veneers, underneath you'd find two Chinese cultures and no one's ever convinced me otherwise. That's the way these countries are.

Q: But it is remarkable that the Chinese go all the way down to these little details of harassment and you know, when offense is taken that they will pay attention to every single tiny little thing like that. Just as an aside, it's an interesting kind of distinguishing thing about that.

JAKUBOWSKI: Yeah. In the admin section you usually have the most number of local employees. General Services had the most local employees because we had the craftsman, drivers, we had the rest of the warehousemen. The senior Chinese in the GSO section I had been led to believe was probably the equivalent of a general in the Chinese intelligence corps. I'm a junior officer, you've got to remember I'm still an FSO-6. I felt that I should go in there and salute him when I walked in. I mean, I'm nominally his boss. But he's in charge. Every single other Chinese in the place was in total fear of him. If he said jump, it was one of those questions about how high and can I come down someday? There was no doubt in anyone's mind that this guy was not just your ordinary joe. The circumstances I told you about them handing out the house to the budget and fiscal officer. One of the other Americans at the embassy complained about this more vociferously than other people. I'll say this. I think I can say this, he was working for a different agency and the Chinese hadn't been told about it.

When I happened to go over to talk to this senior local, he said to me that this employee had better be careful and not stick his nose into other people's business. I grabbed my boss and other people and we went into the ACR there and we had a little conversation about was this guy complaining about A or was he complaining about B? It got lifted from me and take other places, but it was a serious consideration about, the Chinese passing messages here, because they are capable of doing, that or are they not passing messages here? The other thing, we didn't have marine watch standers. We had RSO watched standers. Marines were not in Beijing at that time. There was an RSO and assistant RSOs. They stood watch just as a marine would stand. The RSO was a guy named Chris Bowles. Chris has a distinction in the Foreign Service.

I wish I could remember the exact names, but Chris had been the RSO at three places where the ambassador was killed. I looked it up. Chris was RSO when Cleo Noel, Rodger Davies and Arnold Raphel died while serving as Ambassador. Now in the world of coincidence, if that's a coincidence, it's unbelievable, but he had been the RSO in three different countries where the ambassador was killed. It was one of those terrible black jokes about, boy, I wouldn't want Chris to be the RSO. He was a very competent officer. It wasn't that he was not doing his job and not doing his job right. It was bad luck of the worst order.

Q: Wow. Because, you know, certainly foreign service officers are killed and ambassadors are assassinated.

JAKUBOWSKI: I think except for Chris Stevens in Libya, probably the last three. He just happened to have been there.

It's weird the way sometimes. Well, it's not totally weird. I mean, I served in Africa, I served in Europe. I served in Asia. I kept running into the same people. Other people, our paths might cross once and I never see them again and you probably had the same experience. Some people you seem to keep seeing all the time. Some people you never see again. Even if you'd like to see them again. Their paths just never cross. I don't know what drives that, but a guy I served with in Taiwan showed up in Brussels at the same time I was there. I mean weird kind of thing. And other places, other posts. I had similar experiences where people who you never expected to see show up or you show up and ruin their lives. It's just, you know, one of the other. But back to dear old, Beijing.

Q: And all this in just a little over a year.

JAKUBOWSKI: It's not even a year because what happened. Well, let me tell you the other thing. I told you I'd been to Taiwan to go to the Marine Corps Ball. Early after my arrival in Beijing, I'm hanging around with my Australian counterpart. They're having Melbourne Cup day. Melbourne Cup is a Biggie in Australia. It's like Kentucky Derby magnified several times. There's a horse race, but the whole country shuts down for the horse race. They're having a big party at the Australian embassy for Melbourne Cup Day. It's a formal affair and he invites me. He says, but you know, you can just come in a suit because you've just arrived. I think, ah my James Bond moment. Oh No, I've got my

tuxedo. Doesn't everybody traveled with a tuxedo? As I said, my James Bond moment, I've got a Tuxedo doesn't everyone. Now the only things going on. One other little goody, I have to say helped.

We had a congressional delegation come through, some senators. The State Department escort officer grabbed me as the GSO, a young lady. She told me that this was their last stop. They were heading back to the states and they had some alcohol that they didn't want to have to carry back to the states. They'd like me to buy it. Now it's duty free alcohol. I get duty free left and right. To sweeten the pot, they had two cases of assorted mixers. You could not get a mixer in Beijing at that time for love nor money. I mean a two liter bottle of club soda was worth twice the price of a two liter bottle of Scotch. I mean, it just wasn't available. So I graciously consented to take the alcohol off her hands if she threw in the mixers. That made me very popular in Beijing for a while including with my boss because there was Quinine water, a couple of bottles of that. He liked that stuff. So her boss, no sweat go.

I also got to be acting admin counselor for two weeks while he had to go back to the states, which was my first experience with what admin counselors have to deal with as opposed to just general service officers in the echelons. Which was very interesting. My boss in Taiwan had been a very good boss in retrospect and things in that when the ambassador had a country team meeting, his habit was to rotate junior officers in and out with him so that junior officers sat in the back, but got an experience of what was going on in the country team meeting, who was doing what, what the relationships were. But it's a little different when you're sitting at the front table, then at the back table and you get asked questions about various and sundry things. It's also a habit I kept the rest of my Foreign Service career too. When I was running something and sitting at the front table, I made sure that one of the officers, and I'm talking about even a communicator, I drag a communicator in or you know, somebody else's assistant, whatever. As a matter of fact in Singapore one time. I'm leaping ahead, I made the IT guy, the acting admin counselor when I had to go someplace. At the end of two weeks, I came back and he said, boy, I never realized all that stuff you have to deal with. And I said, well, good. You'll appreciate me more. But that's the kind of experience that I think that junior people need, if they're going to move up. They can't just be isolated as you’re a peon, we don't have to talk to you or do anything about you.

Then in a sense of the tragedy struck. At that time being in the hotel, the liaison office had a couple of washers and dryers in one of their buildings so that you can take your laundry over there and do your laundry. There was really no facility at the hotel to do it. While my wife and I were over doing laundry there one afternoon, Saturday afternoon, she slipped and fell and she really banged her head on a terrazzo floor and went unconscious. We had to take her over to the Beijing hospital and they took excellent care. I mean, they really cared about doing it and taking care of her. She eventually apparently recovered, but State's attitude, medical division's attitude was that having fallen and hitting her head like this one time. We're not willing to take a chance in this environment. They medevaced us out.

Q: That's not something I would have checked.

JAKUBOWSKI: I didn't fight them on that. No, it was perfectly understandable. Before we go there, I got to back up though about my stepdaughter, Janmari. I meant to introduce this. Until being assigned to Beijing, Janmari had been medically cleared by her doctor, her primary care physician, not MED. She had turned 12. When the time came to go to Beijing, Med got a shot at her. Janmari was diagnosed as learning disabled, mildly retarded. This was my first fight with MED, because MED did not want to let her go. We eventually worked out a negotiated solution based on the fact that physically she was fit. She had no physical problems at all. Her health was good. Her lungs were good. Her heart was good. The only problem was this mild retardation. There then got to a question of education on this, which is not quite the real periphery. In talking to the people at post, there was the wife of one of the officers who was running sort of a one room schoolhouse and she said, that's no problem, I can deal with that, take care of her. We got her cleared to go to post with us. My stepson, Scott, who was a couple of years older, was going to go to Florida Air Academy, a school in Florida. They didn't have any suitable schooling at all at the post. It was one of the eventual tragedies in our life. He was there. He was there for a couple of months and he decided he didn't like it. And so he called his real father who came to Florida, pulled Scott out of school and took Scott back home with him. His real father lived in New York, his father went to Florida, took him out of school, brought him back to New York to live with him. Now the problem with that was that State had paid tuition to this school and all of a sudden the kid wasn't going to school anymore.

So that was again, a little bit of a go round, but State on this, I can't complain. This one State was okay, said, okay, given the circumstances, will write the whole thing off.

Q: Uh, but legally speaking, did the birth father, how's that?

JAKUBOWSKI: Well, he had visitation rights and it could have been a real mess. It's one of those fights you really don't want to get into if you can avoid it. I mean, my wife could have made an issue of it, but is that ultimately good for the kid? Is it good for anybody to get into this whole routine and you've got to fight it from China? That's not okay. It's not what I wanted. It's not the way I want it to happen, but the kind of alternatives don't seem really great either.

Q: And you couldn't bring them to try school in china?

JAKUBOWSKI: There was no education there for him at all. We're at the point just to fill that in where I'm now on a plane back to the states. No cruise this time.

We got there. We went around with MED for a while. The alternative, the ultimate was we're going to do a stateside assignment. So I now look around the Department for assignments. It narrowed itself down to two choices. One was in the press office, a junior officer working in the press office. And the other was the job in INR. I went with the job in INR and they went with me. The section was called DDC (Deputy Director for

Coordination). The guy, the head of DDC was a guy named Bill McAfee. He was deputy director, in INR as a deputy director. He was an FE-O1. I think was the grade at that time. There were four other people in the office, two secretaries and four officers. There was Emerson Brown old FSO-1. Ted Heavner who was an old FSO-1, a Captain Dahl from the navy and me FSO-6. I think they liked me because I had prior military service. I'd been in the service. This was a liaison job with the Pentagon. So they figured that helps. I was a pilot and I think that helped too because I understood a little bit about airplanes that other people might not know and situations like that. I liked them because the job involved airplanes.

Q: Okay. Oh, I get it.

JAKUBOWSKI: It seemed like a nice organization to work with because it was really small. My favorite story from the start of this job. Well, let me tell you what the job was. I was the liaison officer between INR, the State Department and the National Military Command Centers, Joint Reconnaissance Office. The responsibilities of the Joint Reconnaissance Office were to have oversight of all of the reconnaissance activities of all of the services. They were all coordinated by this office, as far as who was going to do what and when. When they assemble that package, a copy of that package would go to me.

My function was to take this package back to the State Department and analyze it and raise any issues that might be there about problems for the State Department on any of these missions. The missions were worldwide. They flew in Europe. They sailed in the Mediterranean. They did things in Asia. They were all over the place. What I had to do to do the job, I had to understand the capabilities of the reconnaissance platforms. I had to know that. Then I had to also understand sensitive areas that they might be in and why they were sensitive. When I did this, I would put together a memorandum for the Deputy Secretary of State, Robert Ingersoll at the time, which would say these are the planned activities. These are ones which we don't have to worry about because. These are ones which we should be concerned about because. Then I, because of the clearance levels involved, I would have to take it to the Assistant Secretary of each of the geographical bureaus.

Didn't deal with peons, just the Assistant Secretary for them to clear off on it. They could say, well, maybe you didn't think about this or we've got no problem with it or whatever. When that was all cleared up, I would take it to the Deputy Secretary of State. I would usually go with Bill, the boss of the office. We would brief the Deputy Secretary about this package and what was hard, what was not hard to get him to sign off. If he signed off, then we go back to the Joint Reconnaissance Center and say, State has no problem with what you want to do, or State has a problem and this is the problem. Whatever it was to be.

Q: How often did you,

JAKUBOWSKI: This was monthly. It fairly soon became obvious that a lot of this was routine. Okay. They would routinely fly along the North Korean coast or Russian coast or do this or that. Every once in a while you get something a little more exciting. These tended to be joint missions where they were combining several things at once and those demanded more attention. Once you got into the job, like 80 percent of it would just be the same thing every month. You could just pass it and pay attention to what was really demanding, In my view, in order to get the job done successfully, you had to have the confidence of the people at the Pentagon that when you were telling State what they were planning to do, you were making an honest presentation of what they were doing and weren't salting it with a bias of some kind.

Then when you talked to the people at State, you had to have their confidence that what you were telling them was exactly the truth and had been devolved and analyzed correctly so that they would eventually, and they did eventually in time, develop confidence in me, so that when I walked into the Assistant Secretary's office and said, sir, this is what's going on this month. It's all pretty routine except for this one, which you might want to think about for this reason. The guy would say, okay, here's someone who knows what he's talking about as opposed to what's this turkey is up to. That made it a very interesting job for a junior officer because as I said, I'm dealing only with Top Secret code word material. I don't, secrets don't bother with those. I'm also getting acquainted, even if it's only once a month for 20 minutes, with some very senior people in the State Department.

Which isn't bad either. The other half of the job was at that time -- I still don't know if it's going on, I could probably find out -- there was an agreement that the US was monitoring a ceasefire between the Syrians and the Israelis. As part of that agreement, the State Department and the Air Force coordinated so that a U-2 aircraft, TR-1 nowadays, or U-2 is going to overfly those sites on a periodic, but random basis to take pictures to make sure that nobody was cheating. The deal was that this was going to be a surprise every time, which meant that Defense would notify me that there was going to be what's called Olive Harvest. That there was going to be an Olive Harvest mission tomorrow. The plane will be overflying the Golan at 10:00 their time. I had to send a flash cable two hours before, notifying the embassy in Syria and the embassy in Tel Aviv that this plane would be over there two hours from now. And to tell the Syrians and the Israelis that they're there so they don't shoot at it.

Q: In my entire career in the foreign service. I never sent or saw. I saw plenty of, not idiots, but I never saw a flash candle.

JAKUBOWSKI: I sent plenty, including one at Burma. We'll get to that someday. That was the deal. Okay. Now this was almost routine again. I would get the notification, I would time it out, send the cable, boom. It was gone and the things would happen. There was very rarely any sort of a glitch in this whole thing. It had been routine by the time I got into the whole thing. However, the very first day I walked into this office and INR. Bill McAfee, the boss was taking me around and showing me the various things in the office.

Well, one of the things they had in the corner of the office was a vault and inside the vault was a secure telephone. In those days, the secure telephone was a telephone connected through this box to some place and in order to make it secure, it had this little mechanism that you would put an IBM card in and close it and the IBM card for the day was what coded and decoded the conversation. The procedure was, as Bill is explaining, the procedure was you put the card in and then to make sure you get the right card. You pick up the phone and you call the operator and make sure you can hear the operator and the operator can call you. And while he's explaining all this to me, the phone rings and he picks up the phone and he listens for about 10, 20 seconds and he turns to me and says, here, it's for you.

Q: Oh my goodness. That's great.

JAKUBOWSKI: That was my first day in the office. I don't even know how to find a bathroom. Well it turns out that related to this Olive Harvest thing. They we're getting close to the deadline to have a flight, because it was supposed to be random within this time window and they hadn't had one for a while and it was getting close to the end of the time window. In the meantime, some other organization wanted to use the U-2 to do something else. There was this inter-organizational battle between the Air Force and this other organization about who's going to use the plane for what. They were looking for State Department view. I learned this and then went off to find the State Department view. The State Department view was basically, hey, you guys fight it out. It turned out that this conflict went all the way to the President for resolution. The president to decide who was going to get this whole thing. This is my first day in the office and this is, what did I get myself into. That was the only time that ever happened in the two years It was the only time that ever happened. But it was still, I can never forget the answer, here it's for you. The secure phone, which I'm seeing for the first time in my life and I'm getting a phone call.

Q: Somebody saved one of those to put in the museum.

JAKUBOWSKI: They may. Have you ever visited the cryptographic museum? It's Fort Meade. NSA is up there. Right where NSA is. In any event, they have the national cryptographic museum. It's a fascinating place. In one of my jobs where I worked for the CIA when I was retired, one of the functions I got to do is drive people around from places, chauffeur, and I took some of these guys up to NSA for briefing. They were going to be briefing for two or three hours. We'll be back in two hours. That's great. So I went over to the national cryptographic museum and I toured the whole museum and it was fascinating, really fascinating place. It should get more attention than it does. It's really interesting. If you ever happen to be that way, do it.

The secure phone was a big old machine with this gating mechanism and the IBM card. You got a new supply of IBM cards every month. You changed it for the day, and off you went on the whole routine. So the job, in a sense the job was pretty routine. I got my monthly book with all these things, analyze them, go up. The sort of fascinating things in

the background was in the vault, were a copy of the teletype conversation between the Pueblo and the Pentagon up until the moment it was captured. One of the other interesting things lying in this vault was, I don't know if the names Marchetti and Marks mean anything to you. Back in the seventies, this would have been back in the late seventies.

They wrote a book about the CIA, the company. It was the first book in the United States that was ever censored before publication. It was publicized, but there were big black lines indicating what had been taken out and gaps in the book. I think the Cult of Intelligence is the name, if I remember correctly. They had a copy of the uncensored one before it had been all scribbled up. I got to read that too, which was kind of nice. The other kinds of interesting things which I got to do in this job was, well I'll tell you the long one then I'll do the short one. I was over at the Pentagon one day talking to a major, one of majors over there, and he was telling me about this reconnaissance conference they were going to have in London, on reconnaissance activities. And I thought to myself, reconnaissance London, I'm in reconnaissance.

So I went back over to my boss and I said, they're having this conference on reconnaissance activities, London and this major is going. I think it would be a good idea if we were represented, you know. And he said, yeah, I think you're right. That's a good idea. I'm going to go. Now he was an FSO-1. So when the word got back to the Pentagon, that this FSO-1 was going to represent State, the major was out because you can't just send a major along with this thing. They sent a bird colonel instead to go to this conference. And the major was a little irritated at me for some strange reason, I don't know, but I didn't get to go to London. About a month and a half later, there is a rear admiral in charge of the Joint Reconnaissance Center. He had been a prisoner of the Viet Cong for six and a half years. His name is Robert B. Fuller. If you ever go to the Air and Space Museum on the Mall and visit the aircraft carrier deck exhibit there is an A-4 jet there that has his name lettered under the cockpit.

He had some lovely stories about the fact that they'd get, say a ration of rice in the evening. They take a part of it, a handful and they tuck it up under their armpit so they could save it for the next morning to keep it from the rats. If you saw that Vietnam thing about how these guys were not treated kindly. In any event, this admiral told me that he was going to be making a tour of the Western Pacific, visiting reconnaissance sites in the Western Pacific and he said, would you like to go along? I said sure, but this time I wised up a little bit. This time I went back to the office and I wrote a memo to my boss saying the admiral has invited me, slash me only, to go along on this trip. And I think it would be a good idea. My boss was a nice guy. He got a kick out of that. He only had one concern. Two concerns. One concern was that, the Pentagon will normally charge you if they transport you. You don't go for free. I had to make sure that it was clear that I'm going along on a no charge basis. State Department. This was going to start in Honolulu. The State Department would pay for me to get to Honolulu and back from Honolulu, but the rest of the travel was on defense as part of this group. The second was, he said you have to be back here by, I think it was February the 20th. I want you back in the office on that day. You've got to promise me you'll be back in the office and this day.

Sure. I'll be back in that day. So off we go on this trip. We all meet in Honolulu at Hickam. We were a day or two and hit them for briefings and one of the things I remember is walking around Honolulu with this admiral. We were looking for someplace to eat, and the admiral had an urging for some rice. He was going to go into this Chinese restaurant, very fancy. I stopped him. Sir, you can't go in there. It's too fancy. The better a Chinese restaurant looks worse the food is. That's a universal rule of Chinese restaurants. The better it looks, the worse the food is. So we hundred around the corner and there was a noodle stand. I said, here we can eat here because it's just a dumb old noodle stand. And we had a lovely noodle soup. So for some reason the admiral got a kick out of that noodle stand.

Q: That's interesting. The same thing was true in, oddly enough, when I was a junior officer in Costa Rica. We used to go, every once in a while when Deane Hinton was wanting to get out of the embassy and just get a simple lunch. We would go to this place that we had nicknamed the hole in the Wall Chinese. Tiny little restaurant. Not Pretty, incredible food and that's why the ambassador wanted to go there.

JAKUBOWSKI: When I was at Harvard, one of my fellow students who was from Singapore came up to me one day and he wanted to know. He said, you just come at it in Geneva? I said, yes. He said, well, I'm going to Geneva, can I buy you lunch and talk about Geneva? I said, sure, no problem. He took me into Boston and he took me to this whole new ball basement place with six different kinds of linoleum on the floor and the whole routine. And we walk in like this. And I said, oh, I see the food's excellent here.

So we're at Hickam. We got CINCPAC's airplane to fly across the Pacific. The first stop is going to be Guam on this trip. It was much more comfortable in CINCPAC's airplane than there would have been commercially. One of the things that they do on an Air Force plane like that, is the crew chief will go around and hit everybody up for a couple of bucks, go to the PX, to the commissary and buy some steaks and fries and this and that, and he'll cook on the airplane and serve the meal. So you've got a very nice meal. And the nice part for me is, I told you I'm a pilot, was we're about a half an hour out of Guam and the copilot comes back to the admiral and says admiral would you like to join us in the cockpit for the landing?

Before the admiral can say anything, I said, sir, you know, I've never had that kind of experience and I would love to be able to do that. And the admiral said, go Stan, go. So I went up to the cockpit. It was a 707 type aircraft, but I got to sit in the jump seat behind the pilot and copilot for the landing into Guam, which was really, really nice for a pilot who pushes a single engine airplane around. We had a series of briefings on this and that in Guam, got into another Air Force plane, but this was more like a Lear jet to fly into Japan. We had again a series of briefings in Japan. And then from there we went to the same kind of deal into Korea. When we were in Korea, I had sent a cable out to the various places we're going to be visiting to the embassies saying that Stan Jakubowski, this reconnaissance expert who's going to be in your town on these dates, if anybody at the embassy wanted to know anything about this, he would be happy to brief them.

The only response I got was from the embassy in Seoul who said yes, we'd like to talk to you. Which sort of made sense because they're closer to more things than other people. So the admiral went off to a series of briefings about something and I told him, you know, I have an appointment at the embassy. So I went to the embassy and I met with one of the officers there and we talked about this, that and other things. I'm a disappointment to people sometimes. I get back and I rejoined the admiral to fill up with the rest of the schedule, and the animal says, so how'd it all go Stan? And I said, it went very well, sir, we had a very interesting conversation. The animal says to me, how'd you check his clearance?

Q: Right. That's what's going through my mind,

JAKUBOWSKI: I said, check his clearance, sir we don't do that in the State Department. If he's at the embassy, he's cleared. I don't have a problem with that. I don't bother checking clearances. He was a little upset about that for some strange reason. In my mind, if I send a classified cable to the State Department embassy saying that I'm this person who wants to talk to someone about it and I get a response from the embassy saying, yes, we have somebody here who would like to talk to you about this. Do I really have to go back and say prove this person has a clearance to make. If he's an FSO he's got a Top Secret clearance.

Q: So if you're satisfied with top secret, that's fine, but if you're doing reconnaissance, I wouldn't imagine that you've got some compartments and not everybody at the end of this.

JAKUBOWSKI: Not everybody at the embassy might be read in, but the State Department's very casual about that whole thing in the first place. Let me put in another thing. I got, I was in my office one day in INR and I get a call from the front office, from the director's secretary, saying that this director's staff assistant is going on vacation for two weeks and they want me to sit in and fill in for him. And I said my quality is obviously being recognized. Well, it turns out the director's staff assistant and I were the only two people in the whole organization who had the same set of clearances. The interesting part about that was the director had weekly conference calls with the heads of all the other intelligence agencies and my function was to sit there and take notes on a line listening to the conversation. Which was another interesting experience for a junior officer.

Q: Sure.

JAKUBOWSKI: But that was, you know, not qualities. The clearances at one time I looked at there was a book you could go look at. One time I looked in the book, I had something like 40 some odd code words behind my name. It was ridiculous. But the basic code word that almost everybody had is SI/TK, signals intelligence and talent keyhole. SI/TK. The whole world knows about that. If you're in the military, you can get just an

SI. You can get just a TK and if you leave you have to give it back. The State Department, once you get it, they sort of forget to take it away from you till you leave.

Q: That's true.

JAKUBOWSKI: It's true. One of the things I did, was every time I went to a post I had my clearances forwarded to the posts, which is very interesting in another respect I'll talk about later.

But the person who receives those clearances that are at post is the chief of station. Information goes to the chief of station. So every chief of station at any post I ever was knew that he had an admin officer showing up with code word clearances. I mean the head of the political section might not have had them, but the admin officer did. Okay. Interesting. So again, even at that, there was some, the best or worst code words. I had some code words, you need to be at a certain job to have. Some they just give you. One of the code words I had 12 people in the State Department had. That was it, the Secretary and one assistant, Deputy Secretary and one assistant, head of a geographical bureau INR Director and his assistant so forth. The 12 people in the State Department who had this code word. That was it. We didn't talk about those kinds of activities out there in the field, but the rest of this stuff, can't get excited about it.

It was a really nice trip because every place we went, we were feted. The Defense Department treats flag officers very nicely when they go from point A to point B or any place in the middle. We went from Korea back to Guam. No, we went to Okinawa first. That was my mistake. First place was Okinawa, then Tokyo. So we did Okinawa, then we get to Guam. I remember Guam now because we got off the plane at Andersen Air Force Base in Guam and they gave us about an hour and a half helicopter tour of Guam. Took us, showed us the sites where the submarine base was and all the rest of this stuff before we get down to the serious briefings.

We also went to the Philippines, Clark Air Force Base before it got covered up in a lot of soot. Again, a very nice place to be. One of the CINCPAC officers who was traveling with us, a captain, a navy captain, was as the navy say frocked while we were on this trip. Frocked in the navy means being promoted to rear admiral. So there was a very nice celebration of this captain making admiral; the military. I'm telling you things you may know, but in the military it's a very big step from captain or colonel to general or admiral, a major step and you're playing in a whole new ballpark with a whole new set of rules and a whole new sets of things. To make that step is really very, very deep, deeply appreciated and separated, but it was fun to be on that kind of thing.

In any event, the thing that I remember from being at Guam, which was kind of funny, is we're talking to this crew chief on an RC-135. It's a reconnaissance aircraft. Its function was to fly up and down the coast of China listening to Chinese communications. I'm talking to the crew chief and he says to me, do you know Roger Burgess, a guy named Roger Burgess? And I said, yea, Roger Burgess, he's the guy I relieved in Beijing? He

was the GSO in Beijing before I got there. Well, it turns out Roger Burgess was in the Air Force and he used to fly in the back end of one of these planes with this crew chief.

Q: Oh, for heaven sakes.

JAKUBOWSKI: So we had a lovely little conversation. Part of which was I asked the crew chief. I said, you know, is the Chinese that you're listening to.

So to specialized, because you're listening to Chinese aircraft or aircraft pilots, fighter pilots. You're listening to Chinese military communications. Is that different. We had a lovely discussion about the differences involved in that kind of communication than your normal Chinese social call conversations. It was really kind of funny to run across this guy who I replaced in Beijing have been at the back end of this airplane and the crew chief. It's one of those small world kind of things. We flew back to Honolulu and what I always tell people is that I began to appreciate how easy it is to get accustomed to the good life because this was my first experience where you put your bags outside the hotel room and they disappear until they show up in your hotel room at the next place. You helicopter, we landed at Seoul. We helicoptered from the airbase to downtown Seoul so we didn't have the traffic. Helicopter tour here, nice treatment there and left right things. We get to Hickam and basically the crew chief throws me and my bags off the airplane onto the tarmac and says, you're on your own now, bud. It's one of these. Wait, wait a second. Who's here to take care of me?

So I go back to San Francisco and this is the story that earned me the fountain pen, a Gold Parker fountain pen, $500. New Zealand Air was having a contest for best travel story. I'm back in San Francisco. I have promised. This is on a Sunday. I had promised my boss I would be back in the office Monday. I've checked in for flight to Dulles. It's a late morning flight out of San Francisco into Dulles. I'm sitting there and sitting there and sitting there waiting. The flights, a little delayed flights, a little delayed. Finally they cancel the flight. Okay, they canceled the flight. In those good old days, I took my ticket from United and went to American because American had a flight on the board going to Dulles. I transferred the flight to American. No sweat. You just went up and transferred the fight.

And the American, flight delayed, delayed, canceled. What's going on here? There's a little snow in Washington. A little snow in Washington. I said, okay. I look around and wait a second, I can catch a flight to Chicago. There are a whole lot more flights from Chicago to Washington than there are from San Francisco to Washington and I'm most of the way, across the country, cause I'm going to be in the office tomorrow morning. I transferred the ticket to Washington through Chicago and get on the plane, off I go to Chicago. I get to Chicago when I find out that there's really a snowstorm going on in Washington. It took me four hours in a line to finally get to a travel agent to talk to. This was pre internet days and I find out there's a snowstorm. The first flight they can guarantee you a seat to Washington is in four days.

Q: Holy Cow.

JAKUBOWSKI: Okay. Let me think. Oh, wait a second. Wait a second. New York is open. New York's a lot closer to Washington than Chicago is. And you know, more flights, so going to go to Washington through New York. I route myself into Idlewild and Kennedy. I get to Kennedy at like 2:00 or 3:00 o'clock in the morning. It had been snowing up there, but they were open. We got to Kennedy at 2:00 or 3:00 o'clock in the morning. I'm sitting and talking to these guys because I'm stuck in Kennedy and couldn't get out. Wait a second. They had the shuttle from LaGuardia to Washington and they run, you know, the whole routine. The first one's at 7:00 in the morning, an hour flight. Okay. So we shared a cab to LaGuardia. We stood in line at the shuttle gate waiting and, and we were the first plane into Washington DC that morning.

Q: Wow.

JAKUBOWSKI: At 8:00 o'clock in the morning.

Q: Regardless of the snow.

JAKUBOWSKI: Well, they'd open the runway, they'd gotten the runway open. This was the Presidential snowstorm of 1978, 20 inches or something, but they've got their own runway open by 8:00 o'clock in the morning. We landed at 8:00 o'clock in the morning. We're getting off the plane and I'm into the terminal and I hear in the background, federal government closed today. I got on the phone and I called my boss and I said, I want you to know that I promised you I back here, ready to go to work this morning and I am back here and ready to go to work this morning. I made it. Then the icing on the cake. At that time lived in Crystal City, but there were 20 inches of snow on the ground. Again, I'm looking around looking around and damn, there's the courtesy shuttle for the hotel. It's across the street from where I live. I wander out, put my bag in the courtesy shuttle, made it to the hotel and walked across the street. And I was home.

Q: Without very much sleep.

JAKUBOWSKI: No, not very much sleep. A little sleep on an airplane, but I made it. I basically wrote that story out and sent it to New Zealand Air for their little contest and I got a very nice letter back saying, you win here's your pen. That's the kind of thing you couldn't do nowadays anyhow because nobody's going to transfer a ticket and bouncing around. It's crazy. And the whole routine.

Q: Exactly, exactly. Um, yeah.

JAKUBOWSKI: I had other trips to look at reconnaissance vehicles in various sundry places. The nicest one I ever had was to Beale Air Force Base in California, to look at U-2s and SR 71s. In my log book I have a one half hour in the SR 71 simulator. Which is, you know,

Q: I have no idea what that experience is like, but I imagine it's.

JAKUBOWSKI: Well, it's interesting because even though, you know, you're in a simulator, but you still see the instruments and you're doing 2000 miles an hour and you're flying at 85,000 feet. It's amazing how far you can go afield at 2000 miles an hour. For a pilot, I have had conversations with other people who have advanced ratings. I lay on the table a half an hour in the SR-71 simulator and that helps you. It helps for even for dumb old me. If I could have stuck in the job for another six months, but State Department wanted to move me. If I could have stuck, I think I could've gotten my U-2 ride. They had U-2s which had two seats. I think I could have talked the Air Force into giving me an orientation flight in the U-2. I would have loved that. You may not know, but the U-2 is a very difficult airplane to land.

It's got a front wheel and the back wheel. There are no side wheels. You'd land on the front and back wheels. It takes two pilots to land it even though it's a single pilot airplane. What happens is that there's a fully qualified pilot in a vehicle at the end of the runway. And as the U-2 comes in for landing, he chases it down the runway and talks to the pilot who's actually flying the airplane on how to get this thing down on the ground successfully. A U-2 pilot once won an award because he had a problem, an engine problem or something else, and he had to land at an emergency field where there was no one else and he managed to get the airplane down in one piece. The best description I've ever heard was a U-2 pilot who told me that landing it was like being thrown off the back of a pickup truck on a unicycle, and getting down in one piece at 60 miles an hour.

But again, for me, those are the kinds of things that you can't buy for money and you're just so fortunate to get in the first place. It was a great job for the experience. It was one of the foundations for my applying for the multifunctional status. This was not an admin job. This was definitely a political analyst, military kind of job. I did it well. I got good reviews from everybody. I managed to earn the trust of all the people concerned, which made it easy in relative sense. Still the worst part, the most frustrating part of the job was that these were pre computer days. I would type out my memo, it would be reviewed. Everything would be corrected for typos and language and left and right. It would go to the various and sundry Assistant Secretaries, some of whom would point out typos. I would say six out of 10 times I would be sitting there with the Deputy Secretary reading this memo and I'd find a typo. I'd find a typo and it just. Well, most people can't proofread their own material so I can always blame someone else, but it's still my product and if it had a typo. I was just embarrassed. I think that's about all I can say on this job.

Q: Alright, so you complete...

JAKUBOWSKI: I'm at the point in my job where it's time to move on and I'm looking for an assignment. These were pre-open assignment days where people bid on a list. You submitted a list for where you wanted to go and that whole routine. By the way, I get promoted to five at this cycle. So I'm now at an old five, which is the current three, I guess. Looking for my onward assignment. I look over the list of things that are going on and I don't find anything that excites me. I'm not sure what to do about it. I'm thinking and I run into a friend of mine as a matter of fact, one of the officers who was in my A-

100 class. We're talking about this and, you know, I mentioned the fact that I'm looking for jobs, but I don't see anything I like on this open assignment, this list that they've sent around.

He says, well, what about the Geneva job? And I said, what Geneva job? There's no job on the list on Geneva. He says, well, Arms Control and Disarmament Agency, ACDA, has an admin officer slot in Geneva. To be the admin officer for the Strategic Arms Control Talks (START). They're looking for an admin guy. I said, oh. I went and found out who was the person responsible for this job, a guy named Jim Hackett. I made an appointment to see Mr. Hackett. I went and talked to Mr. Hackett and said that I was interested in the job. I gave him a bit of my background in the whole routine. I think the most important part, because I'd heard some rumors about the problems that the previous occupant had had, was although I was a Foreign Service Officer employed by State, this job involved being detailed, assigned to ACDA on a temporary basis, and that while I was working for ACDA and for him, they would be my primary loyalty. I would support ACDA and what ACDA wanted to do and take care to see that whatever concerns ACDA had was addressed. We had lovely little conversation and he decided that I would be a fine person for the job. So I went to my Career Development Officer and told him I was going to Geneva, which surprised my Career Development Officer because he didn't know there was a job in Geneva. We got that all sorted out and I was assigned to Geneva to ACDA. Now the arrangement at the time, the Arms Control and Disarmament Agency had the top five floors of an eight story building, right across from the GAT (General Agreement of Trade) building in Geneva overlooking the lake. It was supportive logistically by the US Mission to the United Nations in Geneva. However, was operationally, I guess I would say, under the control of the ambassador in Bern. It was not a mission, it was an entity which was part of the US government, but not attached to the United Nations. It was attached politically through the State Department and ACDA to the embassy in Bern. The ambassador in Bern was responsible for what ACDA was doing in Geneva, not the ambassador at the US Mission to the UN, even though the mission to the UN provided all the logistical support.

That was where the complications came in. The ambassador at the mission thought that since you were right down the block from him, you were his, but you weren't. The job was a basic admin job. You provided whatever logistical support was necessary for the delegations who came to Geneva to discuss with the Russians strategic arms control. ACDA at that time had two pieces of property aside from the leased building. It had a villa on the lake and it had an apartment in the old town overlooking the lake. These were places designated for the ambassadors while they were discussing whatever they were discussing. The head of the Arms Control and Disarmament Agency a guy named Ralph Earle at the time I was there would come to Geneva and stay in this villa. My responsibility for that was to make sure he had whatever he wanted when they came to Geneva to take care of.

The interesting part of this, an eventual part, was that the SALT talks had recessed by the time I got to Geneva. What was happening was a couple of small time delegations would come in and would meet, but there were no full scale arms control talks going on. One of

the things that bothered me for the whole time I was there but didn't seem to concern anyone else is that the conference room on the top floor of this building, which is where the meetings took place when they were being hosted by the Americans, was at the end of a long chain of apartment buildings. It shared a common wall with an apartment building right next door. The occupant of the apartment on the other side of that wall was the German political officer at the German Mission to the United Nations.

That didn't seem to bother anybody. Maybe they thought the Germans were not interested in whatever conversations might be happening with the Russians at that place. Nothing was ever done about it to my knowledge. The ordinary operation was just to see that the buildings got maintained. There was a staff at the building take care of them. I had a secretary who was an American with an appropriate clearance, married to a Frenchman. She lived across the Ferney-Voltaire. I had an assistant who was a local contractor and an ex-marine who wanted to stay in Geneva. I hired him and because I hired him, he could get a work permit to stay in Switzerland. Otherwise he couldn't have stayed in Switzerland.

Q: Very interesting.

JAKUBOWSKI: He was more than happy to work for me and the ordinary, routine operation was I would attend the conferences, the staff conferences that the admin counselor at the Mission had. Mostly because he was my logistical support, so I wanted to maintain good relations with him. I was the Post Security Officer there. There was an RSO up at the embassy or a mission rather. But this was my building and no one was allowed in unless I said, okay. No one else could authorize entry to that building but me. We had a marine post at the building on the fifth floor. The deal was you would push the elevator button in the lobby, the marine would send the elevator down for you. The elevator would stop on the fifth floor and there was a bulletproof enclosure around the elevator exit. You would get off. If the marine recognized you. He could buzz you in if he didn't know you there was an intercom. You would say who you were and what you wanted and the marine would either let you in or not let you in. That was the security on that level and then above that it was open. There was an atrium area. It was a funny kind of building because they had open storage during the day. That meant that you could leave a document on your desk and go out to lunch and come back and the marines couldn't issue a security violation because the whole building was considered a secure facility. That was open storage. There was only one time in the two years I was there that a security violation was issued and I have to say that was a little bit of spite. The CIA had a vault on one of the floors and I walked around one day and the vault was unlocked and open. It was supposed to be locked. I called down to the marine and I said, bring your pad up. I said, you're going to issue the only security violation ever issued in this place. I said, just, you know, give me the whole routine. He took his copy. I took a pink slip to leave in the vault. I closed the vault door and I locked it and went down to process the violation. I'd been having some trouble with some of these people. They'd annoyed me, I have to say it was out of spite. They pissed me off and I had a chance to get back. About five minutes later, the guy from the vault came down, you can't do this. I said, the vault was open. I'm not authorized to be in that vault. There was no one else around. I called up the

marine, the marine dropped the pink in there. I have closed the vault and locked it. I'm here and you're here five minutes later. You can't tell me that's not a security violation. And I processed it. He was a little upset, but again, the whole routine. It was also an unusual setup because there were three SCIFs. Do you know what a SCIF is? Secure Compartmented Information Facility. There was one for the DOD, one for the CIA and one for State.

It's one of those wonderful things where, God forbid, agencies in the US government share with each other, even communications. They all had three different facilities so they could all have their different communications facilities. The other. These kind of incidents happened because it was very innocent and very dull period. There weren't a whole lot of things to do. There was a master gunnery sergeant in charge of the Marine detachment. There were 21 marines there and they had a nice villa on several acres of land out near the airport. The Mission had decided the Marines were on an Armed Forces Radio Television circuit where they got 16 millimeter films to show to the people. The embassy, or the mission, was supposed to be picking up the tab for mailing those things. There was one of these budget drives and the master gunnery sergeant had been notified that they were no longer willing to pick up the tab for the shipment of these films from post to post and the gunny came to me, the master gunnery came to me complaining and I said, that's no problem Gunny, I'll pick up the tab but I want to see the movies. I went out and bought a 16 millimeter projector and then the movies were available for the delegations when they came so they could show the movies to themselves or to other people if they wanted to have it as part of an event. These movies came in. They were there for the marines and I got to watch a movie every once in a while myself, fair is fair.

One of the good or bad things about being an admin officer is I like to jog. There was a very nice path through the botanic gardens, which was next to the building and down along the lake into town and back. It was about three miles. I jogged at lunchtime. The problem is I'd come back hot and sweaty. I decided the cure for that was, I had a shower installed on the fifth floor. Well, see, this is a problem in Switzerland, the Swiss are very sensitive to foreign military people. The Marines, we're not allowed to wear their uniforms off of the premises. They had to change when they came in into uniform and change out of uniform when they went back to the marine house. As a matter of fact, they needed special permission from the Swiss government to have the Marine Corp ball and to wear their uniforms at the hotel for the Marine Corps ball. Therefore, since the marines were changing in and out of uniform on the way in and out, they obviously should have the opportunity to have a shower should they need one changing in or changing out. So we put the shower in for the marines and I just used it because it happened to be there.

One of the things I love about this was also, we had a break-in at the ambassador's apartment, the one in the center of town. I called the police and I went and responded to that because I was the Admin guy there. I loved it because it's the typical Swiss question in that kind of an incident. Do you speak French? It's *avez vous des assurance*? The first question the cop asked is, do you have insurance? So you're covered. In Switzerland there's something called the Responsibilitie Civille, which means everybody has the same insurance policy. Everybody has insurance for almost everything. My step daughter

broke her leg roller skating. She went to the hospital. They rebuilt her ankle. Turned out one of the best orthopedic surgeons in the country was called in to rebuild her ankle, but for several weeks she was in a wheelchair.

I got a rented wheelchair for her. We went to Nice for weekend, took her in a wheelchair, went to Nice. Her wheelchair was stolen in Nice. I know it was stolen in Nice. Came back and everybody had to have Responsibilitie Civille. My Responsibilitie Civille covered the cost of the wheelchair so that I just called the rental company and said, your wheelchair has disappeared in Nice. Responsibilitie Civille will pay for the cost of your wheelchair, but I still need a wheelchair. Give me another wheelchair. Having paid for my Responsibilitie Civille there was no charge involved in this whole operation. As a matter of fact, her wheelchair was recovered six months later out of the Mediterranean. Someone had dumped into the Mediterranean. It was no longer usable as a wheelchair, but it was brought back to Switzerland.

One of the other things that happened is that I was responsible with, friendly with a few of our up-river friends. They knew I had been in China. I got a call one day from one of them who said that we have a Chinese defector who walked into the embassy in Bern. We don't have anybody who speaks Chinese. Would you be willing to go up and talk to this guy to see if he's worthwhile getting to know? I said, sure, I have no problem with that. I grabbed my Chinese English dictionary and drove up to Bern. This was an acrobat in a Chinese circus who was visiting Zurich and with no English, no French, no German, Chinese, only. This guy had worked himself with no money from Zurich to Bern, found the American embassy and turned himself in. We had a lovely little conversation, but it turned out he was just an acrobat from the Chinese circus who had nothing else going for him. He was given to the Swiss to deal with. Another one I remember is the ambassador’s Fourth of July party. I'm standing there talking to a friend of mine who works for that other group. We're just having a lovely conversation. Hs boss comes up and says, Hey, no money and talking to Jakubowski go get to work.

There is no money in talking to Jakubowski. I'm trying to remember the only other thing, which may get me in trouble, but I'll tell you anyhow, I hope the statute of limitations has expired. We didn't have any Strategic Arms Control Talks, just an occasional little delegation came. That meant I wasn't spending money at the rate I would ordinarily spend money because I didn't have to provide a lot of supplies, a lot of this, a lot of that and everything else. So we got to near the end of the fiscal year and I looked at my budget and I've got $80,000 and nothing really to do with it. I called up my boss in Washington and I said, I've got $80,000 here that I'm not going to able to use. Would you like it? And he said, I got a million dollars I got to lose. So that $80,000, that's your problem. I said, would you mind if I did something for the Marines because I know they have something. He said, I don't want to know, just lose the $80,000. Okay. I called the marine master gunnery sergeant. We lived in the same building by the way. We'd become friends and I said, the Marines need anything. He said, well as you know, they had this property, during the summer the marines had basketball or baseball games or other activities to raise money for the Marine Corps ball on these things. He said we could really use some picnic tables and chairs and umbrellas and things like that. No problem.

We go to one of these hypermarches and I talked to the manager and tell him to give the marine what he wants. The marine buys about $8,000 worth of picnic tables, chairs, umbrellas, things like that. And off he goes. About two weeks later, the budget and fiscal officer at the mission and the RSO at the mission, whose name I will mention because he's a, Art Hanrahan, are walking out of the building together and the budget fiscal officer looks at me and says, what's this I hear that you were buying furniture for the marines. You can't buy furniture for the marines. And the RSO has got a big cat eating grin on his face. And I said to the B&F guy, I don't know who told you that, but whoever told you that doesn't know what they're talking about. Here's the real story. As you know, I have year-end money that I have to find something to do with. And as you know, we have this villa on the lake for our ambassador. I decided that we might want to have a representational outdoor representational function, at which we'd need tables, chairs, umbrellas, things like that. I decided I would pre buy some of these umbrellas in case we want to have this kind of a function. I went to the store and I bought all these umbrellas and then dummy that I am, I realized I didn't have any place to store these things. But the Marines have this great big barn on their property, so I went to the gunny and I said, gunny, would you mind storing these things for me, your barn, and he being a nice guy, said, sure, no problem. I'll store them for you, and I said, seeing you're so nice about this. If you need to use them from time to time, please feel free to do so.

Q: But with 8,000, but he spent close to the 80,000.

JAKUBOWSKI: No, he spent 8,000. I did other things. I, for example, I bought, we had two vehicles. I bought car wash coupons to wash each of those vehicles every day for the next five years. Even though it was not supposed to be something I should have done, but I make mistakes. I bought some word processing equipment, standalone word processing equipment, which was labeled for unclassified use only for the people who were coming in. I stocked up on other things that I needed. I found a way to not lose that. One of the joyous moments was I went up to the PX in Frankfurt at Rhine Main. I took an embassy van, big embassy van, went up there and I filled that van with packages. I'm driving back and I get the Swiss customs on the border and the custom's guard walks up to me. I got a van with a diplomatic plate on it. I've got a diplomatic passport and he asked me if got anything to declare and he's looking at the van. I said, nope, don't have a single thing to declare. Not anything. He looks again, not me, I don't have anything to declare. I'm gone. The other two kinds of these stories. My secretary, I told you she was in living in France with the Frenchman. She was married to a Frenchman. This was when Mitterrand had just come into power and Francois Mitterrand became president. At that time, the French were really worried about flight of currency from France to Switzerland. Almost every morning when she came to work, my secretary told me that the French customs would stop her as she was leaving France to come into Switzerland and give her a hard time about possibly taking currency out of France into Switzerland.

However, they never bothered her going back into France. Everyday she'd go to our duty free store and buy some duty free alcohol which she'd bring back into France with her. She was smuggling stuff into France when they were looking for people smuggling stuff out of France. Got away with it. The other standing joke around the place was the Swiss

were in a protectionist moment for their chicken industry, for Swiss chickens. They were really sensitive about that whole routine. We used to all go to Ferney-Voltaire, which was roughly five miles down the road to do our shopping. It was 50 percent cheaper in France than it was in Geneva. It may surprise you to know that we got our allowances based on what it cost in Geneva, but managed to find a way to spend it in France.

But the standing joke was that if you wanted to buy chicken in France, what you would do is you buy the chicken, you put it on the bottom of your trunk in the car, and then you'd cover it with machine guns and mortars because the Swiss didn't care if you brought machine guns and mortars in, they were just worried about the chicken.

Q: That's great. Incredible.

JAKUBOWSKI: Switzerland is a very strange country. I was told, and I absolutely believe it, as you probably know, every Swiss male between 18 and 45 is in the service. If you are living overseas, you even have to pay a tax since you're not available to do your military duty. You pay simple tax. I was told, and I believe it all Swiss men have an automatic rifle at home, but that if a Swiss man was ticked off at his wife, decided she was unfaithful, was going to kill her, he'd go buy a gun someplace to use. He would never think of using his rifle to kill her because that's his Swiss rifle for other purposes. When we were first there, till we got our quarters, we were in a hotel and my wife rinsed some things out, washed some things out in the sink and hung it out on the balcony to dry. Within less than 10 minutes there was a policeman knocking on the door. It's illegal to do that and it was only because she was the wife of a diplomat that she got away with not getting a ticket for doing that. What I tell people, the big difference is, generally speaking in the United States, if there's not a law against it, it's legal. Generally speaking in Switzerland, if there's not a law that allows it, it's illegal and that is a very big difference in how a society works. The Swiss are very, very different. That whole routine. The one big problem I had with the Mission, I got notified one day by one of the communicators at the Mission, that Ambassador Helman had decided, had instructed his communication staff, that they would not send any cables from the ACDA group unless he had signed off on it.

I said, okay, thank you for the information. I didn't do anything but call Hackett in Washington. I said, this is what's happened. The ambassador said, I can't send any cable, nobody's sending cables until he's cleaned off on it. Hackett said, okay, thank you very much. Don't worry about it. About an hour later the communicator called me back and said, the ambassador has changed his mind. They'll be no problem with you sending your own cables. But that's because we were attached to Bern. We weren't his problem.

Q: Who was the ambassador?

JAKUBOWSKI: Gerald Helman was his name, Ambassador Helman. It was great in some respects. Weird in other respects. I had two years there. It was a very pleasant two years. One of the Russian English interpreters who worked for the delegations. Her name was Carolyn Smith. She was a banjo player. I played the Banjo. So we used to spend

lunch hour playing banjos. We also used to, every once in a while there was a special day return toll for the Mont Blanc tunnel. If you went and came back the same day, it was a reduced fare. We used to take a break and go to the Val d' Aosta in Italy for lunch. I always got a kick out a leaving Switzerland, driving through France, through the Mont Blanc tunnel into Italy, having lunch and then turning around and driving back to Switzerland that afternoon. It was a kind of amusing thing to be able to do, three countries for lunch.

Q: Yeah. Now the one thing about sort of having two masters or almost three masters, how did you handle classified transmission in the building you were in?

JAKUBOWSKI: There was a SCIF in the building, but it was only operational during full delegation meetings. If there wasn't a full delegation meeting, the guys from the communication section would come over once in a while, turn the equipment on and see if it was still working and leave. My cable traffic was basically taken up to the mission and transmitted through the mission's communications center. I would go over there and pick up my traffic once a day or something to see what had come in I had my own little box up there. That was not a problem.

Q: Although you were able to economize a bit by doing some shopping in France. The other thing that I had heard most frequently about Geneva at least for junior officers is that it's terribly expensive and that, you know, you still struggle on a junior officer's salary there.

JAKUBOWSKI: Well, this was, this was when the Foreign Service Act of 1980 hit town That turned me from an FSO-5 to an FSO-3. There was also a substantial pay raise attached to that one. I think if I remember correctly, I went from like $36,000 a year to $52,000 a year. And so, if I would've had to scrimp on $30,000 a year, it might've been a totally different experience. Also, the exchange rate wasn't so bad. It could've been better, but it wasn't so bad. Again, people would make commissary runs up to Germany. It was roughly a four hour drive into Ramstein or to other places you could get to. Hit the commentary, stock up on a bunch of stuff and go. So you'd only buy bread or eggs or some meat locally, which would help, or of course in France. The rest of the cost of living never, never seemed so bad.

Part of it is if you're used to living on say $30,000 a year and all of a sudden you get a $20,000 a year raise, that lets you adjust to it. Quite a substantial change in your lifestyle as opposed to being used to living in $50,000 a year and going there to start with. That was the major impact of the Foreign Service Act of 1980. It was to rejigger the grade schedule and there was a substantial pay raise in that for at least the lower ends of the scale, which was very nice at the time. The reason I can think, I can figure about Geneva is the only other thing that I find fascinating. Geneva is where I got my next assignment from and leaving. Part of it is that there was an election and that a man named Reagan I think was his name got elected to be president in United States.

At that time, ACDA did not have a director. That's why I've got one efficiency report in which there's no reviewing officer. I'm just reviewed. Just rated by Mr. Hackett because there's no director of the agency. He's the acting director of the agency. He reviews me. Then a gentleman by the name of Eugene Rostow gets appointed to be the head of ACDA. One morning I get a phone call from an aide to Mr. Rostow saying Mr. Rostow wants to come to Geneva and look at his territory. He's going to stop in Paris. They're not quite sure when he's going to get there because he's wait listed on a flight from Paris to Geneva. I asked the aide how Mr. Rostow feels about trains because the TGV, the *train a grand vitesse*, had just started a month or two before and was available. If he didn't mind a train ride, it was almost as fast as the plain and very comfortable.

He said Mr. Rostow and his wife, his wife was traveling with them, enjoyed trains. I said, great. There'll be tickets waiting for you guys at the embassy in Paris. Pick them up and come on, we'll meet you when you get to the train station. So I met Mr. Rostow, his wife and the aide at the train station. Head of agency. I had a chauffeur driven car for him. He stayed at good hotel in town. Mr. Rostow, it turned out, collected World War One recruiting posters. I sent him to several places I knew where they specialized in World War One recruiting posters and took him over the tour. We gave him the whole tour. He was there about three or four days. At the end of this little excursion the aid says me that Mr. Rostow had a wonderful time and would like to do something to acknowledge that. I said, well, I'm interested in the mid-career program and should Mr. Rostow choose to write a letter recommending me for the program, that would be very nice. So my file contains a letter from Eugene Rostow saying that Mr. Jakubowski would be a wonderful candidate for the mid-career program. That was my next assignment. I also got promoted that same year.

Q: Two, O-2.

JAKUBOWSKI: To O-2. This was a month before the START talks were going to start. SALT had finished START was going to commence in two months. So my line on this whole thing was that I was there for two years. There were no strategic arms control talks for me to Admin. But the State Department thinks that people who do things very well, should get rewarded. And for two years I did nothing as well as could be done.

So I got promoted and sent to Harvard. One I just remembered. One other Geneva story I've got to tell you. In preparation for the START talks, Paul Nitze was going to be the ambassador in charge. And there was a general by the name Rowney, I believe, who's going to be the military head. About two months before I was leaving an aide for Mr. Nitze and an aide for the general, a major somebody, came out to look over the property to do this or that. Well, the military aide decided that the top floor corner office should be the general's. That was going to leave Mr. Nitze one floor down in the corner office. I didn't say anything but that offended me. Mr. Nitze's aide didn't say anything, but it offended me. After these two guys disappeared, I went to the seventh floor, was the top floor. I went to the sixth floor corner office and I took out a wall. I doubled the size of the sixth floor and the seventh office was much smaller. When they came back, Mr. Nitze had the unfortunately lower floor, twice the size office and the general had the other

floor, smaller office. The general was not amused with this. I understand the major never got another promotion, but that's not my problem. As a matter of fact, the major tried to get something into my OER about my lack of cooperation or attitude or something. But as far as I was concerned Mr. Nitze was the boss and he was going to be taken care of. If they didn't want to argue over it, it was a matter of personal pride to me that he was going to have the best office available even if it happened to be on the sixth instead of the seventh floor.

Another story about general Rowney and the first SALT delegation. General Rowney was a major general and he was flying off to Geneva to meet. The word came through that the Soviets were sending a lieutenant general. And when General Rowney got off the plane in Geneva, he was a lieutenant general. We're not due to have a major general middle lieutenant general across the table.

Q: But if I'm not mistaken, that's a down stretch.

JAKUBOWSKI: No, that's an up. Majors or two lieutenants are three, plain old generals four. Brigadier Major. Lieutenant General, and General of the Army, which they have issued since World War Two.. So that was how I got to leave Geneva. But there was confusion about that too because I'm in Geneva. I know I've got an assignment to go to Harvard, but I don't get any orders. I'm looking for my orders. Looking for my orders. Then it turned out that as far as the State Department was concerned, ACDA was a domestic agency and therefore, even though I was in Geneva, they thought it meant I was domestic. So they never bothered to send the orders out to Geneva. They kept them in Washington. I had to go through three sorts of hell to finally get them to send orders so I could pack up effects and get things moved and do this, that, and everything else.

Q: It's crazy. I mean, you know, you're talking about a cable, just send it to you.

JAKUBOWSKI: I know just send a cable, but sometimes it's hard to get the communications across. It just, you know, people get a mindset that ACDA, ACDA, doesn't have any, you know, overseas operations. They’re domestic. Well they had this lonely guy stuck in Geneva.

Q: Wow. Just one question before we close on Geneva. During that time, was your wife employed or did she seek employment?

JAKUBOWSKI: Yes, my wife was employed. This is again the benefit of being in the administrative field. The admin counselor at the mission advertised for some staff assistance, support, secretarial support.

My wife applied and he wanted to hire her. The problem was my wife wanted $12 an hour at this time and he said that the mission policy was only to pay $10 an hour for people in this category. My wife came to me and said, well what should I do? I said, well, speaking from experience, think about who makes the policy up. He makes the policy up. So when he's falling back on policy, he's falling back on his own decision as to what he's

willing to pay. So if I were you, I'd go and tell them it's nice that the mission policy is 10 but 12 or I'm walking and she got her 12. That's one of the things sometimes people forget about policies. Somebody had a makeup that policy and that somebody can probably change it if they want to. Policy is not law, policy is something else. Speaking from the other end of the coin, I have been able to get rid of a lot of problems by telling people I'm sorry, the policy says we can't do that. You know, you believe in policy. Nice to know you. I got a bridge for sale in the corner.

Q: Alright, so we will. Well your return from Geneva I imagined was not on a ship.

JAKUBOWSKI: No, but it was a very interesting experience too because I believe in maximizing my travel benefits. So we took the TGV from Geneva to Paris, switched to a first class, rail car from Paris to, I'm going to say Le Havre, but it might not have been. Then got on a ferry to Ireland. We spent a week, two weeks in Ireland touring Ireland and then it's Shannon because you flew from Shannon in the days. We flew back to the states to begin the home leave. The wonderful part about that is we're checking in at Shannon airport. There's myself, my wife and my daughter, the stepson was not traveling with us at this time I go to the clerk behind the counter and I said, you know, there's three of us. Would you mind giving us three in a row so we can sit together? And she doesn't say anything to me. And she hands me back my tickets and I walk away and I noticed there's a window in two aisles. That's mine.

JAKUBOWSKI: I notice that there's two aisles and window and I turned back to the lady. I said, you know, I'd asked for three across, and she says, oh, we don't have three across in first class. I said, oh, thank you goodbye, I'm not going to argue with you. Somehow I'd gotten upgraded to first class and then the hilarious part about that was we flew first class Shannon to New York. We were going on to visit some friends in in Illinois, so we transferred change planes right there at Kennedy from the cross Atlantic flight and when we get back and we're walking to the back of the airplane and Janmari, my stepdaughter is very offended now that she's got to go to the back of the airplane. Took her no time at all to get used to first class.

Q: Right. Okay. So we will, we'll close here. You've returned to Washington and we'll take it. We'll follow you to Harvard at the next session.

JAKUBOWSKI: Yes.

Q: Today is October 24th. We're resuming our interview with Stan Jakubowski. He is going to recount a story from an earlier tour.

JAKUBOWSKI: As I told you when I walked in, this weekend's Washington Post had a picture of Henry Kissinger and Shirley Temple. It reminded me of something from when I was in SS/I, back in my first tour when I joined the Foreign Service. As a first tour, a junior officer, I heard that Shirley Temple was going to be sworn in up in the diplomatic reception area. It was going to be about 2:00 in the afternoon. I don't remember which day of the week, but I decided I would like to go up and see it because I'd never seen an

ambassador sworn in before. And I've never really seen the diplomatic reception room. I'd like to go see them both. So, I haul myself up there just a little before 2:00. There was a large number of people, a large crowd and Shirley Temple was recognizable. Different from when she was a kid, but recognizable. Time went on and it was about 3:00 before Secretary Kissinger showed up. He didn't make any apologies for being late. He just showed up. There were some brief introductory remarks about the appointment. Then there was the swearing in ceremony. Then Shirley Temple stepped up to make some remarks. I've always enjoyed Shirley Temple, but I loved her ever since, because the first thing she said was, I'm so excited about being named an ambassador, I would have waited a whole 'nother hour for Henry Kissinger to show up. She was probably the only one in the State Department building at that time who could have said that and got away with it.

Q: I believed it. That's great.

JAKUBOWSKI: But she did and I have to say Henry didn't blush either.

Q: Well, he's was definitely known for being a very big personality.

JAKUBOWSKI: Yes. So that was my initial attendance at an appointment and the swearing in ceremony for the ambassador. As I just said, I remember that because I saw the picture in the paper. It's not something that I had totally forgotten, but it was something that just didn't come up in the course of that interview. As long as you're willing. I figured I'd tell you about it.

Q: Great. All right, so we're approaching Harvard.

JAKUBOWSKI: I'm getting ready to leave Geneva to go off to Harvard University. I told you the last time how I got the appointment, nomination, the job. It turned out to be, as I said I think, for a time confusing because for some reason the State Department personnel had me on a domestic assignment and therefore they were not sending my orders to Geneva. I finally tracked that down. It turned out that they treated people going to a university assignment like that differently, depending on whether you are coming from overseas are coming out of Washington. By virtue of having been overseas I didn't have any choice except to accept a transfer to Boston. I had to take the whole family and move to Boston for the, roughly, nine or 10 months that I was going to be on this course. If I had been in Washington, I could have elected to leave the family there and take some sort of long term deep extended TDY kind of thing. I've never gotten the details because I wasn't in that situation, but I knew people coming out of Washington got a different set of choices as far as going to the university. In any event, we got all that straightened out and went back to Washington where I had, I think, there was about a month's worth of pre-university training that they gave you. It turned out when I walked into the group, there were, I think six of us going to Harvard that year and six of us in the mid-career program.

It was a very limited opportunity. There were two admin cone officers going, myself and a guy named Crystobal Orosco. He was, I met him for the first time. We became sort of

friends because we were both in admin, nice guy. It also turned out that a guy named John Tkacik, who I may or may not have mentioned was also there. John was a Consular officer in Taiwan when I was in Taiwan. He was the one who had gotten off language probation in Icelandic. I told you about that. He was also just finishing up. He had spent a year at Taichung language school after his Taipei consular job. Then he had gone off to Beijing for a year. He was in Beijing while I was in Beijing. We had sort of drifted apart for a while. His career went a slightly different path than mine, but we wound up in university training together..

Q: There is one little detail here I want to highlight. You're going to training now in 1980, right after the Foreign Service Act of 1980 has been passed by. And you are now mentioning the Admin Code, right? Because with the act of 1980, cones, whether they had existed before or whether there were just understanding.

JAKUBOWSKI: Well I remember them as admin functions because I remember when I took that initial Foreign Service exam. You had to pick one of five categories to take the test in. That was political, economic, consular, admin or public affairs. So there was that differentiation specification early on, at least in my career. It did become much more rigid. I don't remember whether or not they added a multifunction cone in the 1980 Act or not, but that was added someplace in there. That was the other differentiation, you could apply to become multifunctional. That is, you'd had jobs over more than one cone. I did apply for and was granted it at whatever time that was. But that's because I did have some out of cone assignments.

Q: Okay. So, for the moment you are an admin cone officer, you're going to Harvard, how was it determined what your course of study would be?

JAKUBOWSKI: You got to pick whatever you wanted to pick. It was entirely up to you. For example, John Tkacik, who I mentioned, went to Harvard, he was a consular officer. He mostly studied Chinese law. Whatever courses Harvard University had in Chinese law, including the ability to take a couple courses at other universities in the area. You didn't have to stick strictly to Harvard. You could pick what you wanted to study. The only criteria basically that you had to attend your classes and you had to pass. When you went the State Department, picked up all the tuition bill. They didn't provide housing in my case, but I did get my salary and we got a stipend for books and incidentals.

Q: Now this is also interesting because have you been assigned from Washington? In theory you could have been there for nine months on TDY?

JAKUBOWSKI: In theory. I could have been there for nine months, but you remember or maybe you don't know, your TDY changes after time. You get a full TDY for the first 30, 60 days, I can't remember, then you go to a half TDY and eventually you get less. Over time it works out. You have to plan and pay attention to what your expenses are, or you could wind up on the short end of a stick.

Q: Right? Exactly. Although, as I recall, that kind of assignment, a long-term TDY was still more remunerative than simply getting your salary.

JAKUBOWSKI: It was more remunerative, but then you did have more expenses. If you are keeping a household in Washington plus a household in Cambridge, there was that. On the other hand to a certain extent the State Department did save money because it costs a lot of money to move people. People very rarely considered the cost of packing, wrapping, moving, unwrapping, unpacking that whole routine. To get a little bit ahead and back up. When I went to Mali, they stored our household effects. You were allowed to send, I think it was 2,500 pounds of air freight. Well, I figured it out that it would have been cheaper for the State Department to buy all my household effects and send me there. Then give me the money, let me do what I wanted and I could go buy something when I get back. Then to actually pay the storage and the shipment air freight shipment of 2,500 pounds into Mali, they would have been further ahead on the money. There are several other instances where they would have been further ahead on the money, but I guess there's an ethic involved in some of this and they really can't do that, but as I said, that balance may have been made in the accounting someplace between, to pick up a family from Washington, move them to Boston, even if we're going to save this, we still have to pay that. The difference is $12 and fifty seven cents. It isn't worth it. That kind of thing. So I hope there's someone doing that accounting, but you never know. In any event while I was in Washington, the pre-university training consisted of a couple of courses on how you should study. Getting back into the study mode and then there was also an Evelyn Wood reading course to work on your reading.

Q: Did you take that course? '

JAKUBOWSKI: That was one of the things that you did.

Q: Was it was effective.

JAKUBOWSKI: It was interesting in several respects, and I hate to say, this is not a knock on anybody. As I told you, I read a lot all through my life and I naturally read pretty fast. They tested you at the beginning? They test you at the end? I was astounded to find that John, my friend John, when they tested him at the beginning, he was clocking along at something less than 200 words a minute. That in reading is slow. I was doing maybe four or five times what he was doing. I don't remember what he finished at. I know he improved, but I don't remember what he finished at. I can tell you that myself, when they tested us with Travels with Charley, the John Steinbeck book. That was the final test. You had to read that book and then there was a series of questions you had to answer on the thing.

So they took the amount of time you took to read the book and then gave you the test and figured out sort of what percentage of the book you retained, neither good, bad or indifferent. I clocked out at over 2000 words a minute, with 80 percent retention.

Q: That's pretty remarkable.

JAKUBOWSKI: Oh, well experience. I'll chalk it up to experience. Experience has taught me to sort of isolate the important parts of a paragraph and move on when I'm reading for that kind of thing. If I'm reading something that's dense, there's lots of difference. Travels with Charlie was a nonfictional book, but it wasn't dense. It wasn't heavy. You could go through it very quickly and pick up the key points, which I could do. Some people. I'd say this about my wife. For example, my wife took the entry exam in the test booklet for the Foreign Service.

She got all the questions right. The problem was she couldn't get all the questions right in the time allotted. She was serial. She did question one, then question two, then question three. I think the test was designed so that question four, if you stuck on question four you were going to blow it because you couldn't just ignore a question four and move on to five or six or something else. You had to be able to do that. In my mind it's not a question of intelligence in this kind of thing. Somebody could answer all the questions right, but if you couldn't do it in the time allowed, sorry you lose. Whereas, if you understand the game a little better, you can say, oh no, no, I'm not going to get in that trap I'm moving on. I'll come back to it if I have time later. But in the meantime I'm just going to keep on moving because moving is the name of the game not doing the rest of this.

Q: Absolutely. I can tell you from personal experience, I took the foreign service exam twice. My second score was 20 points higher than my first score simply because I knew how to take the test.

JAKUBOWSKI: Yeah. One of the things they gave us in the A-100 course was an inbox exercise. And it was the same. That same thing. You're familiar with that? When I got the results of the inbox exercise it said, I had done pretty well, but I had been flippant about the whole thing and hadn't taken it seriously. I'd made mostly the right answers, but I just hadn't taken it seriously. Well, I can't take that kind of thing seriously because it's just an exercise, ain't reality. It's just an exercise. So it was those kinds of things that we did for that roughly month in Washington before we went off to school. When I got to Cambridge to Boston, it turned out the biggest problem I encountered was getting housing because everybody wanted a year's lease. I was only going to be there for nine months. Everybody, a lot of stuff was unfurnished and I needed furniture because all my furniture was in storage in Brussels. We just came over and I didn't want to come over with all the furniture since it wasn't known as to what was going on. It took a while and unfortunately that was a burden my wife mostly bore, because I was having to go to class, about finding us a place to live. We finally found a place in Revere, Massachusetts. I don't know if you're familiar with the Boston area.

Revere is a town on the north shore. It's at the end of one of the MTA lines. I think it's the red line, but I don't really remember. We got a furnished apartment for rent by the month, a place up there. We could settle in. My daughter was then at high school age and was put in the local high school. That was a problem. I haven't talked much about this, but let me do a general subject on this. I think I mentioned that my daughter was minimally retarded and that the State Department didn't get their hands on her till we were going to Beijing.

Now speaking retroactively. It turns out that having spent most of my time overseas in the Foreign Service, was the best thing that ever could've happened to my daughter. There are two basic reasons for this, which I want to include the basic reasons.

One is that when you're overseas, the educational allowance, it's very generous. We're not in Brussels yet, but I'll use that as an example. When we got to Brussels, we went to St John's International School, a Catholic International School in Brussels. We walked in, my wife, my daughter and I, the principal, who was a nun, looked at the records and said, I can't help you. I mean, we don't have anything. I said, well, in addition to whatever your tuition is, the State Department will give me $25,000 just for asking to supplement her education and if that's not enough, I can go back and ask for more. The nun decided with 25 thousand. This is 1983 that was $25,000. She could hire two more teachers and not only work with Janmari, but she had a couple of other pupils who could use a little help too and she could get them help.

So we had a program now. The other thing is that in almost every post you're at abroad, the embassy community is small. You don't get what you get in the states where the 10th graders won't play with the ninth graders, and the boys and the girls are different. There's a shortage of kids. Every kid plays with every kid. So during the course of my Foreign Service career, Janmari was never excluded from anything on the basis of being different. She was included in all the activities. All the marines took very good care of her at any posts with marines. She had a wonderful social experience. It's the kind of thing that you can't buy with money and it's the kind of thing with the end result that she's employed by the State Department. She's a GS-5. She's living pretty much independently and I and my wife both chalk that up to the State Department.

I mean, I may have knocked the government in several other areas, but in that area I have nothing but gratitude and thanks for how they handle it and what was available. It was just an experience that made an entire difference in her life and the way she looked at it. But, when we were in Boston that wasn't available. She had to go to the local high school where my wife had to fight with the local high school about the individual program and what is going to be included. She was different from the rest of the kids because, A, she wasn't. I'll back up again a little bit for another story. I became very good friends with the gunny in Switzerland. He was marine, had a wife, two kids. He retired. He moved back home to Illinois when I asked him how things went, he said it was hard and the reason it was hard because he came back to Illinois to where he was born and raised, but his two daughters went into the ninth and the 10th grade with everybody who'd been in the ninth and 10th grade since day one.

So here were these two strange kids moving into this environment where everybody knew everybody. The friendships were already set. Everything was in order, so forth and so on. It was very difficult for the kids. And Janmari had a little bit of that in Boston because she's moving into an environment where everybody's been together since kindergarten. They all know each other, she not only comes from a totally different environment, she's got this little bit of a problem and so forth and so on. So it was tough on them. Much tougher on them than on me.

Q: It's also before the ADA idea when schools were really required to accommodate all children.

JAKUBOWSKI: Well, they were supposed to have an individualized program for her. One thing between supposed and actually making it work. A parent has to be in the school almost every day yelling and screaming at somebody to get something done. My wife is good at that, but it takes a lot out of everybody concerned, the school and the rest and you're only going to be there for nine months. How many waves do you want to make? This whole situation could be ugly. In any event she did it. My wife did not stay with me the full nine months. I'll finish that and I'll go back to Harvard. We had a townhouse in Annandale when we went to Boston. It was rented. The tenants moved out roughly in December and the townhouse was empty, So my wife moved back to Washington with Janmari. Then she could organize the townhouse and take care of that and do everything else.

She got some furniture to move into it. She and Janmari move in. They transferred school down to a Fairfax county school to do that. I moved into student housing at the university. I shared a three bedroom apartment with two other guys and that's sort of the domestic situation. I finished my time up in Boston in student housing. As I said, I got to pick the courses. I should have brought my transcript. I forgot I was going to bring my student record to go through the courses I had taken, everything else. It was basically administrative training courses. What Harvard leaned on the whole time was the importance of networking. Almost every single course, every single time said that, you know, we're going to teach you this, we're going to do that. We have these case studies for various and sundry things.

I remember one case study, it was about news in the Boston Globe about welfare queens, about people on welfare who had Cadillacs and bank accounts and et cetera, et cetera. The case study was, okay, you're in charge of the welfare department. What do you do about this? You're getting lousy publicity. What do you do about it? Well, one of the most important things I learned out of that course was that you've got to understand what the problem is before you can deal with it. The problem in this case really wasn't much of a problem because it turned out that, out of say 10,000 cases, the welfare department was handling, there were three people with bank accounts and one person with a Cadillac. I mean, is that a real problem or not? It's in the Globe and has to be addressed somehow.

Do you have a systemic problem or do you have some other sort of problem. Thinking about the problem and what kind of a problem is it really, was useful. Most of the rest of it, I took a couple of computer courses. These were the early days of computer where it was very, very basic computer. We had a couple of problems to work. Nobody had a personal computer by the way.

Q: Go back one second. Sure. When you say Harvard emphasized the importance of networking, could you give more details.

JAKUBOWSKI: For example, they had a lot of social activity in which students were encouraged to participate. They also split up classes into study groups and you would study with people. They were people from various government agencies. There were people from a federal government, state government, local government.

There were a lot of people from international organizations and other governments, international governments. I think I told you about the guy from Singapore who wanted to take me to lunch. Where he was out of Singapore. He was going to this course en route to Geneva. His government was sending him. And then they encouraged a lot of meeting. I think there was, there were conferences. There was a deal where you could sign up in a lottery for dinner with one of the guest speakers. They would have a guest speaker and then they would pull say six or seven names out of the pot. Then you would go to dinner that night with that distinguished guest. That kind of thing was going on at the same time. There were a lot of things geared for you to interact with other people as part of the training. The emphasis was on almost really extensive networking. I think they had a point. Again to step ahead a little bit, when I retired from the Foreign Service and was out, not looking actively for a job, but in the course of the jobs I took after retirement from the Foreign Service, every one of them came about, except for one, every one of them came about because somebody would call me and say, Stan, I'm working with this company. They need somebody like you. Are you interested in going to work? Or I would be interested going someplace. And I would say, well, I know this guy and this guy and admin. I've seen a statistic, I don't know if it's true or not, but I believe that something like 95 percent of the jobs that are filled in the country are filled because somebody knows somebody, not because somebody dropped a resume in the hopper and it went through the whole system.

That's what they mean by networking. They did it not only for jobs, but for you to be successful in your job. If you needed something in your job, the ability to reach out to someone else in a different field, a different area, maybe the same area in a different location could help your success in your job. They really were heavy on that emphasis of this is how you make a successful career. I think if you study the careers of successful people, you'll see that pretty much the same thing. They reach out to other people in a networking forum to either find a way to advance themselves or to make themselves successful in whatever they're doing. It's a skill, it's a learned skill. Some people do it more easily than others because they're more outgoing or whatever. For some people it's hard, but it is useful skill, especially if you're in the kind of business like a diplomatic business for example, reaching out to other people and building a network can be very useful. If you are in the intelligence field, it's necessary, you've got to do it.

Q: Just as a quick aside, in his autobiography, Benjamin Franklin, way back in the 17 hundreds talks about the same thing. Of course it was a much smaller society and everybody sort of knew everybody. But if you have introductions from people and Benjamin Franklin got many on his way up. It definitely greased the skids.

JAKUBOWSKI: Yes, and I read his autobiography too, but forming the Rhetorical Society, that rhetorical club, where you would bring in people, so you go once a week,

once a month meet and talk about this and that. There's the Lions and the Elks and the rest of these things that all cuts through. It's useful and helpful at the same time. It's a way to make your work, work. It's the only way to say it. So for the nine months I was taking the administrative type courses, some computer courses. There was nothing particularly difficult in that sense, but they were useful and I think the time was well spent professionally and the time was also, the other side to this is, as I was going through this training in Washington, I was being courted by Colgate University. Colgate University was looking for a Foreign Service Officer to come to their graduate program in public service and they were focused on me for some reason. I went through a negotiation with them.

I was saying, listen, I go to Harvard for a year. If I don't fail out, I will walk away with a Master's in Public Administration from Harvard University. I go to Colgate for a year. What do I leave with? Well, I leave with a year's experience at Colgate. That's very nice. But once I have that sheep skin, once I have that little diploma on the wall, that's mine forever. And unless you guys can meet that for some reason, because I would have liked to go to Colgate. It's in New York and I'm a New Yorker and for me it would have been fine, but they weren't offering enough. That's why pretty much everybody who goes into this program winds up at Harvard because Harvard will give you something you can take away and keep the rest of your life. I always tell people, makes mom happy. She had a son at Harvard and she wasn't paying for it.

Q: And your mother was still living?

JAKUBOWSKI: My mother was still living. Yeah, I've got a son at Harvard. Now, I have to tell you, I would never have gotten into Harvard except for the State Department. Harvard gets a benefit from it too because in all their literature they will emphasize the fact that they train diplomats from the US government and so forth and so on. It isn't entirely that this is munificence on their part. They're being nice to us and they're getting something out of it too. It's a quid pro quo.

Q: That was way back in the time when you could still draw a certain amount of spree from having what would be considered today. Any elite diploma. I have the sense that the current I'm feeling in the US, you might not get quite the same.

JAKUBOWSKI: I just finished some weeks ago a book called David and Goliath by Malcolm Gladwell. To distill the subject down to its essence. He dealt with a couple of people who went to very good schools. According to his statistics if you went to a very good school but did mediocre work because the competition was a killer. Inverse that you went to a sort of a second tier school, but did very good in that school because the competition was weaker. You were much further ahead by having gone to the second tier school and doing well, then go into the first tier school and not doing quite so well. I think this, there's probably a point to that. That the intense competition in some of these schools can really be tough. If you've been the Valedictorian and the top of your class in everything you've done and then you get to Harvard or Yale or someplace else and you find out that your competition is people just like you. I told you about that lady taking

that test when I was there, where I had thought I had done wonderfully to finish the damn thing and she'd gone back and was checking her answers.

That's the kind of thing that I think could slow you down in a university environment if you're competing with really smart people. The other thing I have to say about this, the interesting thing, because this is how I got to Brussels. It turns out about a month after I started at Harvard, I got a phone call from the State Department personnel people informing me that there had been an error. The error being that according to the State Department regulations, someone is not supposed to be assigned to long term training without an onward assignment. I did not have an onward assignment. They sent me a list of onward assignments. Now this is a year ahead of everybody else. I look at the list and this very interesting job in Brussels is open.

Q: Where is all your furniture

JAKUBOWSKI: That's irrelevant but it's a very interesting job in Brussels.

So I go back to the personnel people and I said I like this job in Brussels. They say we'll be back in touch with you. The next day, I think it was the next day I got a call from a guy in the State Department named Eric Refhel. Eric Refhel, as it turns out, is the guy who in my mind owns the job. He's the guy who's going to look good or bad depending on what the guy in Brussels is doing. Mr. Refhel talks to me for a little while and eventually says, okay, who do you know in the State Department that I can talk to about you. By virtue of having been in the joint reconnaissance job, I knew a bunch of Assistant Secretaries of State. I knew the Deputy Director for Coordination and his deputy and I knew some other people. I gave him about half a dozen names of people who I had worked with in the course of that thing.

He said, I will be back in touch. He calls me back the next day and says, okay, the job is yours. As an aside, when I left Brussels four years later, that job was the number one bid job by admin officers in the Foreign Service. There were 97 bids for that job.

Q: Now was that a mission job?

JAKUBOWSKI: No, was USNATO.

Q: Always yours named US NATO?

JAKUBOWSKI: I can finish up Harvard and move onto that, because the rest of Harvard is basically, I did well in my courses. I got my diploma from Harvard. I went back to Washington to spend some time on my French to bring that a little better up to speed. This was a language designated position. I didn't get a three, but we ran out of time. I think initially the instructors, the French instructors had this little phrase they called people terminal twos.

The reason, the reason. Well I can understand that because, and this is part of either the good or the bad part of language training at FSI. It's in my mind very academic. The teachers really emphasized concordance de tense. You know, right tense, right phrase, right everything. In my mind, I could tell you exactly what the cab driver was saying when I stiffed him on that tip and he didn't have any trouble understanding where I wanted to go or anything else. I could read the newspaper. That wasn't a problem and so forth and so on. I got along perfectly, comfortably in French, but I could not get the three. I have a funny story to tell you about that too. I tell people the drill often in the language training. There'd be about five or six of us sitting around a table with the instructor at the end. The instructor would say a sentence and then would say a word.

The first person would have to decide whether it was a noun or a verb or an adjective or adverb and stick it into the sentence in the right place. When they got that, the next person would get another word and would have to change the sentence to modify that other word. We were doing this after lunch one day and it was kind of warm and everything else. The person in front of me was taking a long time and I wasn't paying attention what was going on and my turn came and the teacher gave me the word and I gave her back the sentence and she said, what? And I gave her back the sentence again. She said no, no, no, no, no. Not the right sentence. Well, what the hell was wrong with the sentence that I gave her cause it sort of made sense to me. We went on with the class. After the class I went and found one of the male instructors and I said to him, this is what happened. I said this sentence and the teacher got very upset about it. What was wrong with my sentence? He said to me that I had accidentally stumbled across some Parisian argot and that if I said that to a lady in Paris, I would either get my face slapped or have a very good time.

Q: Right? I did the same thing when I was studying French in France and living with a French family and accidentally said, oh, this food is so well pissed when what I wanted to see was it was so well seasoned.

JAKUBOWSKI: Yes. Well, well this one, the phrase which I've somehow never forgotten was *j'ai envie de vous me l'envoyer*. I think you should send it to me. That phrase. That was the translation in my mind. I need you should send it to me, but apparently in Paris it means something else. But that was training to go to Brussels.

Q: It's funny that because you have an MLAT 70 you learn Chinese. it's odd that French words would be such a difficulty, but I'm sure you'll pick it up over time while you're in Brussels. The other nice thing about Brussels that I found as a French learner is it's a little easier to speak French in Brussels than it is in France.

JAKUBOWSKI: Yes, the Belgians are a little more kindly to French, unless of course you happen to be in the Flemish district.

Q: That's another story.

JAKUBOWSKI: That's another story. If I went to a Flemish store and spoke French, they would return it in English. That's a whole ‘nother world. Incidentally I did not get my three until after the UN. The only reason I got it then was because, I think it was a later Foreign Service Act. I don't know if it was 80 or not, but I had gotten off language probation and Chinese as a two. In either the Foreign Service Act of 80 or later on they decided that in order to get into the Senior Foreign Service you needed to have at least a three and a spoken language. I didn't have a three, only had two, two in a harder language than three in French, but it didn't count.

I was not eligible for consideration for the Senior Foreign Service unless I got a three in some language, which is why I spent about two or three months in French language training leaving the UN, going to Singapore.

Q: Beautiful. Yeah. Okay.

JAKUBOWSKI: But eventually I got to three. That turned out to be not needed because eventually I got out of the Foreign Service before consideration anyhow. That's another story we'll get to sooner or later. I studied French preparatory to going to Brussels, did the consultations with Mr. Refhel, the whole consultations routine. The job in Brussels was another very interesting job. There were several parts to the job. The primary part was to be the US representative to something called the Coordinating Committee of Government Budgetary Experts. It was the CCG we called shortened it to CCG, That was basically the Civil Service Commission for an international civil service.

The NATO civil service were part of it. OECD was part of it. The international meteorological organization was part of several international organizations, belonged to this particular international civil service. I mean it set per diem rates. It programed promotions. All of the civil service kind of civil service rules you'll find in any civil service were controlled by this commission. Its membership was comprised of anybody who belonged to the OECD. Now several members didn't come, but all of the big players were always there. And the US had a representative. The administrative officer at USOECD was the deputy for this. At the time was a guy named Scott Witmer. He and I were US representatives to this Coordinating Committee of Government Budgetary Experts and that was part of the job. I give people either the good story or the bad story. As part of this pretty much every month I had to go to Paris for a week from Brussels. Not bad, except if I want to say, that meant from 8:00 in the morning to 6:00 at night. I sat in a room and a sub-basement of the OECD, listening to all these people talk about things that you never wanted to hear about in your whole life. A break for lunch. Then by the time I got out at 6:00 all you wanted to do was go get dinner, go back to your hotel and crash for the next morning. When I was doing this, I irritated the hell out of my boss in Brussels. He was an Army Colonel, Henry Reed. The deal was, I had to be there Tuesday morning for the first session. I always grabbed an early train from Brussels be there at 8:00 in the morning to start the session.

They usually finished Thursday afternoon. My boss in Brussels wanted me to come home Thursday afternoon and I refused.

Q: You got away with it?

JAKUBOWSKI: Yes. I got away with it. I came back Friday morning. I stayed. My attitude was I wasn't getting paid for coming back and I was going to stay till the next day. You may not be happy, but it also paid long term benefits if you think about it. Almost everybody else on this committee came from their capitals. On Thursday afternoon, they had train tickets, they had plane tickets. They were ready to go. I wasn't in a hurry, spending the night. I often got what I wanted because I'm not in a hurry to leave. Guys, we can talk about this or we can defer it to the next meeting. We don't need to make a decision right now. Plenty of time.

Q: Wow. I hadn't even thought of that.

JAKUBOWSKI: I'm not in a hurry to leave with them, but if you guys are in a hurry to leave, well, you'll have to deal with that. Not in a hurry to leave. We can talk about this or do whatever. So that was part of my justification for staying over that extra night. It wasn't every time, but it was often useful to the mission to be able to do that to people.

Q: A technical question about this, did this organization have any relationships to the administrative officers of other international organizations like the UN or other international organizations that have a Civil Service attached to it?

JAKUBOWSKI: No. Basically no. It was its own independent little body. The UN has its own civil service bureaucracy. The Federal government has its, each of the host nations. That was part of the problem with this, in a sense, but it was the interesting thing. I think I mentioned once before, every government, every bureaucracy in public affairs has the same set of problems to deal with: promotions, personnel matters, salaries, benefits, left and right. They all deal with it a little differently. Sitting on this commission I ended up becoming appreciative of the differences in how people approach these things. For example, one of the things in which the US government was, by the way, these meetings, there were three parties to these meetings. There were the representatives from the countries that were members. There was a group of managers from the various organizations. There was a manager from NATO, there was a manager from OECD. There was a manager for the meteorology bureau. There was a manager from some of these other organizations, parties who have interest. Then there were the representatives of the unions, the staff. Now the staff didn't have a vote. Managers didn't have a vote, but in this kind of a negotiation, not having a vote does not necessarily mean you're powerless. They had to be accounted for in the discussions. One of the things which made the United States look better in the international organizations was, for example, per diem. That's one that always comes to mind. In the European scheme of things, any per diem system has three levels. You have what I call the craftsman level. If you send an electrician or a plumber to do something in London, he gets this amount of per diem. If you send a middle manager, he gets another level higher level and if you send an executive, he gets the third highest level of per diem. That is not the US system.

Carpenter, plumber, Assistant Secretary of State. In theory, they all get the same per diem level.

The per diem levels were adjusted periodically. The adjustment was done by taking the per diem from each of the countries involved and averaging them out. Where the US then was the bonus, was we only had one and tend to be higher than everybody else. We raised everybody's level, so they liked the US for that, but the US had much more rigid and restrictive rules about what the personnel could do and they never particularly like that. The other example I always used to use about the problem we had, I remember sitting in a meeting for about five hours where we discussed how many years there were between 1983 and 1986. Was it three or four years? We wanted a number to plug into a formula. The outcome of the formula would be almost negligibly different, but we still had to go through this exercise. Sometimes being in Paris wasn't the wonderful thing. One meeting a year was in Brussels. Everybody came to Brussels for one meeting a year and one meeting a year was held in Strasbourg at the European Community headquarters because European community was a member of this organization too. Their civil service. Some of it was dogs bodywork, but it was the kind of thing that in a sense, one joins the Foreign Service for. To sit behind a flag and say to a whole bunch of people, I'm sorry, my country cannot go along with that, or my country's position is so forth and so on. That's kind of a neat thing to be able to do. I'm representing the United States of America right here and this is what going on. I worked for Eric Refheld in this job, Every time we had one of these sessions, roughly Tuesday, Wednesday, Thursday, three days, I would have to go back and write a cable, a reporting cable on what we had done, what actions had been taken, what problems were still outstanding, make recommendations on what the US position should be in respect to all these things and kick that off back to Washington.

It's not reflected in any of my efficiency reports by the way that this is the chain of command in this thing. But Refheld got me the job. Refheld was the one who was really concerned. He was the one I produced this cable for every month. That was part of the job. The second part of the job was I was the US representative to the NATO Civil Budget Committee. NATO is divided into two big slices. There is the military wing of NATO and the civilian wing of NATO. The NATO civilian wing deals with both the kinds of civilian personnel issues we just talked about for their civil service, but also related to other civil programs. They have like NATO public affairs. They have a budget for that. They need a budget to run the headquarters building. They have budgets for other things that they're doing in a civilian line. The US paid 25 percent of that. We had a routine where we would meet periodically to discuss the budget until we got to a point where we formalized the proposal of what the budget would be for the next fiscal year. That then went to the Council of Ministers who would have to vote approval of the budget. The dog's body work was done by the Civil Budget Committee who sat around and decided who was going to do what and how it was all going to work. Various nations had various opinions on what was important and what was not important and where the money should go. The trick on this was the Greeks and the Turks. The only way you made this work was that you never got a Greek or a Turk to say anything about anything. Because if a Greek would support it the Turk was against it and if the Turk was for it the

Greek was against it. NATO worked on a consensus or unanimity. Unanimity being everybody said yes. Consensus being no one said no. We got things like the budget passed on a consensus basis. No one said no, this wasn't possible. We didn't have everybody stand up and vote for it. We went to the Council of Ministers. They can decide what to do, but we weren't going to argue in our little domain about these kinds of things. This was the original NATO before they enlarged it, 37 countries, so it was a much smaller group and we had to deal with.

The one joke I can throw about this. NATO had a staff center where there was a swimming pool and an exercise room and some facilities. They had a cafeteria, a restaurant there in addition to the cafeteria in the main building. I was walking out of the staff center one day with my Belgian colleague and he asked me if I knew the difference between the Americans and the Germans. I asked, what's the difference between the Americans and the Germans? He said, well, the Germans came and it took us four years to get rid of them. The Americans came and it's 40 years later and they're still here.

Q: I remember a poster at NATO. I visited for various reasons showing a characterization of each of the original of 14 members. And the characterization of the US was a bulldog holding up a book of regulations and pointing to it. And that's what imagine, you know, that's what all of the other countries imagined the US to be.

JAKUBOWSKI: Each of the various nations have their little wing at NATO and the joke was you could easily tell the American wing because all of the windows had air conditioners. You needed an air conditioner in Brussels for maybe two days a year, but on those two days you were very popular with the other delegations. Air conditioning, no one else did. Let me give you the rest of the assignments and I'll tell you another story. I was also the well I'll do that last. I was also the US alternate, NATO had two committees dealing with security and intelligence.

There was the Security Committee that dealt with the minutia of security clearances, classification of documents, storage of documents, all the paraphernalia of how you run a security program. Because there were NATO classifications that whole system had to be set up. It was again, run by delegates from each of the nations. I was the alternate on that committee. The primary came out of the Pentagon. He was the guy who was in charge of DISCO. Do you know DISCO is? It is the Defense Intelligence Security Clearance Office. They run security clearances for mostly civilians. He was the full US representative. I was his alternate when he wasn't around. They had two meetings a year where he would show up. In between, I got the job of dealing with anything that came up, either saying something about it or relaying it back to Washington for their consideration to come back on. That's how I was a member of the Security Committee. Then they had the Special Committee. The Special Committee dealt with intelligence, terrorism, counter terrorism and those kinds of goodies, The representative there was an Assistant Director of the FBI. He was the full representative. I was the alternate again. He came twice a year to sit on this committee for them to discuss incidents, problems, whatever, with terrorism, counter terrorism, all those aspects. I would go to those meetings and I would be the alternative. If something came up. I would have to deal with that. So that was the basic

key elements of this job. As I said, it was really a different kind of admin job. Well President Reagan came on an official visit one time. At the same time FBI Director William Webster was coming. The President was going to be in Brussels for one day. I think it was a Wednesday.

We had William Webster who was head of the FBI in town at the same time. He had been invited by the head of the Belgium Secret Service and he was here. The Legal Attaché came up from Paris. We didn't have a legal attaché in Brussels. The Legat from Paris came up to be his control officer for the visit. Everybody at the mission was turning out for the President. They had to have somebody take care of William Webster. So the Post Security Officer, which was the last of my little responsibilities, got the task of being responsible for William Webster and his visit because everybody was wrapped around the President. So I and the Legal Attaché, we had to see William Webster was taken care of. That was relatively easy because the Legal Attaché set up most of it. I was just there in case something had to happen.

As it turned out, the day the President was in town, Mr. Webster got invited out to Bruges and to Ghent by the head of the secret service for a little private tour. So he was out of town. I wasn't invited at all. I basically had nothing to do that day. So I've always looked back in fun. Let's say you've got everybody at the mission running around like crazy because the President is going to be there and I'm standing there twiddling my thumbs because I've got nothing to do that day People would look at me, you know, they're all running around like crazy. Why aren't you running around like crazy Jakubowski. I don't have anything to do. I got left out of all the excitement.

Q: A quick question. When I had some NATO responsibilities I was the rep to the senior civilian emergency planning council. I don't know if you ran across that in your travels at NATO. It was known as SCEPC and it had a civilian aspect.

JAKUBOWSKI: SCEPC sounds vaguely familiar, but the full name doesn't sound familiar at all.

Q: It was the committee theoretically that coordinated the plans for large scale transformation of industry to a war footing in the event of a war. So it was quite boring because everybody did it. nobody really believed it was going to happen. But I just wondered since you had so many committee assignments, have you heard of that one?

JAKUBOWSKI: No.

At the end of Judge Webster's visit, I got an FBI tie. I had a secretary, he gave my secretary a box of Belgium chocolates. The Legal Attaché told me he was very happy that the visit had gone very well because Legal attachés serve at the pleasure of the head of the FBI. Had the visit not gone very well he might not have been Legal Attaché in Paris very much longer. He wanted to know if he could do anything for me. And I said, yeah. The next time in Washington I have a ticket I'd like to get it fixed. He said, oh, I can't do that. And I said, basically, you're no good to me.

One of the other things that sticks in my mind is Post Security Officer. I walked in one morning and went to my office and I got a call from the ambassador's secretary. Somebody was parked in her parking place. Okay. The ambassador's secretary had a parking place sort of right next to the door that you went in? The ambassador didn't because he was chauffeur driven. Okay. So I go out and look at her parking place and there's a car there. I get the Belgian license plate number and it's got a NATO parking sticker on it. I get the NATO parking sticker and I walked to the NATO security office and I say, who does this car belong to? Here's the nice license plate number, here's the parking pass number. Who does this belong to? So I can tell them to get the car out of there. And they run it and it comes up blank. They don't have a number, either the parking sticker or the rest. They don't have a number. Oh, this is not good. This is not good for several reasons. One of which the ambassador's secretaries is unhappy. Second of which is in about three hours, the Secretary of State is going to walk past the car on his way into NATO.

I get a couple of security officers from NATO. We go out and we look at the car and nobody's making any sense. The NATO security guys decided to call in a bomb team to look this car over. They call in a couple of Belgian army guys, the bomb team. We walk out there and these guys are kicking the tires and shaking the car. And it occurs to me about that time. I said to myself, you know, these guys are trying to see if this car is going to blow up. And I'm standing here watching them. I really don't have to be here. That's not my responsibility. So I turn around and leave. I wake up to the fact that this is not good. But they can't find out anything. We eventually, happily before the Secretary of State shows up, we traced it down to a retired army NCO in Belgium who was running sort of an unofficial rental car business.

He had these cars which he rented out to army troops in Belgium. He had some NATO stickers leftover from someplace which he put on them. You see the sticker, the guard would wave you through the gate. The car was being rented to this army corporal, who was temporary mail clerk in our space and he had driven into the mail up. So he had the car temporarily. We got him to move the car. But unfortunately I think we also put the army NCO out of business. They cracked down on him. But for a while there it was exciting about, you know, here's this car parked right next to where the Secretary of State's going to be and why is it here and who does it belong to and what's going on. This was my four years as post security officer at NATO

We had a regular RSO at the embassy, but he was at the embassy and I was post security officer at NATO. The other thing which was my first presidential visit I found fascinating about Reagan coming to town was that it was just a tiny bit less than a mile from NATO headquarters to the airport. Even though the president could have gotten from NATO to his plane in about less than a minute. We still had a setup, a complete White House communications center in our facility. Hey, he's only a minute away from the plane, which has got everything in the world. Nope. Up you go. It was amazing the detail going into this. I mean, the President will turn right here. He will take 37 steps to this door and he will go in. If he needs a bathroom, this is the bathroom he can use. This is the only

one, it will be cleared and checked and left and right for him and so forth and so on. There was an argument with a guy named Terry Shea who was the NATO head of security. Terry was detailed from the State Department. He was a State Department RSO. He was detailed to head of security. It was a wonderful job for him. The most wonderful part of the job was in the NATO civil service system. Your kid's college education was paid for. That was one of the differences between the US system and the European system. He didn't want to give that up, in addition to which as NATO head of security he had a lot of authority within NATO. He went head-to-head with the secret service about whether his guys would be armed or not.

And he won.

Q: Holy cow, that's remarkable.

JAKUBOWSKI: I know, but it was his territory and he wasn't going to disarm the secret service, but his guys, were not going to be disarmed either. Terry, as a matter of fact, one of the requirements I had for Judge Webster, his visit. Judge Webster was looking for someone to play tennis with who was about his level and it turned out that Terry Shea played the game of tennis. He was more than happy to play with the director of the FBI. He probably lost to him too. By a point or two. Terry was smart that way. Terry's wife was a niece of Senator Mansfield. Now I'm not sure that ever had anything to do with his career, but it probably didn't hurt.

I did my first two years. It was a three year assignment. NATO. I did about two years and decided that I was really enjoying myself. So I went and extended for a year to make it a four year tour so I can do a home leave in the middle. During my third year there I was sort of expecting to be promoted from two to one. The expectation was based on a statistical anomaly. One of the people in my A-100 courses, a guy named Bill Burke, got promoted every year before I did. He got promoted the next year I got promoted. He got promoted the next year I got promoted, he got promoted. The next year I got promoted, he got promoted to one. The next year I didn't get promoted. As it turned out, the admin counselor at the embassy in Brussels had been on that promotion panel. I went and talked to him. I said, I don't want any secrets. I don't want you to violate any of whatever ethics might've been involved in this, but I would like you to tell me if there's something that I could do to enhance my chances for being promoted. And he basically said to me, when we looked at your file, you are a two, trying to get to be a one, who had never been an admin officer.

Q: Oh, I see.

JAKUBOWSKI: GSO. I've never run an admin section. I've never been an admin officer. He said, you know, you have to have that admin experience if you want to get to one. It's detrimental to your career at this time to get to be one because you've never been an admin officer. Think about that when your next assignment comes up. That was the takeaway from that, except for that I might have been promotable, but I'm looking at by this time, five or six years outside admin, two years in INR and three years in Brussels in

what was theoretically an administrative job, but I didn't have to order toilet paper or get anybody's toilet fixed or do any of those things. I was doing other things, Maybe admin in nature, but it wasn't what the State Department would consider administration.

It came time to bid on my next job. I'd bid on several things, administrative in nature, but the State Department came back to me and I love the State Department. The personnel officer, Career Development Officer told me that, looking over my file, it was sort of my turn in the barrel. I've never had a hardship post. I mean four years in Brussels, Beijing, Taiwan. I was offered a choice. I could have taken the GSO job in Lagos or I could become the JAO director in Bamako.

Q: Oh, well, there's no choice. That's.

JAKUBOWSKI: I didn't know at that time, I really didn't know where Mali was or where Bamako was. But there was no choice. As a matter of fact, it turned out eventually that I could've ducked that job. Well, this goes forward and back. This is the fact my wife had COPD (coronary obstructive pulmonary disease).

Q: Oh my god! How long

JAKUBOWSKI: She was already having it. She was already having problems in Brussels. When we left Bamako I was assigned to Istanbul. Istanbul was going to be my next assignment out of Bamako. The day before we got on a plane to go to Istanbul. Med called and told me the assignment had been broken because my wife's medical condition wouldn't allow her to go to Istanbul because of the pollution, and yet I was just coming out of Bamako, Mali where the dust, dirt and everything else was a killer. It turned out I could have not gone to Bamako. Now, I don't know what else was there and it didn't matter because I had a good time at Bamako and so did my wife. Except for the time she almost died. The embassy doctor talked her into getting a shot to control hepatitis. About ten minutes after the shot she had an anaphylactic reaction. Fortunately, she was at a French lesson in a classroom next door to the clinic. The doctor was called and immediately treated her. Had she gone home after the shot, or shopping in town, she would have died. But it was that kind of thing going on in the background, but I had decided anyhow and I talked it over with my wife. Administrative officer job running an admin section. That was the next step in this whole thing, so Bamako, again was kind of the joy of being in the Foreign Service.

Q: Before you leave, just one more question. You were there 1983 to 1987. Were there any important technical developments, technological developments that you have to take account of?

JAKUBOWSKI: Well for the most important technological development a Wang machine was put into my office. Now, I don't know if you know, or not. The reason Wang got the contract for all of those things. In the RFP, the Request for Proposal to computerize the State Department. There were basically two bidders. One was the Wang corporation and the other was something like Joe's Motorcycle Repair Company. It was

Wang got the thing. This was not an internet capable computer, because the internet didn't exist. It was sort of a standalone unit, a processor and a keyboard and a monitor and you could save stuff on a floppy and that was about it. The machine at the time had that astounding hardcore memory of 10 megabytes. I remember that 10 whole megabytes and I can remember wondering what am I ever going to put in there that's going to occupy 10 whole megabytes.

Q: I remember using Wangs. Both overseas and in the Department.

JAKUBOWSKI: The technology was the Wang computer bought in standalone units. Nowadays seems very primitive, but at the time really the thing. But in any event, we would use the computer printer, put an OCR font on it and print out everything going up to communications. Of the other stories I want to tell, one of the security. I think I may have told this before, but I'll tell you again. This was about the economics officer who committed too many security violations all at once.

Q: Oh, right from before.

JAKUBOWSKI: Steven Ledogar was the DCM. A letter came in from DS saying the economics officer should be suspended for a couple weeks because of too many security violations. Mr. Ledogar wanted him, needed him, couldn't afford to have him suspended because if you are suspended you can't even come to the office. You've got to stay away. He asked me how to get the suspension cancelled. I suggested a letter to the head of DS saying, you need the guy and you'll make sure that he's a good boy after this. Mr. Ledogar says it sounds good, draft it, of course. So I drafted said letter, but he signed it and sent it off. I had a conversation with him because he's the guy to talk to. I said, you're putting yourself on the hook for this, because if this guy commits more security violations, it's you who said you were gonna take care of the problem.

He said, yeah, he would take care of the problem. I was the Post Security Officer and I didn't see any more security violations from this guy for quite a while. I think that Mr. Ledogar had a sort of a come to mother conversation with him about, you want to be in the Foreign Service, you may think security's a laugh, but if you don't play the game, you're the one who's going to be laughed at. It's been driving me crazy and I haven't looked it up, although I should have taken the chance. The ambassador rotated. He left and he had been out of Georgetown University. Head of the Center for Strategic Intelligence and Georgetown, CSIS. It was his time to leave. Now while he was there, we'd had a, again, I was Post Security Officer. I got dragged in on this thing. He was in the habit of making telephone calls from home to Washington because of the time difference. He did not have a secure line at home. We brought in a NSA rep and held a briefing to explain to him how all of his telephone calls.

Q: Abshire

JAKUBOWSKI: That's right, David Abshire. Glad your memory is better than mine.

Q: I was an intern at CSIS when he was there. That's why I remember.

JAKUBOWSKI: Yeah. David Abshire, yes. It was explained to him how all of his telephone calls were being listened to and who was doing listening. I don't think it made much of a difference, but we went through the effort. One of the funny things about that is I usually didn't go. My boss was an army colonel, Colonel Henry Reed. Colonel Reed happily was not a fan of Rocky and Bullwinkle. The reason was we called them FL for Fearless Leader. Obviously, you know, Rocky and Bullwinkle, you know who Fearless Leaser is.

Had he known who Fearless Leader was, my efficiency report might not have been so glowing. But any event, I usually didn't go to the ambassador's staff meeting because he went. One day I got dragged to the ambassador's staff meeting and there are a dozen of us sitting around the table and there's one guy who was the US rep to the Military Committee at NATO. He spoke up and said, you know, and everybody looked at him, and he said, I'll looked around and I realized I'm the only guy sitting here who doesn't have a Harvard tie on.

He was right. Every single person, including me, sitting at the table. I happened to wear the Harvard tie that day. Every single person at the table had a Harvard tie on except for him. Abshire's replacement was a guy named Alton Keel. I remember Alton Keel because his first meeting with the staff. He got us together and he unfortunately told us how he got the job. His version was that he was a staff assistant over in the White House and Ronald Reagan was having trouble deciding who he wanted to be ambassador to NATO, didn't like any of the people put forward. And Alton Keel was standing there and Reagan said to him, hey Alton, would you like the job? And he said yes. And Reagan said, sure. Okay, you're the new ambassador. Now when you tell a bunch of Foreign Service officers whose main desire in life is to get to be an ambassador someday, someplace, that their new boss got the job because he happened to be standing next to Reagan when Reagan felt like appointing somebody was just, yeah, it's a tough one. My last NATO experience was my building project. We were running out of space. Things were getting crowded. Between the US wing and the wing next door, which was the Canadians, I believe. There was an empty lot. I suggested that we put up a building in the empty lot. That got run around a little bit and decided, okay, let's put a little building in the empty lot. All of a sudden I became project manager to construct this building in the space. We negotiated with NATO, because it wasn't our space, for authority to put this building in. It was a one floor building in which we were going to put a conference room, sort of a lunch room, a mail room, several other offices and not entirely fill up the lot space.

We left sort of a walkway airspace around it, but put the building in. It was just going to be on a slab, had no foundation, just a concrete slab and the building to go around. I think it was on the order of about a half a million dollar project to put this in, but I was a project manager, so every time there was a decision I got asked. You know, how many outlets are we going to put in, where are we going to put the electric outlets, where are we going to divide this? Where are going to do this. left and right. It was a little complicated because in order to bring the materials in they had to be lifted over the roof of our

building. Our NATO mission there was three stories. They had a crane brought in so the crane would bring all the material in and out and take care of that whole routine. We eventually got to complete it and it was a real asset. It eased a lot of space problems. It's probably been turned into three stories by now or something else has happened, but at the time it was an accomplishment to get that done as part of the whole project.

Q: And you romanced OBO in Washington and they were.

JAKUBOWSKI: I don't think we talked to OBO. This was, OBO didn't own any of this. I don't remember dealing with OBO. Remember dealing with NATO. We got NATO to do it, and I think we got it funded. We may have gotten funded out of the military budget. We did a lot of fancy stuff in there. As part of some of these projects we needed escorts. Escorts have a clearance. Now if we would have gone to the State Department clearance process, it would have been a pain to get somebody a clearance. However, in a careful reading of the army, the military DOD regs about security clearance, I learned that generals and certain commanders of other units are authorized to grant interim security clearances to US citizens. We decided, US Mission to NATO decided that Colonel Reed was a commander of certain other military units authorized to grant interim security clearances.

We hired a bunch of spouses. We got them interim secure secret security clearances, and we put them to work as escorts. No hassle, no fuss, no muss.

Q: Incredible. That's. Yeah, that's pretty creative.

JAKUBOWSKI: That's, that's a careful reading of the regulation. sometimes painful. But again, I was Post Security Officer, that was my problem to come up with how we were going to get these cleared escorts for the service.

Q: But the other thing is officially as the post security officer, you were also now suddenly an administrative officer because you're doing building.

JAKUBOWSKI: Yes. But this was the last year I was there. This project was going on? I had already been passed over for that one.

Q: So in other words, there was no, turf battle between you and the US Mission to NATO's admin officer.

JAKUBOWSKI: I was part of that. I worked for Colonel Reed. He was my rating officer, the DCM was my reviewing officer. So I worked for Colonel Reed. This was, in some senses, this was the difficulty, although I worked for Colonel Reed and with Civil Budget Committee, Security Committee, the Special Committee, my US Representative to the Coordinating Committee of Government job wasn't his, that was Washington's.

Q: Oh wow. That does get complicated.

JAKUBOWSKI: That's why I could successfully stay in Paris because I wasn't really disobeying a direct order from him. I was working for Washington on that and could decide from Washington when I had to go someplace and where I had to go and what I had to do.

Q: That's amazing. Okay. Wow.

JAKUBOWSKI: So that was the differentiation in that job. The two masters kind of thing. One other thing, because I always cared about our young marines. I had an incident reported to me. We had a marine post one at the entrance to the US mission. I had a problem one day because we had 100 percent ID check and this Air Force Lieutenant Colonel came in and was asked for his ID by the marine. He gave the marine a hard time because he was a Lieutenant Colonel and the marine was a lance corporal. I got involved with it and I talked to the DCM and the ambassador. There are marines in most embassies. Operationally, there are marines. Our marine was doing his job. He was not disrespectful. He didn't harass the guy. The guy just wouldn't produce this ID because he was a Lieutenant Colonel and he didn't have to show his ID to any damn corporal. In any event, the end resolution was that the Lieutenant Colonel, who understood that he either went and apologized to the marine for his behavior or went back to the states, decided that he would go and apologize to the marine.

I had similar problems as the admin officer where we had marines. The marines were mine. These were the good old days when the RSO worked for the admin guy and the marines were mine. I always used to tell the marines, you do your job. You're doing right. If someone's giving you a hard time, don't be disrespectful. Don't harass them, buck it up the chain of command and you will be supported entirely if you're doing it and doing it right. Don't muddy the waters by arguing, don't muddy the waters by doing anything else, just hand it off. I had problems, similar problems in other places where every time I got supported by the ambassador or the DCM. They are our marines, our marines are doing their job. You do not mess with our marines. That's, that's a no, no.

I think that summarizes my fun days at NATO. It was a really good job. I mean, I really, that's why I extended for the extra year. I could have maybe been promoted a year earlier if I'd have left after three and gone to an admin job someplace, but it was very enjoyable. Living in Brussels was very easy, The dollar was very high and it was outrageous. In Paris you only had to move the decimal place one over to convert the currency exchange. Belgian chocolate turns out to be terribly tempting. In order not to make pigs of ourselves. Every Friday I would go to a Leonidas shop. I would buy my wife a kilo of Belgian chocolate, put a pink ribbon on it. It cost me $5 US. Every Friday my wife would go to Leonidas and she would buy me a kilo of my favorite Belgium chocolate and put a blue ribbon on it and give it to me, I was never one who went and bought myself too much chocolate. Didn't do that. God, I miss that stuff. I should tell you that I again, on the virtue of being a lucky person when I moved into the place I live now in Rosslyn, my next door neighbor turned out to be a Belgian whose father had worked for the Belgian embassy here in Washington and who owned the Leonidas shop in Georgetown. This

stuff was all made without preservatives. He had it flown in weekly from Brussels. And when he couldn't sell it anymore, he brought it home for me.

Q: Oh my goodness.

JAKUBOWSKI: Yes. I know. Life can be hard. Some days, terribly tempting at heart. Unfortunately, a couple of years ago he moved. Oh well, you can't have everything. It was just a great place to be. The food was, it was, it was almost impossible to get a bad meal in Brussels. It's much better to live in Brussels and go to Paris once in a while than to live in Paris and go to Brussels once in a while.

As a matter of fact, when we had the meetings in Brussels the one time of year we meet in Brussels, all the people who came to Brussels from Paris always left with shopping bags full of goodies from Brussels to take back to Paris because they were much cheaper and just as good, if not better in Brussels than they were in Paris. I tease sometimes people that I retired at age 52 from the Foreign Service because I had the numbers, but I said that Congress has decided that Foreign Service life is difficult and hardships and so forth and that after, you know, having to spend four years in Brussels and time in Taiwan and in Singapore, all that hardship, I was entitled to retire early.

I don't get much sympathy for that for some reason. The Herald Tribune was delivered every day. It was cable television with lots of English language programming on it. The school system was excellent. That was the one crisis. I remember this one crisis which blew my mind away. We had what was called the NATO Headquarters Support Activity. This little annex off on the side. It was where you went to get your money, cash and checks do things like that. And they had a little 7:11 type of store attached to it. One week they ran out of white bread and milk and it was a crisis in the military wives community. There was no milk and white bread. In the meantime around the corner was a hypermarche where you could get 37 different kinds of milk and 97 different kinds of bread.

It was terrible to go to the store because I would walk into the store and you want a baguette. I mean, it's fresh out of the oven and smells and it's 257 different kinds of cheeses to go through and all this wine standing there. And I mean, god, what a terrible life, to have to do this. And yet for a lot of military wives, there wasn't white bread and regular milk in the store for them to buy. It's both the nice thing that the military gets supported that well, almost every place they go, and a sense of shame that there's not more encouragement to really explore the environment. In the Foreign Service, one of the first things you do when you get to a new post is go to the store and see what's available and what the replacements and the substitutes are and what you could use for this and what you can use for that and what you don't need. One of the wise decisions I made going, going to Bamako you've got a consumable allowance. 2000 pound consumable allowance. I got permission from the military to go to the PX in Chevres, which is where the big PX was. And buy 2000 pounds worth of goodies. I knew enough to know that you can burn through that 2000 pounds fast if you take lots of liquids. Liquids weight a lot. On the other hand it is an interesting computation of how much toilet paper will three

people use in two years. How much ketchup, how much you know mustard, is this something I really need? Is there going to be a substitute available so I don't have to make this work? Working that out can be time consuming and cumbersome and it's a bit stressful because if you get it wrong, you may be doing without something that you really miss or you're going to have something that you paid for that you're not going to use and nobody else in the world would want either.

Q: Exactly.

JAKUBOWSKI: It's nice that they do it. On the other hand, when you're trying to figure out a bunch of other things it is a little more stress on the whole process of what am I going to take and how much of it. But we went through that and I think generally speaking we did okay. I mean, part of that equation is what's the shelf life of some of this stuff too. One of my best decisions in a liquid was Henkell Trocken, the sparkling wine from Germany. Which is almost like champagne. As far as I'm concerned. It's better than a lot of champagnes. It's good stuff. This moves on to Bamako a little bit. When we were down there we used to have brunches where oranges were available in the local market and had a squeezer and you just have a bunch of people over and stand a crate of oranges next to a case of Heinkel and let everybody, mike mimosas and have a wonderful party.

Q: Yeah. Yeah.

JAKUBOWSKI: Just a wonderful party. One of the good things I told you, I took a home leave from Brussels and one of the nice things, which I'm not sure is available anymore, but at that time, if you bought your round trip transatlantic ticket outside the United States, you could buy a fly America pass in which you got 30 days of unlimited air travel, I think it was like three hundred dollars at the time per person. We were coming out of Brussels going back to Brussels. So for the $300, as long as you didn't stay overnight in the same city, you could transit it, but you couldn't overnight it more than once. But during that 30 days we got to fly across the country four or five times and visited people in the northeast and the southwest and in Florida and back and forth.

And it really helped on the home leave that this kind of thing was available for use. Again because you're outside the United States. And also one of the other things, in one year, my wife crossed the Atlantic Ocean 18 times because there was People's Express. People's Express was 99 bucks from Brussels to Newark. We have family in New York. As a matter of fact, I bought a car and I kept it in New York so that when my wife got to Newark, my son could pick her up and she had the car to use while she's in the States, leave the car back in the states. I mean, she was flying to the United States for the weekend because it was just so cheap. The comparison I always made was that People's Expressed would take you from Brussels to Newark for 99 bucks. Air France would take you from Brussels to Paris for 102.

It was insane. It was insane.. But all that sort of enhanced the experience of being in Brussels. We had a penthouse, two level penthouse. It had six bedrooms and seven baths.

Q: Nice.

JAKUBOWSKI: It required a bit of adroit measuring to get it inside the standards for what an FS-02 was entitled to with family at the time, but I managed to squeeze it in. There was also, again, this is an administrative thing. You're either in government furnished quarters or housing allowance. You're in one or the other. A lot of people prefer the housing allowance because they're going to make money on the deal. They're going to be under the allowance. Very few people I've ever met asked themselves, where did that number come from? Where, where's that number determined? How is that calculated?

They just say this is the number. I mean the government's going to give me a thousand dollars a month to house myself if I can find a place for $800 a month, that's 200 bucks a month in my pocket. One of the benefits of being an admin is you understand where these things come from. The housing allowance is an average of what's being paid for housing. That's how it gets determined.

Q: Makes sense.

JAKUBOWSKI: It's like Lake Wobegon where all the children are above average. Well, if everybody's playing less than the housing allowance for housing, what do you think's going to happen to the allowance? It goes down. When we got to Brussels, I didn't mind going out of pocket on the basis of A, it will help raise the housing allowance which will raise over time and eventually I will be not be out of pocket and we'll collect some money. It took a long time to find housing. My wife got discouraged. I kept urging her to go on and one day she called me and said she found it. She was in love with this place. She found this place. So I went over and looked. And this was the place. It was the elevator for the unit, for the buildings. it went to your floor, but it had a lock in the elevator door. You had to unlock to get into your unit. The top two floors of this. This is about a seven story building in Brussels, downtown Brussels. The owner had just been named EC, European Community, ambassador to Venezuela. He was going to Venezuela for a tour and he had this place, the place was going to be renting for about a thousand dollars a month equivalent. I would have been out of pocket $100 a month. I figured $100 a month live like a king. How can I not? Well, it turned out that at the time, the deputy to Colonel Reed, there were two Foreign Service officers in the section and the colonel in charge. And then they were several NCOs. The deputy to Colonel Reed was a guy named Giovanni Poloitsano, nice Italian name. The European Community guy going to Venezuela was an Italian and a friend of Giovanni's and Giovanni said to him rent it to Jakubowski. He's a good guy. He'll take care of your place. No problems. So we signed the deal. Apparently there were several other people interested, but Giovanni's recommendation got me in the door and we rented the place. The story I tell everybody about this is that this was a little later on. My wife went to a tea someplace and the wife of the embassy press attaché was there. US NATO didn't have a press attaché. We had a public affairs section, but they didn't talk to the public mostly. The wife of the press attaché, my wife invited home after the tea to come have a cup of coffee or something. And my wife says she rode up the elevator with this person, unlocked the door and the

two of them stepped into the foyer and this woman looked around and she said to my wife, who the hell are you to live like this?

Q: Wow.

JAKUBOWSKI: Another friend of mine from NATO had finished his tour, was headed back to the states. We had a farewell party for him. We had 95 people to sit down for lunch.

Q: Wow. In the apartment?

JAKUBOWSKI: In the apartment, the upper floor had this great big room we had 95 people for lunch. It was a nice little place.

Q: Wow. Okay.

JAKUBOWSKI: It was very. This was another we had terraces at the front on both levels. Had an indoor winter garden, had a kitchen on the top floor and the bottom with the dumbwaiter to connect the kitchens. As I said it had seven bathrooms, six bedrooms. It was just a wonderful place to live. It had a bathtub I would love to have here because the bathtub was like eight feet long and about four feet deep and about three feet wide. You could drown it. The bathtub, you could drown in.

Q: European bathtubs. You can get really lucky that way. Need to buy a rather special house these days to get a bathtub that big.

JAKUBOWSKI: It was just good living. Hated to leave, but had to go. Went back to the states for another home leave and it's more French training. I had French. I was in a French class with two ladies, one of whom was going to be an assistant GSO in Bamako and the other one is going to be the Personnel officer in Bamako.

Q: So you're in class with all your colleagues?

JAKUBOWSKI: I'm in class with two of my admin staff. The regular GSO is out there already. There's no security officer. I'm the Post Security Officer and we have a Budget and Fiscal officer. There's an AID mission there. That's the primary operation in Mali at the time was an AID mission. I'll leap to the story because the last country team meeting I went to in Mali two AID contractors were giving a briefing on the time they spent in Mali. In any event their briefing consisted of the fact they'd come to Mali a couple of years earlier to see what they could do to raise the price that farmers got in the market for their crops so the farmers would make more money. Their report at the end of this time was that after all this detailed study, they had come to the conclusion that most of the farmers in Mali were subsistence farmers who went to the market to buy supplementary rations, not took things to the market to sell and what they should have been doing was seeking ways to lower the price of food in the market. This went along with the fact that the US government ran a mission that was in the $15,000,000 range, I would say for year.

It had about four Foreign Service people and several contractors and a local staff. The Canadians ran an aid mission of $25 to $50,000,000 for which they needed two people and the Italians, not a country known for great administration capability, ran an aid mission of about $200 million dollars, which they did with TDY people from Rome. In the usual, love the government fashion, most of the money that AID spent had to be used in the United States in the first place.

So, you know, love the US government. In any event, I get to meet my ambassador, Pringle his name was, because he hasn't gone out yet. He'd just been appointed. We have some meetings in Washington before he goes. The DCM, John Lewis was his name. I get to Mali and start to settle in and I have to find housing again, which is the usual routine. I'm not dealing with any serious problems at the mission yet, it's just getting accustomed to things, but it turned out that the only house available for me was this two story house on its own little acre adjacent, butting up to the Russian embassy. The house was six bedrooms, six baths, two stories. We had 40 people for dinner one night in the dining room, large living room, swimming pool. I love the swimming pool because the upstairs floor had a terrace which mostly covered the swimming pool. And it's nice in a hot climate to swim in a swimming pool that's not in the sun where you're, you know, the water's warm. It's just not in the sun. The house was owned by the Malian Minister of the Interior. It should never have been leased, but it was leased. And the political decision was that it would be sort of not good to break the lease and turn it back to the Minister of the Interior. We had the house, somebody had to live in it. I was the next guy in line and senior enough that I had to have the house. So I got the house, Mali didn't have a phone system that was worth a damn. We used radios. Everybody had a radio, a portable one and in one in the house with cell calls so that you could, you could set a select call status.

The call initiators send a tone and that tone activates a specific radio. So unless you're radio is set to the right tone, you won't hear conversation unless you're on all the time. We had cell radios, but a lot of people left it on all the time. For instance, my daughter, when she was home, she had the radio on all the time. It was the gossip line. Everybody knew what everybody else was doing. There was no phone system. That was one of the charms of Mali. They had a fire while I was there. It burned out the main exchange. We were six weeks without any telephone service except the internal phone in the embassy and the radio. There was no telephone. It was wonderful. if you've ever been at an embassy where Washington can't call you, you can't call Washington, don't scream and yell about it. Now, the interesting part about that was that the French lent the Malian government a phone exchange. It was a modern digital phone exchange. Up until that time we just got a bill from the Malian telephone company which said you made $10,000 worth of phone calls last month period. Now we are going to get a bill which had listings of who called what, where, when and how. I went and I met with the marines and I said to the marines, this is going to happen. In 30 days I'm going to get a bill that's going to say when the number was called, what number was called, how long the phone call was and how much each individual call costs me. Now I said to you guys, I know that you're not here on a midnight shift calling back to your family back in the United States.

I know you guys would not do that, but I just wanted to let you know that this is coming down the street. There was one dumb marine. There's always a dumb marine. When I got the bill, I mean 2:00 in the morning calls to Minnesota someplace, you know, for $20 and the rest of the month. I went to the Gunny. I said Gunny, here's the bill, here's the ones that I wonder about, please address that. And the bill was $700 and he got that marine had that marine, write me a check right then and there. But my phone bill went from pre-fire $10,000 to post fire to $2,000 a month. So that was a grateful fire. The other sort of incident of this is the power for the city came from a hydroelectric dam. They ran out of water. We spent several weeks with no electric except for what was being generated on the diesel.

Q: Holy cow.

JAKUBOWSKI: Now every house had a diesel generator which could run for 22 hours a day. It was two hours down for refueling and to make sure everything was going. I told someone sometime, I said, you can do the math. I'm paying $5 a gallon for diesel oil. These things use two gallons an hour at your house. It runs for 22 hours a day and it's been on for six weeks every day except for two hours a day. I've got a total here of 40 residences. Look at what I'm paying for electric.

Q: Wow.

JAKUBOWSKI: The other sort of funny part of that, there were no lights in town. We had security lighting on the fence around our property. I would come home after dark and I would see all of my Malian neighbors sitting outside the wall around my house because the security lighting was lighting that they could use to do whatever they wanted.

It was the kind of culture, again, the State Department. I got a cable one day as Post Security Officer from DS saying that we're spending a half a million dollars a year for guards for your post. We'd like to know if we could save some money. Please let us know if we could cut back to 12 hours a day. I looked at it and did an analysis. Our typical incident in Mali is 3:00 in the morning, your guard is sound asleep, somebody comes over your wall and he makes noise trying to break in and either wakes you up or wakes the guard up and gets chased away. That's what's going on. In addition to which if the guard, if they break in and the thief actually gets in the house, he's not going to steal the government refrigerator, the government washer dryer, he's going to steal your wallet, your personal property.

Most of this happens at night. On the one hand I could probably go to 12 hour a day, nighttime guard service. On the other hand. What's in it for me? I give DS back $250,000 and I have an incident during the day. Whose butt is on the hook? Who is the one in trouble? If DS had given me, you can keep 20 percent of what you turned back for whatever the post needs. If the question is, do I buy some more furniture, or have the guard force, do I paint a house, on buy the guard force? That's a different issue. If it's just give them back all this money with nothing in it for me. I'm sorry guys we need that service 24 hours a day necessary. Got to have it.

Q: Absolutely.

JAKUBOWSKI: Can't do anything about it.

Q: Well, especially with no light to the city.

JAKUBOWSKI: Well this was only one period, but they were looking for the same thing. But it's the same thing. It's bothered me ever since. If I was running the US government, the way they're running the world. Travel, the reg says over 14 hours start to finish, you can go to business class. Okay. I'm traveling, which I have done, Washington to Rangoon. That's more than 14 hours. Now if the State Department said to me, Stan, a regular ticket from here to Rangoon is $1,500. Business class ticket from here to Rangoon is $7,500. That's a $6,000 difference. If you were to go regular class, we'll throw in $2,000 in your paycheck this week. Now I have to think about that. Is $2,000 worth sitting my button in the back of the airplane instead of at the front of the airplane. When I don't have to make that decision.

Business class is business class and in in my scale of value, one to 10 coach is one first class is 10, business classes, eight and a half. But the government doesn't make those decisions or it doesn't let you make those decisions. It's the same as air freighting my household affects, my limited shipment to Mali. It cost Uncle Sam $25,000 to send my 2,500 pounds of goods to Mali and was going to cost them $25,000 to get it back. It cost them an enormous amount of money to send my car to Mali. Mali is landlocked. My car went into Abidjan in Cote d'Ivoire and had to be brought up, but that's another story which I will tell you in a minute. The government doesn't do those kinds of things. It's got a or b, nothing in the middle, which is unfortunate. So I got the house, I'm settled in.

The other kind of amusing thing is the first season in Mali. I get there in like November. It's December, January in Mali and to me it's shirtsleeve, weather is really wonderful. All the guards on the house have ski masks on. They're huddled around a fire. They're freezing to death, but this is short sleeve weather. The second year I was the one with the ski mask on, huddled around a fire in December too. It was cold. It's amazing how the body adapts to that kind of change. Why they were freezing at that time. In general, Malians are beautiful people. They're wonderful. I would not say enough about Mali. Malian women are the most beautiful women in the world. They're really gorgeous women. They're elegant. They have wonderful carriage. They're good looking women. The Malian culture is fascinating culture.

When I talk about the Malians, I say that even to me, if I meet a Malian in the street or you see two Malians greet each other. It's, hi Joe. How are you? nice to see you. How's the wife and how are the kids and your parents? Are they still doing okay? And what about your uncles and aunts, how are they doing and your nephews and your cousins? They run through the whole family before they get down to business. The family comes first inside the clan. It's tight. One of the things that I found so striking in Mali, you would leave the embassy and ordinarily one of two things would happen. Some guy

whose legs were wrapped around each other in rags would drag himself up by his elbows to beg for something or some young boy would have his uncle or his father on the end of a stick leading around begging because his father had river blindness and had gone blind. You give, but you could give, empty your wallet every day, everything, and you wouldn't make a damn difference in it. But if you walk down the streets, I can honestly say I saw more people with a smile on their face in Mali than I ever see, walking down the street in Washington.

The line I had about that was though that, okay. I would visit in the bush, visit a Malian village. I had a terrible thing happen one time because we were visiting a Malian village and somehow they'd gotten the impression that I was the ambassador. They turned out the village for me and I didn't want to tell them that I'm a nobody because they turned out the whole village for me, so I had to play being somebody and the whole routine. But the joke I say back here in the United States. I say back in Mali in my experience, the guys sit around all day drinking beer and smoking while the woman's out there with something, baby, strapped on her back hoeing in the field. Now you tell me who's got a better culture. You're out here breaking your but to put enough food on the table? Who's got the better culture? Sit around all day smoking and drinking and let the wife do all the work.

We got along well with the AID people. There was no controversy between that. The mission was very supportive of AID and AID worked well with us. They were out there doing their thing. We didn't have, I'm trying to think of whether there were any political. I can't remember any political problems. The consular section had a problem because everybody wanted to come to United States. My wife got a job as a para consul sort of thing. She worked in the consular section every day and the consular officer had some other responsibilities. So she wound up doing a lot of consular work without being a consular officer. And so she would sort of adjudicated who was good and who is bad and handed the forms to the consular officer to sign off on which pleased her because she felt she was doing something interesting and productive and pleased him because that meant he could devote more time to whatever else he wanted to do.

The problem for me though was my wife is too conscientious. We get to the end of the day and it's 5:00. It's going home time and it's 5:00. I'm going home except I go downstairs, my wife would still be working in the consular section. I'd have to wait for her to finish up before I could go home. Which was a tad annoying. Although you might not think about it.

This did not happen during my particular time in Mali, but one time a couple of years before they had turned up a listening device in the ambassador's office in Mali. It was one of those woodblock things stuck under a coffee table. As the PSO (post security officer). I used to go shooting with the marines when they'd go out there for quals. We had this lousy range in Mali. It was dangerous as far as I was concerned. I told the gunny that I would authorize him to send his marines out of country to do their qualifications because I thought this was dangerous, but he preferred to keep the group together to shoot. And I left that decision to him.

To show you what was going on, we used to invite senior Malian police officers to come along with us because they didn't have enough ammunition to be able to fire their guns in any circumstance. So they got to at least practice with our ammunition for a while and it builds good relationships. It was the kind of place when we did have an incident, we would have to send an embassy vehicle to the police station to pick up the investigating officers to come to the scene of the crime so that they could investigate because they didn't have transportation. It was weird. We did have a marine during one of their training exercises who accidentally let off a tear gas grenade, which he threw into the courtyard outside the embassy and it drifted to some places. So we got an official letter from the Malian Foreign Ministry about the incident and had to respond to that. One of the other things I love, when I first got to the post, we had two, main embassy building and across the street was an annex. The annex had the medical units and classrooms, our small store, the video rental store and our parking, most of our parking. There was a local at the entrance to the parking area. The PLO was parking in our parking area. Somehow the guy was letting the PLO park in our area, so you had to put a stop to the PLO parking on the embassy parking lot, wouldn't go. I had the worst experience of my foreign service career in Mali. I'm going to tell you that. Then I'm going to call it quits and we can pick up a little bit next week.

Post security officer, we're getting an inspection by the marine command. They sent a captain down to do an inspection. There are several stages to the inspection. This is like Thursday. They're going to PT. They do their PT inspection. So they could all do PT together I went and stood post one. I got up very early that morning and went and stood post one for several hours while they did their PT. The next day, a Friday morning, they're going to have drills, some drills, you know, surreptitious entry, bomb threat, those kinds of drills. Well, I'm the Post Security Officer. I can't let them do that without participating, but this is again during non-duty hours. So again, I'm up at like 3:00 or 4:00 in the morning so we can go play these drill games. We played at drill games for a while and everything goes off and now it's TGIF, Friday night at the marine house.

Well my wife and I are at the marine house TGIF. I get a call from post one on the radio. There is some sort of a problem at the residences of one of the American officers and they don't know what the disturbance is. The guard at the gate reported a problem. Well, I got to go and look. This was a female officer who worked for me. She was married to a Spanish American gentlemen. They had two kids and they had come to Bamako with a Spanish maid they had brought with them. I get in the car with my wife and I drive over to the house and talked to the guard. Sitting outside the house is the maid with a black eye. Okay. So I knock on the door and I knock on. I don't get any answer. I go into the house. Well, there'd been a little substance abuse on the parts of both parties and the Spanish husband had decided that his wife had been unfaithful to him with every guy in Mali and he wanted to cut her up with this knife he had. Since I was a guy in Mali and she had been unfaithful with every guy in Mali, I was on the list. The two kids are standing there and watching this. I would have been very happy to leave, but you put yourself in there and you can't take yourself out. I'm sitting here, but it took me a long time to talk and talk and talk and talk. At one point in time I was able to get some word to

my wife about what the situation was. She went and she got the doctor and the gunny and a couple of marines, but they waited outside. I was eventually able to talk him into giving me the knife and leaving with me. We went out and took him to the embassy. The doctor went in and talked to the wife. At that time I found out why the wife had always been wearing long sleeve shirts. She had those cuts you get when you've tried to slice your wrist, your arm rather. A problem. This was obviously not a problem we're going to solve in Mali.

Q: Oh god, no!

JAKUBOWSKI: I had to decide what to do in consultation with the doctor. I don't know if you realize it or not, but the admin officer is the one who sends people home. It may be an apocryphal story, but the story in the circles was, there was an admin officer in Africa who decided he didn't really like his post. So we went in to see the ambassador, said, sir, I'm an alcoholic and I'm leaving.

Q: Gotta get out.

JAKUBOWSKI: Gotta, get treatment and left. That all falls under the privacy thing and you're home free. But in any event, we got them separated. We brought everybody to the embassy in different cars. We just said back, the doctor and I decided that we would have to send them back to the states. The husband was not a US citizen.

Q: Oh boy.

JAKUBOWSKI: Yes, I know life can get interesting. We decided we would send him back to the states and I sent an escort officer with him, because he wasn't a US citizen, to make sure he got back to the states or if he disappeared to know when he disappeared and why he disappeared, but to take him back to the states. I did not want to put the wife and the kids on the same plane as I put the husband. We kept the wife until the next day for the next flight. I decided I would, because of the marks on the wife's wrist. I was not going to send the wife back without an escort. This is all in consultation with a doctor. So we decided we would send the wife back with an escort. I was not going to send an escort back with a wife and two kids without something else going on and decided the best thing to do was to make the maid, the escort for the two kids.

The kids were comfortable with her. Kids knew her, she knew the kids, et cetera, et cetera. So we wrote this whole thing up that way and we sent everybody back, move the problem to Washington, let them deal with the problem.

About a week later I get a cable from MED saying, you made the wrong decision. You should not have sent the maid back at government expense. The maid was the responsibility of the officer. That fare should have been paid by the officer. Collect, send money from the officer. I sent a cable back, which again, all this is discussion with the doctor. I said, the officer concerned did not make that decision to send the maid back. I made that decision to send the maid back and therefore I didn't think that the officer was

responsible for the money. It was my decision. I sent it back and I sent the cable of the MED. About another week, week and a half. I get a cable from MED. We heard you, you're wrong. Charge the officer for the fare. I sent another cable back to MED, in which said, I made that decision as far as I'm concerned if that decision was wrong, I should be charged the money. Why don't you go and try that. Then I get a cable back from MED and the cable from MED says we're considering what to do. We'll let you know when we decide.

Q: Right.

JAKUBOWSKI: I'm still waiting for that cable.

To me it was the only thing I could do, the doctor and I agree. The only thing we could do given the situation, get them out of country, get them out of country safely and then let them take care of it. But if I never have to stand in front of a guy with a knife who says that he's not particularly happy with me being there, he will cut me if I leave so he can work on his wife. I will be content for the rest of my life, especially after it came with two nights where I got a little short sleep anyhow, because the marines were having their fun and games. That was the worst situation I've ever faced in the State Department. And once was enough.

Q: Yeah. Alright. So we'll pause here and resume next time.

So today is November 7th and we're resuming our interview with Stan Jakubowski in his assignment in 1987 in Bamako.

JAKUBOWSKI: Okay. Well last time we were talking about this terrible weekend we had where we had some personnel problems with substance abuse and the family members. The thing I had left out of that whole sequence, which I'll add, is that this weekend when it happened, happened to be the Fourth of July weekend when we had both the ambassador's official function going on and the function for Americans. It was also if you can reach back into the distant past the weekend in which Reagan had bombed Libya. We were in a Muslim country. There was an emergency action committee meeting on top of the whole routine. So that all combined to make a memorable weekend of the whole affair.

Just as an aside, it's always occurred to me because of things like that, that there is no guarantee that you'll be a successful administrative or management officer. But there's one way to become a failure. Very easy. And the way to become a failure very easy is to not have hot dogs for the Fourth of July or turkey for Thanksgiving.

Q: Correct.

JAKUBOWSKI: If you were an administrative officer at a post some place where, and I don't care where it is, if you don't have hot dogs and turkey, you are not going to be a

success in that position. It's humorous in one respect and in a sense, but serious in another, part of the quality.

I grabbed my little notes here and the first thing I wanted to talk to a little bit, I was, the job itself was Joint Administrative Operations Director. This is a very small post. It had like two political officers, one consular officer and the political economic section, it was a joint section. The consular section and admin.

And the biggest admin function was supporting the AID director and his operation. Because that was both more budget money and more people than the embassy was concerned with.

Q: So that's what's meant by joint.

JAKUBOWSKI: Yeah. That's what was joint that was the function. In Admin, I had a Personnel officer and I had a Budget and Fiscal officer and I had a GSO with two assistant GSOs. The GSO section, because of the support function was the largest section in the embassy. When I got there the General Services Officer was a guy named Bill Gaines. Due to circumstances not under his control, Bill Gaines' boss, the previous JAO director had left without having had Bill work for him long enough to have an efficiency report required. The gap between the previous boss's departure and my arrival was not long enough to do anything about, and between the time I got there and the time efficiency reports were due it was not long enough to require an efficiency report.

I had a little bit of an argument with the DCM, a guy named John Lewis, because I felt that whether it was long enough or not the officer concerned deserved an efficiency report. And so I wrote an efficiency report, as the rating officer and I dropped it on the DCM's desk and I said, you can fill it in or not. But it's going in. That was a confrontation with the DCM. He didn't want to write it, but I didn't care. The guy was doing a good job, he was an FSO-3 trying to get to be an FSO-2. He had a family and I didn't want that whole year to go by without some acknowledgement of the fact that he was doing a good job.

Q: Now the only reason the DCM gave for not filling out the form was that not enough time had passed.

JAKUBOWSKI: Not enough time had passed with a single supervisor to require that report.

Q: Now, as far as I know under personnel policy, there are requirements and then there are ...

JAKUBOWSKI: As a rating officer, you can put a comment on someone working for you in at any time.

Q: Right? Exactly. Yeah. That's what I meant. Yeah. And it just seems odd that the DCM would be so opposed.

JAKUBOWSKI: It was odd to me too. There might've been some tension between the two of them that I wasn't aware of. I don't know. But I wanted to get that done and I got it done, but that unfortunately set a tone between the DCM and myself a little bit, which is wildly hilarious because I would be promoted on the way out of Bamako on his efficiency reports. So, you know, what can you say. This sort of backed up what had happened in Brussels where I talked to the admin counselor at the embassy who said you hadn't been doing the admin officers jobs someplace. Do that for a while. You get promoted. So I did it for a while and got promoted.

The embassy was downtown. It was a compound on one side of the street, and a compound on the other side of a public street. The compound that wasn't the chancery building itself had a little commissary, the doctor's office and classroom and a few other ancillary offices. The chancery portion had a parking area and the chancery offices in the rest of the offices. This was one of the old school things. When you stepped out the front door of the embassy, you are on the street. I mean, there was no stand back at all. Zero stand back. As a matter of fact, my wife, who was working in the consular section as sort of a para consular officer used to complain about the fact that if she sat there and interviewed somebody at the consular window, they had this Lexan sheet in front of her. However right to her left was a window that overlooked the street, which had a plain piece of glass in it with some bars over it. To throw something through this window would have been no effort at all. Somebody could stand on the street and put hand grenades through this window and not have a problem. This was the good old days of security.

And as I think I told you, I was the Post Security Officer. During this particular time, AF had an admin officer's conference back in Washington. I went back to Washington for this admin officer's conference. Part of it was held out near Warrenton at one of these conference centers and I can't remember the name of it out there. During the course of this, this guy from DS showed up and gave us this big briefing on all the training RSOs we're getting. When Q and A time came, I stuck up my hand and I said, you know, I've been the Post Security Officer for eight years in three different places and I have not had an hour's worth of training on how you'd be a Post Security Officer, what your responsibilities are, how you do this or anything else.

So it's all wonderful to hear about the training that all your RSOs are getting. But in the meantime there's a gap there someplace. He was a little embarrassed and said they would be dealing with it, but by that time I was going to be gone. Let me lead that in slightly out of sequence here. We did get an RSO, a guy named Bernie Indahl. Now Bernie Indahl, in my opinion, is probably what should be one of the most famous RSOs in the world. And the reason is that he's the only RSO I know who was both on the front cover of the International Herald Tribune and in Playboy.

Bernie was an RSO for the ACDA. This was a little before my time when ACDA was in the news because there were lots of scandal about all sorts of funny business going on in Geneva with the arms control talks delegations; a little sexual, a little harassment kind of thing and this and that. And the whole thing got written up in Playboy. When they drew this chain diagram of who was, who in ACDA, he was out there prominently as the security officer in ACDA. The second thing was while he was in Dakar, Dakar was where the RSO was based for the region. I was in his region. There were some Americans who had been evacuated from someplace arriving in Senegal by plane. And there was the picture in the Times of the people arriving, the Americans arriving and being greeted by the security officer at the embassy, Bernie Indahl.

So I always got the biggest kick out of the fact that I knew the security officer who had been on the cover of the International Herald Tribune and mentioned in Playboy.

Q: That's great

JAKUBOWSKI: A distinction that probably cannot be matched any place.

Q: But when he finally came to Bamako, did he do anything about the window situation in the consular section?

JAKUBOWSKI: No, he didn't do anything about that. He may have done it later, but I don't know. It was also this time I'm going to mention another name that a friend of mine may have mentioned, Bill Burke, who came into the Foreign Service with me, called me one day to tell me about another person who'd come into the Foreign Service with us. A lady by the name of Marie Burke. Marie Burke was a Foreign Service spouse originally. Her husband had choked to death in the Gambia over steak or something one night. This was pre-Heimlich maneuver day and she had wound up in the State Department, Foreign Service, consular officer. She was in London at the time. Somebody snuck into her house at night and slit her throat. As far as I know, the crime is still unsolved.

Q: Holy Cow.

JAKUBOWSKI: She's on the wall over in Main State, Marie Burke. It was just a shock to get that kind of a phone call that someone who was a special character because you've gone through that entry part of the Foreign Service with them and had been murdered in London of all places. As I said, as far as I know that crime has never been pinned on anybody as to why or where or how. It was just a weird sort of thing.

Now to get to some of the fun stuff. I'll take what I think of is the best part. First, when I got to Bamako, the marine house was in the middle of a garbage dump. It was a five bedroom, five bath house in the middle of a garbage dump. Which was unsatisfactory to me. It was unsatisfactory for lots of reasons, one of which is when the marines had a function and those are still in the days when you'd get a Thank God It's Friday at the marine house. I can remember a time in the Foreign Service when in almost any city which had an embassy, you could get in almost any cab and say marine house and you

would wind up at the marine house. That doesn't work that way anymore unfortunately. But I can remember those days which are kind of a loss. That meant because of the way it was then one of the marines had to use their bathroom for the public when they had some sort of a function, which I felt was a little unfair because you're in Mali in the first place.

So I went around with the gunny and we looked at houses and I found a very nice house on the banks of the Niger River. It had a swimming pool. It had some acreage. The whole routine. The owner wanted to sell it. We worked it out that it had five bedrooms and five baths, but the deal I cut with him was that he was going to put in another bathroom, so there'd be a bathroom for the public when the marines had somebody over. None of the marines would have to sacrifice their bathrooms. This may be the thing I'm proudest of in my whole Foreign Service career. It was just six weeks from the time I proposed this deal to OBO. And I got to check. I know I couldn't believe it when that check came rolling in. The major problem with the house was, and this is where Bernie Indahl got involved again too, was that the marines and the State Department usually require that you have multiple avenues of access and egress from a house.

Where this was located, there was really only one road in and one road out. Which was a security concern that they had. We finally convinced them that, okay, I know it's a security concern, but there's really no place else in Mali where you can do any better. Got it accepted on that basis. Because I've been around some of these transactions before, I held 20 percent of the purchase price back from the seller, which he would receive upon completion of the sixth bathroom and everything else, satisfactory completion. He did his job very nicely and we got moved in and we had a really nice party when they opened the marine house and the marines were very pleased that it helped upgrade the living conditions.

The other thing I tried to do with the marines, but the gunny was a really rigid gunny. I went out shooting with the marines for their annual or semiannual target practice and where they were shooting was, in my opinion, unsatisfactory. They had a berm, but behind the berm was a mountain. You'd see people walking across this path behind the berm. And in addition to which while I was firing the 38, a ricochet came back and nicked me in the chin, drew a little blood. I had a discussion with the gunny. Hey gunny, you know, this is not satisfactory. And I know I'm not happy with this, but I'm going to leave this up to you. You just tell me and I will make arrangements so that all your marines will leave country to go qualify someplace else. State has a program where if you can't qualify in country, you can go qualify out of country.

We'd send one or two marines out at a time. They would go, qualify, come back. And we'd rotate that in a whole thing. But he wanted all his marines to do everything together. So he said, no, I don't want to do it. So I went along with them even though I was concerned. I had urged him to pay a lot more attention to what was happening at the range. It was difficult.

Q: And there would have been no way to upgrade the range?

JAKUBOWSKI: No. This was just Malian. The Malians didn't see anything wrong with it. They didn't see anything wrong with it. Now my distinguished visitors.

I had two distinguished visitors. The first, and I'll take the first distinguished visitor first. That was guy named Ivan Selin. Ivan Selin was Undersecretary for Management. He was doing a world tour at government expense with the idea that he was inspecting all these management operations to get familiar with everything and see everything and this and that. He and his wife came to Mali. Because he was the Undersecretary for Management and I was the admin officer, I got to be control officer for the visit. He flew up from Dakar in the Defense Attaché's king air. They had a king air they flew in with. His main requirement was diet coke. He wanted lots of diet coke available for him, which was easy. We provide him lots of diet coke. He looked over our operation, but I don't know that he ever gained anything and he certainly had no suggestions for improvement. The main thing he wanted to do was do a little touring, so we took them up to Dogon country.

I don't know if you're familiar with the Dogon this or not. They are cliff dwellers.

Q: Okay.

JAKUBOWSKI: They live on an escarpment. It's about. Well, to get to where you can leave the main road to go to their villages is about a two hour drive and then the 15 miles it takes to get to their village from that point is a three to four hour drive. I had been to the Dogon village three or four months earlier. My wife and I just went on a private tour and I can remember the hilarious thing that happened. We'd packed some lunches and we were like an hour and a half into this three hour drive to the Dogon village from the main highway. We decided to have lunch. We stopped someplace and there was nobody around me. This was desert. We opened the trunk and took out the lunches and all of a sudden we were the middle of this entertainment group for all the locals.

And I mean there were 50 people who had showed up out of nowhere to watch us eat our sandwiches. I swear there was no one in sight any place and we were on a hill or with no one in sight. Five minutes after I stopped the car and opened the sandwiches, there were 50 people watching us eat our sandwiches, which was a little weird. We went on to see the Dogon country and we were just touristy. Nothing special. Had a very nice visit. It was the dry season, so there was some water around, but everything was dusty and dry and there was no real water. When Mr. Selin came to visit, it was the middle of the wet season. It's amazing the change you get in that kind of a place. It rains for a couple of days and all of a sudden everything's green.

I mean it just comes pop and it's there. So we get up, drive up to the Dogan country and they had been advised by the Malian advisor who's escorting this thing that Mr. Selin was somebody. They turned out in full regalia to do some of the dances and ceremonies. It's really spectacular. They have these headsets that extend several feet above their head. They're very colorful costumes, a very traditional kind of thing. There was a waterfall over a cliff that hadn't been there when I was there because there was now water flowing. It was all wonderful. But the part that amused me the most is we were wandering through

their village, sort of in the bottom of this cliff, the Dogons used granaries. It's sort of a beehive shaped structure with say an 18 inch by 18 inch hole near the top.

Grain goes in, grain goes out, but it keeps the rats out, keeps the insects out, keeps the rest out. If you go to the African Art Museum in Washington, here, you will see some antique Dogon Granary doors. They are very attractive, very beautiful. And the true Dogon antiques are really valuable. They're worth a lot of money. In any event, we're walking through this village and Mr. Selin spots this door on this granary, which has all the appearance of an antique Dogan door, and it's very nicely carved, aged, left and right back forth, up and down. He enters into a negotiation with the owner of this thing to buy the door. He's doing this and I'm sort of on the farmer's side, so I'm keeping my mouth shut. When my wife and I had been there three months before, I had watched that farmer install that door in that hole, that very door. It was three months old, but he bought it at a price I assume was successful with the farmer and off we went back to Bamako, so he could fly off on the rest of his excursions.

Q: You were left with the door to get to him?

JAKUBOWSKI: Well, yeah, the door to send to him. But I've been around. I've been around that tree enough.

I never mentioned Senator Percy when I was in Geneva. Senator Percy came over on a visit. He had this lovely solid gold Patek Philippe watch, which needed a little service. He asked me to take care of it. Not a problem Senator. I wandered off to the Patek Philippe factory. They did the job, I think the bill was about $400. When I got the watch back, I sent a nice little note to Senator Percy saying, I have your watch and I have your bill. As soon as I get the $400, I will send you the watch. I've dealt with Congress people too.

Q: Don't the Dogons also have an artisan mask history.

JAKUBOWSKI: They have their masks and the rest of their paraphernalia. Yeah, they wear masks during some of their rites and it's got cowrie shells on it. Other things like that. It's just very, if you like, African art, really beautiful African art and the old stuff, the stuff that had been used for actual ceremonies as opposed to what is made to sell to a tourist is stuff that's appreciated in the art museums and the stuff that has real value. So that's the game. We used to have people approach us in our house several times a week who wanted to sell us African antiquities. We bought some things, but we bought some things because we liked them and because they were a reasonable price, not because I expected to take them back to the states and make a million dollars. I knew I wasn't going to make a million dollars when I got back to the states. It wasn't going to happen.

Then the other distinguished visitor we had and was Maureen Reagan. Yes. President Reagan had apparently invited the president of Mali to the United States for diplomatic visit. There was a full diplomatic reception including a state dinner. The story I got back was that Maureen Reagan was sitting at the same table with the Foreign Minister or somebody. I mean the President was with the President, she was with the Foreign

Minister and during the course of the dinner conversation he had said something to her about, well, if you ever get the chance come and visit Mali. Well, there was a conference in Nairobi, women's affairs or something. Maureen Reagan was appointed by her father to be the delegate to go to this conference on behalf of the United States. She decided that she would take up the Foreign Ministers invitation and stop in Mali en route to Kenya.

This visit involved the Secret Service. During this visit I was still Post Security Officer since you deal with the Post Security Officer I got to deal with the Secret Service while other people dealt with other things. I'm the one benefit personal benefit to me of this is, they were flying in on one of the Air Force special airplanes. What a lot of people don't know is that the crew have their own hold in an airplane for their own material. There's a hold for cargo, sort of in a hold for them. I called Andrews Air Force Base and I got a hold of the crew chief. I talked to the crew chief, about how hard it is to be in Mali and etc. etc. I got a couple of hundred pounds of stuff air freighted to me on that airplane. No customs hassles, no problems, no anything else. I just paid the guy what he paid for it when he arrived, which was very nice because you're in the middle of Mali. It's tough. That was my own personal benefit for this whole thing. The Secret Service showed up day or two before. Very nice Secret Service guys. I mean we got along well. They needed something. I gave it to them. Why should I hassle anybody? Maureen Reagan comes to town. They're motorcading every place. I'm riding with the Secret Service guys in the first car of the motorcade, which again was kind of funny because in Mali everything is dirt, dusty road. The first car in a motorcade is the only car that gets to see anything everybody else gets to follow the dust to the car behind them. In doing this, we visited several villages where they did the traditional native dances for her.

She gave presents to the heads of each village. Jars of jelly beans in a jar about this big, filled with Jelly Bellies. That was the gift that she was handing out to various and sundry people.

Q: The famous Ronald Reagan jelly belly.

JAKUBOWSKI: The highlight of her visit was that she and her husband, the ambassador, Bob Pringle and his wife, got invited up to the presidential mansion which is on this hill above the city for lunch. We all trot up to the hill, the ambassador, his wife, Maureen Reagan and her husband, the president of the country and his wife. They're having lunch in the official dining room. We're in sort of a holding room off on the side. The Secret Service guys turned to me and said, okay, where's our lunch?

I said, I'll see what I can do. So I wandered down to the presidential kitchen to talk to the cook in the presidential kitchen and in French, happily he spoke French, my French was at least passable. I explained to him that I had six Secret Service agents, Secret Service guys and me up in this holding room and we would like some lunch. This chef, a very nice guy, said, I'll take care of you. I went back up and told the Secret Service guys that lunch would be up. As I always joke, somehow I must've made a mistake in my translations because they set up lunch for 14 people, not seven, and it included several bottles. The president of Mali had his own vineyard in France, presidential reserve

French wine was sent up in bottles. For some reason that even enhanced my ability to get along with the Secret Service guys.

We had a very lovely lunch in the holding room. We're having the same stuff they're serving to the ambassador and the main party because the chef gave us what he had there at the time. The part I felt really bad about was that everything in Mali was pretty much done on the radio, telephones, no, you, radio, radio, radio. I'm listening to the radio and I'm listening to the rest of my staff, the GSO staff. They're trying to make sure there was no problem with the hotel rooms and make sure the luggage got to the right room and that whole routine. As part of the conversation, they're complaining about what they have to do, but I hear them saying, but at least we don't have to deal with the Secret Service like Stan does.

I'm saying if they knew how I was dealing with the Secret Service they'd slit my throat.

Q: In all this time in Mali, how were the health issues for you and your wife?

JAKUBOWSKI: We took our prophylaxis for malaria. Only one time my wife ever had a problem. The doctor talked her into getting a hepatitis shot. I think it was, and happily she was due for a French lesson. She got the shot and went to French lesson. She had an anaphylactic shock or whatever it is right away. If she had not been right next door to the doctor when this happened, if she had gone home, I would have been a widower a lot sooner than I eventually became a widower. She went into shock. The teacher ran right over and got the doctor. The doctor came over, administered whatever they do, usually epinephrine and brought her back. If she had not been on the compound right next door to the doctor, that would have been it.

The biggest fear I had in Mali for medical condition was if you were out of town driving on a highway and had an accident and say broke a bone and had a compound fracture, you're going to die. There was no ambulance service, no EMT, no helicopter going to drop from the sky and pick you up. You were just gonna die. The worst example of that, although it eventually turned out well, was we had a peace corps volunteer. She was a young African American girl. She was upcountry riding on a motor scooter when she had an accident. She had some sort of a concussion and head injury. She lay on the side of the road for several hours before somebody realized that she was an American, not just a native. The word got back to us. The doctor picked her up, started to take care of her. Happily, the Russians had a neurosurgeon in town and the doctor contacted the Russian neurosurgeon. The Russian neurosurgeon came over and helped stabilize her and get her taken care of. We had to medevac her. I mean they’re not going to take care of her there. We had pretty good relationships with Sabena. I always try and make good relationships with the people of transportation, a good relations with Sabina. They cleared out a rack so she could lie down on the plane for her flight from Bamako back to Brussels. Then, they worked it out that instead of flying their usual route, which is straight over the Sahara, they would divert a little bit along the coast so that they would never be more than about an hour from being able to land some place for any medical attention that might be needed.

Q: Incredible.

JAKUBOWSKI: And she went off and was taken care of. It worked out well for her, but it was kind of chancy there. That's the worst fear I had about an illness. I mean the malaria, schistosomiasis, the bilharzia, all that stuff takes time and can be treated. Laying there in the middle of the desert, bleeding to death. That doesn't take any time and there's nothing you can do about it. I didn't worry about the diseases. I worried about an accident, something like that.

Driving in Mali. The whole routine in Mali was that everybody was on the road with everything. There'd be a cart being dragged by a donkey. There would be a semi, there would be a motor scooter. As a matter of fact, the son of the president of Mali who had a BMW, killed himself in that because he was driving too fast on a road someplace. The way you understood that there was a problem ahead of you was if somebody broke down on the road, they would gather a stick or a branch and they would walk back about 100 yards and they would drop it in the middle of the road. If you were tooling down the highway and you saw a branch or a stick in the road, you proceeded carefully after that because you weren't quite sure what you were going to run into.

Q: Yeah. Sort of like in more developed countries when there's a police stop or something, oncoming traffic will flash their lights. And that typically means something is wrong.

JAKUBOWSKI: And most of the European countries require that in your vehicle you have a triangle. Reflective triangle that you could go back and put out on the highway to warn people that there's a problem coming up. So it's a different system and if you know what the system is, it certainly helps as opposed to just driving down the highway, having a good time. I don't think I mentioned my trip to Timbuktu.

Q: No.

JAKUBOWSKI: When I was there, there was no air service to Timbuktu. If you wanted to go to Timbuktu, you had to drive up and then go as near as possible. You could drive up in a car to a certain point then after that, you had to switch to a four wheel vehicle because the road wasn't accessible by a regular car.

Q: Now just one quick question. The story with Timbuktu was that at one time the river did pass by it, but then the river changed.

JAKUBOWSKI: The river changed course. The river was several miles, even further from Timbuktu. There was another Peace Corps volunteer who had taken a boat up towards Timbuktu and decided she was going to walk from the river to Timbuktu. She nearly died of dehydration. The temperature is 110, 115. That's bad enough, but the humidity is one percent, two percent, something like that. I used to somewhat enjoy it

because I would jog every morning and I would cover three or four miles and never sweat, never perspire at all. Never got a chance to sweat. It just sucked right out of you.

I had a chance to catch a ride with a Canadian mission that was taking some serum up to Timbuktu to go up to Timbuktu. It was going to be a quick turnaround, but I could at least say I've been to Timbuktu. I remember a couple of things about that in particular. One, I brought a couple of two liter bottles of soda with me to have something to drink on the way. Then when we landed in Timbuktu, all I can remember is the pilot pulled up to the ramp, near the tower, shut the engines down, opened the doors, and instantly the cockpit was full of flies. There was a ride into Timbuktu and a short time to walk around and look at the city and it was sort of a typical Malian desert town. All of stucco and as a westerner you wonder how people survive, but they obviously do. Then back to the airport and the plane took off and back we went home. I had had the equivalent of roughly a gallon and a half of liquid poured into me in this six or seven hours and when I got home I weighed five pounds less than when I started. All water just sucked out of you. The climate is unbelievable. If you're not used to it, it can be fatal if you're not paying attention, and I mean fatal in a relatively short time. This Peace Corps volunteer was going to walk this distance to the city. She started out with a gallon of water walking and she almost died of dehydration before she got there. It was lucky that somebody stopped to help her.

I think. I think that pretty much covers all the highlights of Bamako. It was really one of the better tours in the sense that this is part of what I joined the Foreign Service for. One last point to add. About 20 months after he got there, Ambassador Pringle told us at a staff meeting that he was getting ready to take his R&R. After the staff meeting I went to the Ambassador's office and I told him that he did not want to take R&R. He asked me why not and I explained. If he took R&R, he would only be given tickets for him and his family from Bamako to either Europe or the post of entry into the US. The time he spent away from post would be charged to his annual leave. I informed him that as an Ambassador, he could go back to the Department and ask for home leave. He had been outside the US long enough, and as an Ambassador he did not have a fixed transfer date. I was sure home leave would be approved. Using his home leave, he and his family would get tickets to his home leave address, not just point of entry. The time away from post would be charged to his home leave account, not vacation time, and the icing on the cake, upon return from home leave he would be entitled to an additional shipment of consumables. An important benefit, especially for an ambassador. He took my advice and was granted home leave. This may not be the place to say it, but I will. I liked Ambassador Pringle and was happy to give him information about something he did not know, but which was to his benefit. Had I not liked him I would have kept my mouth shut.

Q: Absolutely.

JAKUBOWSKI: I really didn't join the Foreign Service to sit in Geneva and sit in Brussels. No matter how pleasant it was, it's not that same experience as when you're in some place, which is totally different culturally than where you live.

I got reminded on the ship, have another experience I had, which I don't think I mentioned. I got to meet this Malian doctor. And when he met me he started to speak to me in Polish.

Q: Oh, interesting.

JAKUBOWSKI: Yes. Because he saw my last name, Jakubowski. So he talked to me and I had to unfortunately tell them that about the only Polish I know were things my mother used to yell at me when I was not being a very good boy.

It turned out that he had gotten his medical education in Poland and learned Polish. He also spoke French and English and maybe a half a dozen tribal dialects. They are all different from each other and here's dumb old me. What can I say? I can say Dziękuję Ci, that's Polish for thank you. It's really embarrassing to have a Malian come up and speak to you and in what is sort of your native language when you don't even know it. He was a nice guy, but he was stuck in a sense in Mali because the deal was he got the education but he could only come back to Mali. He couldn't go anyplace else.

Being a doctor in Mali is very difficult. The benefit was that it is a hard currency country. They use the CFA, the Central African Franc, which was backed by the French franc. So you could get things because it was a hard currency behind. But things were expensive for most people. If you went into the hospital, you brought your own linens, you brought your own mattress, you brought your own food, you brought your own medicine, your doctor came to see you're in a hospital, but for the good being in a hospital was you might as well stay at home. It was probably cleaner at home than it was in the hospital to start with. It was a tough kind of country. When we went to the market, you could go to the stall where they're selling beef and I tell Americans in this there was no problem. You go to the store and you have the guy brushed the flies off the meat so you can pick which kind of cut you want, you know, and right away it's green and don't want to know about. Wherever you went you would find this all over the place, well, you're going to eat or you're not going to eat.

Q: Can you take that kind of meat and just barbecue it to death and then relatively safe?

JAKUBOWSKI: What was the normal procedure. You would take that meat and you would bring it home and you would soak it in a little water with bleach in it. You do that, takes care of the surface stuff. For a lot of it, the easiest thing to do was I had a meat grinder which I had brought with me to turn the meat into hamburger. That way you get to cook it thoroughly. You really didn't have much in the way rare if you want just a cut of meat. You wanted something that was cooked well done all the way through, but it was flavorful. It was good. It was nice meat. You could get fish. There were a lot of fish come out of the river. I'm trying to remember the name of the fish.

It was an Egyptian, like an Egyptian bass or something. It was a big fish. It was very flavorful and you could get them fresh caught and cook them. They were pretty good

straight out of the river. It was pretty good. Eggs were available. But again, you would usually wash the shell in a bleach thing before you crack the egg and you would cook the egg well. There were oranges. You could get all the orange juice you wanted. Greens were a little difficult, but when you found them, again, you had to run them through the bleach before you do anything else. You couldn't drink the water that was provided. You had a purify it one way or another.

I'm thinking of sort of the typical things of living in a third world country. Once you get used to it, once you accustomed yourself to what you have to do to it. You knew that when you traveled, went to Mopti up the river. We stayed in a hotel. You don't have ice cubes in your drink, you drink the beer, but make sure they opened a bottle in front of you. Well, the water that's, that's a sealed bottle of water, you just don't eat the cold salad. No matter how attractive it looks. You do this and after a while it becomes natural and you almost do it without thinking and you usually do well. If you forget or get a little too casual, or you decide to go native, you can pick up some interesting diseases. Very interesting diseases.

I think I've covered my Malian experiences. I enjoyed it, ultimately I enjoyed it. And as I said, I got promoted on the way out.

Q: I just wanted to ask the only aside from your wife having the allergic reaction to the vaccine, she was more or less happy with the post.

JAKUBOWSKI: Oh yes. She enjoyed it very much. She enjoyed being at work in the consular section. She found that very satisfying as a way to occupy her time and not that we actually needed the money, but the money didn't hurt. We took a trip to The Gambia one time on vacation. There was a special package deal being offered, a flight to Dakar and then transfer to a plane to The Gambia. A week at a beachfront hotel and then back to Bamako. Well after being in the desert and Mali for a while, a week at a beachfront hotel is a nice little change. The two hilarious parts about this and I guess. We're Catholic. When we got to Bamako, a local catholic priest who was a Belgian I believe, he would come to someone's house on a Sunday and say mass. When we got there, there were like six or seven people there. The tradition was he would say mass and then we'd have cake and coffee afterwards. Well, my wife was never satisfied with anything. She decided we would have the mass at our house and then she'd provide dinner. It wasn't an elegant dinner. It'd be spaghetti and meatballs with some garlic bread on the side. Some stuff on his side, but it was dinner. Well when word of that got around, we went from six or seven people to 15 to 20 people who decided they would come to mass. Then my wife decided that, well, we're having this mass and this priest is coming, but nobody is passing the plate. That's not right either. So now we pass the plate and collect money to give to the priest that he can do whatever he wants with, you know, but pass the plate as a part of this mass. So, within several months we were having the mass every Sunday at our place. There would be a spaghetti dinner or lasagna or something afterwards and pass the plate. It turned out we usually got a nice size crowd. But who cares? I mean, it was just something to do and get the church. Where this relates to the trip to The Gambia for our beach vacation was it turned out as we were getting on a plane flight to Dakar on this

package, the priest and his girlfriend got on the same plane, going to the same hotel. For the same package.

I know life is interesting some days and the other hilarious part of being in The Gambia was that we were at this beach hotel and I think like the second day there we were walking down the beach, just walking on the beach. This English girl comes up to us and introduces herself and she's got a timeshare presentation she wants us to attend. They're hustling time shares on the beach in The Gambia. Buy your week in paradise. It's one of those, we're in darkest Africa for Christ's sake. What are you doing selling time shares? They're selling time shares in The Gambia, which was, which was another. To a certain extent, the work you do in an embassy, the work itself, is work that you can do almost anywhere and it's the same kind of thing. You get papers in, you get papers out, you have a problem with this, you solve it and move onto the next problem.

You can do that any place in the world, including the United States where if you're the manager, an office manager someplace, or you know, the guy running some sort of management section at a Coca Cola, you get the same sort of thing. It's the other things that make the whole deal worthwhile. At least as far as I'm concerned, it's all these, Maureen Reagan coming to town, dealing with Ivan Selin, all the rest of these things. Seeing Timbuktu, visiting the Dogon country, trips here, trips there, that's just the best part of the whole operation. The part that makes it all worthwhile. In any event, it was time to move on and the State Department and I eventually decided on the fact that I was going to go to Istanbul to be the admin officer at the consulate in Istanbul.

Q: Which is a big job.

JAKUBOWSKI: Which is a big job.

I was still an O-2. The promotion panel hadn't happened yet. We go back to the states for home leave. I had to take a consular course because I had never been given a consular commission. Before I could go to Istanbul to be in the Consulate General there, I had to pass consular training. I got the short one week course of how to be a consular officer even though I would not use it unless I was the duty officer. The consular section would probably never need it, but I had to get the consular commission. Took the course, went on home leave. The day before we were going to get on an airplane and fly to Istanbul MED called and said that they were breaking the assignment because of my wife's COPD. And as a matter of fact, they said she shouldn't even have gone to Bamako with all the dust and the laterite and everything else with her COPD she should never have gone to Bamako. They blew that one some reason. In any event, my promotion to FSO-1 had already gone through the whole routine. This was an FSO-2 job. Personnel had told me, we expect you to go. The State Department said you're an FSO-1, this is an FSO-2 job, doesn't matter you're assigned here. I said, okay, I'm not a problem. Istanbul would be kind of an interesting place to be. One of the things that was fascinating about it as far as I was concerned was that Consul General section there had a launch. Had, a very nice boat, which belonged to the admin guy. Hey, a boat on the Bosporus and Istanbul for a

couple years. How miserable can that be? They're going to pay me as an FSO-1 no matter what do I do? What do I care? But then MED said, no, you're not going.

Q: Literally the day before.

JAKUBOWSKI: Literally the day before. The next morning we were going to get on an airplane. MED told me that I could fight to keep the assignment, but that if I won, they would not guarantee a medical evacuation for treatment for my wife if something happened because I was bucking them.

Q: Seems odd that Istanbul, a relatively developed city, within a relatively developed area would be such a difficult place for someone with your wife's condition. Whether it was simply treatment locally or being able to get her somewhere to Europe where there would be treatment. It just seems strange.

JAKUBOWSKI: I know. There was a guy by the name of Higgs in MED. He was one of their admin staff. He and I had become friends. Mr. Higgs was a great deal of assistance to me in the various little contretemps I had with MED because he would explain to me what I could get away with and what I couldn't get away with and how to get away with it. I usually got what I wanted out of MED because I had an insider feeding me information about how to bend their rules, regulations, and make it all work. Coincidentally, Mr. Higgs retired from the Foreign Service, from the Civil Service about two weeks before I retired. But that's just coincidental, but it was nice to know somebody in MED who you could trust, who could tell you exactly what was going on and exactly what you had to do and exactly how they were working.

MED can be a mystery to a lot of people. They're very internally contained and it's always the, I'm the doctor. I know what's wrong with you.

Q: I'll tell you, I had a 30 year career in the foreign service. I had seen that for all sorts of reasons. The one thing I think most foreign service officers may not realize is: MED is not your doctor. MED is the company doctor. And they're making decisions. Sure. They're not going to make a life or death decision that's going to harm you, but they're not going to necessarily give you the outcome you want.

JAKUBOWSKI: No. And that was the part, if I wanted to fight them to go to Istanbul, I could do that, maybe even win, but then they were going to wash their hands of me because of that whole routine. You did this, you're on your own.

So that was certainly a disincentive to fight it, even if I wanted to fight it, but I didn't want to fight it in the first place because I was perfectly fine to let it break. So went back on home leave. Okay. Old routine. And then I ran into the financial problem. The financial problem being, you could take an advance on your salary in lieu of the transfer.

Q: Oh my goodness. And you were so close to Istanbul, you probably did take.

JAKUBOWSKI: Oh yeah, I did. I took the maximum advance on my salary I could. It would have started coming out of my salary after I'd gotten in Istanbul and after I had whatever post allowances that were in after the rest of this stuff. Now I wasn't in Istanbul anymore and they wanted their money back.

Q: Wow.

JAKUBOWSKI: Yeah. Ouch. Yes. That was one of the tougher decisions that reaches back to bite you. I decided that I couldn't afford to stay on home leave. I drove myself and my wife to Washington and went to personnel and said, here I am, I'm signing off a home leave. What are you going to do with me? One of the advantages of being in admin is you know a little bit about what can happen and the end result was that I was very quickly put on TDY orders to Washington to attend the General Service Officer course.

Q: Okay. Which you had never had before,

JAKUBOWSKI: Which I had never had before, although I've been a General Service Officer and I was now running General Service Officers, but they needed some place to park me. There was a course starting.

JAKUBOWSKI: I was an FSO-1 in a course with General Service Officers who were FSO-3s and FSO-4s, entry level. My first General Service course, they're headed out as General Services Officers someplace. I think I was even more senior than the people teaching the course, but that was okay. I sat in the back of the room and you know, I would contribute something useful when I thought there was something useful to contribute and otherwise just kept my mouth shut and waited out the time. Spent a lot of time over in consultations with personnel, figuring out where I was going to go, what they were going to do with me. That's when the opportunity came to go to Burma. I was really interested in taking that assignment. It was admin job. It was in a place that I always wanted to be in.

Burma was as exotic as you could get in the world at that time. It's less right now, but at that time it really was. And so we concluded the deal and I do the assignment to go to Burma. There wasn't a medical problem for my wife.

Q: That is incredible for somebody with a relatively serious problem, they're going to send you to a place that you probably get a differential for health in Burma.

JAKUBOWSKI: It's a hardship post. You got a differential; there are several factors. But the air quality wasn't bad.

Q: Ah, I see. Okay.

JAKUBOWSKI: And Bangkok is just a hop, skip and a jump. So then off we went to Burma.

Q: And Hong Kong so there are places where she could go for medical treatment.

JAKUBOWSKI: So we get to Burma.

Q: Wait. They didn't give you any Burmese language training.

JAKUBOWSKI: No Burmese, it wasn't a language designated position. What I did get was consultations. The situation in Burma at that time was really tough. The elections were coming up and this was 1990. The elections were going to be held very shortly. There'd been an incident the year before where, this is where Burt Levin was the ambassador, his wife, Lily Levin had taught Chinese at Foreign Service Institute when I was studying Chinese. She was wonderful because she taught us how to curse in Chinese.

Lily. Lily was a character. Lily was Lily and that was it. Burt was the ambassador and a guy named Chris Szymanski was the DCM. Chris had been in Beijing when I was in Beijing. You know how these things come around and go around. But the year before I got there, there had been rioting and other problems and they had evacuated the embassy. They had on their own decided to evacuate the embassy. This is one of the incredible things about the way you can work things sometimes. They had taken the marine corps detachment and taken over the airport so that they could bring in a flight to get everybody out. Both of them were criticized by the State Department severely for having done all this, but they felt it was their responsibility and they needed to act and they acted. The State Department has this memory. About, no, no, no, no, no.

They will do things. In any event that, that incident was in the backdrop right there. I spent most of my consultations learning how you evacuate a post. Who you call, you tell, whatever. I've told people semi seriously ever since that, there's nothing so comforting when you're at an embassy as the knowledge that there's an aircraft carrier just over the horizon. You want to feel good. That helps. So most of the consultations were that how you evacuate an embassy. If stuff starts to the fan, who do you call? Who do you talk to? How do you make these arrangements? What do you do? That was my consultations to go to Burma. I also had to stop in Bangkok on the way for several days because Bangkok gave us a lot of support, financial support, logistical support, things coming in and out of Burma went through Bangkok and I got the bill. It's one of those how you make the system work for you thing. I got two days of consultations in Bangkok. I arrived Thursday. Friday was my first day of consultations. Saturday and Sunday happened. Monday was my second day of consultation. However you could only fly to Burma on Thai Air here, you couldn't fly on Burma Air because it was definitely an unsafe airline. The next available Thai Air flight was Thursday, so my two days consultation in Bangkok took a little longer than two business days. But that's just the way it worked out. I can't help that. Sorry. Well awaiting onward transportation is that little category onward transportation. I had I thought a very successful consultation. I got to meet the people I had to deal with, got a briefing on what they were supporting, how they were supporting, how it all worked. A lot of support from Bangkok. Went into Burma.

I was traveling alone. My wife's mother had gotten very sick. She was in a nursing home and my wife elected to get her mother set up in the nursing home, stay with her till things got stabilized. Come to post a little later. Of which, not happy about but understandable. She's got to deal with this. The house that they gave me, in Burma, you had the embassy, which was on a main street in downtown Rangoon. It was another one of these deals where you stepped out the front door. You're on the street. There were a couple of guards standing there. There were no guards in Bamako. There you just stepped out on the street. In Burma at least you had a couple of local guards standing there, but you were still basically on the street. Right across from the entrance was this big banner, red billboard with down with American imperialism and that whole routine.

That was the embassy. Then we had two housing compounds, one called Washington park, which is where I lived and I don't remember the name of the other one. The Washington park one was right on a lake. It was the same lake that Aung San Suu Kyi lived on. It was the same lake that a couple of the big Burmese generals lived on. The house that I had was a traditional Burmese style house as opposed to the rest of the housing on the compound which was stucco, brick, Colonial type structures . It was a wooded, wooden structure, and it was on a little peninsula, so it was surrounded on three sides by water. Lovely house, really enjoyed it. It is currently the American club at the embassy in Burma. They moved the embassy and built it on part of the land that this residential compound had. They turned the house into the club. A very large house. There are only two bedrooms, but it was an enormous house. That was my housing there. I settled into, started to settle into the job. It was getting used to things because they had a curfew. 10:00 you had to be off the street. Everybody had to be off the street by 10:00. Couldn't get out until 5:00 in the morning.

I had a driver assigned to me, It was one of those countries where you're better off having someone else drive. I had a driver assigned to me. Getting familiar with the staff. I had a Personnel officer there and a Budget and Fiscal officer again. The General Services was in a compound in another place, a small compound, in another area of town with workshops and storage areas, that kind of stuff. The General Services compound. Then almost all of the housing was on one of these two residential compounds. The second one had a baseball diamond and was where the American club was located, where the swimming pool for everybody and the restaurant and the space for activities. Then there were about four or five people who had separate houses around town. The defense attachés. Some of the people from some other agencies had individual standalone houses in a few places, but they were the anomaly.

Most people lived on one of the two compounds. The rest of the embassy, General Services, Budget and Fiscal and the communication section. I keep forgetting communication sections, but you know, they were one of my goodies too. These were sort of pre IT days where you didn't have an information tech with you. What communications you did have was very primitive. Then the rest of the embassy was, at least when I got there the ambassador, the DCM, had a political section and USIS was the other big section and the consular section. The economic was joint political economic. There wasn't enough to do much of anything. The one thing I remember the political

officer used to do in his spiel, was that Burma in the 20th century, Burma was the only country in the world, the only country in the world, which was a net exporter of both energy and food.

Q: Wow. That is interesting, huh? Okay.

JAKUBOWSKI: Every other country didn't export both. One exported one or the other, but no other country in the world exported both. They produced a surplus of food and they produced a surplus of energy.

Q: The energy was principally hydroelectric?

JAKUBOWSKI: No, oil. There were oil companies in there. And trying to get more. The embassy, the chancery again, was there. The ambassador's compound was on, that was our ambassador and DCM, they had their own separate little compound still on this lake that the generals and everyone else lived on. They had two colonial houses that they'd been taken up after World War Two and either given to the United States or taken by the United States. Beautiful houses on the lake, big green lawns, tennis court, swimming pool, the whole schmear.

What happened very quickly within the first couple of months Ambassador Levin retired. He was, I guess, given to understand that there were no more ambassadorships available. You had your turn and it's time to move on. There were two discussions I had with him shortly after I got there, like the first month. Three of our local employees went to one of the compounds, the one I lived on as matter of fact, and they got the keys to one of our vehicles and after curfew they drove out around town. They were stopped at a checkpoint, it was like 11:30, 12:00 at night. They were in an embassy vehicle they weren't supposed to be in. There was a to do. I fired them right then and there. Well, the ambassador came back in the end, the third one of the three had been working for the embassy for 30 years. Loyal employee. And the ambassador said that he was going to be given a chance to stay for several months and then retire. He didn't want him to be fired. I had a discussion with the ambassador about that, but the ambassador won. So the guy was in, the other two were gone, but the ambassador kept the other guy on for several months till he retired, having served the embassy for 30 years.

The other thing I remember discussing with Ambassador Levin who said he was going to go to Hong Kong when he retired to do some consultation work, some training or some teaching, or something and he was concerned about his household effects and what was going to happen to his household effects. I educated him on the various alternatives for a retirement address. I said, you pick a retirement address. When you retire, the State Department will, hold your effects for up to 18 months. They will then ship them to your retirement address. If it costs more to ship them to someplace else than your retirement address, you have to pay the difference if it cost less, that's your home free. I said, well, in that case, the obvious thing to do, what you should do, is you pick a retirement address that's as far away as possible from where they're holding your stuff because then no matter where you decide you want to have it sent, it will cost less than what it would cost

to ship to your retirement address. He did that. He picked a retirement address in Maine someplace. It was about as far as you can get in the States from Burma. He was very pleased to be able to do that.

Chris Szymanski moved on shortly thereafter too. We got a new DCM, a guy named Franklin P. Huddle. Went by the nickname of Pancho. Pancho had been hand selected by our new ambassador, and I can't remember the name.

The new ambassador was the son of a fashion editor for one of the big magazines or owned one of the big Vanity Fair or one of those names, The problem was that Congress in the Senate decided that they were not interested in sending an ambassador to Burma.

Q: What was going on politically?

JAKUBOWSKI: Well, it was the Burmese elections were coming. US relationship with Burma we're not great. The old ambassador was leaving, the Senate decided they were not going to confirm anybody to be the ambassador to Burma. When Pancho Huddle arrived here, he found himself chargé d'affaires A.I. Which was unexpected because he expected to be DCM. And as a matter of fact, he served the two years I was there as the chargé d'affaires A.I..

Q: Let me ask at this point, let me ask you a question about chargé. What are the things from an administrative point of view that a chargé cannot do that an ambassador can? Or is it more a distinction without a difference?

JAKUBOWSKI: It is not a distinction without a difference. The ambassador is usually plenipotentiary extraordinary. He has full powers to represent the President of United States. In one basic distinction, Pancho wound up at the bottom of the diplomatic list. Every single ambassador in the country came before him. He's still representing the United States, which meant something, but the diplomatic list, he's down there at the bottom he's just the chargé. The chargé cannot deal with the American citizen employees to the same depth that an ambassador can. If the ambassador wants to fire you, you're gone. If the chargé isn't happy with your services, it's a lot harder for him to get rid of you than it is for the ambassador because he's only the chargé. There are some sorts of documentation that the ambassador can deal with. The chargé can't, but he does have a lot of the powers of the ambassador.

For example, in one little to do, we had in Burma had an RSO. The RSO came to me one day upset because the chargé, Pancho, had told him that he wanted to see all of the DS channel cables. Now the RSO was under the impression that the DS channel, like Agremont channel and the rest of them, the RSO was under the impression that this DS channel was a privacy channel for him and he could use it to communicate back to DS to his own private exclusion of the world. I explained to him that that was not true. Any communication coming in and out of the embassy was open to the chargé d'affairs. Now, for example, a CIA communication at some post. The CIA in theory would have to submit to have the cables inspected by the chargé. However, a chargé who forced that

could find himself in a lot more trouble than an ambassador would. If the ambassador in a post, went to the chief of station and said, I want to see what you got going on. You show it to me. And the chief of station says, no, that chief of station is gone. I mean, that would be it.

The one story which may be apocryphal, but it circulated Was someplace in Saudi Arabia or one of those countries. The ambassador found out that over a weekend, the chief of station at a party someplace had said that he was more important than the ambassador. The ambassador called him in on Monday morning and said, I heard this. Is this true? And the guy said, yeah, I said it. The ambassador said, okay, you've got 24 hours to prove it.

Q: This issue of sending people home when the ambassador has lost confidence in them. Or the ambassador has made a decision that for whatever reason an individual is no longer suitable for service in that embassy.

JAKUBOWSKI: Right. It's a two way street in a sense that if I'm at a post and the ambassador decides that he's lost confidence in me, I'm a screw up of the first water. He wants me out of there. The State Department will back him. I will go. The second one gets a little harder. The third one starts to reflect on the ambassador. The fourth one becomes a real issue of who's got the problem, etc. It's one of those powers you can use, but you better use it carefully because if you use it extensively you will find yourself defending your actions to a great deal of extent. I mean from the State Department's point of view, we spend a lot of money getting this person out there, training this person. We think he could do the job. And you said not. Why?

Q: Because for example, in this situation, if I were to be a pastor, I might, I would certainly call them in and I would certainly tell them, okay, this is the one, this is your one screw up. Maybe you had a drink, maybe you weren't thinking, I don't want to hear about this happening again, but on the other hand, the ambassador can, can also say…

JAKUBOWSKI: The ambassador can also say this reflects very poorly on your abilities and your intelligence to go around and tell anybody this in the first place. Whether it's true or not, that reflects poorly on you to have done it and I don't need you working on my staff. Okay.

Q: And in that case, there's a little bit of judgment perhaps.

JAKUBOWSKI: There may have been something else going on in the background. This is the story I heard. This story could be apocryphal and could be they just, you know,.

Q: It may have been the last straw in a fraught relationship.

JAKUBOWSKI: I do know that the ambassador has a lot of authority in that respect. If the ambassador has the Secretary of State for a visit, from a protocol point of view, the

ambassador ranks the Secretary of State because he's the president's personal representative. The Secretary of State is just some dumb bureaucrat.

Q: Right. And all us diplomats get that training. They get the basic protocol training of who ranks, who outranks who, because you know, a lot of countries, if you make a little mistake, they'll laugh it off, you know, oh, anybody commit.

JAKUBOWSKI: The one big exception to this whole routine is if you have a military command in your country. They are not under the ambassador's authority.

Q: Oh, okay.

JAKUBOWSKI: That goes back to the Defense Department. The Defense Attaché is under the ambassador's authority. But if there is a military command, then that's not the ambassador's. They are supposed to work together closely, but it's totally independent of the ambassador. And when we get back to the chargé, the chargé doesn't have a lot of that authority. Huddle could've said that Jakubowski is a jerk and I want him out of here, but he probably would have had to say more than just Jakubowski is a jerk and I want him out of here. And he couldn't have said automatically Jakubowski go.

Q: That's a key thing.

JAKUBOWSKI: Now, one of the humorous things about this whole thing, I had the Budget and Fiscal course and one of the exercises they give you with the budget and fiscal course is a theoretical memo from the DCM saying that, I was chargé over the past year while the ambassador was gone and I'm planning on taking some leave and I would like to collect my chargé pay so that I can finance this trip. Please tell me how much money I'm going to get. Then you have to go through all the various rules and regulations about being a chargé and left and right and back and forth to work out the exercise. When you finally finish the whole exercise, you find out that he gets about a dollar and a half for having been chargé. The first week you're chargé, it doesn't count for anything at all. You've got to be chargé longer than that. Then there are other rules about how much of that really counts and how often. Now, Pancho didn't have that problem because he was the only guy in town. He went on chargé pay after seven days and he stayed on chargé pay till he left. He also moved into the ambassador's office, but no one cared about that.

The only other little thing involving him as a chargé that I had to deal with was the gunny came to me one day and said that his marines were upset. Marines are very sensitive people by the way. I said what is the problem gunny and he says, well, the chargé comes in every morning and the marine salutes him and he doesn't get a salute back. I said, gunny, that's probably because he's never had to deal with this before. I'll take care of it. So I went up to the chargé and I explained the situation. I said, listen in the morning they salute you in the morning. You're not saluting them back. They expect a salute back. You're the representative of the President of the United States. They're used to it. So would you mind in the future keep in the back of your head saluting them.

I also told him because he hadn't expected, I said, customarily at a post overseas where there are marines, the ambassador or the DCM, or the chargé will include marines at their official functions. They will have a, they could be meaning with, it doesn't matter. They throw a marine or two in and rotate so that all marines get invited to the residence once in a while or something. Doesn't matter what kind of functions, but you should be inviting the marines periodically to come to your house when you have a function. They don't care who you're entertaining but have the marines. They're part of the mission, they're part of the team and they should be made to feel that way. As I said before, the marines can be sensitive about this kind of stuff. It is a tradition. It is custom and it's one I think should be observed.

Q: It's just, yeah, it's just, you know, normal protocol.

JAKUBOWSKI: Normal protocol that you include the marines in what you're doing. I'll finish with one thing to close a loop and then we'll carry on next week. And that is that shortly after I got there, I was informed that the State Department Undersecretary for Management, Mr. Ivan Selin, was going to come to Burma to inspect our management things. In other words, the world tour continued. I joked that Ivan Selin was following me around the world. He came to Burma with his wife. I was, because I was the admin guy. Guess who got assigned to be the control officer for his whole visit. He was interested in seeing a lot of the temples, the stupas up to Mandalay.

The embassy still had the consular residence, the Consulate General's residence in Mandalay. We still owned it at that time. It was a very nice colonial house on a decent piece of property. We used it as a vacation residence for embassy staff, a staffer who wanted to go to Mandalay. They'd stay there. We charged them some nominal fee. The caretaker and his family would look after them, cook for them and clean up and everything else. They would tip them for that service, but we still owned the property. It was still up there. Ivan Selin wanted to go see that. He wanted to see this and that, various other things. The hilarious part about this in my mind is that, my driver and I, in our embassy vehicle, took him wherever he wanted to go. One afternoon he told me that I was no longer necessary. He and his wife were just going to go do some private things.

Okay. Not a problem. Go do some private things. In the meantime, he's going to go through these private things with my driver who's going to tell me what these private things were. He's got to use my driver to translate and can't go anyplace where my driver's not going to take him. So why he thought these were private things I don't know, but fine. You want to go? You're the boss. Go. Well, it turned out he wanted to buy some rubies, Burmese, rubies. The hilarious part about that, and maybe he was a qualified gemologist, I don't know, but the story is that this guy came to Rangoon went shopping for Burmese rupees, bought this beautiful ruby for $5,000 and took it over to Bangkok and had it appraised. In Bangkok they told him it was worth every penny of $500 bucks.

It's another one of those cheating the locals kind of thing. Be careful when you're cheating the locals. The other story along that line is that a US 1804 silver dollar is exceedingly rare. It's worth, I think in the hundreds of thousands of dollars because there

were like four of them produced. Well, if you go into any Burmese antique store in the back in a corner, some place is a box filled with old medals and used this and that. You'll run across an 1804 silver dollar. What they do is they lift the four, they actually shave the four off some coin and they stick it back on a more common 1800 silver dollar. They will sell it to you for some semi reasonable price if you think it's worth $100,000. The story again, which may be apocryphal, is that some guy walked into this coin dealer in San Francisco and laid the 1804 thing on the counter. And the dealer said, oh, I see you've been to Burma.

Q: Wonderful. And that's great.

JAKUBOWSKI: We did have a small controversy with a guy who sent a cable. We got a cable from the State Department. This guy had claimed that he had bought a Jaguar in Burma, a 1938 SJ something and that somebody at the embassy had stolen it from him and shipped it out and he was complaining about it. Well, we launched an investigation and we could find no record of any kind of sale and we could find no record of anybody at the embassy ever having shipped out any sort of a vehicle. It just didn't happen, which we sent it back to State and never heard very much.

And speaking of vehicles once more and then I may call it quits. You were allowed to import one vehicle into Burma with the expectation that if you stayed after your tour, you could sell it, if not, you had to export it. Well, the gunny's vehicle as it was being unloaded on the docks got dropped, broke the frame and he was not allowed to bring another vehicle. we talked to the gunny. He's the gunny and he's not making a fortune and his whole operation. And so had a consultation, went through the whole routine and decided, I don't mention this stuff to the bosses, and we decided that yes, he would have to export this vehicle at the end of this tour. However, all he basically had to export was the frame which was broken with the vin number on it. In the meantime, if he wanted to sell the headlights, the tires, the seats, the engine, the steering wheel for whatever he could get, which would be a lot, then I didn't care as long as the frame was there with the serial number on it to export at the end of his tour.

Q: It's good that there existed that market for auto parts that could say, oh yeah, it was. There was a big black market economy.

JAKUBOWSKI: That's my one success, which I'm going to talk about next time was moving State and Treasury to accept the black market rate and that was detailed, but I'm going to cover that the next time.

Q: Today is January 17, 2019. We're resuming our interview with Stan Jakubowski in Burma.

JAKUBOWSKI: I was in Burma from 1990 to 1992. I got there just before the elections Aung San Suu Kyi won and from which she immediately went into house arrest. But that was the elections. I think because, I'm not consistent, I mentioned before that the expectation was that there was going to be trouble, military trouble. For consultations I

had spent a lot of time learning the best way, or the most efficient way the USG had to evacuate a post, to get everybody out in one piece. First task was to make sure the emergency action plan was all up to speed and up to date. That all was in order because we really, the US government really expected trouble. That trouble didn't happen, but the expectation was there.

I talked in the previous one about the housing. I had lovely housing. I'm going to start this with one of the things we used to do, which was not very nice. The hotels in Burma at the time were rotten, were lousy. So the embassy had a guest house on the compound and we'd put our official visitors up in the guest house. It was like a four bedroom, four bath guest house, so we could stick our official visitors in there. However, our official visitors sometimes didn't know that. And so when we had an official visitor that we didn't like, the Strand hotel, which at one time, had been one of these grand old Victorian colonial hotels, equal to the Raffles in Singapore, was now as rundown as you could want to see. There were bugs in the rooms and rats running around and things were terrible and the elevator didn't work. So often when we had visitors, we would like to encourage to keep moving on. We would book them in the Strand Hotel. I told you the same kind of story when I was in Mali where we use the hotel with the elevators that didn't work versus the Colonial Hotel, which was nice. So you work with your visitors with whatever you have.

Did I mentioned the two greatest lies in the Foreign Service? I must have.

Q: You might, but there's no harm in repeating.

JAKUBOWSKI: The two greatest lies in the Foreign Service where, when the inspection team arrived and you met them at the airport, lie number one is how happy you are to see them and lie number two is they were only there to help you.

Q: Right. Yes, and that is absolutely and I heard that when I was in the Foreign Service I heard that everywhere..

JAKUBOWSKI: And also, people don't appreciate the fact that your inspection is pretty much finished before they even get there.

Q: Yeah.

JAKUBOWSKI: They have done all this stuff back in Washington and they arrive either prepared to pretty much go through the pro forma routine or pretty much ready to shred pieces off everything they can find.

Q: And that's because they've received the questionnaires, the 20 page questionnaire.

JAKUBOWSKI: Yeah. And they've also looked at them. I used to say this about efficiency reports too. Especially to junior officers, the officers coming along. If you think of your efficiency report as a snapshot, you're in trouble. Your efficiency report is one frame of a motion picture and that every time you get an efficiency report you should

go back and look at all the previous efficiency reports and see what's not changed, what has changed, where the trend is, what's going on, and then you could prepare to respond to whatever the efficiency report is like or prepare to get the right efficiency report going on.

But too many people don't realize that either. They think it's just a one time, one off thing. It isn't a one off thing and it never was a one off thing. To go back. Let's see, I'm going to do my currency story because I want to get that out of the way.

When I got to Burma, the local currency was called a kyat. The US government used the official exchange rate. At the time the official exchange rate was six kyat to the dollar. If you went on a street with a dollar bill, you got 100 kyat. But the US government insisted all its employees use the official exchange rate. I had a table in my office of employee's grades and family sizes, and they were required so much a month to turn into kyat. The joke was with my shotgun. I would march them to the Cashier's window once a month so they could all change currency into kyat and everybody would cry that they don't really need any kyat. They were surviving perfectly well without the kyat, but the government policy was you use the kyat. The easiest example I use for people was that a can of Coca Cola sold on the street for 50 kyat. If you've got your 100 kyat on the black market, it was fifty cents for a can of coke. If you got your six kyat to the dollar, it was $8 and change for a can of Coke. Many people didn't buy cokes at the official exchange rate. In any event, I decided I was going to change that. There were two problems. The US government had lent the Burmese, a long time ago, money which the Burmese government had repaid in kyat. So the Treasury Department held about 10 million kyat in it's a currency account. Which had six kyat to the dollar was a piece of change. Therefore the Treasury Department wasn't interested in the black market rate. They had this on their books at six kyat to the dollar. But that was unreal.

The Burmese government could repay the loan in kyat. It didn't have to pay it in dollars, which meant that the money was really worthless. I worked through a series of cables, conversations, and everything else. I managed to convince the State Department and the Treasury Department that it would be to the US government's advantage to switch to the unofficial exchange rate. I got permission for both Treasury and State to do so. At the time there were a couple of stores in town that was sort of dual currency stores. At these stores. You could go in and buy a can of coke for 50 kyat or for fifty cents and they had other products too. Some things that were not available locally that you could buy using either kyat or dollars at a more realistic rate. So after we got the permission to do this, the Budget and Fiscal officer and I went to these stores and we drew up a market basket of goods so we could determine what the exchange rate should be because we'd use the exchange rate in these stores to derive a legitimate, in my mind and in my mind a cover my ass exchange rate, that I could then propose.

Q: But just as a quick aside, in any other post, a management officer or chief financial officer would do the same thing in determining what the, not the exchange rate that Foreign Service officers would get, but the differential they might get based on.

JAKUBOWSKI: Yes, when you did the report on what your goods and services cost and hotel, everything you would use that rate to determine the differentials. But the Budget and Fiscal officer and I sat down and we had this market basket of goods we were going to derive an exchange rate from. Then I sent this whole plan into State saying, here's the procedure I'm going to use in order to derive an exchange rate. I got a cable back from State which said don't bother, just pick an exchange rate.

Q: Wow.

JAKUBOWSKI: So every Monday the Budget and Fiscal officer and I would sit in consultation and decide what the exchange rate was going to be that week. One week I'd nudge it up a little bit and one week we nudge it down a little bit just to move it around a little bit. Then we started to have it set up at the currency window for people to exchange their dollars for kyat at about 100 to one.

Q: Including the local national employees?

JAKUBOWSKI: Well, no, the local nationals were a little different. I'll get to the local nationals in a bit. They couldn't use our currency exchange window. The easiest way to say it, but they made out on this whole thing too.

Q: Okay.

JAKUBOWSKI: So I then wound up in a situation in which I had to stand with a shotgun at the exchange window to keep the American employees away. I had to put a limit on how much they could buy in kyat because all of a sudden they all decided that even though last week they didn't need any kyat this week they could use a million kyat. But it worked. It worked very nicely. My household, I had a house keeper because my wife wasn't there very often. She came in six days a week for 10 hours a day and it cost me $20 a month at the embassy exchange rate. Once, because my wife wasn't around for some representational entertaining. I took about 20 people to a very nice restaurant in Rangoon for two or three hours. They ate what they wanted, drink what they wanted, had a wonderful time and it cost me 30 bucks US.

Q: Probably nowhere else in the world could you do that.

JAKUBOWSKI: Well, we paid for our gasoline in Kyat supplied by the state gasoline company. It worked out to six cents a gallon.

It was wonderland. It was really, it was really wonderland. The guy running USIA (United States Information Agency), he wanted to build a new, remodel an old building and put it in and he got permission to do that using the embassy's exchange rate, which was wonderful. Before we got this, we had a Consulate General in Mandalay. We still owned the building in Mandalay that had been the residence of the Consul General. We still may own it for all I know. It had been valued at roughly 100 million kyat, a million dollars US at our exchange rate. I tried to get it sold because then I could use it at six kyat

to the dollar to converted to a $16,000,000 property instead and have more kyat. But State didn't buy on that one. This little lovely thing went on for about 18 months.

About two months before I'm ready to leave, I walk in one Monday morning and there's a cable from State saying close the window. We've decided that you can't use the unofficial exchange rate anymore. It had turned out we had used the 10 million kyat that Treasury had. They didn't have any more kyat. So they closed the window. When the DCM, Pancho Huddle, Franklin Huddle who was the DCM, he got the news, he was upset, he was distraught. Because the window not only had the window been closed, but he thought there was some criticism in the whole thing. And I said, no, no, no, let's go in and ask for our award. And, and he looked at me and said, well, there was 10 million kyat and our original projection 18 months ago was that it would last for about 10 years.

And, and we've managed to do in 18 months what we thought was going to take 10 years to do. We should get an award.

Q: It sounds good to me.

JAKUBOWSKI: Sounds good. At least it will nullify any criticism because you're not going in on the defensive saying, well Gee, I'm sorry. We charged ahead. We did it right. Did a wonderful thing. Then the way of the world kinds of things. As you know, when you're leaving a post, you get to sell things and the US government will convert the local currency back into dollars for you on the way out the door. Now we were back to a six kyat to the dollar window. The pair of tennis shoes that I had that had some holes in them and were worn at the heels and under ordinary circumstances I might just drop it in the garbage can on the way out the door were worth about 100 kyat to a local.

Now under US government rules, I can't make a profit on those, but I spent 60 bucks for those. So selling them to a Burmese for $16, it's not a profit; no profit there. So again, with the DCM and the Budget and Fiscal officer, we sat down and we drew up another limit. We would limit how much you could change from kyat at the official exchange rate back to dollars on the way out the door. Because this was wonderland again. I mean, I could have effectively sold everything I owned at less than I paid for it and gotten enough kyat to have bought myself a nice house in the states, which was pushing it too far. But I did leave Burma with a check for about $15,000 from Uncle Sam for things that I had sold on the way out the door on nothing making a profit. But there was.

Q: Yeah. The unique opportunities that occasionally present themselves because of fake exchange rates or exchange rates that are not market driven and, you know, are driven by the state.

JAKUBOWSKI: Do you know the story of Liberia?

Q: No.

JAKUBOWSKI: Liberia uses the US dollar as its currency. However, they had a problem. The problem was there weren't enough dollars. So what the Liberian government decided to do because they couldn't print dollar bills, was they made a $5 coin. They minted a coin worth five US dollars. However, because they could mint as many as they like of these $5 coins, the coins soon depreciated and a US $5 bill was worth $5 a Liberian $5 coin was worth about a buck. It took several for the US government to wake up or decide that there was something phony here because for several years, you could go into the embassy cashier with a $5 Liberian coin and walk out with a $5 bill.

Q: The librarian coin.

JAKUBOWSKI: Yeah. With the $5 Liberian coin and walk out with a $5 bill.

Q: Oh.

JAKUBOWSKI: Oh, is right. Sometimes the US government isn't as adept, as quick as it ought to be, in these kinds of things. That went on for several years. To flip the currencies to my FSNs. The example I use is my secretary. My secretary was on the books for $200 a month convertible at six kyat to the dollar, because she got paid in kyat at 1,200 a month. While this silliness was going on. The Burmese government passed a law that finally would allow Burmese citizens to hold foreign currency. They could now hold foreign currency. So, what I wanted to do was I wanted to pay my Burmese, my secretary in dollars, but I only wanted to pay her $100 instead of the $200 that was on my books because I would pay her $100. She would convert it on the local market 100 times 100. She would be getting 10,000 kyat instead of 1,200 kyat. She would be a happy camper. However, State Department wouldn't let me do that. State Department said you can pay them in dollars, but you got to pay him the full amount. So my secretary went from making 1200 kyat a month to getting $200 a month. Now you want to talk about happy local employees. We had the happiest local employees, even though they were under a military government. All of a sudden her salary went from 1,200 kyat to 20,000 kyat a month and she could even hold it in dollars if she wanted.

Q: Yes. That, that's the key. Yeah.

JAKUBOWSKI: Yeah. Because she could take the dollars and use them. She could get maybe a better rate than my rate. But I had tried to save my embassy plus the US government some money by cutting how much money I was spending on local employees in half and still make them really happy because they were going to be getting a substantial raise.

Q: Right.

JAKUBOWSKI: But State Department said no, and I never understood the reason why for that I couldn't get anybody to tell me, but the reason was, no, you can't do that. You're

on the books for $200 for your secretary. She gets $200. Well ultimately it wasn't my money. So I guess, you know, do the whole routine.

One of the other problems I had was the employees' association. The Employees Association ran the American Club, which also had as members, the oil community, not just official US government. There were oil workers, pretty much any American in Burma and there weren't a whole lot, could use the employees' association club where they got US cigarettes they couldn't get any place else and other things that were brought in under a diplomat auspices. That upset me, but that had been going on forever. I could never get a decent audit out of them. I could not track out where the money was going or what was happening with the money. So I finally sent a cable to the Inspector General's office saying, I'm unhappy with this employees' association. I can't get any answers about how much is coming in, how much is going out and where it's going. I'm disturbed about this. They sent two guys out. The two guys spent two weeks in Burma and decided that since there were no records about anything, there wasn't anything they could do and they left. This is going to sound, a little racial, but I don't mean it that way. It's just coincidental. The employees' association was being run by the Thai wife of an army sergeant and I have a feeling they retired on running the employments' association. But I can't say anything more about that.

Q: Yeah, okay.

JAKUBOWSKI: There were lots of reasons to go to Bangkok because we got a lot of support from Bangkok. Even though Bangkok was generally irritated with me. The reason Bangkok was irritated with me was there's a city pair (airfare) between Bangkok and Washington, which meant any US government employee traveling from Bangkok to Washington, Washington to Bangkok, had to use the city pair.

We were leaving Rangoon. Rangoon to Washington is not a city pair. I bought tickets for everybody traveling to Washington, we were not allowed to fly on Burma Air, we had to fly on Thai Air and because of the flight schedule you spent a night in Bangkok. Because it was a full economy fare, it was very easily upgraded to business class. So pretty much everyone in Rangoon who flew back to Washington, flew business class with a night in Bangkok. The folks in Bangkok, we're not happy with that. But my answer was we're in Rangoon; you're in Bangkok. Stuff it. You know, we're living in Rangoon. We're living in Rangoon. This is not Bangkok, so we go from there. But I had occasion to go several times. A couple of times I was a non pro courier, a non-professional courier.

And those were the tense times. And the reason I say that is if you're a non-professional courier, and the reason I was doing was I was generally couriering money in or out. We would accumulate cash which had to be balanced in the budget and fiscal office. So we'd have to send money to Bangkok or when we'd run short we have to go get money in Bangkok.

Q: Now, this is dollars you're talking about?

JAKUBOWSKI: Yes, this is dollars. And the way the US government works, you can lose a satchel full of secrets and they don't get too upset. You lose some dollars and it comes out of your salary.

Q: Oh my God! And this is why you have personal liability insurance.

JAKUBOWSKI: That's part of it, yes. If you're non-pro couriering, and there's money in there. You can let those top secrets fly. Who cares? But the money, you'd be very careful with the money. So those were always the tense times on a trip to Bangkok.

The other funny thing about going to Bangkok was the upgrade to business class between Rangoon and Bangkok at the time was $25. However, it was common for everybody going to Bangkok to get a freezer chest filled with meats because you've got a much better quality at a much better price of beef and pork and everything in Bangkok. So the deal was you would stop off at a supermarket when you got to Bangkok, give them your order and tell them when you're going to pick it up, and they would assemble this big freezer chest full of all these meats for you to take back. If you were flying economy class, you'd have to pay freight. You'd have to pay an overcharge for the chest. If you were flying business class, they didn't count it.

So for the $25 you flew business class and you saved on having to pay for the extra baggage allowance. So everybody flew business class back and forth between Burma and Rangoon on Thai Air. Couldn't go on Burma Air. Burma Air was considered unsafe to travel on. For example, they had a non-stop from Rangoon to Hong Kong and although international standards mandate that a commercial aircraft have at least 45 minutes worth of flying time in the fuel tanks beyond the estimated arrival time at the destination, Burma Air pretty much had no reserve. The Air Attaché had examined their aircraft and discovered that they would keep tires on the landing gear until one blew out then replace the blown tire and wait for the other to blow before replacing it. There were also questions about the abilities of their pilots to fly in bad weather.

Two more things I'd like to deal. One is this is one of the last remnants of the old Foreign Service. And that is in the old Foreign Service an embassy would have maybe an acting group that put together plays. There would be maybe a choral group or some other association of people because television wasn't available at the turn of the dial, you know. In Rangoon at the time there was one station in Burmese that only broadcast about four to six hours a day. That was it folks, if you wanted television.

So my story is I was sitting one night at an embassy function; I think it was the British embassy. I happened to be seated next to the daughter of the British military attaché. And we're talking and she turns to me and she says that she's putting together a production of Ten Little Indians, the Agatha Christie mystery, and that I would make a perfect Judge Wargrave. I said to her, that's nice, but I don't want to be Judge Wargrave. For the rest of the dinner, every time I turned to her direction, she dinged me about how perfect I would be to play Judge Wargrave in Ten Little Indians. Are you familiar with this Judge Wargrave?

Q: Oh yea.

JAKUBOWSKI: Judge Wargrave is a psychopathic killer? So I'm typecast. So just to shut her up one time, I said, I'll think about it. And the next day when I walked into the embassy, several people told me how nice it was that I had agreed to be Judge Wargrave. Shafted, without a doubt. There's no way out of this one folks. So, we went into rehearsals. I got to play Judge Wargrave. There were two dress rehearsals in which the international school kids were invited to see the play. And then we had three nights of standing room only. I mean, this thing sold out because there's not much else in Burma. And I got to play Judge Wargrave for three nights. It turned out to be a lot more fun than I expected. More work than I expected too, but a lot more fun than I expected. And I had a good time at that.

And in some. I'm sorry that that kind of thing has died out a lot and fast in the Foreign Service. I remember again, when I got back to the United States from Taiwan in 1977. Star Wars had just come out. Saturday Night Live had just started and all these cultural things were totally foreign to me. I mean what is Star Was? What's Saturday Night Live what's this not ready for prime time, what is all this stuff going on? And then when I retired in Singapore and went back to the States and I turned on the television there were all these programs I'd already seen. You know, what cultural difference, I saw all this yesterday. These were all reruns. You know, nothing, nothing history. But it was kind of fun to do that at least once.

And the last little thing I'll leave on. The chief of station, came to me one day. He had this house he wanted to rent and the rent was about four or five times the going rent for houses we had. As the single real property manager, I didn't want to sign off on a lease for five times the housing. He insisted it was operational, he needed it for operational requirements. Absolutely got to have this house. And I went around with him for several days and I finally figured out what I was going to do? I went to my office and I wrote a Roger Channel cable back to Washington. Roger Channel is for discussion of intelligence affairs. And in this Roger Channel cable I said, he wants this house. It's five times the average rent. You guys tell me it's okay. I'll sign the lease. You guys go across the river and talk to these people. If it's fine, I'll sign the lease, be happy, be on my way. And I took it up to his office for clearance because I wasn't going to send it without a clearance and he took it and said, I'll get back to you. And he came back about two days later and decided he didn't need the house for operational reasons anymore.

Q: Interesting.

JAKUBOWSKI: Yeah, but in my innocence I wasn't going to sign off on it. Not any way.

But I really, I really enjoyed Burma.

Q: Now there's just one other question before we leave Burma. You lived there for two years, you didn't really get any language training to speak of.

JAKUBOWSKI: No.

Q: In traveling around and so on what were the impressions you had aside from, you know, your management responsibilities of, you know, where Burma was going or did you have any sense of what, what was happening in the country?

JAKUBOWSKI: Okay, there were two things in that. One, we had to ask permission to travel outside of Rangoon. Even up to Mandalay, you had to ask permission from the Foreign Ministry before you could travel anyplace. Without having a language. It wasn't the problem you might think because Burma, having been an English colony for so long, and most students were taught English as a second language in schools, it was usually very easy to find someone to speak English with.

As a matter of fact, a kind of a tradition in those kinds of countries. People were anxious to speak English with you because they wanted to improve their language skills. They wanted the chance to practice and you were someone to practice on. But most of the Burmese, because of, I guess the religion, were not militant, they left the military alone. As long as their lives were not too bad they just lived what they were doing. Though, that's happened lately with the Rohingya, there was no sign of that at the time. I'm mean, the Rohingya were probably being maltreated, but we were never in that area. We never got to do that. Remind me of one other story about that before we leave Burma. But I just, I just was never aware of any, any kind of area or problem like that. I never had any trouble.

Even when I ran into someone who couldn't speak English, usually I was traveling with an embassy local, driving the car, driving the vehicle. At the Mandalay guesthouse there was a caretaker who looked after the place and took care of the visitors who came in. He cooked for them and cleaned and everything else for small gratuities and his English was, was fine. So there was never any feeling that language was a real problem. We only had one language designated position at the embassy. One of the political officers was designated language designated. Oh, I didn't say that. I missed that. How can I miss that? Two things now before I leave Burma.

We got a phone call one afternoon from an Australian who wanted to tell us that he had just seen two Americans in an embassy vehicle arrested by the military and taken off to a police station. What had apparently happened, this was a marine who was riding with the wife of one of the GSOs in an embassy vehicle. The marine was shooting video of a street scene kind of thing out the window. And as the car stopped at a red light, his video happened to catch a military truck standing there. So the soldiers came over and arrested everybody, the driver and the two Americans and hauled them off. We only knew about it because this Australian happened to be there and he called the embassy to tell us this had happened. So the DCM sent the Burmese speaking political officer over, female, a woman, and she was there for about two hours and nothing was happening. I started to get upset because this is the wife of my GSO and a marine and they were all working for

me. So I got my driver and I went over to the police station and I did my very best Ugly American.

I was going to call in the Marines, the Air Force, a Navy carrier. We were going to make this an international incident. We're going to bomb the hell out of there. We're going to do anything. These two people, I want to see my two people. Get them out here and you're not allowed to do this. This is illegal. This is a violation of international law. You guys are in trouble. They eventually produced the wife and the marine. I talked to the marine. I said, this video that you shot, is there anything on there that we really have to get upset about? And he said, no, there wasn't anything really on it. So I negotiated with the guy running the police station. I said, you keep the tape and we'll leave. You can have the tape and we'll leave. We took them and we went back to the embassy and we had a debrief and a reporting cable back to Washington. But the hilarious part about this in retrospect for me is that I didn't have my diplomatic ID card on me. And anytime he could have said, who the hell are you and what are you doing here? Or put me under arrest too.

But sometimes being Ugly American, you know, the history of it all works. But we got them out and that was very nice. They had spent an hour or two in custody, but they had been treated well. It was just, they were, under arrest.

And the last thing, which was a fun thing again with this funny money kyat, we decided we were going to have an embassy excursion. They had these big river boats on the river, the Irawaddy, you know, On the Road to Mandalay...

Q: It's not the Mekong there is it.

JAKUBOWSKI: No, no. In any event these boats are about 150 feet long. They carry five or 600 passengers, but someone in the embassy arranged... I'm going to tell you about pornography too.

Somebody in the embassy arranged to charter one of these things for the day. We were going to leave from Rangoon, the harbor and sail up river 30, 40 miles to this port. Small little town walk around the town and sail back. It was just a day excursion? We signed up everybody who wanted to go with the embassy, there were about 50 of us who wanted to go from the embassy. Families included, the kids and everybody else for day on the river. And I think it was like a less than $10 a head to do this for the 50 of us. This was because we got to pay for the charter in Kyat. But we were on a boat that carries normally 500 people, the 50 of us, this big enormous thing, two or three decks all to ourselves as we sailed up and down the river that day for the equivalent of $500 or something split among 50 people. It was just ridiculous the way the whole thing works.

And, and I'm trying still trying to get out of Burma, but I gotta tell you when my wife called me a pornographer.

We were having trouble at the airport. The Americans coming in, the expeditor was having trouble getting them through passport control and getting the baggage and everything else. Which was not the way it was supposed to work, but the local military down at the airport was giving him trouble. So in trying to figure out what to do I decided, I went to the defense attaché's office and I asked him for copies of old magazines that they get, you know, Army Military Weekly or the Air Force Journal, all of these kinds of things that were just laying around. I said, give me anything you've got that you're willing to get rid of? And then I went to the mail room and I talked to the mail clerk.

I said, the Victoria's Secret catalogs, everybody who isn't here, who gets a Victoria, I want all the Victoria's Secret catalogs, and I got a stack of Victoria's Secret catalogs. And then I told the expediter, went to the airport. If it was an officer, he got the Army Journal, Air Force Weekly, whatever. If it was, an NCO he got a Victoria's Secrets. We had no more trouble at the airport. The expeditor could go, pick up your passport and your baggage ticket. You will leave. No sweat. Don't even stop. And everything flowed smoothly. When my wife found out about it, she was upset that I was handing pornography out to the Burmese. Victoria's Secrets catalogs. I said, okay, but it works, it works. We had no more hassles at the airport; get that over and done with.

Q: One last question because you're the management officer there. Were there any significant security problems? More related to crime I imagined than terrorism?

JAKUBOWSKI: We had very few crime problems. Mostly, I think because we were on compounds, houses were on compounds. We had the local guards around the compounds. Any crime problem that happened was usually traceable to your household staff.

Although when my wife was there for a couple of months, the housekeeper we had, the maid came back one day and said, madam, did you mean to do this? And she produced this pair of socks my wife had given her in which my wife for safekeeping had put a diamond ring. My wife had this habit of hiding things for safekeeping and the maid had seen it in the sock and put it back and hey madam. Did you really mean to do this? And my wife nearly fell over that, you know. No, I didn't really mean to do that though. Just wanted to give you a pair of socks. But there were some instances but mostly traceable to household staff. A couple of times I got complaints from someone who said that some of our craftsmen doing repairs had done something, but it was usually not. the case. The complaints were not about the same team or it was not a series. It was a one-off kind of incident and in my mind if you're a thief, you take advantage of pretty much every opportunity you get to steel. You don't just steel once and never touch anything again. So if I would've had a rash of thefts during a team working someplace, then that would have been the team. But usually it was the household staff.

The only incident I had involving the Russians was when the general service officer came to me one day and said that someone from the Russian embassy had contacted him because of the Russian at the embassy had died and they wanted to ship the body back to Moscow. But Aeroflot wouldn't take the body unless it was in a sealed coffin.

Q: Oh, right. Yeah. That's not unusual. I mean even US consular requirements require a sealed coffin.

JAKUBOWSKI: And the Russians didn't have any sealed coffin and they wanted to know if we did it and if they could get one from us. And I said, I know we've got one and they can certainly have it, but it's cash on the barrel head. They pay cash. They can take the coffin and do what they want to with it. But that was the most interaction I ever had with the Russians.

I loved the tour. It was just, it was a very pleasant place to live. Even the monsoons weren't that bad. Bangkok was 45 minutes away if you needed a complete change of scenery. And, you know, when you walk out of your office and an elephant walks by. Santa Claus, comes to the Christmas party on an elephant and there are buffalo carts on the street and it's just everybody is in almost everybody's in a traditional attire. The men with the long skirts and the women dressed in the makeup, they put this white paste on their face as a protection against sunburn. And it's decorative too. It's just so exotic. And so, that's 98 percent of the reason why I really wanted to be in the Foreign Service, that kind of environment. In contrast to Brussels. It was just wonderful. Had a good, good tour. I lived with an ambassador there for about three months. And then it was a Charge for the rest of the time. I talked about that I think as one of the reasons why I never got much further in the Foreign Service because I was getting efficiency reports rated only, not reviewed by an O-1.

I worked for the charge and that was it. There was no other person. I don't know if you've dealt with Pancho Huddle or not, but the Pancho Huddle thing is, later on in his career, he was on the Ethiopian Air flight that was hijacked and ran out of fuel and ditched in the Comoros islands in the Indian Ocean. He and his wife were on that flight. They survived. And he said the only reason he thought they survived was that he had gotten an upgrade from economy class to business class. And he and his wife were in a business class seat. And the way the plane went down, that section lasted longer or survived. They got out with some injuries but they got out.

Q: Wow. I don't remember that story, but that. Wow.

JAKUBOWSKI: Well, you can, you can go online and look at the pictures and you can see this beautiful airplane because someone on the beach shot the event and you can just see it settling into the water there and flipping over.

Q: Holy Cow.

JAKUBOWSKI: Terrible time. Okay. Off to the UN. My fun tour at the UN.

Q: Now, how did that. It's kind of unusual to go from a Southeast Asia tour to the UN. What, what?

JAKUBOWSKI: This is my present to my wife.

Q: Okay.

JAKUBOWSKI: We're both native New Yorkers. She had spent now a long time traipsing all over the place. This position came up as a deputy director for resources management, which is, was not internal to the US mission. It was as a member of a committee at the UN.

Q: Oh, okay. Interesting. Okay.

JAKUBOWSKI: So it wasn't internal.

Q: So you would literally be on detail to...

JAKUBOWSKI: No, no. Not at the UN. I would be a delegate to the UN. Delegate to the Fifth Committee, the committee that deals with budget and management at the UN, which is why they like a management officer there, but it's working with other nations at the UN. Not dealing with the Americans at the US mission to the UN. And so as the deputy director job, this was in New York, it was housing under that crazy plan they have for housing, but we're going to be two years where my wife could be with the kids right around the corner. My family right there. It was two years of family time. That was the reason basically, for the tour, I was perfectly happy living overseas, but it was time to pay back a little too, especially to my wife who put up with a lot through the whole routine. So it was easy to get the assignment. All I had to do was say I'm willing to go to the UN. Nobody wants to go to the UN. If you volunteered for the UN you're there. I mean they don't even. They don't even bother to say, are you sure? They just make the assignment.

Q: Because there are downsides.

JAKUBOWSKI: Because there are downsides. The downside is that you're in the states and even though you get the housing, you pay more for it through this plan than being housed by the government at government expense. You are a delegate to the UN, but you don't really have much in the way of diplomatic privileges because you're back to basically being a civil servant.

There's not a lot of respect in the State Department internally for it. Is the easiest way to say it. When you're there, you're just a turkey at the UN, you're not really a diplomat anymore. You're just someone else. But that didn't matter. The, the amusing part of it was Janmari was still a dependent. My stepdaughter was still dependent. If Janmari had not been independent, we would have been temporarily in just a hotel room. Temporary housing until we got an apartment we would have been in a hotel room. Because there were three of us we got a furnished quarters kind of rental apartment for the two or three months it took to find some place. So we had a kitchen and we had a couple of rooms and we had more space to sit down only, but Janmari wasn't really with us. She was just listed as a dependent, so it was very comfortable for my wife and I to do that.

JAKUBOWSKI: Thomas Pickering was the ambassador when I got there.

Q: This is now 1993?

JAKUBOWSKI: No, this is 1991, '92. It was just before the election. The election happened in November and then Clinton the following January Clinton took office. So it was just the last of Thomas Pickering's tour. It was the last time Bush would show up at the UN for the General Assembly meeting in September. I never even got to see the president on that one because I was just in a control room at the Waldorf Astoria. The only thing that happened about that relevant was I finished my control room duty and went downstairs in the elevator with Ambassador Pickering and he offered me a ride back to the UN, which he never really had much to do with me either. And he was gone within two or three months. The new team took over.

The office and resources management was a little weird. The head of the office was a lady named Linda Shenwick. She was civil service, senior civil service and had been in legal battles with the State Department forever about all sorts of things. She was not a nice person to work for. There was another Foreign Service officer, a lower grade than me, a two. David Cohen was his name. She had a tendency to have David draft things and then put her name on it. She played a trick. She played the trick with me once and then I told her, nope, not going to happen anymore. The trick being she invited me to go to a representational lunch with her and a couple other people and then she wanted to put it on my representation. She had been criticized by the inspector general at a previous inspection for using all the representational money herself. And so she was going to take care of that by having me act as a dummy while she did the actual representation. And the first time she got away with it. But that was it. You know, if I don't have representational money, I'm not spending any. But if I have it, I'm spending it, not you. So we didn't get along very well.

I was there for about a year. The interesting part was being over at the Fifth Committee. I mentioned this, and I'll mention this again because this is important. The Fifth Committee is the budget and management committee at the UN. There is a member from every nation, 180 some odd nations. One hundred and 80 people in a committee don't get anything done. There is something known as the ACABQ, the Advisory Committee on Administrative and Budgetary Questions. It has 13 members. They get elected by the 181 member committee.

Q: It's like an executive committee.

JAKUBOWSKI: It's like an executive committee that's where the action is. That's where the decisions get made. That's where the budget is formed. That's where the rules are set.

Linda Shenwick managed to get herself off of that committee. The US paid 25 percent of the budget. It would be incomprehensible that there was not a US member on this committee. She managed to get the US unelected from that committee which is part of

the reason she doesn't have that job or is anywhere near any of that stuff anymore because that was a real no-no to get knocked off that committee. So, it's a little known committee. No one pays any attention to it because it's ACABQ. Nobody knows anything. But if you're in the UN and if you're interested in money or how things happen, that's where you have to be.

Q: Absolutely. Okay. Yeah. You don't want to know.

JAKUBOWSKI: And she was career so she was there forever. I was just coming through, you know, as a deputy and I was going to be nowhere near any of that except to write some papers and do some analysis and do some other stuff. I spent almost a year there and then again, one of these little things. There were two people from my A-100 class at the UN at that time. A guy named Russell, Rusty Graham, who had switched from the Foreign Service to the Civil Service and was in USUN permanently. He had married one of our classmates, a woman named Virginia Lancina, and she was now Mrs. Graham. She was still Foreign Service, but she was running out of ways to stay in New York. After I'd been there several months Virginia asked me if I'd like to switch jobs. She had worked it out that I could go and take her job for the year that she had remaining in her tour and she could come and assume a fresh two year tour in resource management to extend that stay even further. I think she figured she'd have less trouble with Miss Shenwick than I was having because it was a woman to woman kind of thing and not a guy involved. But I was willing to take that chance. So I switched over to be the deputy management officer at USUN working for a lady named Dorothy Sampas.

Q: So now you really are part of the US mission.

JAKUBOWSKI: Now, I'm really part of the US Mission at UN. I'm the deputy management officer. That whole admin chain, the security officer, budget and fiscal, all of that is back in my realm. Personnel Office, the whole routine.

Two of my little problems. Well, I'll give you Jamie Rubin first, then I'll tell you about Madeleine Albright.

James Rubin was the public affairs officer for Mrs. Albright. I'll say this because I've told a million people, if you want to look up the definition of asshole in the dictionary, turn and you'll find his picture. He was a jerk of the first order. He married Christiane Amanpour, a CNN reporter. I read in the paper the other day that they're getting divorced. It took her that long to wake up, but that's neither here nor there. My problem with him was Jamie smoked. Smoke-free building. However, somehow he'd gotten a key to the windows. The windows were key operated. Somehow he'd gotten a key to the windows. His staff, someone would call and complain about Jamie smoking again and I go down there and beat on his locked door. And by the time he unlocked his door, the window was opened and the smoke was gone. But I, you know, I knew it. He knew it, but it was still he was not admitting anything even through the smoke. He was a jerk. Ambassador Albright lived in the Waldorf Astoria. The basic apartment in the Waldorf Astoria is sort of a federal style. It's got columns and everything else. Mrs. Albright likes modern art, so

through Arts in Embassies we furnished the place with modern art. Neon lights that flash, you name it, modern. The job was completed. About a month later, we had a crisis. The crisis being that someone had pointed out to Mrs. Albright that she had no modern art from an artist of color. It was all by white artists. This was a biggie. If this got out to the world, there would be trouble, so we had to go find modern art by an artist of color immediately.

There is a modern artist named Basquiat. We managed to get a piece of his art and get it installed in the apartment, so the crisis was over. Everything was Hunky Dory again. My second, Mrs. Albright story is she needed an executive assistant, so we put a blind ad in the New York Times personnel section just for executive assistant, replied to box, whatever that was it. No mention of the UN. No mention of the US. Nothing. We got about 500 resumes. The personnel officer got stuck with the task of refining things. She gave me about 50 to look through. I sorted through the 50 and came up with about ten people I thought worth interviewing. I called the ten in to assemble a list of five. She wanted a list of five possible candidates. Number one, if I wasn't married, I would have kidnapped and runaway with. This elegant lady who'd been working as executive assistant for some CEOs someplace of a multibillion dollar company. Spoke nine languages fluently and could do anything you wanted her to do and was just perfect in every way. And then I filled the others. Number five, because I needed five, was this lady who was qualified on paper. The only problem with her was I was interviewing her. She had to excuse himself to go and throw up because she couldn't stand the tension of being interviewed by me. And if you ever want to be interviewed by anybody, please be interviewed by me. I'm so laid back that's it's incredible. No tension. But she couldn't take the tension, but you needed five. She went on the list as number five. Madam Albright interviewed them all. Picked number five. She picked her basically on the fact that she was Hispanic. Two weeks later I was asked to fire the lady because she couldn't do the job She couldn't take the tension, she couldn't stand the stress, which was obvious going in, but bottom line, that whole routine. The year I was in Admin now with the Clinton administration, excuse me the last of the Bush term. Gloria Estefan was the celebrity delegate to the UN and she was housed right around the corner from our offices, so it was kind of fun working next to Gloria Estefan and her husband. I had some lovely conversations with her husband who handled all the management details of moving her around, the tours, the setup, everything else. So it was kind of fun to talk to a guy who traveled with a couple of DC-10s full of gear to set up the shows and to do this and do everything else. Those were interesting conversations with her husband.

I also got an autographed picture for my daughter, which she liked. Now when I'm back in the internal, I get sort of the dogs' bodies chores. My big chore for the General Assembly in the first year of the Clinton administration was to go over to the UN. In the General Assembly room they have this setup where all the delegates are at circular desks near the podium and there is seating in the back for spectators, for visitors. Well, the seating in the back is first come, first served, but my task was to go over there and to nail 100 seats and keep them empty until the president showed up so that the important people from the Democratic Party and politicians wouldn't have to scramble for seats and they would be welcomed to just walk in and take those seats two minutes before the president

arrived. So I spent all that time beating people off of the first come first serve seats so I can keep about 100 seats empty for the delegation. That was almost one of the hardest things I ever had to do in the Foreign Service.

Q: Yeah! Just as a very quick aside, when Secretary (Hillary) Clinton traveled under the Obama administration, you would get a 25 page booklet in advance of her arrival, telling you exactly everything you needed to do, including to literally if you needed to, why on top of the camera angle spot that her traveling video team wanted. You do that as soon as the doors open in whatever the venue is. There is no excuse and you will never be forgiven if she doesn't get the camera angle she wants. And that's just one page of the 25.

JAKUBOWSKI: Well, I had the opportunity to meet President Clinton and Mrs. Clinton. And the problem I had with the attitude, I guess is the word I'm looking for. We were asked, this is back in 1993 and we were asked to set up a private communications setup outside the normal communications setup so that the Clintons and Mrs. Albright and other biggies, could talk to themselves without having to use government channels or any other channels. That was one. I got a big kick out of it because when there was discussion about who was going to be the next Secretary of State and Mrs. Albright was put in the second rank and I said, no, no, no, no. She's going to get the job. I said, because while we were here one afternoon she called up the President of the United States and said, Bill, I'm having a birthday party for myself next Thursday. I'd like you to come, and he showed up. When you do that and you want a job, you probably get the job. It's very rare that you won't get the job. The other challenge we had, Mrs. Albright decided that she was going to go on a tour, going to visit several places as part of the UN routine, and she was going to take these several people with her. Dorothy Sampas wanted to send me along because Dorothy wanted a management officer along with this tour, because Dorothy Sampas had sent out fiscal cites to all these places to cover the costs and she wanted somebody to keep an eye on the use of the fiscal cites. Fiscal cites are blank checks. You can have parties. I had a party with a fiscal cite. in Mali. However it was decided that it was more important to send somebody to manage the baggage, see that the bags got delivered to the hotel and back. So I didn't go on that trip and I think I'm grateful for it in the long run. I've been to all these places. I didn't need to go again and I didn't need to have the hassle. But that was the kind of problems they had. They wanted to do this, they wanted to do that.

It was a weird world in a lot of respects. Mrs. Sampas went on to be ambassador to Mauritania. She was nominated as ambassador. On the way when she was getting ready to leave, she said that if I wanted to, she would see that I got to be the admin management officer for the USUN and could start a tour doing that. And I thanked her very much and said, no, I think I'll go someplace else. Thank you very much. It's a pleasure dealing with you. And I've enjoyed it, but it's time to move on. My wife had her two years, now it's time to go back to reality. So it was a usual management kind of thing. Doing the budget, doing the efficiency reports. Security was never a problem.

Oh. One other thing, and I wish I could remember the name of it. There's a group, an elementary school in New York someplace, elementary, that each year hands out a prize

to officials for like a Peace Prize kind of thing. Previous recipients include Kissinger. They decided the year I was there that they wanted to give this prize to Mrs. Albright. The public affairs officer, deputy to Jamie Rubin, came to me and said, none of the ambassadors are willing to accept this prize. I need somebody to accept this prize. Would you do it for me? And I put her off as long as I could. And Mrs. Albright wouldn't take it. The deputy wouldn't take it. None of the other ambassadors would show up. It was a silver bowl, engraved silver bowl that they gave to someone who these group of kids had selected as a worthy recipient for their Peace Prize. So I got to represent the US mission to the UN at this ceremony, making excuses of course for Mrs. Albright and the other ambassadors being so busy that they couldn't accommodate them, reception for this thing, and it was dumb old Jakubowski, but I didn't say dumb old Jakubowski, but I avoided telling them what my position was too, down there on the bottom of the totem pole someplace. It was those kinds of things. My impression of most of the incoming administration was that I'll say it right out.

I got the impression from Mrs. Clinton that by virtue of the fact that I was working for the government, obviously I'm a dummy because of all the things you could do, you chose to work for the government. Only stupid people do things like that. So there's, there's no respect at all in that direction because you're a clown, you work for the government. You must be a clown or you wouldn't be working for the government. And it was not a hidden impression.

I don't, again, flip back, I don't remember when I talked about my talking at FSI about admin overseas, whether I told you the fact that, in my experience there was sometimes an attitude on the part of political or economic officers that they were God's gift to mankind.

Q: Oh, that's absolutely true.

JAKUBOWSKI: And management and consular officers were a lower order who could not be ignored.

Q: Absolutely.

JAKUBOWSKI: But I told them at the time, which I sincerely believe. I said that in my experience in the Foreign Service, any officer I ever met who had that attitude was not a first class officer in the first place. Because in my mind, a first class officer, even if he had that attitude, would not let you see it.

Q: All true.

JAKUBOWSKI: Now, it would be detrimental to let you see it. So obviously if he's got that attitude, he's the jerk you don't have to worry about. And I carried that on to other areas too. Anybody who will show you attitude which makes it harder for them to get what they want done is the person who's not on top of everything.

And to wind this up it's how I got to Singapore. This again is, I put my ego on, my ability to manipulate the open assignment process. Because I can't remember exactly which ones, but I carefully chose a list of ten places that I didn't want to go and that they wouldn't send me. We went through this whole assignment cycle where they didn't send me to any one of the ten places that I said I was willing to go. We got down to the ultimate negotiation process where I'm scheduled to leave in like 60 days or 30 days and I still don't have an onward assignment. And finally personnel comes to me and say, well, we have two choices for O-1 admin officers right now, you're going to have to tell us which one you want. It's the management officer in Finland, Helsinki in Finland, or the management officer in Singapore. Which one do you want? Well, if you last long enough, the management officer in Helsinki had been medevaced and it had suddenly opened up. And the Singapore one was now vacant or hadn't been filled for some other reason.

And I talked about it with my wife and I decided that Helsinki would be Europe and would be nice, but it's cold up there and you know, it's not that big a thing, that we'd go to Singapore.

Q: And Singapore is not far from Burma, you know, Southeast Asia.

JAKUBOWSKI: It's Southeast Asia and lots of it was going to be lots of interesting things in Singapore. So I got back to personnel and I told personnel that, okay, I'll take the Singapore job. And they said, oh great, thank you. I said, why? They said, well, they had an O-1 someplace else who they really wanted to give the job too, but they couldn't give him the job if I wanted it. And so they were very happy in personnel that I had chosen Singapore because then they got to give the Helsinki job to their candidate. But we had to make arrangements which may be on there for me to get my French language because I still didn't have a three, three in French and I'm an O-1 who can't open his window until he gets a three, three.

And even though I'm going to Singapore, my first destination is French language training. So they sent me down to Washington to study French. I was there about two or three months and I sincerely think that I was given a three, three in order to move me on. Because I didn't notice a whole lot of improvement in my French for the difference between where it was and where it was going. And it was just. I think some of the teachers or the person running the program said, he's been here enough, give him his damn three-three and get him out the door. Because I don't remember the test being any better than previous tests, but they decided, congratulations, you're a three-three. Go. Leave. Get out of here.

And then I think I mentioned it before, but the two wonderful things were at that time a government business class upgrade which airlines have stopped doing was only $400 for the ticket to Singapore a person, so we traveled to Singapore on business class rather than in economy because I didn't know the station manager yet. And then the other, the other thing, the exotic far east. Get to Singapore and the Singapore Strait Times full of ads for condos and timeshares; so much for the exotic far east.

Q: Was Singapore a furnished post? Or you're going out on the market to find something?

JAKUBOWSKI: I don't know. I'll say it again just to repeat. Singapore was government furnished quarters and it shouldn't have been. The reason is that the entire GSO section was six people. You can't run government furnished quarters with six people.

Q: Oh, I see. Wow. Wow. No, you can't. That is correct.

JAKUBOWSKI: In addition to someone who helped you find the quarters that the government was going to pay for, anytime they had a leaky faucet it went back to GSO. Anytime furniture, back to GSO, back to GSO. The GSO was one of the toughest jobs in Singapore because he didn't have the staff. I tried to get that changed. I wanted to go to a housing allowance and get the GSO out from under that. But I never got any help from the bureau. Not, not one response to a telegram saying how do I do this? How can I? Now, in retrospect, I probably should've just done it. I don't know if I could've gotten away, but I probably could have just said, okay, from now on, anybody coming in, it's going to be housing allowance and this is what the allowance is going to be. And just set it and let somebody tell me, slapped me down. But I wasn't even sure how to start that one. And we were getting to the point where the burnout was starting to happen. In which case it's, you know, do I really want to fight this? There's an advantage to the government here. There's an advantage to the people who are working in GSO. But what is in it for me, besides the big fight? I've already had the DCM and the ambassador criticize me about this family that wanted to move out of the house and not letting me handle it the way I thought it should be handled. And do I need another housing fight with the ambassador and the DCM who don't know anything else? You know, the DCM, his previous job had been consul general in Perth and the ambassador was a political guy. Nice guy but really didn't understand much about what was going on here. And at that point in time, you get the, you know, I beat my head against this wall for a while. Do I want to feel good by stopping or do I want to continue to beat my head against this wall?

Q: Wow. That's really interesting that you couldn't get the extra help and well, could you contract with plumbers? And technicians and so on?

JAKUBOWSKI: Well, we had when we had things like that, but that's still expensive and time consuming and you find out a lot of these things, I'll use Brussels as an example of this The apartment I had in Brussels had this very lovely winter garden in the second floor there was some rot in the wood. Okay. The wooden partition had to be replaced. A Belgian contractor came in to look it over and give us an estimate. Okay. He did that and the workforce was someplace south of Mali or somebody who is this illegal immigrant labor who came in who didn't speak any known language and the whole routine. And that probably was subcontracted through people down. And the same thing would happen in Singapore. You would deal with a Singaporean company, but the labor who showed up was from Bangladesh or from India or from someplace else.

Q: Untrained in the job.

JAKUBOWSKI: It just was hard. And in the meantime you're getting dinged from the occupant about how come this isn't fixed today and why isn't somebody doing something right now. So it's, it's even for the ambassadorial residence you had a problem, you contract it out. It was ugly. It was not fun there and you know, I hadn't made any friends in the bureau anyhow with my attitude about the budget.

Q: It's so difficult to know what an otherwise perfectly nice and you know, a post you would expect to be wonderful and enjoyable and you know, very high, high standard of living. Turns out to be just ....

JAKUBOWSKI: I'm pretty sure I told you in the, in the end, the other thing that I had to deal, because the RSO still worked for me, had to deal with more crime in Singapore than any place else I was ever at.

Q: Wow. No, I don't remember that.

JAKUBOWSKI: The daughter of a defense attaché was raped.

Q: In Singapore. You just don't expect that.

JAKUBOWSKI: Now. This is the politically incorrect part. It was, she had gone to one of the food courts with some friends. She was out until 2:00 in the morning. She was teasing one of the laborers, sort of, you know, come on, flirting with one of the laborers from one of the building sites or something. Bangladeshi or something. And at 2:00 she decided she'd had enough fun. She was leaving, but he hadn't had enough fun and he reacted to the fact that he'd been teased all along by assaulting her and you know, he was caught and he went to jail. But in the meantime, I can't hold her totally free of responsibility for this. This is a totally different culture. This is not a culture where you play with the guy for two hours and say, no, thank you, I changed my mind and walk out the door. It doesn't work like that.

Q: Unless you know karate and you know, you can defend yourself.

JAKUBOWSKI: The RSO, it was incidentally the RSO's wife. Some guy in a Mercedes, it was always a Mercedes, deliberately tried to run her down.

Q: Wow!

JAKUBOWSKI: Yeah, he tried to kill her.

There were several other robberies and other attempts. In my mind, it's that typical society, Singapore is lovely. Every wall has glass on the top, barbed wire around it. This is a crime free society. That's why every house has barbed wire around it and there's glass

buried in the high wall and everybody has a security guard. Because this is a crime free society, we don't have any crime here.

Q: Interesting.

JAKUBOWSKI: I'm sure I told you about my wife and the Strait Times. My wife made the front page of the Singapore Strait Times: Diplomat's Wife Receives Obscene Phone Calls.

Q: Oh yeah.

JAKUBOWSKI: I'm not going to go over it because it's in the session on Singapore. Diplomat's Wife Receives Obscene Phone Calls. Happily she's a New Yorker, obscene phone calls don't upset her like other people. It only got to be a problem when they were calling at night and waking me up.

But that, that was the kind of stuff going on in Singapore.

There was a Japanese tourist was shot in a hotel and killed, but it never even made the papers. Tourists are very sensitive creatures. You don't want to upset the tourists. All over the place, tourists, very sensitive; don't want to upset them.

Q: Great.

JAKUBOWSKI: Okay. So it fills in a gap, I think.

Q: Today is November 29th, we're resuming our interview with Stan Jakubowski and he is going to Singapore. The Year is 1994.

JAKUBOWSKI: Yes, I'm going to Singapore via language training in French. I guess this is good a place as any to put in a grievance against Congress, I'll call it. I had wound up in this situation. I think I talked a little bit about not being eligible to open my window into the Senior Foreign Service until I had a 3/3 in some language, which was the requirement. All I had was a two plus/two in Chinese. Even though that was technically harder to get than a three/three in French. I had to spend some months at FSI learning French or working on my French to get to the three/three. In all honesty, I'm not sure I was ever a true 3/3. I think they gave it to me to move me on and to get rid of me.

Q: Yeah.

JAKUBOWSKI: It cost money to be there and in that status. I think they wanted me to move on and after a couple of months they decided I was where I was going to be. We'll give him the 3/3 and send him on his merry way. I'll tack that in right here now for the whole over thing and then move on to the rest of it.

Not being able to open my window was one thing. I did open my window on the way to Singapore because I had the three. But part of the reason I was going to retire when I got to that time, was I figured there was probably a remote chance of me getting into the Senior Foreign Service. I always said they were, I always joke, there are three reasons why I probably wouldn't get into the Senior Foreign Service. One of the reasons was that by virtue of my various assignments, I had not received any, but one OER from a Senior Foreign Service Officer. All my OERs, were from FSO-1s. I figured that it's kind of tough to get into the club if none of the club members have ever said, yeah, put them in the club.

Q: Interesting.

JAKUBOWSKI: That's one of the reasons why I figured I wasn't going to get promoted to the Senior Foreign Service. The other reason was just that at the time, they were sort of tightening up on promotions again. They do this periodically onto how many people get promoted. I figured I just wasn't gonna run up against those numbers and probably would not get in on that basis. And the third reason was that maybe I wasn't good enough. There's always that possibility that, even though what it says on paper about, the Foreign Service and everybody knows what it says on paper about you. The first thing everyone asks is, who do I know, who do you know that I can find out about you, your corridor reputation. Maybe I had a corridor reputation that was concealed from me as if you don't want this jerk any place near you. All those three things were sort of hanging in the background about how long I stay and what I do. In any event, I'm on my way to Singapore, I'm the Admin counselor in Singapore.

One of the primary concerns, if you're going to Singapore, is whether or not you're going to be on the diplomatic list.

Q: Now, why would that be a concern? Because in theory you would have a black passport. You're part, you're a member of the embassy.

JAKUBOWSKI: Yes, you are. However, having a black passport, doesn't put you on any diplomatic lists. You're on a diplomatic list because the United States government and the host government had agreed. Your particular position is something that should be on the diplomatic list. The government of Singapore restricted how many people they would allow on the diplomatic list. There was a fixed number, I think at the time, I think was like 25 people could be on the diplomatic list. After that you couldn't be on the diplomatic list.

Q: So in theory, at least going to Singapore. You could have a diplomatic passport but not be granted

JAKUBOWSKI: the diplomatic privileges.

Q: Wow, that's very cool.

JAKUBOWSKI: You're not on the diplomatic list.

Q: Wow. Okay. I never run into that.

JAKUBOWSKI: Well, it's every time I see a movie in which they're dealing with somebody with a diplomatic passport, I have to turn it off because they just always get it wrong.

Carrying a diplomatic passport means nothing. It doesn't entitle you to anything at all. I always joke, the queen of England travels on a British tourist passport because the Brits do not have diplomatic passports. As a matter of fact, when terrorism was running wild and the State Department asked for suggestions about how we could help ensure safety of diplomats my suggestion was to do away with diplomatic passports. Let everybody carry an ordinary tourist's passport. Don't have something that stands out there and identifies you as a diplomat. As you're doing this stuff in the United States there's the prestige of, I've got a black passport. I'm a diplomat and it's what happens. But people get the false conception that if you carry a diplomatic passport you are a diplomat. No, that's not true. You're just carrying a diplomatic passport. Something that says diplomatic passport on it issued by the US government. Your diplomatic privileges arrive because the host government and the United States government had agreed that this particular position is such that diplomatic privileges should go with it. Those can be taken away. They do not belong to the individual. They belonged to the government, which is why you'll see in the papers here in Washington from time to time, the US government will request that some other government lift the diplomatic privileges of one of their employees. He's done something really nasty and the US wants to prosecute. If the host government says no, the next step is a PNG, persona non grata, and send them out. But those are not individual privileges. Those are governmental privileges that exist that way. Movies and television always seem to get that wrong for some reason. It drives me bloody crazy. So anyhow, one of the concerns for me going to Singapore was I was going to be on the diplomatic list and yes, the admin counselor is sufficiently important. He's on the diplomatic list.

It was important because of various things like purchasing an automobile. The government in Singapore really wants to control traffic. At that time, I don't know right now, but at that time, this is 1994, a Toyota Camry which would sell in the United States for $20,000 in Singapore would cost you $200,000 with taxes and import duties attached. You'd be amazed at the number of Rolls Royces you saw in Singapore and they usually ran about 500 to $700,000 a piece, once you put on the taxes and the duties. Singapore wanted to cut down on the number of vehicles on the road. They tax the hell out of them and they still do. But as a diplomat, you're exempt from those taxes. I'll put that in because I'm talking about this. I didn't have a car when I got there. They drive on the other side of the road. I saw an advertisement in the paper. The French embassy had a car for sale. It was a Peugeot station wagon, manual transmission, but it had three rows of seats. It was a station wagon which they wanted to sell. They could only sell it to a diplomat. I bought it from them. We settled on an $800 price for the car. They were very happy to take my $800 offer because, A, it was the only offer they got and B, they could not import a replacement for that car until they sold it.

Q: Okay.

JAKUBOWSKI: All these countries are a little different. Singapore is a little different from everyplace else too. Before they could bring a new vehicle in for their staff they had to get rid of the old one. My buying it freed them up to bring in a new car. That gave me my car while I was there.

Q: Now just a quick question while we're on this topic. When you buy a used car, are you confident you'd be able to get service in Singapore?

JAKUBOWSKI: Yes. That would not be a problem in Singapore, especially, a non-American car. Then the way the world had turned. If you go back to just shortly before World War Two, Ford was a universal global make. You could get a Ford fixed any place. By the time the nineties, the turn of the century came along. It was the Japanese make was a universal car. American cars, even as a matter of fact, in a couple of places, like in Mali, we had to get exemptions so we could purchase Toyotas to use rather than American cars. You're supposed to buy American, But you couldn't get an American car serviced in Mali to save your life. They just had no equipment, no supplies, no parts, no technical skills, no nothing. So you get your exemption and you'd buy Japanese. The global market had shifted that much that American cars were just. But European cars, Japanese cars, not a problem.

Q: Now, if you did not have a car in Singapore, how difficult would your life be?

JAKUBOWSKI: It would not be difficult. Singapore's public transportation system was first class. They had a very good subway system. They had buses all over the place. As a matter of fact, they even had what they called business class bus service. You could take the ordinary commuter bus, which I did because I was in temporary housing until we got a permanent place. Took an ordinary commercial, common, a service bus, and it cost about a buck US to go downtown to where I could walk the block or two to the embassy. However, from that same area, they ran a business class bus for about $5 in which there would be a plush seat, you know, you could rack it back. There'd be other little luxuries along the way to get you to the same place using their business class service.

It's kind of funny now because Vamoose you've heard of Vamoose, I assume. They drive between here and New York. Well Vamoose has a business class service as well. Vamoose ordinarily charges about 20 bucks from here, from Arlington to New York City. For 60 bucks, you can ride their business class in which water is available. Instead of having four across, there's two on one side, one on the other, It's a lounge chair, which you can rack back a whole different sort of thing. No crowding, no hassle, no sweat. So it's kind of funny that the 30 years later you can get a business class bus from Arlington to New York City.

Q: All right, so now you were right there with your whole family.

JAKUBOWSKI: My wife. My daughter was already, and everyone else, was too old to travel with me, It's just my wife and I traveling. We go into temporary housing, which was a townhouse kind of thing in the suburbs of Singapore. I will say the suburbs of Singapore. I'll stick this story in this time too. I never did really get settled and comfortable in Singapore. My wife loved it. When people ask me about Singapore, I say, well, what's the largest shopping mall in your area? And I say, now picture the fact that when you leave your house in the morning and you open the front door, you step into the shopping mall. And when you want to leave the shopping mall, you have to go through customs and immigration. That's living in Singapore to me. It wasn't quite that bad, but almost in my mind. That was almost that bad,

This is the old embassy at the time, which is downtown, right next to the Armenian church, which was a landmark in Singapore. It was a church built in the 18th century. It stood on its own little plot of land and was a historical landmark. My window from my office overlooked the Armenian church. The building was, I think three stories. The new embassy was under construction a little further out of town on a big plot of land, across from one of the major hospitals.

The new chancery construction was under the auspices of OBO and did have a project manager. However, all of their support came through the embassy except for actual materials and other things. So that any relationship they had with the Singapore government had to go through the embassy and had to go through the admin section and as a matter of fact, although I wasn't his supervisor, I was the rating officer for the project manager?

Q: That is very interesting

JAKUBOWSKI: Because I was there, he had no other boss in town and he needed a boss in town and that was me.

They did their own security. They had their own labor force. They took care of all of those problems by themselves. If there was some interaction with the Singapore government, that had to take place the embassy's admin section would get involved. Otherwise, unless there was a problem to sort and there weren’t any problems to sort I just didn't get involved. I did from time to time go and tour the site with the project manager. One I wanted him to know that I was interested in what was going on and paying attention. I liked the other people working there to see me too. That this guy from the embassy is around for whatever. It was a wear your worst shoes kind of operation. Because, it was in the middle of pouring cement and all the rest of this construction. In a sense I'm happy that I didn't stay because the plans for the place called for the admin counselor to have a typical office. It was going to be the same size as pretty much every office. All the offices were going to be the same size except for the ambassador’s and the DCM's. That offended me. My sense of position. The admin counselor should have a bigger office than other people.

Q: I agree. I think that an admin counselor or what later became known as management counselor often has a number of people in his or her office.

JAKUBOWSKI: Yeah, but this was the concept at that time. I think they've gone by it now. Everybody has these little cubicles and if you're going to have a meeting, there's a conference room over here. You can reserve and all go to that conference room or you can go and do this there. Were you are going to do something else? You don't have 10 people come in your office to sit around and do this things. You all go reserve this stuff. I never did like the concept. It was my, I understood from talking to the OBO people that at least for the first year, you are not going to be able to move any walls. After that they got a little less observant of what was happening. Had I stayed it was my intention to start moving walls as soon as possible.

Q: There are a lot of good reasons why an admin counselor, management counselor, needs a large office.

JAKUBOWSKI: Well, even political counselor, or economic counselor, or consul general. All these people, they need more space.

Q: Absolutely.

JAKUBOWSKI: Then your ordinary employee.

Q: If for no other reason, you may actually be holding a telephone conference where you *need people in your office who are also listening to your phone.*

JAKUBOWSKI: I know, but the concept was we would have these conference rooms that everybody can use. One of my intentions, I'm going to be doing this in a couple of weeks. I told you my stepdaughter works at State. I'm going to ask her to get me the email address for the current management counselor in Singapore and I'm going to send him an email and say that I'm going to be in Singapore on these dates and I would like to take him to lunch and ask him to give me a tour of whatever facilities he's willing to show me at the final embassy the way it was constructed and see what he says about that.

Q: Yeah, that'll be interesting.

JAKUBOWSKI: Now, part of this is tied in to the 99 year lease. What happened was that when the US government got this land to put the new embassy on, they bought that land. However, the land that the existing embassy at the time was on was leased to the Singaporean government on a 99 year lease. In 99 years it would revert to the US government. It was about 10 years into the lease when I got there. That was about 25 years ago. We're now about 35 years into this lease. You've got 65 years to go. In 65 years, this very prime downtown spot in Singapore is going to revert to the US government. I don't know what's there now, but and I probably will not be around to see. But it's interesting that this was going on.

This is one of the unseen problems in my mind when the US government bought out all these people and retired all these people. What was happening was that a lot of people from OBO (Office or Building Operations), they're real estate specialists, retired, left the government. So the unseen thing was that a piece of property, in let's say Singapore, which was worth $55 million dollars. Nobody in Washington knew it got sold for 20, right? We made $20,000,000. We sold this piece of property. The guy who knew about this real estate wasn't there. Or, the US government bought a piece of property in Singapore that a local would have paid $20,000,000 for $55,000,000 because the people back in Washington had no idea what the local market was because all those people had retired. This is one of the US government saves somebody's $50,000 a year salary, and goes and spends $30,000,000 more for something or gets $30,000,000 less for something then they would have if they hadn't bothered to screw up the system. I've seen that happen in other areas too. The US government, you can trust them to do the wrong thing.

Q: Now take a moment just to describe Singapore. A lot of people never get there. Don't realize really what the country is.

JAKUBOWSKI: Well, the country is basically an island and not very big island. It's also fascinating because it's a country that probably shouldn't exist. Originally it was a part of Malaysia. It broke away after World War II to form its own country. It's a country with very little in the way of natural resources. The only thing it has, is a geographical advantage which has disappeared, but it's still being used to advantage. It's right there at the end of the Malay Peninsula in between the South China Sea and what is it? In the Gulf of Thailand, number one down here, that's the Andaman Sea under the South China Sea goes this way. And then you've got the straits over here. That's the Malacca Straits. Oh, Malaysia. The advantage that they had initially was the fact that a whole lot of shipping goes by. They put up port facilities, they made themselves a freeport. They transit for shipping. They built a whole big industry out of shipping. That advantage was nullified to a certain extent by the introduction of air travel. Airplanes go anyplace. Airplanes don't have to follow shipping lines and water routes. They can fly hither and yon. That advantage of having an airport location doesn't exist for Singapore, and yet they've managed to do the same thing with an airport.

The Changi airport down there is a must stop for a lot of people. They've built themselves a trading center. Singapore is as commercial an operation as you'd ever want to see in your whole life. Everything revolves around the commerce. They've also built themselves, one of the, for an autocratic government, one of the best governments in the world in the sense of a lack of corruption. They have a clean government even though there's a one party system. Very little corruption going on there. Part of which is the envy of, let's say, people from public services of other countries. I was the equivalent of a GS-15, an FSO-1. This is 1994. My salary is about $90,000 a year. If I had been the equivalent in the Singaporean government, I would have been making about $250,000 a year. They believe in paying their civil servants a good wage.

The top, let's call it the equivalent of an Assistant Secretary of State in the Singaporean government, makes over a million dollars a year. That does reduce the tendency to want to make a few bucks on the side. To risk that position to make a few bucks on the side.

There is a lot of shopping. There ae shopping malls all over the place. It's a mixture of, it's basically a Chinese culture. They're mixed with Malay. When I was there, about a third of the island was imported labor. That was the cause of one of my problems. Again, I'm skipping a little bit, but in Singapore I had to deal with more crime, in this crime free society, than any of the posts I was ever at.

Q: White collar criminal.

JAKUBOWSKI: No, not necessarily white collar crime. The daughter of one of the defense attaches was assaulted.

Now this is one of those things which is not PC correct. She was a girl in her late teens, early twenties. She was there. She went to one of these food courts in the town. She got into a sort of teasing this laborer. It got to be 2:00 in the morning. She had decided she had enough and she was ready to leave. He came from a different culture where those types of things, you just don't tease me for four hours and then turn around and walk away. So he didn't let her walk away. Unfortunately he had to pay for it, but my sympathies lay a little bit with him. He didn't know what he was getting into and she should've known better.

Someone tried to actually run down the wife of the RSO. I mean, deliberately run her over with a car. In Singapore, it's another one of these crime free societies in which every house has a wall around it, topped with glass broken shards of glass. There was a murder in the hotel. A Japanese tourist was shot and killed in a hotel, never made the papers.

Then the really wonderful one, my wife wound up on the front page of the Singapore Strait Times. She started to get obscene phone calls. Some guy was calling her and using foul language, talking to her about things that she should be doing to him. My wife was a native New Yorker. She was not a blushing bride. She, it was upsetting, but it wasn't the kind of thing. But it continually became annoying. As a matter of fact, the way I joked about it was, I didn't mind when he was calling during the day when I was at work, when he started calling at night when I was home that got upsetting. In any event, the RSO and I contacted the Singaporean police. We had my telephone tapped so that when this guy called, they could start chasing him down. They eventually tracked him down. He was a Chinese living in Singapore who said that he thought he was calling his Chinese girlfriend. My wife sounds nothing like anyone's Chinese; native New Yorker and never lost the accent. She sounds nothing like anyone you've ever heard of in a China thing. In any event, he went to jail for quite a while. It's still, wife of diplomatic, receiving obscene phone calls and tops the front page of the Singapore Strait Times. Another claim to fame.

Q: There's a rumor or reputation that if you drop so much as a gum wrapper on the ground in Singapore, you could be arrested.

JAKUBOWSKI: Singapore is very clean. There is a litter fee and there are laws against littering and they are enforced.

It's not illegal to buy or chew gum. It's illegal to dispose of gum in the wrong way. That's the chewing gum problem. Not that you can't buy and use it. It's just that thing. We got there shortly after that student at the American school had been caned. Everybody, every American I met during my tour in Singapore, whenever that issue came up, they all said the kid deserved it and should have been caned harder. As an aside, the main administration problem for me in Singapore was Singapore was a government furnished quarters post. We didn't have the staff to support it.

The GSO section had a warehouse with a warehouseman and it had two guys to help people find places to live in and to handle complaints from the people who were living there. Every lease was the US government lease. That meant the US government was responsible for maintenance and upkeep. I didn't have the staff to do that. I wanted to change that. I wanted to change it to a government housing or government quarter housing allowance. This was partly personal. I prefer to find my own place and do what I wanted rather than to have to go to the housing committee and settle on what they had. Now I always got good housing. Some of that was luck, some of that was skill, but I still was happier to find my own place. I sent a series of cables back to Washington asking for information and assistance on how one switched from government furnished quarters to a housing allowance. Got no help. No help. I held a series of meetings with the people at the embassy, the staff to try and make my case because I figured, well, if nothing else, we can put this in a gradual transition kind of thing so that new people coming in would get a housing allowance. Those who are already settled in government furnished quarters can stay till the end of that tour. We'll transition this gradually.

Q: Just a question here, is it realistic to go to housing allowance in that society with the costs of, you know, apartments, etc.

JAKUBOWSKI: My view would be, yes. One of the, in my mind, hilarious things when I got off the plane, here I am in the exotic far east and Singapore. The first morning there and I pick up the Singapore Strait Times and I read and it's full of advertisements for timeshares and condos. They're building like crazy all over the place. Timeshares and condos. English was the second language. You did not need Chinese. You did not need anything. Almost everybody you would run into spoke enough English to make it by. It wasn't even the fact that you'd have to find a translator to get to deal with a real estate agent. That was not easy. It was entirely feasible in my mind, but I didn't get the help I wanted from Washington with a plan of how you could do this.

When I started raising this among the staff of all the various agencies everybody was against it. Everybody was content with this thing. Even though from my point of view, they were being disadvantaged because if you had a problem, you went to the, well that was my problem. You came to me, but I couldn't help because I didn't have the staff. I had to farm it out somehow or do something else. It just took up a lot of staff time and

wasn't working right. During the time I was there, I couldn't make any progress towards getting that changed. That was a frustration. An example of this, when I first got there, the guy heading the Drug Enforcement Agency contingent in town, he and my predecessor had been having a big fight over exactly what kind of a house this guy would have. My predecessor was trying to constrain the amount of money that would be spent on the lease.

I mean the US government would contract the lease. One of the things that you find if you're in admin overseas at embassies is that too many heads of other agencies at the post think that they're heads of agencies and entitled to what the ambassador has, if not better. You have to do a little education process about that. For many of them, this is their one and only overseas tour or something like that. They have no concept, real conception about how the world works, so you have to educate them. This DEA guy, had filed a complaint against my predecessor about the fact that he was not getting a house that he thought was adequate for him. It had been back in the State Department as an issue. Well, I went around with a guy and the guy showed me the place that he wanted to rent. It was above our normal lease for these things, but they go up as time goes by. When I looked at it, it was the way I describe it, it was a place it had no wow. It was not the kind of place you walked in and said, ooh, this is. It was a three story townhouse in a section of town and it was big enough but it costs more. So what? I told them we'll do it and got that off the table and out of the place. So I spend a little bit more of the government's money, but he's happy, he's got a place to live and I'm happy I don't have to deal with this anymore.

Q: Now typically in my understanding of this, people get housing based on size, based on ...

JAKUBOWSKI: Grade and family size.

Q: Correct.

JAKUBOWSKI: Grade and family size.

Q: And is that true also for other agencies?

JAKUBOWSKI: Yes.

Q: Okay. So in theory it could be more expensive if what he was getting was consistent with the amount of space he was supposed to have.

JAKUBOWSKI: Well it was, it was consistent with the amount of space he was to have and his grade. It was just over what my predecessor had set as a limit for how much the government was going to spend.

Q: I See. Okay.

JAKUBOWSKI: I decided that I wasn't going to have that as an issue. One of the complicating things, and it's probably gotten worse, is every post has a housing board and the housing board is usually composed of members of the various agencies, a representative from the agencies, plus the admin guy. The housing board is supposedly this organization which looks at all these requirements and equitably decides who's going to get what, where, why, and how. It's a little bit like when they talk about CEO salaries and how the Board of Directors will just raise the CEO salary because it doesn't cost them anything, etc.

Well, everybody on the housing board, except for the admin guy would like to live in a palace. Doesn't see any reason why anybody coming in can't live in a palace and therefore you're butting your head all the time against the housing board, who wants to give everybody the gold plated faucets and the swimming pool and the tennis court and all the rest of this stuff, but you're the responsible person. You're the one who when an inspection comes through and reams somebody you're going to be bent over the table. So you have to control them, argue with them, be a nasty guy about this kind of stuff. That's one of the pieces of the job that you do, deal with the housing. That's why the admin guy, the management council, is usually the single real property manager, the one who ultimately has the responsibility for making all these decisions.

In this case it was fairly easy for me because it wasn't, as I said, it wasn't a piece of property that you would walk in and say, boy, this is a palace. It was just the three plain vanilla, three story townhouse, who cared. And that was that in that sense of my mind. That was easy. It was also the complication of not having an adequate staff to service these government furnished quarters and the fact that people still wanted more.

The other housing issue I had, which was again, part of this routine, part of the reason I really retired. There was a tandem couple. The lady was in the economic section. Her husband worked in one of these Southeast Asia international organizations. Detailed. There was a Foreign Service Officer detailed there. They had two daughters. They were housed in a standalone house, which is a rarity in Singapore, standalone house on the edge of town. They had a complaint. The complaint was that there was some construction going on across the street and their daughters were 12, 14, somewhere in that area. Every time their daughters walked by, the construction workers would act like construction workers.

Q: Of course.

JAKUBOWSKI: That upset them very much. They wanted to move. My problem was property was hard to get in Singapore. This was a standalone house in a not bad neighborhood. They wanted to move because they thought the property was unsuitable. I didn't think the property was unsuitable, I just thought it was unsuitable for them. I was willing to move them as long as I didn't get this house tagged with a red label so that I could never put anybody in it, because let's say a couple came in with two teenage boys, or wonderful or some other arrangement and I wanted to keep the house.

This got involved in a big megillah went all the way to the ambassador. I went through this whole routine with the ambassador and was basically told no, forget the house, you have to move them. That was shortly before I left and one of the reasons I left because if I didn't have the DCM and the ambassador's support in this, I really felt bad about what I was going to be able to do and how I was going to be able to do it. It was just, I couldn't convince either one of them that, yeah, I can move them, but don't let me loose the house. I want to keep this house. I lost that one too.

I got my list here, there were housing and family problems. The budget issue. This is another time when there's no money. Okay?

It's kind of funny. No money. If you're a competent management officer and you get near the end of the fiscal year, what you do is you get with your Budget and Fiscal officer and you draw a whole bunch of purchase orders up, The expectation, which has happened more times than I care to count in the past, was that you'll get a cable from the bureau saying, we've got money, can you spend money? I'm ready to spend money. I've always got several hundred thousand dollars of money ready to go. You give me a fiscal cite and it's out the door in 10 minutes. Man, I'm spending your money. But we got to one of these times, there's no money, there's no money, there's no money. So they tell me there's no money and I've got to reduce money and do more with less. I'm tired of do more with less, do more with less.

So I came back, you know, I can't do more with less, I can only do less with what I've got, so I'm going to start doing less. You're not going to see these reports, you're not going to see this and that. The bureau wanted to have an admin officer's conference in Bangkok. So they send out this whole thing, Admin offices conference in Bangkok. I sent a cable back saying I can't go. I can't afford it. I don't have enough money to go to Bangkok. Upset them for some strange reason. We went around and around with the bureau. I went around and around with the bureau, you know, you got to come to Bangkok. I haven't any money. I'm sorry guys. You guys have cut my budget. I don't have enough money for travel. I'm not wasting the money that I do have on taking me to Bangkok for an admin offices conference.

Finally they decided that they would send me the money for me to go to Bangkok, only for me to go to Bangkok. Only that money. So I took it and I went to Bangkok, but I made my point. I think. This is the time, the dangerous time of being in the Foreign Service and that is, the dangerous time is, I've been here long enough and I'm old enough that I could retire. Therefore, and I've already said my expectations of the Senior Foreign Service are probably not all that wonderful anyhow. I'm not, in my mind anymore, a slave to: you got to do this to get ahead. You got to do this to make people happy. You got to do this to do this. It's a: screw it, I might as well do what I think is right.

A dangerous time in any bureaucrat's career. I got to do this because I think it's right. So I went to the admin officers' conference in Bangkok. I got, again, this is another leads into. When I got to Singapore, there was a chargé, a guy named Skip Boyce. Ralph Boyce, Skip had been the chargé for 18 months. It was about a month and a half after I

got there that the new ambassador arrived. The new ambassador, his name was Timothy Chorba. He was a friend of Bill. He had been a roommate of Bill Clinton in college. He was not the ambassador to Singapore. Never been an ambassador before, never been out of the country before. Two little incidents which worked out. There were some people from transportation in Washington who were visiting us when the ambassador's household effects arrived. It was lovely because I got to take them over and have them watch the ambassador's household effects being unloaded. Now the contract, the State Department, you probably don't know this, the contract the State Department has with the mover is that mover will come in to your house, will take everything out of the drawer and pack it. Will take everything out of the closet and pack it. Will pack for international shipment all your household effects. It will be delivered. They will be taken out and everything will be set up in your new place. It's wall to wall supposed coverage. After the first time you've been moved. If you believe that. You realize what you have to do in order to make sure you get things in one piece. In any event, these transportation people arrive and the movers are taking stuff out. The ambassador's wife's shoes had just been wrapped in her clothes and stuffed in a drawer some place and it was just a bloody mess. They took a lot of notes and went back and paid merry hell with the original shipper back there. Which was nice to have happen. It turned out that the ambassador's residence, in my opinion, was poorly furnished. So I got a hold of Mrs. Ambassador and I told her that at her convenience I would have the General Service Officer take her over to the warehouse.

She could go through the warehouse and pick out things she needed in order to fill out the bare room rooms that she had. Again, personally, professionally, ambassadors are entitled to be ambassadors and represent the United States in ways that should be acceptable, acceptable to me, if nothing else. I wanted to have that done. She did that and she filled in some places which was nice. One of the kind of silly things was the master bedroom was on two levels. It had a step up at one end and it turned out that they were nearly killing themselves because you couldn't differentiate unless it was bright where the step up was. She got a couple of rugs that she could put on so that would differentiate the areas so you knew where to step up was kind of a silly thing. That leads to something else about.

One day Ambassador Chorba was talking to me and he said that he just come back from a conference in Malaysia or someplace. He'd flown to the conference and he said it was really, really felt very funny and embarrassing. He's says that I'm going to this business conference with all these American businessmen from Singapore. They're all in first class. I'm walking past them to get to the back of the plane, to my economy class seat. I said, sir, there are two mistakes. One mistake was you didn't tell me about this thing. The other thing was that the person in my section of travel didn't tell me about these things. Please let me know when you're traveling and I will make sure that you're not in the back of an airplane.

He said, how can you do that? You're not allowed to ask for upgrades. I said, it's all right. I would never ask for an upgrade. That's illegal. What I would do is I have good relationships with all the station heads to the airlines around here and I would go call the station head. I would say, I'm sure you want to know that the US ambassador and Mrs.

Chorba will be on your flight. One, two, three, four on Thursday from Singapore to there. And that's all I would say. I would know that there would be an upgrade waiting for him when he checked in for two reasons. One, the station managers like to keep good relations with me. Two, they all felt pretty much the same. The American ambassador shouldn't be in the back of an airplane.

Again, this is sort of personal pride kind of thing. I think my ambassadors don't fly in economy class. My ambassador is in front on the airplane. That's a professional issue for me regardless of what the State Department regulations are about that, that's a personal issue. I'll revert this a little bit, backup again. Skip Boyce was the chargé, he had been there 18 months. Ambassador Chorba arrives. It quickly became obvious, at least to me, that Skip was having trouble adjusting to no longer being the boss. He had eighteen months as the head of the embassy. And now he's got this guy over him who doesn't know much about anything. There was, I thought, a bit of tension and sometimes even bordering a little bit on disrespect of his attitude towards the ambassador. It was making me nervous because if it blew up, it was not going to be good for anybody, and particularly Skip. Skip was due to go to Thailand as the DCM. He later wound up as ambassador in Thailand, but he was due to go as the DCM to Thailand, to Bangkok. In conversations with the ambassador he was nervous about not having a DCM.

I talked to Skip. I talked to the ambassador and I worked out an arrangement whereby Skip would go to Bangkok immediately. They needed a DCM. He would go as DCM immediately. Should the ambassador want him back for consultations it's only an hour and a half, two hour flight. We would pay to bring him back for whatever the ambassador needed. Therefore Skip would move on to his next assignment. The ambassador would settle in. We never had to call Skip back, which was fine. But that tension in my mind disappeared. There was no longer a tension with the ambassador. The ambassador, the rest of his staff responded to him.

Q: How did you deal with filling in the empty position of DCM?

JAKUBOWSKI: It was basically left vacant, was advertised out as a DCM, and we pretty soon had a new replacement. It didn't take very long. We got a guy named Emil Skodon who had been the consul general in Perth. He did a direct transfer from Perth to Singapore to take up the DCM job.

The head of the political econ, it was a joint political econ section, a guy named Charlie Jacobson. He applied for the DCM job, but the ambassador turned him down mostly on the basis of if Charlie filled that he'd still have to fill the other job so we might as well just fill one rather than play that game. And went from there.

One of the things, one of the other ancillary duties I got stuck with, there was an American club in Singapore. It was mostly businessmen. It was the kind of arrangement which I found offensive even though I understood it. There was, you had to pay to be a member, you had to pay to join. However, if you were a US government employee or a minister, there was a separate low rate for you because after all, you are the poor people.

You aren't like the businessmen who could pay more and write the whole thing off in the first place. I found that offensive even though I understood why, but I still found it offensive. In any event, I didn't join the American club. I'm not much of a club person in the first place, however, I was on their board of directors. There was a slot for someone from the embassy on the board of directors and the admin guy was always on the board of directors.

So it was kind of amusing that I was on the board of directors of this club that I wasn't a member of because of this whole routine, very nice facility in the center town. They did a lot of stuff. One of the things they wanted to do, the female members of the American club came to me and they wanted to have, this was mostly the ladies auxiliary kind of thing. They wanted to have a jazz night, a night of jazz, and they wanted to have it at the ambassador's residence. I went and talked to the security officer, the RSO. He figured it was controllable. I went and talked to the ambassador about this and told him, security says they can handle it, sir, it's up to you. If you'd like to let them, not inside the house, on the grounds have this jazz night.

They'd bring a stage, bringing some jazz bands and sell tickets to raise some money and go. He agreed to it. So we had this jazz night at the ambassador's residence sponsored by the American ladies club. It was one of those fascinating things to it. As soon as I said yes, I didn't have to do anything more except worry about the security. These were very efficient ladies. Very active ladies. They did it all, set it all up, ran the whole thing. Very professional, very organized, was wonderful to watch an operation that all I had to do was make sure security was around to take care of that whole routine and to keep people out of the ambassador's residence.

Q: Yes, because typically you would be the event manager and a clipboard with a hundred different things that need to happen.

JAKUBOWSKI: Yeah. No, which was really a great thing to have. To revert back, the American club one night had an awards dinner. I went because I was on the board of directors, the new DCM was a guest. He was the guest of honor, was going to be handing out the awards, The ambassador wasn't available for some reason. I have to say this, Emil Skodon had been, I think he had been the DCM in Kuwait. He had been the DCM in Kuwait when the Iraqis invaded the whole thing. His introductory speech to this whole thing was, in my mind, very impressive, because what he said was that, when the Iraqis invaded Kuwait, the Americans in town found themselves in a very tough situation, but that they set up these networks of people who could exchange information, help each other out through the whole experience. He said that his experience at that time was that the people who were in these networks, the people who were risking things in order to keep people as safe as possible were the same people who had done volunteer work before anything had happened. Now here he was in Singapore about to hand out awards to volunteers and people at Singapore who had been helping all these other things. He wanted to let them know that he felt that these kinds of people with those kinds of people, people who had volunteered at a time of peace and tranquility, were probably the kind of people you could count on if trouble happened and things happened. It was a very, very

well done speech. It really impressed me with the whole thing. I found it significant that he used that topic to tie this whole thing together, did a very nice job. I really liked it. He went on to become ambassador to Brunei.

The next thing on here, my one we'll talk about that because we're getting close to retirement. I mean at this time, we get to my favorite vice president, Al Gore.

This is getting towards spring of 95 and the State Department has decided because of reinventing government that they have too many FSO-1 admin types. The first cable comes out asking if there's anyone, FSO-1 admin who would like to retire immediately, take a buyout. I sat down and I ran the numbers on a little spreadsheet and discovered that basically I was working for less money than my secretary was getting because the difference between what they were paying me and what they would pay me to be retired was less than her salary. Plus they were going to pay me money to retire. I talked about this with my wife and said that, you know, I was feeling burned out by this whole routine and just been too much aggravation and a lot of stuff. I thought I'd like to retire. I said, I've pretty much figured it out that we can make it on my retirement pay and if I have to I'll go to McDonald's and flip hamburgers to make up the difference, it doesn't matter to me, but I wanted to do it.

She agreed. So I sent in a cable saying, yeah, I'll take the buyout offer. I hadn't paid much attention to this because two days later I got a cable saying, great you can retire this week. That was a little bit of a shock. I didn't expect to be told, yeah, you retire next week. The good part about this was the ambassador decided he didn't want to not have an admin counselor next week. I drafted a cable on his behalf, which went back to Washington saying, okay, you want to retire this guy? But he ain't leaving here until I get a replacement for him. Washington came back and said, okay, he'll stay until a replacement or you can keep him until the end of the fiscal year, September, the end of September. So we decided at the end of the fiscal year, this was like April. It would give me some months to adjust, some months to get a new guy in.

They did bring in a new admin counselor and I wish I could remember his name. It was kind of funny because we had about a two month overlap, which was in my case fine because what happened was, I handed him the keys to everything. There was a regional procurement center in Singapore, which was also part of the admin operation. The regional procurement officer worked for the admin counselor. He was going on home leave. I had a contracting warrant. I changed offices and went over to the regional procurement office and sat for two months as the regional procurement officer. While the new admin counselor, did what he needed and he could call me and talk to me about whatever. I spent my last two months as a regional procurement officer. This was very nice because I just washed my hands of the whole routine and wound up everything in order to leave.

There were two nice things about the retirement. One was the naval attaché who I'd gotten to be friends with, I think the ambassador urged this a little bit on him. The ambassador was going out to visit the aircraft carrier, the US Independence while it was

in the straits of Malacca. Flying out on one of these C-2 aircraft with some other distinguished visitors. They were going to take me along on the ride. So we went out to the military airport in Singapore. They have a military base in the center of the island, which if you look at the map, a detailed map of Singapore, you won't see it because it's all empty, but it's there. We got on this airplane and we fly out to the Independence and we get an arrested landing on deck, which was kind of fun.

Then we got the grand tour of the aircraft carrier. It really is spectacular to stand there on the deck of an aircraft carrier and watch them shoot these things, often bring these things back, and know that all those kids, and they are kids, running around handling these things are in such an environment and doing such a job. It's really a wonderful experience. Really unique. We had a very nice lunch on board the carrier and then we're getting ready to go back and I will always remember this. We're in this thing sitting facing backwards because you faced backwards in a military aircraft. We're getting a briefing from the crew chief and the crew chief is saying now be careful, but you put your feet. Because when this thing gets shot off, if your feet are not in the right place, they're going to just jerk out and you'll break a leg. Then you tighten your seat belts. They have the five point seat belts, across your chest and waist.

You tighten those as tight as you can and you take your hands and you stick your hands across your body and then wrap them. Tuck them underneath the seat belt on the other side and pull them in as tight as you can to keep yourself from flying forward and your hands flying forward when you get off. Then he says, you'll get the experience of the thing. He starts to talk about what you should do if something goes wrong. The naval attaché tells me you don't have to pay any attention to that because if something goes wrong, you're dead. I mean this 70,000 ton aircraft carrier is going to run over you and you're in the middle of this aluminum tube and the nearest exit is 40 feet away or something and you're not going to get to it. So you don't worry about things going wrong because you're dead. He'd done this a thousand times. In any event, the thing they don't warn you about, which is the thing that comes as an ugly surprise, is you're sitting there and you're waiting and all of a sudden you feel this tremendous force pushing you forward. It's about maybe one or two seconds, this force pushing you forward and all of a sudden the force lets off and you're thrown back. What happened to me is we're falling. I mean no more force, no more acceleration, we're falling. I looked over and the naval attaché was taking his hat off and getting himself comfortable. I said, oh, well, if he's getting comfortable, it must be okay. What had happened is the difference in accelerations between being pushed off by the catapult and just the acceleration of the plane's propellers was such a radical difference that it felt, like you'd come to a stop. They don't warn you about that one. We flew on back to Singapore, and landed at Singapore. It's one of the most memorable experiences I've ever had in the Foreign Service. I loved it. I showed you that stuff that maybe treats you on. We also had two other naval experiences where we were in Singapore. In one we got invited to this navy command ship which was coming into Singapore for a port visit. The deal was we flew out on a helicopter to land on the ship and have a tour of the ship and then we would sail back into Singapore with the ship.

My wife got invited on this one. She wanted to go because she'd never been in a helicopter. And we were going to helicopter out to the ship. She wanted the helicopter ride. The helicopter ride was a little disappointing because these are not scenic tourist helicopters. There's a window at the front for the pilot and that's about it folks. We're in this thing and you get the noise and you get the motion, but there's nothing really to see this whole visit. We had a lovely tour of the ship and we get back. By arrangement then, the ambassador, his wife wasn't available, my wife and I, there was a nuclear submarine in port at the same time. We left this command ship and we walked down the end of the pier and we had lunch with the crew, the captain, the officers on this nuclear sub and got a tour of the nuclear sub too. Which was a very interesting experience.

This was an attack, not a boomer. This was one of the attack vessels. The navy treats you very well in these kinds of circumstances. Just have a wonderful time. It's the kind of thing you can't buy. But it's really nice to be able to go through and do. Then the other biggie for me in Singapore was the ambassador there had a habit. He got all these invitations to all these various and sundry things. What he would do at a staff meeting, the country team meeting, was to take the invitations that he wasn't going to use and offer them to anyone who might want to take these invitations. Well, I took advantage of two of those. The first thing was one day we sitting there and he comes in and he announces that he's got an invitation, two seats, to the VIP section for a Cliff Richard's concert.

People start to ask who Cliff Richard's was. I already had my hand up. See, I know who Cliff Richard is. He had more number one hits in England than the Beatles. Okay. He was a great rock and roller, Cliff Richard's. I already had my hand up. I wanted them and I got those two tickets. It was in Singapore stadium and we drove in and parked in the VIP area and we had this lovely before show buffet with the food and drink and the whole routine, great seats to watch the whole show. My wife didn't know who Chris Richards was. She had no idea who this guy was. I tell her Cliff Richards, not Chris Clifford, and, you'll like it, you'll like it. She loved it. I mean just light, sound dance. The whole thing was really great and then a little after show wind down the whole routine and go back.

It was great opportunity. The promoters had sent over a couple of tickets to the embassy and everybody at the table is asking who Cliff Richards was and I got my hand up and here I know who Cliff Richards is. I've been in British territories before. I know what's going on.

Then just at one of the last country team meetings I'm at, the ambassador again has these things and there's an invitation from Hertz. They're having a 25th anniversary of being in Singapore celebration. I didn't have a car in the United States, had a car in Singapore, which I was going to sell on the way out the door, but I didn't have a car in the United States. The tradition on these kinds of things in Singapore is they have a little raffle and they hand out prizes of various and sundry sorts, so I figured Hertz. Maybe they'll hand out a week's free rental car, big discount on a rental car, or something like that that I can use to get a rental car when I'm back in the states so that I can take my time to find a car to buy. I have to buy a car. The ambassador, he didn't want to go to this thing that nobody hardly wanted to go. I wanted to go and picked up the invitation. When I got there, they

had this little card reader, you gave them the card, they put it in this machine that read it into their computer to keep track of who was there. Then towards the end of the evening, they started this raffle where they would call up names and give them prizes. They had a week's rental car in Calcutta and a chauffeur driven week in Vietnam and all the rest of these things. They finally get to the grand prize of the evening, the grand prize of the evening is a week's rental in New Zealand and a week stay in a hotel in Queenstown in New Zealand and two round trip tickets from Singapore to Auckland and back again. They push the little button and up comes Miss Lee and they call Miss Lee's name out several times. Miss Lee has gone home. They push the button again. Then up comes Mr. Jakubowski.

So hey. My wife knew about this plan and when I get home she asked me how it worked out. I said, well babe, you know what it is. I got a week's rental car in New Zealand and a week's hotel stay in New Zealand. By the way, they throw in two round trip tickets to go to New Zealand from here. That was my retirement present to myself. We spent a month in New Zealand. We took advantage of the week's Hertz rental car and then went to rent a wreck to get something that I could afford. In Queenstown, this is kind of amusing. We took advantage of it to go to Auckland and to come back to Singapore. I was tempted to leave Auckland and fly back to the United States without having to go to Singapore again. But I figured if I filed a travel claim with the State Department saying that my transportation out of Singapore was Auckland to Washington, they were going to not know what to do with it in any way, shape or form.

It would just bend their minds totally. So we would fly back to Singapore to depart from there. Before we left to take this month off, I had the arrangements to fly back to Washington. I wrote a letter to the, this was going to be on United, I wrote a letter to the chief of station in United saying what a pleasure it has been working with him for the time I've been in Singapore. I wished him luck in his future career and hope our paths might cross again some someday. I sent it off to him. We got back to Singapore, we spent the night in the hotel the next morning, checked into the United flight. They took my tickets and they returned me tickets for business class back to the good old US of A.

Well, I didn't ask. I never would ask for it to start my retirement. The funny part about New Zealand, one of the things you do in New Zealand is you go to the Milford Sound. If you've not heard of Milford Sound, it is a wildlife area, historical wildlife area. It's like a fjord. It's got these great big mountains coming straight out of the water on both sides of the water. And it's beautiful. It's just gorgeous. What most people do is you're based in Queenstown. You get up at like 3:00 in the morning and you get on a bus and you spend seven or eight hours on the bus in order to get to Milford Sound. So you can take the two, two and a half hour boat ride up and down the sound to look at the scenery. Then you get back on the bus and you take the seven, eight hour ride back to Queenstown.

That's the typical way you do it. You can fly from Queenstown to Milford Sound. But that's very expensive. It's twice the price of the bus trip. I was walking around Queenstown and I saw a three by five card in the corner of this travel agent's window. It said standby flights to Milford Sound. I went in and asked them what the deal was on

standby flights to Milford Sound. They said that the arrangement was that someone who may have made a reservation canceled at the last minute or backed out or had a problem. If you are willing to go on a standby basis, the fare would basically be about $10 more than the bus trip. I signed up for standby flights to go to Milford Sound. As life would happen, they called us the next morning about 6:00. Wanted to know if we could be at the airport at seven to go to Milford Sound.

The two of us hopped in some clothes and went out. Now the flight is in a Piper Cherokee 6. This is a single engine, low wing six passenger airplane, including the pilot among the six passengers. So there's five people plus the pilot. We got to this thing and we'd take off and it was still morning. It was still a little cloudy and foggy. You have to cross a mountain range between Queenstown and Milford Sound to get there. The pilot had to fly up three canyons before he finally found a canyon that the cloud height was enough that he could get over the pass and in. Then one of the things which you could think about it is clear, but if you don't think about it, is not clear. You're flying up a canyon in a plane with the idea that you might have to turn around because you can't get over the top. You don't fly up the middle. You fly along an edge because you want the most turnaround room possible. If you fly up the middle you've cut your turnaround distance in half. So we're flying up these things and it looks like the canyon wall and it's like six feet off the end of this airplane wing as we are flying up. Both my wife and I have pilot’s licenses and this kind of thing really didn't bother us. It was just nice to see. After three attempts he finally finds the canyon he can get up and get over and we get to Milford Sound. We get on the boat and there's like 40 or 50 passengers on the boat. It's a two hour trip to look at the scenery, as I said just gorgeous scenery. We're coming back into the dock and all the buses have arrived. They're now 5,000 people waiting to get on these boats because they've all come by these buses.

The next trip on the boats are going to be wall-to-wall people where you can't move. In the meantime, we've had this 150 foot thing for 40 people, just very relaxing. We get back to the airport and we get into the plane to fly back to Queenstown. One of the worldwide attractions in this area is something called the Milford Track. You can walk from Queenstown to Milford Sound on the Milford Track. It's a walking hike. It's a three day hike. They have cabins along the way where you can spend the night. You have to have reservations to do this. You can't get reservations more than a year early because it's just full. I mean you've got to book at least a year in advance to get on the Milford Track. We're flying back and the pilot decides he's going to fly back the route of the Milford Track.

So we're at about a thousand feet above the terrain, flying along the route of the Milford Track back into Queenstown, gorgeous scenery all the way. We get back into Queenstown. It's like noon. I mean, the day is still young and we've done the Milford Sound and we've done the most pleasurable way possible. Not 15 hours in a bus. I just loved the way that worked out, which is great. Had a good time in New Zealand. I highly recommend New Zealand as a place to go in the north island and the south island. Just beautiful.

Q: So it was sort of a great retirement gift.

JAKUBOWSKI: It was a wonderful retirement gift. The unfortunate part about it, I'd always wanted to go to Australia and the route from Singapore to Auckland is right over Australia. You overfly Australia. I eventually got to Australia, but for years I would say the closest I've been to Australia was 35,000 feet. Could look out the window and see Australia going by. But it was just a wonderful experience. It just all just luck.

Q: Now from here you go and you go back to Singapore and then you pack out and …

JAKUBOWSKI: No, we're already packed out. I'm retired already. We're just, I'm just back in Singapore so that I can file a travel claim from my retirement travel which says Singapore to Washington, which is going to be my home leave or my retirement address. Washington, DC. That's the only reason. This is one of the sad parts of the story.

We went back to the states. We spent a couple of weeks visiting my brother in California. We eventually get to New York. We haven't seen the family for a year and a half or so since we left. It's a week before Christmas. We're at my stepson's house in Ozone Park in New York. We're sitting and talking and he comes in. He wasn't there. He comes in and he has to tell us that my wife's second son, Scott, had killed himself.

Q: Wow.

JAKUBOWSKI: This was exceptionally hard on my wife because she had been a little disappointed I'd say in her son. She had written him a couple of letters to try and straighten him out. You know, get your act together and do this, do that. She had that on her mind about talking to him when she got to see him and the whole routine. And she never did. He put a gun in his mouth and pulled the trigger. He killed himself. The week before Christmas we're dealing with the funeral and this, that, and everything else. It hit my wife extremely hard. We had a house in Fairfax in a place called Mantua. We moved back in, got the household shipment. My wife didn't want to deal with anything. She didn't want to see anybody dealing with anything. She basically withdrew. For almost the next two years, we were isolated from the world in a sense. She just wasn't interested in anything. It was finally some friends of ours from Taiwan. I was out doing something one day and I came back to find the wives of these friends had showed up at the house.

They'd showed up with a basket full of food and they forced their way in and they weren't going to take any answer except we're going to be here and we're going to help you and we're going to work on it and this and that. That was when she started to turn around a little bit, which was nice. If they hadn't shown up, I don't know, I wasn't making any progress on the whole routine and that helped get it. Not that she ever fully pulled out of it, but it helped bring her back to where she could sort of function, which she wasn't doing before then. That was almost the first two years of my retirement.

Q: Where you're working?

JAKUBOWSKI: No, I wasn't working. I was just, you know, I was putzing around the house in a straightening this up, fixing that and doing this kind of stuff.

I had a little bit of a fight with the State Department because as it turned out, when we were at USUN, we had a partial shipment from our effects which were stored in Belgium. As it turned out, they took the stuff out that they sent us in New York, but they never bothered it to repack the stuff that was still in the box in Belgium. Then when we got the shipment from Belgium when we're back in the US and retired, this stuff had been on a ship going like this for a week or two and there'd been a lot of damage. I had to have a big fight with the State Department about the insurance claim about that. They eventually came up with it, but it was still occupying time to get that, to get the repairs done, to have the bills for the repairs and put in the claim, to fight. You know, that's always a hassle with the whole routine. I eventually got it covered, but it was still a pain.

The husband of one of these two ladies. Oh, by the way, these people worked for the agency. The husband of one of these guys, he got me one afternoon and he wanted to know if I was looking for a job. I said, I'm not really looking, but if something comes along I'm not objecting to it. He said, well, how would I feel about working for the CIA? I said, I have nothing against the CIA. He said I would have to get a clearance again, their clearance and it would involve the polygraph. Did I have a problem with a polygraph? I had, you may remember there was a little controversy back I think when Shultz was State Department about polygraphing Foreign Service people. Then Shultz said, you don't polygraph any of my people.

Q: Right.

JAKUBOWSKI: But the agency does that, everybody and often. He wanted to know how I felt about it and I'm always up for new and interesting experiences. So I figured, well, I've never been polygraphed why don't I get polygraphed, see what it's like. So I can speak from experience about polygraphs. I said, that's not a problem for me. I would be happy to get a polygraph. We went through this whole procedure and I eventually found myself now working for the CIA as a logistics officer. I was working, as I said before in the Iraqi crisis team, the Iraqi operational group. This was a very interesting experience on about nine levels. The one kind of funny level was that everybody I worked with at the CIA knew that I was a retired Foreign Service Officer and that I had been a management counselor or admin counselor at the GS-15 level.

In the CIA, the GS-15 level is a very high level. They're like an army, a real army colonel or a navy captain. Those are senior officers in those services and the State Department, you don't tend to think of an O-1 as much, it's just a dumb old O-1. In other government agencies, GS-15 are people with power and authority. They found it interesting and I think it made them a little nervous that I had been and I was treated very well and I'm not sure that's the reason or not, but they seem to treat other people very well. There was much more of a team atmosphere than I found in the State Department. One of the problems, and it still may be rampant in the State Department, I don't know, is that and I think this may be stopped.

There is a bit of snobbishness between political officers and economic officers and admin officers and consular officers and press officers. Sometimes the teamwork isn't all that it ought to be. Yet I was working for the CIA as a logistics officer, which is basically sort of an assistant GSO kind of thing. You're a gofer in some respects. One of the tasks I had to do was to drive the boss, his deputy. I was the chauffeur to drive them up to NSA for a meeting where I would just sit around and wait until they finished their meeting and drive them back. That was the job, or I would go shopping for things. I mean, I went out, and, bought batteries. Things like that, I took the car to get serviced, the office car to get serviced.

A not the most elegant job, but I never felt that I wasn't part of this group, which was really very interesting coming in from, if you will, an antagonist agency into the CIA. The job was, as I alluded to before, Baghdad station in exile, trying to learn as much as possible about what was going on back then. That was the operational officers bailiwick. I was just support. One of the things that I found amusing was, and I'll give you a concrete example of this, the list of diplomatic license plates in Washington DC. It's classified confidential. On my computer in my office in the CIA I could call up that list. The State Department DS wouldn't give me access to that list because in their view it was restricted.

So it was kind of funny that as a nobody in the CIA, I could look at this list, but over in the State Department? No, no. And now to make things even more interesting, if you google it on your internet, you'll get the whole list in the first place. So that bit. But it was interesting. The most interesting thing I did while I was there, they had a conference at the farm. I went down as part of the admin support for that and spent a weekend, spent a weekend at the farm, which was kind of interesting to see that facility and how it operated and the rest of the routine. Which again from a State Department point of view was nice.

In my mind the funniest thing about being there for the whole almost two years I was there, was from time to time, an elevator door would open. I'm riding an elevator and somebody who'd been at the station someplace I was would get on the elevator and they'd look and they'd look and say, Jakubowski is that you? And I said, yeah, hi guy. How you doing? It's nice to see it. And they'd say, what are you doing here? And I said, well, you know, there's cover and then there's cover.

Mostly jaws dropped and a little dumbfoundedness. Never much of a response. I think that it sort of ruined their day. If you had been the chief of station someplace and the admin counselor when you run into him later at Langley tells you that this cover and then there's cover, you have to start wondering about things. And the worst part of this, and I may have alluded, I'll put it on tape.

The worst part of this is that very early in my State Department career, I got code word clearances.

Q: Sure. Right INR.

INR. The State Department is very sloppy about that. Once they give them to you, they forget to take them away or they don't bother to take them away. I made it a practice of sending my clearances, my code word clearances onto my new posts. The repository for code word clearances is the station at a post so that every post that I was ever at the head of that station knew that the admin guy for some strange reason had code word clearances. So when, when 10 or 15 years later, the admin guy says, well, you know, there's cover and then there's cover, it does not help their day, but it was fun for me.

Q: Okay.

JAKUBOWSKI: I did this for almost two years. Then I'm on sort of a two year cycle, every two years. I was looking through the CIA on their computer, had a list of job opportunities. I was looking through this and I found an offer for this company USATREX that was looking for, at least initially looking for somebody to go overseas to be a site security manager for OBO. I sent him a resume and I got a call back. They weren't interested in me for a site security manager, but they were looking for a writer. They had a contract with the State Department to write new Foreign Affairs Handbooks. They wanted to know if I might be interested in doing that. I said, we'd talk and when we talked and they made an offer to me, very nice offer to come over and to create the State Department Foreign Affairs Handbook on Residential Security and the State Department Foreign Affairs Handbook on Local Guard Force Operations.

That was the contract they had. So I retired from the CIA and went back to work on a contract through the State Department to create these two FAHs, the Foreign Affairs Handbook and the FAH and the Residential Security Handbook. It was almost a cut and paste job. What happened was that there had been a whole lot of material the State Department had on all these issues, but they were in drips and drabs as memos and cables and this and that and everything else. What I did was gather all this material. I scanned it into a computer so that I'd have a file I could work on and I started to assemble it. I got from an office over at State the guidance on how you number and index a foreign affairs handbook. What the standard is to put all this material into some foreign affairs handbooks form.

And then I took all this material and distilled it into two handbooks, one for residential security and one for the local guard force. Now it's part of my background, this whole routine that of having written two FAHs for the State Department. There was an RSO by the name of Richard Drangstveit? Who was the State Department rep dealing with this. and he was the one who passed on all the material that I produced. He was an RSO who was no longer allowed to carry a gun. He'd had some medical issues and they kept him as an RSO. They kept him in Washington. They wouldn't send him overseas, but his gun permit had been pulled. A very nice guy and very competent. He helped me with all this stuff and to meet what they wanted in the whole project. That took a little while. I did get one travel opportunity out of it. I went to Trinidad and Tobago and to the Dominican Republic. This is my justification for letting the government pay for the trips. It was so I

could actually watch local guard forces and residential security on the site to see how well my books were matching up with reality.

Q: You get all these lucky trips.

JAKUBOWSKI: Well, sometimes people don't know how to say no. The most interesting thing about the Trinidad and Tobago trip was while I was there, they were having the world finals in the steel drum orchestra category. We, I and a couple of the people I was traveling with, went to the stadium in Trinidad to listen to watch the finals. The most hilarious part about this whole thing was the Swiss team was in second place. Switzerland is not something you associate with steel drums. A steel drum orchestra is different than two guns beating on a steel drum. It was really wonderful, was really a great experience. A steel drum orchestra as opposed to your steel drum band. Loved that. Then in Santo Domingo I had an unfortunate experience. I got up and I found some blood in my urine. I went immediately to a local hospital, but the end of the event was that it didn't turn out anything bad, but they shipped me home right away.

They didn't let me finish my visit there. They didn't want to hassle me. I came back to the states. I finish this FAH program. This contract ended when I finished the job. I switched over to another company because Drangstveit got involved with another project. The project was creating a database of embassies and doing site security surveys. There are standards that an embassy is supposed to meet for security, 12 foot wall that you can't break through with a semi, 100 foot standoff distance between the building and the wall. Guard house, this standard and the whole set of standards. What he was doing now, in which I got involved through this new contract, was traveling to embassies overseas and doing a survey to see how well they met these standards and where the gaps were. Then writing a report to be put on the file about these things.

So I got to travel to several countries, went to Paraguay, went to Ireland to do a survey there. Was in both Slovakia and Slovenia to do the surveys. Several other countries while I was doing this for a while. The hilarious part about this in my mind was we would go in, we would do a survey of a site, let's say Slovakia. The embassy was a building downtown, right on the street. Okay. Old embassy. The response, internal response in the State Department to the response pointing out these things was to give them an exception. They didn't fix it. They just give them an exception. So they check that off that we've found this defect, that we put an exception. Which, okay, that's the way you want to deal with it, deal with it. Did that for a little over a year, and then I got a call back from USATREX. Just before I left. USATREX was bought by USIS, United States Investigative Service. They've been in the news a lot. They bought USATREX and off we went. I finished this contract working for USIS. Then I went off to this other company, did the surveys. Then I got a call one day about halfway through this from a guy who I had worked with at USATREX who is now with USIS, who had another offer for me. This brought me to DS/ATA.

Q: Which stands for?

JAKUBOWSKI: Antiterrorism assistance organization, Department, Diplomatic Security, Antiterrorist Assistance organization. I think we'll leave it there because I got more to say about ATA then I would like to spend the rest of the time here. It's already getting close to one and I think we can probably finish up next time with the whole thing if that's okay.

Q: Okay, today is December fourth and we are concluding our interview with Stan Jakubowski and I'll let him say where he's going now.

JAKUBOWSKI: Okay. To recap a little bit, I had worked with this company called USIS on writing FAHs, the handbook on local guard forces and the handbook on residential security. When that project was over, because I'd worked with this State Department RSO named Richard Drangstveit, about the same time as that project concluded, he went over and started a new job at State, which was site security surveys at embassies to see how well they complied with the security standards that were required of embassies in light of all the trouble they were having with embassies. So I switched companies but stayed working for him doing this. I did that for about six or eight months when I was headhunted by USIS again, a guy I had worked with at USIS, Richard Hawkins, was the vice president over there. He came and said that they were looking for a program manager to go to work with Diplomatic Security, Antiterrorism Assistance, ATA, on a program they were developing for dealing with biological, nuclear, and the germ or chemical threats at post offices and postal facilities, because of all that anthrax stuff that are going around. He wanted to know if I'd be interested in doing this program manager work.

Well, they were offering more money than it was for the site surveys, so I figured what the hell. I went over for an interview with the head of the DS/ATA and he turned out to be a guy named Al Bigler. Al had been an RSO watch stander in Beijing when I was in Beijing. You might remember. I told you that they didn't have marines when I was in Beijing. They had RSOs standing watch. Al had been one of the watch standers in Beijing. We sort of knew each other from having served in Beijing at the time. So that made my acceptance in this particular position fairly easy because we'd had a good relationship in Beijing. There was no knocks on me in any way, shape or form, so I switched over to become the program manager for this program in development, a chemical, biological, nuclear threats to post offices.

I only worked on that for about a month when circumstances arose again. The DS/ATA had hired a retired RSO to be their scheduler. This was going to be the person who controls the schedule. They would teach upwards of 150-200 courses during the course of a year. Various countries, various kinds of programs. They had money to spend. They had all these courses in development, but they had really no idea what they were doing. They just had these things. This RSO was going to be the scheduler to work all this out. Well apparently he got a very nice job offer in Australia and he said, been nice working with you guys for a week. I'm gone. That left them with a hole and by virtue of my background, I guess, they came and asked me if I would be willing to be the scheduler. Well, the program manager job looked like fun and interesting. So I really wasn't excited

about it, but they threw more money at me and enough money to say okay. So I switched over to work on the schedule. Basically nobody knew what they were doing. That's the only way to say it. They had these courses, they had the course outlines, they had sort of a half assed history of where they had given these, they had some ideas of where they want it to give them, but they were trying to put together some coherent schedule so they would understand what they were doing. So I sat at a computer mostly and loaded data into the computer about all these things. They started me working with a Microsoft database but that was just too complicated for my little mind.

So I put it all on an excel spreadsheet. You can treat an excel spreadsheet as a database. You can sort things and do things with it and derive stuff and have a good time with that. And I was familiar with that. So I put it all into the excel spreadsheet and started to work on it. This took a lot of time, took a lot of meetings with the program officers. They had, as I had been a program manager for this course on postal terrorism. They had other course managers, other program managers for the various other courses.

Q: Just a quick question here. This is DS scheduling?

JAKUBOWSKI: No. This is DS/ATA and I was going to schedule the courses that they were going to give.

Q: And the courses are for incoming new DS agents?

JAKUBOWSKI: No. The courses are to be given to foreign governments.

Q: Ah, okay.

JAKUBOWSKI: This antiterrorism assistance is assistance the US Government is going to provide to other governments.

Q: Okay. That's what I didn't understand.

JAKUBOWSKI: I'm trying to remember, there was say a course in crisis management. They had courses in building your body guard system. They had the postal course. They had other courses in other areas of combating terrorism, in developing your SWAT teams, in handling threats of various kinds. They had a program manager who had each one of these stove pipe kind of thing. He studied, he was responsible for some courses. They would have a staff meetings where they get together and try and arrange a program so that they would pick a country and say, okay, they would send a team out to this country, the team would meet with the security officials of the country and they would look over their abilities and their resources right then and there. They would come back and say, okay, for example, let's take Hungary.

Hungary has these capabilities, these abilities, and we think this is the threat against Hungary. We think of our program. It would be useful to give them course a, c, d and f. Okay, so how are we going to do it? In what order are we going to do it, you know, set

the money aside for it. That was the global operation and ATA for pretty much any country with which we had a relationship except for maybe France and Canada and the UK and you know, but the second and third world countries

Q: And State Department was running these programs.

JAKUBOWSKI: The State Department was running these programs through Diplomatic Security.

Q: It's interesting that it should go that way because you might imagine that other agencies of the US Government would be doing that kind of training. Maybe Secret Service maybe the Defense Department for SWAT teams.

JAKUBOWSKI: Well the Defense Department might've been doing it for military, but we're dealing with civilian police agencies, not the military.

Q: I see. Okay. And it wouldn't be appropriate in that case for CIA to be doing.

JAKUBOWSKI: No, CIA didn't want to get involved in this at all. This is, someone had to run it. DS was the security organization. These were mostly security concerns. So DS got stuck with it. The one, over the course of my job there, the one frustrating part was there were political elements to certain of these things and there was coordination with a Secretary's Counter Terrorists section over at main State, mostly political officers. And it used to drive me crazy because the political types over at main State could roll the security officers so easy. The security officers would just give up when they said something, and I worked with a lot of political officers. Political officers, you can roll them like no problem at all. And these guys, these DS types wouldn't counter, wouldn't come back at these political types.

It was very frustrating for me because I know you could just get them to do whatever you wanted to do, but they wouldn't. They wouldn't push back. In any event, over the next several months I got to learn about the courses, what they were doing, and I put this whole thing into the database and started to assemble it and started to get control over the whole thing so that I could provide each of the program managers with a spreadsheet which would show all courses that were going to be available by country, by date, by subject. So that program manager could call up the spreadsheet and saying, okay, for this course right now, it's scheduled to be given to these countries on these dates. Or on these dates, these courses are going to be given to these countries or these countries will have these courses. And so forth and so on to make their life a whole lot easier.

Q: And again, a practical question. The expertise that will be called on is exclusively State Department direct hire or were you also contracting?

JAKUBOWSKI: We were contracting. We were doing a lot of contracting as a matter of fact. It was mostly contracting. For example, to roll back to this postal threat course, the contract was with the Hanford Nuclear Reservation facility out there in Washington,

because of the nuclear element. So it was mostly contracts. They would develop a relationship with the contractor. Some were put out for bid some were, not because of the specialty involved, but they would get the contractor to produce the kind of a program they want. And then normally when they'd schedule the teaching, the teacher or the crew would go out and someone from ATA would go along to act as manager, liaison, supervisor, whatever, to see that the product was being given out the way it was supposed to be given and to come back and see what improvements might be needed. Change that might be needed, how the reception was, other things. I'll get a little further into that detail when I get a little further on after the scheduling. So it took me six or eight months to get this in order to get it to where I was happy with what I wanted. And where they in a sense my clients, the people using this, we're happy with the product they were getting and how useful it turned out to be because I would ask them for feedback too, you know, I'm giving you this stuff, whatever. About semiannually sometimes a little more frequently we would have a meeting with all the program managers and myself and my little computer, my laptop, we would go about the budget because there was a budget and each of these courses had a price tag attached to it.

So much dollars. So you would get to a point in which, okay, we can run six of a, but b, which is a lot cheaper we could run 10 of. Or we can do two of this one. You have this equation of who's going to get how much of what. That generally was a large meeting where we would sit down with all the program managers, everyone would put out their wish list, which I would plug into the computer program and tell them, okay, everybody's got everything. We're a half a million dollars over budget, who's going to give up what? Who's going to shuffle what? I was not the referee, they worked this out themselves, but I was just the bookkeeper. When they made changes, I would tell them the net effect of their changes so they could get down to where they had a program and the program was within budget and they had compromised and negotiated whatever they wanted to get to that point in time.

Once I got those all done, it became fairly routine. I just got a list of the requirements, plugged the list in which is just data entry. Then I produced the schedules, which was just taking the data and putting it out in three formats. Then we'd have the meeting with the budget, but all I was doing was keeping the books. I didn't say, no, you can't have this one or we need that one. I would just say here's what the result is. So I was getting a little bored. It was kind of interesting to assemble all this stuff, but once it was routine, it was routine and routine is not my forte. As life would have it. We were in one of the office buildings in Rosslyn.

It was a building. We were on a floor with cubicles. I had a cubicle next to a window that looked north. There was a guy in the cubicle across the aisle from me, named Ed Lee. Ed Lee had been hired to run one of the divisions, not just the program. He was going to manage several programs. Because he was across the aisle from me Ed and I got to know each other. He had history, I had history. We happened to be sitting there on 9/11 the same time, which was kind of a weird experience. I can tell you that because I usually listen to the radio while I was working and the radio was on. I remember the first thing I heard is this announcement that this airplane had flown into the World Trade Center.

Well, I'm a pilot. I learned to fly in New York. In New York the Hudson River is a corridor for small airplanes. If you're in a single seat, single engine airplane, you fly on the Manhattan side if you're going up river, you fly on the Jersey side if you're going down river. That's your traffic separation. You're out of the traffic control. You don't have to talk to anybody. You stay below 1100 feet. You just go when you come. That's the rule. I figured some jerk in a Cessna had decided he was going to fly between the towers or something and put himself into the tower. That was my initial impression because all the report said was an airplane had flown into the World Trade Center. Then the next news I get is my wife who's calling me. We live in a high rise in Rosslyn. The high rise in Rosslyn happens to overlook the Pentagon.

She had called me and she said that she was looking out our terrace and the Pentagon burning. The third plane had flown into it and we got the report of the second plane into the World Trade Center. That whole thing just collapsed in a, what the hell is going on here? It's like had the end of the world come today. Well, everybody knows the story, but the part that sticks to me is, I can remember that night at 11:00 at night, standing on the terrace looking at the Pentagon and I'm looking through my binoculars and you'd see what had happened. You would see flames coming out of a window. And if I tilted the binoculars a little to the left, I would see flames behind the window and knowing that it was going to blow out the window.

And if you go over a little more to the left, you'll see the flame starting in the window next to that one. So 11:00 at night, they were still fighting that fire. Still trying to get things under control. It's, it isn't one of those things you ever forget. It was, it was tough. But in that was just the other aside about that, which is just insane. I'm working with a bunch of security officers. Okay. When they attacked the embassy in Kenya, I don't know if you know or not, but what happened in Kenya was that there was an initial small explosion in the parking lot and everybody rushed to the window to see what was happening. And then there was the big explosion. Most of the people who died and were severely injured had been standing at a window when the explosion went off and all the glass just cut them to pieces.

Okay. The part that is ironically amusing for me is I'm working in this office in Rosslyn with all these security officers and we're there one morning when there's an explosion outside the building and what happens, all these security officers run to the window to see what's going on and I'm saying to myself doesn't anybody ever learn. You know, it turned out there was a propane cylinder being used at a building under construction about a block away and it exploded for some reason, but in my head it's, doesn't anybody ever learn. Because I'm not going near the window, not for me. I can learn quickly, but I was just, these are security officers for Christ sake. They're professionals. What the hell are they all doing, running to the window to see what the explosion is about. Doesn't anybody learn. Okay, that's my asides. So I'm bored and Ed Lee is next to me. He's running some stuff. In talking to Ed Lee, he offers me a job.

There is a program, it's combating international terrorism. It's got two courses that it teaches. It teaches them at places called ILEAs, International Law Enforcement Academies. There's one in Budapest. One in Bangkok. One in Gaborone, and one in the US down in New Mexico. The program manager takes these two courses and assembles the teams and takes them for training to various and sundry groups of countries at these ILEAs. So this was going to be more interesting than the scheduling, which I had down and some travel and I was about ready to do some travel. So I signed on to work for Ed Lee handling this program. The ILEA program. It was interesting and fun. There was one course was one week, one course was two weeks. Okay. So you've gone for a week or for two weeks. There were about four or five sessions at each of the ILEAs. That meant that you had about 15 to 20 sessions a year of one to two weeks. That was too much travel for me. So I would work with some of the other people in the office to get them because somebody from ATA had to go with each of the courses. There was a potential. Let me structure this. This was a contract deal. Okay. We have a contractor who provides the training. This is all subject to ATA veto. The contractor assembled the team, picks out the instructors, decides who he wants. In this case, it was a he who he wants for instructors. The contractor, the team leader.

The contractor is responsible for seeing that the course gets taught according to the curriculum. The ATA liaison there is responsible for the same thing and for making sure that the whole thing works the way it's supposed to work. People are doing their job, everybody's. The way this ordinarily worked, we went with little bags of swag for everybody. It would be the course curriculum, the training manual. There would be a backpack or something to put all this in. There'd be one of these little challenge coins. There'd be a T-shirt there'd be a cap. There'd be some other stuff that we'd hand out to each of the groups because generally speaking, the course included three or four different countries. There wasn't a course to one country at one time. It would be countries in the region, in the area.

Now, we would do that. We would have a couple of social nights. An example in Bangkok we went bowling one night with everybody and we had one night with a big dinner at a hotel for everybody. There was always a lounge where the groups could socialize. Everybody ate at the same place for breakfast and lunch and dinner. Part of this was to build a cohesiveness and a network kind of thing. In my mind, I always felt okay, someday in the future, two things are going to happen. Somebody let's say in Botswana is going to call somebody in Namibia and say, listen, you know, remember we met at this ILEA course and I got this information I think you ought to have. So I'm calling to tell you. Or, because the US government sponsored all these things, one of those guys was someday going to pick up a phone and call the RSO in the country he was in and say, you know I had this course and they taught me about this kind of stuff and this strange thing is happening in my environment. I thought you'd like to know. In my mind you'd never know if and when this kind of thing would happen, but that's the kind of thing that sometime in the future was going to pay a big return on all this money. The relationships that were being built, the network that was being established, that was where the real money was, not in the training per se. The training was useful and helpful.

Lots of skills were being taught, but in my mind that was the eventual payoff for this training, that kind of thing that was going to happen.

Q: Okay. And that's perfectly normal. it's perfectly consistent. This kind of training goes on in every kind of specialty and every kind of field. The State Department generally uses its ability to convene for that purpose and it's everything from museum directors to ...

JAKUBOWSKI: The International Visitor Programs where they bring people to the country and that's all true. There's all that, that you can't put a monetary value on it, but you're hopeful that there's a benefit in there that's going to come out sometime. I did that for the next couple of years. They moved the office from Rosslyn out to Dunn Loring. They have a training center out there. So instead of my across the street commute, walking across the street, I used to use the drive that people crazy because some of the guys were coming in from. As a matter of fact, Al Bigler who worked there, he lived in White Post. That's about an 80 mile commute one way or something. I mean, it was just, you know, and, and so people would come in and complain about the commute and office hours are 8:30 and I would say, yeah man, I always make sure I'm out the door by 8:25 in case the elevator is slow.

Well, I had to walk across the street, you know, but then Dunn Loring, I had to drive to work every day also in the normal State Department rotation of things. The Foreign Service RSOs who were in the program, Ed Lee was a retired RSO, who had been hired again as a contractor kind of thing, but the people running the program, were RSOs, they were still State Department. In the normal course of events there was a rotation. The rotation came in and the new team wanted to change a lot of stuff. I always used to joke, I've joked several times, the example would use it as a consular section. You would get a new consul general come in. This is the local employees. She talked to local employees. Your new consul general comes in. He takes all the desks and he moves them from the left side of the room to the right side of the room so that his efficiency report will say he's reorganized the office and made massive improvements. Two years later leaves, the new consul general comes in and takes all the desks from the right side of the room and moves into the left side of the room, so his efficiency report will say he's reorganized the office and made massive improvement. Every new team wants to reorganize things to make massive improvements over the sloppiness of the previous group.

I've done it myself so I can't pick too many bones. In any event, we got a new team and they made some changes and I didn't like the changes. One of the changes resulted in Ed Lee, who I was now working for leaving. Another change meant that I was losing some control over the program that I was responsible for. I was going to have to get some authorities to do things that I hadn't had to get before.

Q: Even though basically all you were doing were scheduling and budgeting.

JAKUBOWSKI: Well, I was scheduling and budgeting for these two programs, that was all I was doing. I would go out with them as liaison mostly because it was tough to find somebody to go all the time. But Jake Wohlman was his name. He came in as the deputy

for ATA and he wanted to turn everything upside down, the thing he wanted to do, which really irritated me and I argued vociferously with him. Most of the teams traveled with either official or diplomatic passports, even though they were contractors, they were not US government employees.

He wanted a little more control. He wanted to hold all the passports in the office and he wanted a team on the way out to stop in Washington to pick up the passport and then go on to the assignment for the training.

Q: What would be the problem of the individuals holding their own passports?

JAKUBOWSKI: That's what they'd been doing for the previous years I'd been there.

Q: In other words, is there some,

JAKUBOWSKI: there's no. I could not think of any reason and he had, in my opinion, some bullshit reason about needing to control all this stuff. My concern was this was going to run the price up on everything because instead of flying, I mean we, you know, we had one guy we used all the time, came out of Oklahoma city. Instead of flying from Oklahoma city to Botswana, he would have to fly Oklahoma City to Washington, spent a day in Washington and then get on a flight to Botswana, which was going to cost me more in his price and more in transportation.

And he's going to have to stop in Washington too. He wouldn't even let me mail the passports to the whole thing. He wanted them to stop in Washington with the passport. But in any of that, you know, he was the boss. He could run the thing the way he wanted to, but I was unhappy. So I quit. One of the advantages of being a fairly well remunerated, retired guy is if you don't like it and you're unhappy, you tell them to stuff it and you walk out the door. Which is what I did. One of the things that had happened while I was running this program, which at the time I didn't think very much of. One of the courses we helped with was a program being run by a INL, (Bureau of Narcotics and Law Enforcement) in which they did some training in various and sundry places.

They called me because we had worked together and they had a political problem. They needed to get a course taught in South America within the next two months or lose the money. There was a congressional committee which was looking over their backs and would be very upset if this course had not been taught within the next two months. They wanted to know if I could help them. I said I could help them. So I made arrangements to have their course taught in Peru, in Lima. In about six weeks we got the whole thing assembled. I'd put it all together. Had it happen in six weeks in Lima, so that they didn't have their little political problem. When I quit ATA, they contacted me and wanted to know if I would be interested in working for them. WAE (When Actually Employed).

Q: Same office?

JAKUBOWSKI: No, this is INL. INL folks contact me. Want to know if I'd be interested in going to work WAE with them. Only work half time. They'd only hired me as a GS-14. That's all he could do, but I haven't done that before. What the hell, working halftime, how bad can that be? So I said yes. I went to work for INL in WAE and to back up a little bit. ATA did this training at ILEA, right. But we had contracts with ILEA for the training. We didn't own ILEA, we didn't control ILEA, we just used their facilities. So we were clients of ILEA. We would pay them, for the training that we did there. When I was working for INL, INL sort of owned the ILEA. I was working WAE as a liaison between, program analyst was what they called me, between the INL and the ILEA in Bangkok.

So I was responsible for seeing that the Bangkok training schedule got the necessary support it needed, that cables were sent when necessary. I worked with them on the budget to make sure that budget request was reasonable within the normal standards, justifiable whatever was necessary. That was the job there. There was no reason for me to go to Bangkok because of some inter office politics in INL. It came about that there was an opportunity for me to go to Bangkok and I hadn't traveled for a while and I always enjoyed Bangkok. Bangkok was not a tough place to go and visit. I worked out a trip to Bangkok. For some reason. This upset, there was a guy from DEA who was the head of the ILEA from the American point of view. There was also a head from the Thai point of view. So there was sort of a joint head, a Thai and the American was a DEA officer. He had an assistant who was an RSO. So I was going to Bangkok just to take a look at what was going on in the operation. He had arranged a conference of various and sundry people from Southeast Asia to go. I had offered to make a presentation of what INL's responsibilities were in this area and what we had to do. I was just going to go and spend three or four days there. For some reason, which I still to this day do not know this whole thing upset him. It upset him enough that he got, in my opinion, really petty. An example, the first day we're getting ready to go out to the ILEA from the hotel in downtown Bangkok. He's got a vehicle there. He refuses to give me a ride. I have to take a taxi. When we get there. He's got this one of these conference rooms set up for the attendees. He's got the table with name plates for all the attendees. My name is not among them and there's not even a chair in this room for me to sit in. So I went and talked to the RSO and I did a tour of inspection and did other things rather than be there where someone had made it obvious that I'm not welcome. In any event, I also, I went to see the ambassador, the ambassador at that time was a guy named Skip Boyce, a name that you may remember from Singapore. He'd been the DCM when I was there. Skip and I were very friendly. I said nice things about the ILEA when I was talking to Skip, but there was other things. In any event, I get back to Washington and in comes a long email from this guy complaining about my having gone to Bangkok to do nothing but screw off for a week.

He wanted to play that game. I'm good at that game.

Q: Yeah.

JAKUBOWSKI: What I did was I went to, I accumulated my evidence, which was statements from other people who've been there who I had meetings with and other things

along that line, including the fact that it was customary for visiting people to an embassy to meet with the ambassador, courtesy calls. Since this was A, an old friend of mine and B, I had spent time telling him what a wonderful operation ILEA was I contacted the Office of Professional Responsibility at the Drug Enforcement Agency and I filed a complaint against him there.

Q: Oh, that is. That's interesting. Because you had not mentioned or I'm not recalling you mentioning the relationship between INL and DEA in doing these courses.

JAKUBOWSKI: There wasn't a relationship between INL and DEA. By tradition or custom, a Drug Enforcement Agency agent was the head, the American head of the ILEA in Bangkok. That was not true with the other ILEAs.

Q: Okay.

JAKUBOWSKI: There was someone else. There was an FBI head in Budapest, if I remember correctly, someone from the FBI was the American head there with an RSO support. But there was no, this was not a relationship. This guy just happened to be from DEA. Because he happened to be from DEA, when I put my case together, I went and I filed an official complaint with official Office of Professional Responsibility. I know how bureaucracies work, complaining about this guy having sent this slander to a whole bunch of people about my professional abilities and responsibilities.

He short-toured Bangkok. He never did his full tour of Bangkok. I don't know what happened to him, but he wasn't in Bangkok for very long. He left.

Well, I still don't know why he did that. I mean, I don’t know what he got upset about me for. I far as I know I never did anything to this guy. I never provoked anything from him. I was just coming out there. Maybe he thought I was coming out there, like an inspector general is going to remember something. That was never my intention. I never said anything that way and I didn't have that kind of power in the first place. I was just coming because they've got an opportunity to go to Bangkok to see they were building a new facility. I wanted to see that, talk to the people, get a better feel for what was going on so I could be more helpful. In any event, this whole go round I think didn't help with my relationship with the rest of INL. A couple of or three months later they told me that the funding had disappeared and I was now unemployed again. Again, that's not the end of the world when Uncle Sam is helping you meet ends.

The next, and this is my final sort of employment with someone related to the government or with anyone. As a matter of fact, I had scheduled for myself this lovely cruise circumnavigation of Australia, 37 days, fly to Sydney, get on a boat and 37 days later be back in Sydney having circled Australia and then fly home. About halfway through this trip somewhere near Perth I'm checking my emails at an email cafe and there are several emails from companies wanting to know if I'd be interested in going to work for them. I sent them all back an email, which basically said, thank you for contacting me. I'm halfway around Australia. I'll be back in the states in about three, four weeks.

When I'm back in the states I'll let you know and if you're still interested in talking to me about some sort of a job, I'll be happy to meet with you. When I get back there were two companies who were sort of interested. One of them had a job that was just not suitable at all or interesting at all, so I said no thank you to them. The other company was this company called Torres AES. They were a government contractor. They wanted to hire me. What they wanted to hire me for was the owner of this thing was an ex-NCO from special services and special forces who had built this company up mostly by providing interpreters to all the silliness that was going on in Afghanistan and Iraq. He was one of those people hiring the native speakers and sending them out there to work as translators and interpreters for the troops. They were getting fortunes and he was not doing badly either on the whole deal. The State Department at that time had put out an RFP, a request for proposals.

They were interested in having a contractor who would build a judicial system. This was going to be a global judicial system contract. The idea was that it was soup to nuts from the cop on the beat to your supreme court judge. That whole system aided A to Z all things. He had for some reason glommed onto the idea that I might be helpful to him. So he hired me. I went in, I looked at the RFP and looked at his operation and I told him that he was wasting his time to bid on this contract. He'd be spending money that wasn't useful to do anything. It would be a total waste. I said, you know, and if you're not going to do the contract, you don't need me, but that's okay. I'm not here because I need the money. I'm here because I'm looking for something to do and this is not something that you're going to be able to do successfully. You're wasting your time. That usually works out better than you expect it to. In any event, they continued to employ me and they started to use me as a little bit like a troubleshooter. So as soon as he decided he couldn't do this.

Q: Oh. So he took your advice.

JAKUBOWSKI: He took my advice. He dropped this idea, but then he came to me and said he was having trouble with the payments that were being made to his. He was running local guard forces in Iraq. It was guarding American installations that they didn't hire Iraqis. They hired from central and south central and West Africa. They hired people to come and guard. He was having trouble with the Sierra Leone contingent because the money wasn't getting to where it was supposed to go. The ordinary deal in this kind of thing was the troops would receive room and board and a couple of bucks stipend money and the basic salary would go back to their bank accounts back in their home country or to their family or something else.

And that wasn't happening. It was getting hung up someplace. He wanted me to help him solve this problem, so I said sure. They wanted to send me to Freetown in Sierra Leone so I could help straighten this whole thing out. Not a problem, I'd be happy to go and do it. But I laid a couple of requirements on him. I said, you know, I'm going to be meeting with people. I meet with people, I have to be somebody. So I said I need business cards with a high enough title on them, things you know, I need, you know, you gotta have this and that and other things. So I became his Executive Director for International

Operations. I worked for this guy for 15 minutes so far, so I would have a card to hand out. This was West Africa, for which I learned an interesting thing. He sent me with $10,000 cash so I would have expense money. It turned out, and this I think is true in a lot of Africa nowadays, that old bills are not good. There's too much counterfeiting, which I didn't realize. I had new bills, but they're also old bills, so now I know if you go, you want all new bills, you don't want old bills, but it was still kind of funny getting on an airplane with $10,000 cash pumped into my pocket. Off I go to Freetown, Sierra Leone.

Q: Sometimes they won't want hundred dollar bills because they're afraid that hundred dollar bills are more likely to be counterfeited.

JAKUBOWSKI: That's why they prefer the newer bills to the older bills. They're less likely to be a counterfeit. The story I tell about going to Freetown is, I call it the eight minute ride of terror.

The airport in Freetown is one side of the river. The town is on the other side of the river. The nearest bridge to cross the river is like a three hour drive up country.. There is a ferry that goes from one side to the other, but they don't recommend you take that either. What most westerners do, it costs you 80 bucks for a helicopter ride from the airport to the heliport on the other side of the river. The helicopter is one of those Russian things you've seen with the twin engines up at the top,. It's piloted by Ukrainians and they probably aren't drunk, but they look like it. When you're in there, you realize that if this thing lands in the river, you're not getting out of it. You're now you're, you're, you're in this for the ride.

So it's, it's eight interesting minutes. I know it takes eight minutes, man. I'm serious boom, boom and you're there, but that's eight minutes of watching the water go by underneath. You're praying that the engines don't stop, to get into Sierra Leone. Now, one of the things I insisted on was a car and the driver, because I was not going to, there's no taxi service worth a damn. And I was not going to try and find my way from place to place by myself or you know, with a rental car or anything else. The wonderful thing about being an independent contractor sort of arrangement like this is you set your terms. So this was. Well, I think it was one of my glorious moments. I had told him that I don't want to be bothered with time counting, with accounting for time, overtime, or any of this stuff.

So the deal is I get a flat thousand dollars a day and that includes a day of briefing before I go and a day of debriefing on the way down and every single day in between because I'm going to be working every single day between. And travel to and from business class because I don't want to be in the back of the airplane. What can I tell you? If you're not interested, I'm not interested. Life is easy for me. It's sort of a feeling of power kind of thing. I mean, hey, this the deal.

Q: You've acquired a certain amount of skills and reputation.

JAKUBOWSKI: He’s getting me cheap at only a thousand dollars a day every day I go. I'm working on a 1099 independent contractor basis too. I'm not a salaried employee anymore. That makes a difference in how things come out at the end of the day.

But in any event I get to Sierra Leone. I make arrangements to meet with the econ section of the embassy because I want their view of the lay of the land. It turns out the guy running the econ section knows my stepdaughter who's working at State, which was kind of funny. This was one of the newer embassies, which was like five miles out of town on a hill surrounded by a wall that no one could ever get to kind of thing. So I was glad I had the car and the driver and otherwise I never would have gotten to the embassy. The most interesting outcome of this meeting was that I was traveling with one of the employees of Torres who was a retired special forces staff sergeant or tech sergeant or something. The local guard force at the American embassy in Sierra Leone at the time was a contract and the contractor was a retired American special forces guy. He and the guy I was with, they got into one of these, did you know when I know and left and right buddy buddy left and right.

And Torres eventually hired the guy who was running the local guard force in Sierra Leone. As sort of a local representative in Freetown and some other places to take care of some Torres business because that rolls on. I met with some banking people there. I met with some other locals in the town. The problem turned out to be not a real problem. It was just sort of a miscommunication from someplace and somebody who didn't understand something. It was relatively easy to straighten out. I spent about a week in Sierra Leone, took my eight minute ride of terror and went back to Washington. At this time, this guy now has the idea at Torres that, because of my meeting this guy who's running the local guard force, and because of my resume, which included the FAH on how you run a local guard force that he wants to start bidding on local guard force contracts.

I mean he's looking for business because Iraq is winding down, Afghanistan is winding down. That's disappearing. That's money that's not going to be there anymore. He needs other things to do. I started working with him on putting together local guard force proposals in response to the State Department RFPs. He won a couple of them. He won one in South America someplace and one in Bujumbura. It turned out the one in Bujumbura was a problem. He needed me to go to Bujumbura to straighten out his Bujumbura problem. Same deal, happy to go to Bujumbura. This is one of those silly problems that if you knew about it, you could solve it in five minutes in the office, but you only find out about it when you get there. The problem basically was that the RSO in Bujumbura didn't know, I guess it's the only way to describe it, that the Americans he would dealing with, the contracting representatives, had security clearances. He was reluctant to talk to them about threat information and other stuff because he didn't think that they were cleared Americans. The solution was they were cleared Americans, they were top secret clearance Americans. That was the solution to the problem. It was to make sure that their clearances got passed.

Q: For handshakes. Wow.

JAKUBOWSKI: As part of the process their clearances would be passed to the RSO so that they would know that this contractor representing the company was a top secret cleared America? Yeah, it's a stupid kind of thing, but you don't even think that it's a problem until you find out it's a problem. That was the trip to Bujumbura to find out that this was a problem. I get back and now the State Department has this other proposal. In which they're going to do what is basically a worldwide security contract.

They're going to put all these security issues into one global security. This is not the justice system, this is pure security. This guy decides he wants to bid on this contract as well. It's an open ended contract, lots of money involved in this whole thing, but there are no guarantees. Anyhow he puts together this team to work on this whole proposal. Ed Lee comes back into my life at this time because Torres needs someone with Ed Lee's qualifications to be part of this contract proposal. Torres is asking me if I know anybody who could possibly meet these qualifications, I say yes. I got a guy I know who can meet the qualifications. So Ed Lee comes back into the picture. For the next several months, Ed Lee and I work on this contract proposal to go to State. This was a full bore contract proposal.

I mean they had a war team. They had other groups and working units. I'd never seen a proposal being assembled from that end, from the contractor end. This was a multibillion dollar proposal contract. So with everything that went into that, and I've seen it start from the State Department and will you get the papers coming in, but I never saw it from the, how these papers get together end, which was interesting in the whole operation that went in to responding to the RFP. He was one of the winners. I don't think he ever got any business from it because it didn't guarantee you a business. It just guaranteed you have the right to bid on the following proposals. You were a cleared bidder for the ongoing proposals. He did win that, but I'm not sure he got anything else in the whole aftermath.

But in any event, things sort of gradually died up. I wasn't getting called from him. That's sort of the way it ended. It just sort of went out. When I hadn't heard from him for several months, I went and talked to him, turn back some stuff he'd given me, a blackberry, he gave me a company pass or badge or something. I gave it to him and said, you know, if you need me in the future, give me a call, be happy to talk to you, but there's no use holding all this stuff anymore.

Q: Okay. And that brings us up to what year

JAKUBOWSKI: That brings us up to about a 2012 or 13.

Q: Okay. And so that ends the period of time when you're doing either WAE for the Department or contract work.

JAKUBOWSKI: Working for some company that's got a contract with the Department. The only time I didn't work for the Department was when I was working for the CIA, which was fascinating.

I've thought of how I'd maybe like to summarize this kind of thing and in some weird sort of forms. When I joined the Foreign Service, I was single and relatively carefree. When I headed for my first overseas assignment, which was Taiwan, I was married and racing to the airplane trying to get ahead of the debt collector. My negative assets were there. Turned out living with a family in the states on an FSO-7 salary wasn't easy. By the time they put the 1980 Foreign Service Act in I was starting to make enough money to where I could actually have some money in my pocket as opposed to just paying the bills as it went in.

When I was in Brussels, that's when I got my Wang computer and that's when I built my first spreadsheet. Keeping control of my assets and debts and everything else on a spreadsheet. When I retired from the Foreign Service at the end of September, 1995, that spreadsheet showed that the family had a net worth of about $800,000.

Q: Not bad.

JAKUBOWSKI: Not bad. The last time I updated that spreadsheet, which was about a week ago, I myself had assets close to $4,000,000.

Q: Wow. Was that principally because you had made investments or what was the principle?

JAKUBOWSKI: There were two principles going on. I always tell people that I love my wife because I loved her, but also she insisted that I fully fund the thrift savings plan. I fully funded my IRA as long as I was still making enough of that. She insisted that 10 percent of the salary that I took home went into the bank in the first place and then she looked for ways to save money.

Q: Oh, okay.

JAKUBOWSKI: In addition to that, when we were overseas, the money that we would've spent on housing, which was now being paid for by the government, went into investments of one sort or another. Then when I get out, I'm working for the government. I was now at a point where my annuity was covering all my bills. So the money that people were paying me for work was basically fun money and it didn't keep us from having fun, but it was still a lot more money than the fun required. I think I told you about the ESOP, which was a nice chunk of change, like winning the lottery, went in there. And the net effect over those 20 years, if you look back at the past 20 years, it's been a pretty good year to have investments and things pretty good twenty years to have investments indexed. I kind of look at it and thinking of myself Christ, you're a multi-millionaire. I've also decided that after my wife died I redid my financial planning and I have set aside money for brothers, sisters, nephews and nieces, children, grandchildren, anybody who I care about. When I decided on the appropriate amounts for them, I discovered I still had several hundred thousand dollars left lying around, which I'm going to use for me. That's why I'm going around the world in January because it's my money

and I'm going to spend it on me rather than give it to someone else to spend on themselves. That's the financial end of the operation.

I don't know if I told you this, this other end of the operation of one of my favorite series of crime novels was Travis McGee, John MacDonald. I remember from one of those, and I may have told you this, but memory's gone, in which he's dealing with this in quotes artist and she's an impressionist. He tells her that the stuff that she's doing is crap and, and she says that's because you don't understand modern art. So he hands her a pad and a pencil and says, draw me a picture of a horse. She looks at him and he says, any really good artists can draw a picture of a horse. What they do afterwards is what determines whether they're an artist or not. Picasso can draw you a picture of a horse. You know, Vermeer could have drawn you a picture of a horse, draw me a picture of a horse and then I'll believe that what you're saying is correct. And of course she can't draw a picture of a horse. In my mind that relates to management and admin. There are certain skills that you can learn to be a manager or to be in admin. There are rules that one can follow, but the difference between a pedantic or prosaic manager and an excellent manager is like the difference between an artist who puts paint on a canvas and an artist who knows how to draw the horse and it's gone beyond that. This is not to say that I'm that kind of a manager. This is my goal in management is to be that kind of a manager who understands the skillset, understands the rules, but knows how to creatively apply those to make differences and make things happen and to make changes. And so I related that way to try and explain what I think of as management operations in the world. It's not just to take this rigid set of rules or these trained inoculated skills and apply them to every situation. It's to have that as a foundation and a basis. And then use originality, creativity, imagination to get to where you want to be and making things happen.

Q: I completely agree with that. And I also agree with you that the management officers who can do that effectively are also the ones who enjoy the best corridor reputation.

JAKUBOWSKI: And I think have the best time.

Q: Yeah, exactly.

JAKUBOWSKI: The one thing they don't tell you in all this management training and you're lucky if someone tells you or it can be painful to find out, is when I became the boss of an admin section. I may have said this before. I learned that my job was not management anymore. My job was to get the resources necessary for management to occur. I was the liaison to the outside world. My function is now to produce the finances, the resources and people, the resources and material for the people who are working with me to do their jobs. I should have people working for me who know their jobs, can do their jobs. My goal in life is to see that they get what they need. And that's what a senior manager does. He doesn't manage that way anymore. He manages by contact with the outside world to bring those things in and together.

Q: Right. And to remove obstacles that may be creating a problem.

JAKUBOWSKI: Yes. That's the important part. So not to sit there and do the GSO's job, the GSO should be able to do his job. You would get what he needs and that includes removing obstacles. You take care of that kind of stuff. It was a wonderful career. I loved it. I was so happy that I maybe sometimes not, but I was so happy that I was able to do that. It was only 21 years. I've been retired longer now than I worked for the State Department. That's funny.

Q: There is a final question that I'd like to ask you, which is people in the foreign service are judged or evaluated on five skill areas. Two of them are management and leadership. What in your view is the difference between management and leadership?

JAKUBOWSKI: Well, leadership is a universal. It doesn't matter what you do, you can be a leader or you cannot be a leader. Management is a specific area of operations, to run something. In my mind, a good leader or someone who is a leader doesn't really think about it, doesn't really? Almost doesn't know it. They just do it. I don't think I ever met anyone who could successfully plot leadership. In other words, I'm going to be a leader. In order to be a leader and I'm going to do this and this and this and this and that. You can, as I was talking about management, you can learn sort of the rules and the skill set about things that lead to good leadership or to become a leader, but it's more innate in my mind than it is an actual transferable skill.

And so you can build a basic competent manager, someone who can handle most daily routines, non-troublesome times. That's easy. You can't build a basic leader. That's a whole different skill. So there are separate traits. I said a leader is someone who just is also independent. Leaders are independent. There are people who decide that this is what has to be done to go ahead and do it. Most leaders don't care too much about what the world thinks; in my view. They are people who say this, whatever the situation is, this is what has to be done and I'm going to do it. I don't think too many leaders care about followers.

This goes back to a long time ago when I was in the boy scouts and we were on a hike some place and we had basically gotten lost. We were wandering down this trail and I decided that this was not the right thing to do. Continue to wander on this trail. That it was a real pain in the ass, but I'm going to turn around and backtrack. Nobody else wanted to backtrack. I said, that's fine. You do what you're going to do. I'm going to do what I want to do. And so I turned around to backtrack. I did beat them back to where we were supposed to be by backtracking. They eventually got there, but in my mind, I didn't see this as separate from leadership in a sense. It's, this is, I'm going to lead myself. You can choose to follow me or not. That's your decision, but I'm doing what I'm going to do.

Q: And then the very last thing is you entered the Foreign Service sort of, not necessarily with the intention all your life to go into it, but these days would, what advice would you give to somebody who is looking to go into the Foreign Service?

JAKUBOWSKI: Well, I would tell them two things. I would tell them one, on a sort of the casual side why not give it a try. I mean you can't really experience it until you

experience it. If you're interested and you can make it through that whole process. Give it a try. If you like it, fine. If you don't like it, go do something else. When I was working my way through college, I had an English course. There was a grad student who's teaching it and I'm like 31, 32 and there's this 28 year old grad student teaching this English course and we're sitting around talking one day and she's saying that she wished that she had gone into oceanography instead of English. And I said, well, why don't you do it? And she said it's too late.

And I said to her, I'm two or three years older than you, and starting on a whole new life over here and you're telling me it's too late to go around and turn around and do something else you wanted to do. Get out of here. Just, you know, don't give me that. So the same thing to someone else who might be interested in the Foreign Service. The second thing is it is not a typical life. It is not the kind of life that your average American leads in a lot of ways. There is a bureaucracy, but it's even a little weird as a bureaucracy. It's not a typical bureaucracy. Be prepared for that, be prepared for the fact that things are going to be different, everything is going to be unusual, strange and weird. And if you can't deal with unusual, strange or weird, don't worry about it.

As far as a career, if you're a real careerist then I'm not sure the Foreign Service is for you. I used to joke with my wife about this and my wife wanted me to be an ambassador. I always used to tell her the ambassador is working for less money than I am because he's got to work almost 24 hours a day, seven days a week where I get to go home. He's got to entertain all these people he might not give a damn about. And when you take his salary and divide it by his workload, he's working for less wages than I'm working for. So I'm not sure I ever want to be an ambassador. But I said I've looked at it and there's two ways to get to be an ambassador in the State Department as far as I'm concerned.

One is to push all the right buttons and follow all the precedents. Staff aid job in Washington, get to know these people, do that whole routine. And if you do all that and with a little bit of luck you'll get to be an ambassador. And the other way is to do what the hell you want to do and go along and with a little bit of luck you'll get to be an ambassador. So you pick which way you want to go. And that's my analysis of how you get to be an ambassador. Although the one you may or may not remember. When Richard Nixon was in purgatory when he was, nobody's going to pick on Richard Nixon. I seem to remember that he went on a visit to South America someplace. I think it might've been Venezuela. Not when they were throwing rocks at him, but some other time he was in Venezuela and the ambassador at that time was a Democrat and he basically said this guy's a Republican and a jerk and I don't want to have anything to do with him and I don't want my staff to have anything to do with him.

So some junior foreign service officer someplace got stuck with taking care of Richard Nixon. Well, when Richard Nixon became president, that junior foreign service officer was soon an ambassador someplace.

Q: [laughter] I get it.

JAKUBOWSKI: So you know that whole routine. I would recommend it. I would really recommend a career and going into the Foreign Service, but I would put those caveats on it too. It can be tough. It can be weird and could be strange. And if you're not a person who likes tough and weird and strange, you're not going to be happy.

Q: Very good. All right. With that, we'll conclude the interview and thank you.

JAKUBOWSKI: Thank you very much for putting up with me for these sessions. I've enjoyed it.

End of interview