

~~SENSITIVE BUT UNCLASSIFIED~~

**United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General**

Report of Inspection

Inspection of the U.S. Mission to the Organization for Security and Cooperation in Europe

Report Number ISP-I-07-19A, March 2007

~~IMPORTANT NOTICE~~

~~This report is intended solely for the official use of the Department of State or the Broadcasting Board of Governors, or any agency or organization receiving a copy directly from the Office of Inspector General. No secondary distribution may be made, in whole or in part, outside the Department of State or the Broadcasting Board of Governors, by them or by other agencies or organizations, without prior authorization by the Inspector General. Public availability of the document will be determined by the Inspector General under the U.S. Code, 5 U.S.C. 552. Improper disclosure of this report may result in criminal, civil, or administrative penalties.~~

~~SENSITIVE BUT UNCLASSIFIED~~

TABLE OF CONTENTS

KEY JUDGMENTS	1
CONTEXT	3
EXECUTIVE DIRECTION	5
U.S. Mission to the Organization for Security and Cooperation in Europe’s Funding Future	6
Advocacy and Public Diplomacy	7
Entry-Level Employee Program	7
Tri-Mission Coordination	7
Equal Employment Opportunity	8
Rightsizing	8
POLICY AND PROGRAM IMPLEMENTATION	9
Operational Organization of the U.S. Mission to the Organization for Security and Cooperation in Europe	10
Political Section	10
Arms Control Section	13
Joint Chiefs of Staff Unit	16
Office of the Secretary of Defense Unit	17
Analytical Support Group	17
Helsinki Commission	18
Reporting and Analysis	18
Law Enforcement	20
Counterterrorism Coordination	20
Public Diplomacy	20
RESOURCE MANAGEMENT	23
Human Resources	24
Motor Vehicles	25
Contracting for Field Staff	26
Program Monitoring	26

QUALITY OF LIFE	29
Medical Unit	29
Avian Influenza Preparedness	29
Community Liaison Office	30
Schools	30
MANAGEMENT CONTROLS	31
FORMAL RECOMMENDATIONS	33
INFORMAL RECOMMENDATIONS	35
PRINCIPAL OFFICIALS	37
ABBREVIATIONS	39

KEY JUDGMENTS

- The Ambassador, deputy chief of mission (DCM), and other U.S. Mission to the Organization for Security and Cooperation in Europe (USOSCE) staff are carrying out the important work of multilateral diplomacy to promote democratic development, human rights, conflict resolution, and monitoring of arms control agreements in the still problematic Eurasian region.
- USOSCE's ability to maintain an activist role on behalf of democratic transitions, human rights, and conflict prevention in Central Asia and Southeastern Europe will be determined by the level of funding the U.S. government provides to the Organization for Security and Cooperation in Europe (OSCE). Continued funding at adequate levels and the sources of future funding are in question.
- The monitoring of U.S.-funded projects managed by OSCE in 18 countries has been satisfactory. Improved communication between USOSCE and the Department of State (Department) offices that track these projects is needed.
- USOSCE cannot carry out its mission effectively if it undergoes further staffing cuts. The expanded use of interns and eligible family members (EFMs) could help the mission manage its heavy workload.

The inspection took place in Washington, DC, between October 13 and 29, 2006, and in Vienna, Austria, between November 6 and 17, 2006. (b) (6)(b) (6)
(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)
(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)
(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)(b) (6)

CONTEXT

For over 30 years, the Vienna-based OSCE has promoted a comprehensive approach to European and Eurasian security based on commitments to human rights, economic development, and political-military transparency. Driven in part by U.S. leadership, OSCE, through its component agencies and 17 field missions, has developed as an important instrument of democracy building, conflict prevention and resolution, and post-conflict rehabilitation in Europe and Eurasia. OSCE plays a central role in the U.S. transformational diplomacy effort in the Balkans and Eurasia.

Pursuing the OSCE goal of comprehensive security has not been easy. Russia and other Eurasian countries increasingly challenge the transition to democracy and question the organization's authority, the activities of its field missions, and a number of agreements that have underpinned OSCE's security work for the last decade.

In the face of these pressures, USOSCE is playing an important leadership role in advancing the organization's key objectives, including efforts to resolve a number of serious regional conflicts, combating the growing problem of government control of the media in Eurasia, and demanding full implementation of agreements requiring Russian troop withdrawal from former Soviet republics.

USOSCE is staffed by 29 American and 13 locally employed staff. In 2005, the United States contributed approximately \$41 million to OSCE operations. This included \$27 million (or approximately 13 percent) of the organization's operating budget, \$8 million in extra-budgetary financing to fund priority projects, and approximately \$6 million to fund 284 election observers as well as 85 American contract personnel to OSCE's various field missions and institutions.

USOSCE receives administrative support in Vienna from the joint management office (JMO), which operates out of the U.S. Embassy in Vienna and serves the three separate U.S. diplomatic missions based in Vienna.

EXECUTIVE DIRECTION

The Ambassador arrived in Vienna in August 2005 to assume charge of USOSCE. The noncareer Ambassador, before assuming her current position, had substantial experience in private and nonprofit organizations, including many that were active in foreign policy, Eurasian affairs, and political and human rights work. The DCM, who arrived in Vienna in November 2005, is a senior Foreign Service officer with substantial experience in Europe and in multilateral diplomacy. The Ambassador and DCM work closely together, and their backgrounds complement each other well. The Ambassador knows well many of the leaders and the nongovernmental organizations active in political and human rights work within the OSCE as well as the democracy building and human rights work promoted by the OSCE. The DCM has Foreign Service experience on political issues in Southeast and Central Europe and also brings his knowledge of the Department to his current position. The two meet daily to coordinate mission activities and positions, and the Ambassador has empowered the DCM to serve as her alter ego during her frequent official travels or when OSCE's heavy meeting schedule requires them to cover several different events.

In early 2006, the mission prepared the Mission Performance Plan (MPP) collectively under the chairmanship of the DCM. The mission also prepared draft elements of the Chief of Mission statement. The Ambassador supervised the process and actively participated in drafting the statement. MPP preparation had value beyond the document itself as a focus for mission planning for the year's action. The Chief of Mission statement clearly reflects this approach by identifying the mission's key objectives for the coming year and potential obstacles to achievement of these objectives. These obstacles are Russian resistance and the uncertain status of U.S. funding for OSCE in future years. The USOSCE mission has no bilateral responsibilities and is served by a JMO functioning from the bilateral mission. The more focused Mission Strategic Plan envisioned for 2007 should fit USOSCE's needs more closely than did the MPP.

The Ambassador and DCM provide direction and stay abreast of the wide range of USOSCE engagement with OSCE through weekly all-hands and senior staff meetings, as well as daily meetings of the DCM with section heads. In addition, the DCM approves and provides input to the daily e-mail report of USOSCE and OSCE activities that is sent to a large list of Department, interagency, and U.S. embassies in

the region. The Ambassador and the DCM engage more frequently in the political side of USOSCE activities than in arms control issues, but this seems appropriate, given the more dynamic state of political activities and the more static and incremental pace of developments in arms control. Nonetheless, the Ambassador and DCM do keep abreast of important developments in this area and weigh in with key policymakers in Washington or participate in the OSCE debates and lobbying whenever the arms control section requests.

The Ambassador and the DCM maintain open door policies and are accessible to all mission officers. The Ambassador has also hosted several events for mission members and spouses that have been very well received. The Ambassador and DCM are conscious of staff morale issues and made it clear to officers that they should make time for their lives outside the office. While the configuration and previously uncertain future of the USOSCE office building have not facilitated easy interaction among staff, it would be useful for the Ambassador and the DCM to take additional steps to promote more informal contact with and among staff.

The Ambassador and other mission officers travel frequently to OSCE conferences and to visit those countries in Southeastern Europe and Central Asia where OSCE is actively engaged. This travel is brief and necessary to provide accurate information about and understanding of these countries and OSCE programs in these countries.

The Ambassador and DCM maintain a heavy representational schedule appropriate for the continuous contact work of multilateral diplomacy. They are both very conscious of the need to safeguard against waste, fraud, and mismanagement, and set good examples of high ethical standards.

Coordination with the few other agencies at post is adequate and was particularly good in preparation of the MPP. It would be useful for the Executive Direction to promote closer integration into the mission of the offices of the Joint Chiefs of Staff, the Office of the Secretary of Defense, and the Helsinki Commission in the period ahead.

U.S. MISSION TO THE ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE'S FUNDING FUTURE

USOSCE's ability to continue to maintain its activist approach to OSCE will be determined by the level of funding it receives. For the past three years, the principal sources of USOSCE funding for voluntary contributions have been the Freedom

Support Act, the Support for East European Democracy fund, and Diplomatic and Consular Program funding. During FY 2006, total Department contributions for basic OSCE operations and programs were approximately \$38 million. These sources are dwindling, and, unless alternative U.S. government funding becomes available, USOSCE ability to shape OSCE initiatives along U.S. policy lines will be greatly reduced.

ADVOCACY AND PUBLIC DIPLOMACY

The Ambassador and DCM engage in constant advocacy work in their contacts with other missions, while addressing OSCE for and during their travel to countries participating in OSCE. The Ambassador speaks to the local press during many of her travels on democratization and human rights issues. The Ambassador also has some interviews and press contacts in Vienna, but it might be possible to extend her reach electronically to media and countries of particular interest.

ENTRY-LEVEL EMPLOYEE PROGRAM

USOSCE has a small and informal, but well functioning, entry-level employee program coordinated by the DCM. The DCM intends to assure that this program is extended to Foreign Service specialists as well as officers.

TRI-MISSION COORDINATION

Tri-Mission coordination is satisfactory, and USOSCE engages with the U.S. Mission to International Organizations in Vienna (UNVIE) on several arms control issues of common interest. Recently, the UNVIE Ambassador was invited to give a presentation on nuclear terrorism at an OSCE Forum for Security Cooperation workshop while the USOSCE Ambassador was traveling. The Ambassadors have periodic contact, and the DCMs meet monthly to coordinate activities.

EQUAL EMPLOYMENT OPPORTUNITY

USOSCE's designated Equal Employment Opportunity counselor has not yet had training as required by 3 FAM 1514.1c. The name of the person at USOSCE who has had EEO training and offered to provide counseling was not publicized. OIG's report of the inspection of Embassy Vienna recommends that the tri-mission EEO counselors be scheduled for the first available training. That report informally recommends that Embassy Vienna publicize the names of the EEO counselors after they have received training, as required by 29 3 FAM 1514.2a.

RIGHTSIZING

The mission has taken several staff cuts in recent years as a result of global repositioning. The OIG team's assessment is that no further cuts are appropriate at this time.

POLICY AND PROGRAM IMPLEMENTATION

USOSCE plays a dual deliberative/operational role designed to improve the security and stability of 56 OSCE member states that encompass most of the former East and West bloc countries of the Cold War era, including successor states from the Soviet Union and Yugoslavia. The mission monitors arms control agreements that are a legacy of the transition from the Cold War, and it is responsible for negotiating framework agreements and overseeing implementation of operational initiatives to strengthen the human, economic, and environmental dimensions of its member states.

Due to its multilateral focus, USOSCE enjoys a unique organizational structure. It does not contain traditional economic and consular functions. Instead, it consists of a large political section and smaller arms control and analytical support sections, the latter pair closely linked to other units staffed by agencies other than the Department. In some instances, the other units also support the political section. Cooperation among these disparate elements is excellent in areas of overlap where coordination is required. The specialized and sometimes esoteric nature of the work of some mission elements does not lend itself to extensive lateral communication to other parts of the mission, but the OIG team considers the flow of information between mission elements to be satisfactory.

Both sections perform well in a challenging environment. The proliferation of initiatives within OSCE, and Washington's desire to shape many of these and to stay abreast of them, has placed a growing burden on USOSCE. The political and arms control sections are adequately but tightly staffed, but the loss of one political officer next summer to global repositioning will strain the political section. Despite a heavy workload, staff morale is high. The only recurrent complaint among the staff is regret over a perceived lack of high-level Washington interest in OSCE. Senior staff point out that OSCE is engaged in global issues and geographic areas central to transformational diplomacy and that USOSCE operates at a fraction of the cost of U.S. membership in other multilaterals, such as the United Nations and the North Atlantic Treaty Organization.

OPERATIONAL ORGANIZATION OF THE U.S. MISSION TO THE ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE

OSCE continues to maintain its most robust presence in the Balkan states, but increasingly OSCE attention has shifted to other areas. There has been increased deployment of resources and personnel to the Caucasus and Central Asia to resolve frozen conflicts and support reform efforts in the area of good governance. The United States has also sought to reorient the OSCE toward emerging global threats, including terrorism and human trafficking, while limiting duplicative expansion into areas managed by the United Nations, such as control of drug trafficking.

USOSCE organization mirrors that of OSCE. Political officers cover one or more of 20 Eurasian countries in which the OSCE is active as well as functional portfolios from the three OSCE policy dimensions: human, security (political-military), and economic/environmental. Other officers manage relations with the 11 Mediterranean and Asian partners, which cooperate with OSCE but are not full members, as well as with the North Atlantic Treaty Organization, the European Union, and other international organizations. Other members of the section deal with specific management issues, such as preparation for recurrent meetings of the deliberative bodies that operate within OSCE.

By contrast, the smaller arms control section has maintained its traditional structure, although Foreign Service officers now fill the full-time Vienna positions formerly staffed by employees or long-term contractors from the former Arms Control and Disarmament Agency. Like the political section, the arms control section mirrors the organization of OSCE as it monitors four stand-alone arms regimes: Conventional Forces in Europe (CFE), The Forum for Security Cooperation (FSC), Open Skies, and the Sub-Regional Consultative Commission (SRCC). The overall organization of both sections and the assignment of portfolios within sections are logical and balanced.

POLITICAL SECTION

The political section consists of nine Foreign Service officers, an office management specialist (OMS), and a political assistant who is an American citizen; the sole representative of the Helsinki Commission also manages a portfolio incorporated within the section. The newly arrived section head has ample management experience, and two experienced deputies assist him. This arrangement functions well, because the two deputies each have a full portfolio of countries/functions in

addition to supervisory responsibilities. Officers within the section cover or back-up one or more countries of interest in which OSCE is active. Most section staff also cover one or more functional issues – human rights, counterterrorism, and elections – or have specific management responsibilities. Those responsibilities include preparation for the annual OSCE Ministerial meeting, relations with external entities active in OSCE, and preparation/documentation for the weekly permanent council meeting.

The workload is heavy. In addition to reporting and project responsibilities, each officer spends many hours per week attending meetings at the OSCE headquarters, a 30 minute commute from the mission, or in ad hoc meetings with other delegations or groups. This schedule extracts a heavy but unavoidable toll in terms of time. The absence of a U.S. representative at any given meeting would risk being seen as disinterest, and the core function of the mission is to advocate for negotiated positions, a process that takes place on the peripheries. Although these activities add up to 50 to 60 hours of work per week, the consensus of section staff is that personnel resources are sufficient. They caution, however, that further reductions, including the planned elimination of one FO-02 position in 2007, would be a blow. They also pointed out that the curtailment of the section's sole U.S. direct-hire OMS, and the inability to identify an EFM willing to fill a second OMS slot, has placed an undue clerical strain on section staff.

The recent arrival of a new OMS should alleviate some of the strain. The OIG team discussed with section managers the increased use of interns and EFMs to offset the scheduled staff reduction. The managers agreed that interns could ably represent USOSCE at many lower priority meetings and assist with logistic arrangements, especially in the summer transfer period and during the busy fall season leading up to the Ministerial. The section received intern support last spring and summer, but security clearance issues precluded additional intern support during the fall. The managers noted that some spouses within the tri-missions would be well qualified to handle substantive portfolios that require continuity that interns cannot provide; however, there are no EFM positions of this description on the books.

Recommendation 1: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with the Bureau of European and Eurasian Affairs, should solicit a year-round rotation of interns to the political section, with an emphasis on the summer and fall season. (Action: USOSCE, in coordination EUR)

Recommendation 2: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with the Bureaus of European and Eurasian Affairs and Human Resources, should seek permission to establish and fund an eligible family member position to assist with portfolio coverage. (Action: USOSCE, in coordination with EUR and DGHR)

The political section benefits from the services of a very talented locally employed American citizen. She handles a portfolio that includes three countries and part of the election monitoring process, one of the most important operational activities of the section. She also maintains liaison with an outside contractor hired by the Bureau of European and Eurasian Affairs (EUR) that recruits U.S.-funded election monitors and staff for OSCE bilateral missions.

The political assistant's operational effectiveness is limited by lack of a security clearance. This prevents the political assistant from unescorted entry to the controlled access area of the mission, use of the section's office space and computer systems, participation in some meetings, and access to classified telegrams. It is in the mission's interest to rewrite the position description and obtain a security clearance for this employee to ensure that she can manage her portfolio most effectively.

Recommendation 3: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with Embassy Vienna, should write a new position description that requires a security clearance for the political assistant position. (Action: USOSCE, in coordination with Embassy Vienna)

The assignment of an experienced mid-level officer to the position that handles the human rights portfolio, formerly staffed by an entry-level officer, has provided a boost in this vital area. The OIG team encourages the mission to continue to fill this position with a mid-level officer.

Although the political section is undergoing a settling in period under the new section head, section management is good. The supervisory style is more collegial than hierarchical in tone, although the necessary chain of authority exists. Weekly staff meetings and frequent one-on-one contacts promote clear communication. An excellent travel plan ensures that officers are scheduled to visit countries in their geographic portfolio on an annual basis, often in the company of the Ambassador. Representational funds are allocated as needed on an ad hoc basis, a system that

functions well, because by its nature the USOSCE requires frequent interaction between individuals or small groups of individuals negotiating issues of mutual concern. The frequent use of small working lunches or coffees is appropriate.

ARMS CONTROL SECTION

The arms control section consists of two full-time Foreign Service officers, of which the senior is both section chief and the designated Chief U.S. Arms Control Delegate. The arms control section is also staffed by two Civil Service temporary duty (TDY) employees from the Bureau of Verification, Compliance, and Implementation (VCI) and/or military officer detailees to the Department who spend three to six weeks at a time in Vienna to cover the three annual rounds of arms control meetings. This set of two rotating TDY staff spends a total of 10 months a year in Vienna. One TDY employee handles the CFE Treaty; the second Open Skies and the FSC. Given the technical nature of the work, all TDY VCI employees who spend intermittent periods in Vienna either have or are acquiring deep expertise in specific arms controls issues, and most have been serving on the delegation for many years. VCI pays all International Cooperative Administrative Support Services (ICASS) costs attendant with the presence of its VCI staff to USOSCE.

The OIG team examined whether this arrangement was ideal in terms of cost and continuity or whether excursion tours from VCI would better suit the mission's needs. The last inspection of the bureaus under the Under Secretary for Arms Control and International Security provided an answer in terms of costs: a VCI cost analysis undertaken at the request of the OIG team showed that the rotational system costs less than the average cost of placing a full-time employee in Vienna. There is nonetheless the possibility that this rotational system could be made more cost effective. Rotators from the Defense Threat Reduction Agency (DTRA) cover USOSCE through a similar arrangement, but they have opted to use the embassy housing mechanism to lease an apartment for their rotating officers and eliminated the housing portion of the per diem allowance.

Recommendation 4: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with the Bureau of Verification, Compliance, and Implementation, should prepare a cost analysis to determine whether it would be more cost effective to lodge Bureau of Verification, Compliance, and Implementation rotating employees in leased quarters rather than pay lodging per diem. (Action: USOSCE, in coordination with VCI)

In terms of supervisory continuity, the rotational system has pros and cons. To the positive, it keeps the VCI arms control experts, and by extension USOSCE, firmly in the Washington interagency policy loop; to the negative, the rotators are unable to forge the deep relationships with arms control experts from other missions that a permanent employee could establish. The rotators work extremely long hours during their visits, and it is not certain that a long-term employee would be able to manage the intense workload without burnout. In sum, the OIG team assesses that the rotational system works well despite some drawbacks and should be retained. Staffing of the arms control section is tight and reduction of staff is inadvisable.

The Chief Arms Delegate's supervisory authority over the TDY VCI employees bears examination. Relations between permanent staff and the TDY VCI staff is collegial; however, there have been recent instances where TDY staff opted to leave earlier than planned after the conclusion of a tri-annual round, before required front channel close out reports had been completed. This placed an undue burden on the permanent employees, and the section head has sought to rectify this, an action with which the OIG team agrees.

Recommendation 5: The Bureau of Verification, Compliance, and Implementation, in coordination with the U.S. Mission to the Organization for Security and Cooperation in Europe, should establish in writing a mutually agreed-upon schedule for arrival and departure of bureau rotating staff that provides sufficient time to finish all required reporting and adhere to this schedule. (Action: VCI, in coordination with USOSCE)

The section head has lightened the workload somewhat by transferring responsibility for the overall management of the SRCC, a Dayton Accords consultation on arms control within the countries of the former Yugoslavia, to the expanding office of the Joint Chiefs of Staff (JCS), with JCS concurrence. JCS participates in the six to eight annual meetings of SRCC participants scheduled outside of Vienna. Although she has ceded day-to-day management to JCS, the section chief maintains adequate oversight through her deputy, who also attends SRCC as the Department representative. The arms control section could also make good use of interns during the busiest periods of the year.

Recommendation 6: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with Embassy Vienna, the Bureau of European and Eurasian Affairs, and the Bureau of Verification, Compliance, and Implementation, should recruit interns to work in the arms control section for at least six months a year. (Action: USOSCE, in coordination with Embassy Vienna, EUR, and VCI)

Good interagency cooperation is the hallmark of the arms control portfolio, which could not function otherwise. The Analysis Support Group, DTRA, and JCS all have discrete but interlocking parts of the four major arms control regimes. As the designated Chief U.S. Arms Delegate, the section chief is the voice of the United States in this area, and the other units understand and respect this equity. Interagency coordination on various activities – inspections, over flights, presentation of new treaty limited equipment – takes place in a weekly meeting in which policy objectives and technical support are linked. The meeting is a good coordination mechanism, although the OIG team believes that it could be even more effective if it were scheduled at the same time each week, started punctually, and followed a preset agenda. There has been some synergy with UNVIE on overlap matters, including a recent conference on UN Security Council Resolution 1540 on nuclear materials, but UNVIE’s emphasis on nonproliferation and export control does not overlap with USOSCE’s focus on control of conventional arms.

Overall management of the section is satisfactory. A large annual reception consumes half of the section’s representation allotment; the rest goes to outreach activities similar to those of the political section, an appropriate use. The section chief operates in a collegial style and is liked and respected by her staff and her interagency colleagues for her demeanor and strong work ethic. The section chief could improve communications with her staff and colleagues on her dealings with other OSCE missions and the OSCE Secretariat by informing other section officers of side agreements and arrangements she has brokered.

Morale in the arms control section is good. Some staff expressed concern that senior USOSCE management and the Washington policy establishment are less concerned about the “hard security” dimension of OSCE, the focus of the Arms Control Section, than the expanding human dimension that includes human rights, trafficking, elections, and rule of law. There is a clear understanding in the arms control section, however, that the section’s main duty is to negotiate U.S. objectives for these four important, existing arms controls regimes, as well as monitoring their multilateral implementation. The section pursues new initiatives on a case-by-case

basis, as instructed by Washington. The New Threat Agenda could possibly result in the creation of new initiatives in OSCE that will require action by the arms control section. The arms control section is doing excellent work.

JOINT CHIEFS OF STAFF UNIT

The JCS unit consists of three permanent positions and a varying number of other personnel, some of whom remain at post for periods ranging from 10 months to several years. The head of the unit is an active duty colonel. JCS collaborates closely with the arms control section, both to provide support and to oversee Department of Defense equities in the arms control field. Relations with the arms control section are good, as evinced by a mutual agreement to cede SRCC duties to the JCS. The JCS has more limited contacts with the political section staff. JCS is generously staffed and has sought additional areas in which it can work, including counterterrorism, border security, and other initiatives related to the New Threat Agenda.

The OIG team is concerned, however, that as presently staffed, JCS may not be in compliance with National Security Decision Directive (NSDD-38)¹ guidelines. The JMO did not have complete records illustrating that appropriate NSDD-38 records exist for TDY positions that extend longer than six months. At least one JCS employee has been at USOSCE for more than a year and is not one of the three approved NSDD-38 full-time permanent positions. The status of JCS employees who are present at USOSCE for more than 180 days should be clarified.

Recommendation 7: The U.S. Mission to the Organization for Security and Cooperation in Europe should review National Security Decision Directive 38 files to determine whether the Joint Chiefs of Staff's current staffing conforms with National Security Decision Directive 38 approvals and request the Joint Chiefs of Staff to submit National Security Decision Directive 38s for employees who are present for more than 180 days. (Action: USOSCE)

¹National Security Decision Directive 38, Staffing at Diplomatic Missions and Their Constituent Posts, issued on June 2, 1982, assigns ambassadors the authority and responsibility to determine the appropriate size, composition, and mandate of all staffing operating under their authority.

JCS is not meeting ICASS requirements (6 FAH-5H-361.6-1) for employees whose stays exceed 31 days. JCS is not paying its fair share of ICASS costs based on head-count. These fair share requirements, at the very least, include the basic package, community liaison office (CLO), and health services. The OIG team made an informal recommendation.

OFFICE OF THE SECRETARY OF DEFENSE UNIT

The representative of the Office of the Secretary of Defense (OSD) arrived in May 2006 to fill a position that had suffered frequent gaps over the past two years. The Secretary of Defense personally selected the representative, who formerly served at senior levels in the Departments of State and Defense. A cleared, locally hired American OMS assists him. OSD shares a suite with DTRA, which provides expertise to the Chief Arms Negotiator and is responsible for implementation of the Vienna Document, an agreement that provides for mutual inspections of military forces. Unlike OSD, the DTRA office is a strictly technical, nonpolicy entity.

The role of the OSD representative is akin to that of an envoy without portfolio that operates quasi-independently at high levels. He acts as the conduit of the Secretary of Defense to OSCE member countries of interest to the Department of Defense, including those in Central Asia, on defense related matters. The main interest of the OSD representative is security, to include arms control. In addition, OSD interests have expanded beyond traditional dealings on political-military activities between nation states into the area of counterterrorism.

The representative is well integrated into the mission and works cooperatively in support of the Ambassador. He has fostered solid interagency coordination by attending the weekly all-hands staff meeting as well the three weekly meetings of senior staff. There is universal agreement in the mission that the arrival of the OSD representative has increased high-level interaction between USOSCE and other OSCE missions and the OSCE Secretariat, and has been a net gain for the mission.

ANALYTICAL SUPPORT GROUP

A separate Department unit, the Analytical Support Group, provides analytical support to the Ambassador, DCM, and other sections and units. Its officers attend meetings as part of the USOSCE delegations and draft front channel reporting cables, especially on subjects that require technical expertise. Section staff includes

officers with protracted experience in arms control that can provide historical context and technical background to generalists working complex arms controls issues. The group works in close proximity with the arms control section, including the rotators from VCI.

HELSINKI COMMISSION

The Commission on Security and Cooperation in Europe (Helsinki Commission) is the final component of OSCE. An independent U.S. government agency comprised of Congressional and Executive Branch members, the Helsinki Commission monitors and encourages compliance with the 1975 Helsinki Final Act and subsequent OSCE commitments. Members and staff of the Helsinki Commission attend OSCE meetings and maintain contact with legislators, public officials, and nongovernmental organizations from other OSCE members.

The Helsinki Commission has one representative attached to USOSCE. In principle the representative acts independently of the mission on behalf of the Helsinki Commission, but in practice she is well integrated into the political section where she covers a geographic portfolio of two Balkan countries and a functional portfolio that includes trafficking in persons, gender equality, and the plight of the Roma people. The representative works closely with the political officer in charge of human rights issues. With 11 years of experience at OSCE, she is a vital part of the institutional memory of USOSCE.

REPORTING AND ANALYSIS

The mission reports intensively in some areas but more sparsely in others. As mandated by the National Security Council, the arms control section and supporting units submit all reports on plenary arms control meetings as record traffic. The section drafts a cable following each plenary meeting of the CFE, Open Skies, and FSC. In addition, the section produces lengthy wrap-up analytical cables that review the previous round of arms control meetings and set priorities for the upcoming round of meetings. The Analytical Support Group and JCS provide supplemental coverage of other meetings. E-mails on urgent arms control issues sometimes go to Washington to alert interested parties, but the section submits the official record in the front channel.

The political section reports front channel on certain issues such as the annual OSCE Ministerial meeting, the USOSCE Ambassador's visits to OSCE member states, and bilateral meetings with high-level visitors to the OSCE. However, the political section depends largely on e-mail for its dialogue with Washington. Several political officers described the section as a nonreporting entity focused on negotiations and operational issues rather than production of traditional front-channel cables, as recommended by OIG in 2000. Given the volume of meetings at OSCE, and the wide variety of issues the section must cover, the OIG team believes that the reporting output of the section, while spare, is adequate. Rather than reporting on who said what in the weekly sessions of the permanent council and other deliberative bodies, the section compiles the "OSCE daily digest" in tic form, which it e-mails to a wide variety of Washington readers.

The existing procedure for receiving Department clearance of official OSCE Secretariat drafts and high-level interventions has been problematic. The existing mechanism requires USOSCE to e-mail a draft text to EUR's Office of European Security and Political Affairs (EUR/RPM), which in turn edits and clears the draft in the Department and with other agencies before sending the final, official version to OSCE as a front channel instruction. The system normally works, but short turnaround times and the frequent high number of official texts has taxed the system. In at least two instances, cleared instructions on significant issues did not arrive before OSCE tabled these issues.

These lapses have generated coordinating difficulties between some USOSCE political officers and EUR/RPM. Fortunately, the political section chief has acted to resolve this problem. In collaboration with the Office of e-Diplomacy, he has created a mechanism that will allow USOSCE to place draft decisions and interventions in common electronic space. After initial edits and comments, USOSCE can then alert EUR/RPM that the document is ready for review, and RPM in turn can alert other clearing bureaus and agencies of the location and the deadline for comments or tracked edits to the text. When the deadline arrives, USOSCE cables a request for final approval, which triggers a reply from EUR/RPM. This approach should streamline the clearance of interventions and draft decisions and, if successful, could serve as a model for other missions with similar requirements.

LAW ENFORCEMENT

USOSCE handles several issues with a law enforcement component, including trafficking in persons and border control. Operationally, OSCE missions in some Balkan and Central Asian countries manage programs for police training and community policing. The United States funds many of these initiatives. USOSCE coordinates cross-cutting law enforcement activities with their counterparts in UNVIE, and USOSCE has successfully steered OSCE from undertaking law enforcement activities that would duplicate initiatives already underway in the UN Organization for Drugs and Crime and the UN Office for Narcotic Drugs. USOSCE participates in a quarterly ad hoc law enforcement policy meeting hosted by UNVIE but correctly does not attend the bilateral embassy's biweekly Law Enforcement Working Group, which has an operational rather than policy orientation.

COUNTERTERRORISM COORDINATION

Counterterrorism initiatives have proliferated at OSCE during the last five years, and USOSCE actively promotes the U.S. agenda in this forum. The mission can point to quantifiable successes. In the area of border security, OSCE has promoted member state adherence to container security standards of the World Customs Organization, a useful and nonduplicative approach. The lost passport initiative has tripled the number of lost passports reported by OSCE member states to Interpol. OSCE consultations with member states on 13 UN counterterrorism protocols have boosted the protocol ratification rate from 60 to 93 percent. OSCE has sponsored conferences or provided legal experts to assist member states with legislation on terrorist financing and terrorist usage of the Internet. Russia has expressed enthusiasm about collaborating with the United States regarding a 2007 conference on joint public/private partnerships on terrorism.

PUBLIC DIPLOMACY

A small, active public affairs section (PAS) promotes U.S. interests on several fronts within OSCE. In addition to supporting the U.S. mission's MPP public affairs goals, the section plays a central role in OSCE's increasingly challenged efforts to protect and promote freedom of the media in Eurasia. PAS manages approximately \$70,000 annually in small grants to support freedom of the media projects and directs a small but focused International Visitor exchange program.

The section consists of one public affairs officer (PAO), one EFM OMS, and two Foreign Service national employees. The PAO arrived at the mission only two months before the inspection, but has extensive European experience and excellent German language skills.

PAS records official U.S. statements presented at OSCE sessions, including the weekly permanent council meetings, distributes them electronically to the media and mission contacts, and posts them on the mission web site. One section Foreign Service national employee maintains the web site which provides extensive and up-to-date information on U.S. government policy within the OSCE context, as well as official documents and background information on U.S. delegations to OSCE conferences. Although PAS interaction with media and mission contacts takes place largely in Vienna working closely with U.S. embassies throughout the region, the PAS also distributes information on key policy concerns electronically to media and OSCE missions in the field. The PAO collaborates with his counterparts at other embassies to provide public diplomacy support for the Ambassador's ambitious regional travel schedule.

PAS has primary mission responsibility for monitoring and reporting on developments in press freedom throughout the OSCE region and for interacting with the OSCE Representative on Freedom of the Media. PAS prepares all official U.S. statements on freedom of the media for delivery at the OSCE Permanent Council and assists in preparation of the annual OSCE report on the status of media. PAS also partially funds and assists in the organization of two annual training conferences for journalists in Central Asia and the Caucasus. Total U.S. funding for Representative on Freedom of the Media operations and programs during FY 2007 is projected to be approximately \$1.4 million.

The Ambassador and PAO expressed frustration that OSCE and its work receive very little media coverage in the United States and Europe. Although periodic events organized by PAS for the DCM to brief the media are popular, they rarely generate coverage. The OIG team counseled the PAO to also consider media events for the Ambassador following her regional trips involving key OSCE issues, such as conflict resolution and freedom of the media. The PAO attends a weekly staff meeting chaired by the Ambassador, a daily meeting chaired by the DCM, and consults directly with the DCM as needed on operational issues. Systematic communication between PAS and other elements within the mission to coordinate public diplomacy does not exist and at least one element noted lost opportunities. The OIG team made an informal recommendation.

USOSCE does not currently have a capacity to communicate with audience groups via digital videoconferencing (DVC). Given the vast geographic area covered by OSCE – from Vancouver to Vladivostok – and the active travel required of the Ambassador and mission staff, USOSCE’s public diplomacy effort could be significantly enhanced by the addition of DVC interactives on key MPP themes. Embassy Vienna and UNVIE both rely heavily on DVCs in their public diplomacy efforts and this existing capacity could perhaps be expanded to accommodate USOSCE’s needs as well. The OIG team made an informal recommendation.

Although PAS distributes official USOSCE statements electronically to media and contacts, it has neither the capacity nor time to provide a broader electronic information or reference service to its key audience groups. Embassy Vienna’s American Reference Center does provide extensive electronic information and reference support to its audiences. The OIG team believes the reference center has the capacity to extend that support to USOSCE audiences as well. A recommendation for Embassy Vienna and USOSCE PAOs to coordinate an expansion of American Reference Center electronic information support was made in OIG’s 2007 report of the inspection of Embassy Vienna.

RESOURCE MANAGEMENT

Agency U.S. Mission to the Organization for Security and Cooperation in Europe	U.S. Direct- Hire Staff	Locally Employed Staff	Total Staff	Total Funding FY 2006
USOSCE – Program	22	7	29	\$ 2,127,100
USOSCE – Public Affairs	1	3	4	\$ 319,600
USOSCE – Arms Control	2	2	4	\$ 360,100
USOSCE – Representation				\$ 41,900
USOSCE – Public Affairs Representation				\$ 4,200
Office of the Secretary of Defense*	1	0	1	
Joint Chiefs of Staff*	3	1	4	
Totals	29	13	42	\$ 2,852,900

*Funding unknown

The JMO provides administrative services for USOSCE. The management officer spends three days each week at USOSCE, and one knowledgeable locally employed staff is there two days. The management officer effectively handles day-to-day matters, provides support for ministerial conferences, and supervises the other locally employed staff. A second full-time local staff member also provides administrative support, including diplomatic post office services, dispatching and supervising the motor vehicle drivers, ordering supplies, and maintaining the €1000 petty cash account. This staff provides the link for coordinating and requesting management services from JMO. A motor vehicle driver, who performs three daily mail deliveries and personal services, also gets expendable supplies from the warehouse.

The management officer reports to the JMO management counselor and also to USOSCE's DCM. His primary functions are to ensure prompt action and support from individual JMO elements. Responses to OIG's questionnaires indicate USOSCE staff and family members are generally satisfied with housing, the school, CLO activities, the medical unit, and most other services. A few specific complaints centered on the lack of customer service in the human resources unit.

Building Location Decision

The last OIG report in 2000 noted that a major impediment to USOSCE's operations was its unsuitable office space. It is located in two interconnected apartment buildings that do not provide for efficient operations. The building required upgrades and redesign. At that time, a rehabilitation project had been approved, but construction was never undertaken. The embassy has hosted three Bureau of Overseas Buildings Operations (OBO) visits in the last five years. During those visits OBO staff has surveyed at least 15 properties.

OBO and the Bureau of Diplomatic Security staff visited Vienna again late in September 2006. The team looked at four properties and assessed each building for its functional efficiency, financial impact, security vulnerabilities, and the mission's feedback. The OIG team concluded that USOSCE should continue its lease at the current location because its security posture could be improved more quickly there than at any of the other proposed buildings.

The OBO and Diplomatic Security team decided that maintaining the current location would have the lowest financial impact for the U.S. government. Not only was the existing classified infrastructure satisfactory, but also the landlord offered to provide \$1 million for improvements coupled with a renewal of the lease. OBO agreed to chart the path forward (State cable #169726, dated 10 October 2006), and JMO, in coordination with USOSCE, has provided OBO with its needs for a renovation design, fire suppression and alarm systems, potential asbestos removal requirements, etc. A recommendation for the Department to start a security upgrade project at the current location is made in the classified annex to this report.

HUMAN RESOURCES

Complaints about the Embassy Vienna JMO human resources unit indicate that incorrect information and a lack of follow through on commitments have created problems and resentments. Customer service has been lacking, and there is general dissatisfaction with the unit's operation.

Locally employed staff members told the OIG team that the human resources unit continually questions their work requirements statements and position descriptions. These staff members feel uncomfortable with attempts to change or reduce their responsibilities. They believed that after the new computer-assisted job evaluations were completed, their positions were settled and would not be reviewed more than once a year, as required.

The DCM and JMO have worked closely with the Bureau of Human Resources, Office of Employee Relations, to provide satisfactory workplace accommodations for a disabled employee. Thanks to their efforts, he remains productive and active in mission operations.

MOTOR VEHICLES

Personnel at USOSCE must travel frequently between their offices to OSCE headquarters in the center of Vienna where most of their meetings take place. Driving time is approximately 30 minutes. USOSCE requires motor pool services despite the availability of taxi cabs and the embassy's effective taxi credit card system. Three other elements at USOSCE also have dedicated cars and drivers to meet their transportation needs.

For USOSCE staff, however, drivers and vehicles are seldom available because one of the two drivers USOSCE shares with UNVIE is on the road most of the day making three mail runs daily between the main mailroom and USOSCE and UNVIE. The driver also picks up lunches for USOSCE personnel at the bilateral mission's snack bar, conducts personal bank business, and pays bills for USOSCE and UNVIE personnel at a bank branch located at the bilateral mission. The OIG team recommends in its report on Embassy Vienna that these unauthorized personal services stop immediately. The OIG team believes that three mail deliveries per day are excessive. A smaller number of mail deliveries would make the other vehicle available for supporting USOSCE transportation needs and eliminate the need for some taxi rides.

Motor Pool Supervision

The two USOSCE drivers are not properly supervised. The administrative clerk who dispatches the vehicle and driver does not ensure that trip tickets are used to certify that trips are taken for official business and that gasoline usage and maintenance is valid. Therefore, the OIG team also recommends in the Embassy Vienna report a consolidated motor pool with proper driver supervision by a motor pool supervisor and dispatcher.

CONTRACTING FOR FIELD STAFF

The Office of Inspector General's 2000 Report of Inspection stated that as the number and size of USOSCE field missions increased, USOSCE had become too deeply involved in staffing them with Americans. Political officers, untrained in personnel work, performed the duties. The OIG team recommended that the Department contract this service to reduce U.S. government vulnerabilities, improve program management, and reduce the burden mission personnel. The first contract was awarded to Pacific Architects and Engineers Government Services in 2001, and a second five-year contract was awarded to the same contractor in March 2006.

The contract allows the U.S. government to recruit, nominate, and support about 14 percent of the field mission positions and staff them with Americans. The contractor pays the salaries, and the mission approves the vouchers. There are currently 85 Americans staffing positions in 16 field locations. Pacific Architects and Engineers maintain an office with one employee in the USOSCE building, and coordination with the mission is close.

PROGRAM MONITORING

The USOSCE missions in 18 countries in the Balkans, Central Europe, and Central Asia receive a core budget negotiated in Vienna to support local OSCE staff and programs. The Commerce, Justice, State, and related agency appropriation is one of three sources for U.S. contributions to OSCE. The Support for East European Democracy Act and Freedom Support Act are the other two, and at this point, both budgets are decreasing.

The United States, OSCE's largest contributor, spends about \$37.6 million for its support. Assessed contributions constitute about \$6.2 million or 11.5 percent of OSCE's unified budget. The United States also contributes \$16.7 million to OSCE's 26 field missions, or 14 percent of the total. In addition, the United States provides about \$14.7 million of voluntary contributions. The bulk of voluntary contributions support the nonpersonal services contract to Pacific Architects and Engineers Government Services described above, transitional democracy projects, and contributes to the Office of the High Representative's budget.

During the OIG's preinspection survey in Washington, some EUR offices expressed concern that monitoring of these funds was insufficient, both in terms of accounting and results.

OIG has determined that this is not the case. USOSCE collaborates with field missions, bilateral embassies in countries where field missions are located, and, in some instances, relies on nongovernmental organizations to carry out its program monitoring and evaluation duties. A team of political officers, each with an assigned geographic territory, evaluates whether policy and program objectives are being met. OSCE field missions produce quarterly updates on project progress and closeout reports on projects completed. USOSCE officers are also in contact with U.S. embassies in their geographic areas on OSCE performance on U.S.-funded projects. Several officers confirmed that they had also traveled to their portfolio countries to conduct evaluations. Communication, and not monitoring, appears to be the issue. The quarterly and close out reports submitted to USOSCE have not been forwarded to EUR/RPM, the Office for U.S. Assistance to Europe and Eurasia, or other interested offices. The political section head noted that he intends to forward these reports to Washington as soon as a point of contact within EUR can be established.

Recommendation 8: The U.S. Mission to the Organization for Security and Cooperation in Europe should identify a point of contact in the Bureau of European and Eurasian Affairs and forward to this individual all mission financial and evaluation reports on U.S.-funded projects. (Action: USOSCE, in coordination with EUR)

USOSCE's director of resource management and one EFM effectively perform all financial monitoring duties and contract oversight. Although USOSCE has requested an additional Foreign Service officer to help carry out its program monitoring and evaluation duties, OIG believes that the most cost effective way to accomplish this goal is by continuing to hire EFMs or to engage local staff.

QUALITY OF LIFE

MEDICAL UNIT

The regional medical unit located within Embassy Vienna provides quality medical services and support to over 500 American direct-hire employees and family members of the three missions, including USOSCE. The regional medical officer travels about half the time in support of eight missions throughout Central and Eastern Europe. The regional psychiatrist also travels extensively in support of 20 missions in the region. The medical unit is managed day to day by a very capable Foreign Service health practitioner and four locally employed health providers. Issues relating to the medical unit are discussed in the OIG report on Embassy Vienna.

There is a family advocacy program in place with no reported cases. The medical unit maintains an active training program and receives good support from the Department and mission management at all three posts.

AVIAN INFLUENZA PREPAREDNESS

The tri-missions have developed an avian influenza pandemic contingency plan that was coordinated with local Austrian government authorities, the international schools, and U.S. military facilities in the region. Embassy Vienna's DCM chairs the Avian Influenza Tri-Mission Task Force, which consists of representatives from the regional medical unit, JMO, regional security office, the CLO, Foreign Agricultural Service, and Foreign Commercial Service, the military group, UNVIE, and USOSCE. The task force established tripwires and action plans for different phases of outbreak, and adjusts them as appropriate. Medical supplies and equipment are in place for all American tri-mission staff and family members.

MANAGEMENT CONTROLS

The Chief of Mission's certification of management controls for the tri-missions dated July 7, 2006, did not report any material weaknesses. Overall, management controls are in place and effective.

Public Diplomacy Grants

For FYs 2005 and 2006, the public affairs section issued 11 grants totaling about \$115,000. USOSCE executed all of these public diplomacy grants in accordance with grant agreement terms and Department regulations.

Premium Travel

Controls over the use of premium travel are effective. There were no instances of premium travel between October 1, 2005, and September 30, 2006.

FORMAL RECOMMENDATIONS

Recommendation 1: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with the Bureau of European and Eurasian Affairs, should solicit a year-round rotation of interns to the political section, with an emphasis on the summer and fall season. (Action: USOSCE, in coordination EUR)

Recommendation 2: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with the Bureaus of European and Eurasian Affairs and Human Resources, should seek permission to establish and fund an eligible family member position to assist with portfolio coverage. (Action: USOSCE, in coordination with EUR and DGHR)

Recommendation 3: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with Embassy Vienna, should write a new position description that requires a security clearance for the political assistant position. (Action: USOSCE, in coordination with Embassy Vienna)

Recommendation 4: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with the Bureau of Verification, Compliance, and Implementation, should prepare a cost analysis to determine whether it would be more cost effective to lodge Bureau of Verification, Compliance, and Implementation rotating employees in leased quarters rather than pay lodging per diem. (Action: USOSCE, in coordination with VCI)

Recommendation 5: The Bureau of Verification, Compliance, and Implementation, in coordination with the U.S. Mission to the Organization for Security and Cooperation in Europe, should establish in writing a mutually agreed-upon schedule for arrival and departure of bureau rotating staff that provides sufficient time to finish all required reporting and adhere to this schedule. (Action: VCI, in coordination with USOSCE)

Recommendation 6: The U.S. Mission to the Organization for Security and Cooperation in Europe, in coordination with Embassy Vienna, the Bureau of European and Eurasian Affairs, and the Bureau of Verification, Compliance, and Implementation, should recruit interns to work in the arms control section for at least six months a year. (Action: USOSCE, in coordination with Embassy Vienna, EUR, and VCI)

Recommendation 7: The U.S. Mission to the Organization for Security and Cooperation in Europe should review National Security Decision Directive 38 files to determine whether the Joint Chiefs of Staff's current staffing conforms with National Security Decision Directive 38 approvals and request the Joint Chiefs of Staff to submit National Security Decision Directive 38s for employees who are present for more than 180 days. (Action: USOSCE)

Recommendation 8: The U.S. Mission to the Organization for Security and Cooperation in Europe should identify a point of contact in the Bureau of European and Eurasian Affairs and forward to this individual all mission financial and evaluation reports on U.S.-funded projects. (Action: USOSCE, in coordination with EUR)

INFORMAL RECOMMENDATIONS

Informal recommendations cover operations matters not requiring action by organizations outside of the inspected unit and/or the parent regional bureau and are not subject to the OIG compliance process. However, any subsequent OIG inspection or onsite compliance review will assess the mission's progress in implementing the informal recommendations.

Joint Chiefs of Staff

JCS is not meeting ICASS requirements (6 FAH-5H-361.6-1) for employees whose stays exceed 31 days. JCS is not paying its fair share of ICASS based on head-count. These fair share requirements include, at the very least, the basic package, CLO and health services.

Informal Recommendation 1: The U.S. Mission to the Organization for Security and Cooperation in Europe should require the Joint Chiefs of Staff to pay its International Cooperative Administrative and Support Services fair share for employees whose stays exceed 31 days.

Public Diplomacy

Systematic communication between the PAS and other elements within USOSCE to coordinate mission public diplomacy does not exist, and at least one element noted the benefits better communication would provide.

Informal Recommendation 2: The U.S. Mission to the Organization for Security and Cooperation in Europe should establish regularly scheduled meetings with representatives of all mission elements to develop and maintain a public diplomacy strategy.

USOSCE does not currently have a capacity to communicate with audience groups via DVC. Given the vast geographic area covered by USOSCE and the active travel required of the Ambassador and mission staff, USOSCE's public diplomacy effort could be significantly enhanced by the addition of DVC interactives on key MPP themes. Both Embassy Vienna and the U.S. Mission to International Organizations in Vienna have DVC capability that could perhaps be extended to meet the needs of USOSCE as well.

Informal Recommendation 3: The U.S. Mission to the Organization for Security and Cooperation in Europe should explore options for developing its own digital videoconferencing capability or discuss with Embassy Vienna and the U.S. Mission to International Organizations in Vienna the possibility of using their existing digital videoconferencing facilities.

PRINCIPAL OFFICIALS

Name	Arrival Date	
Ambassador	Julie H. Finley	08/05
Deputy Chief of Mission	Kyle R. Scott	11/05
Chiefs of Section		
Political	Samuel C. Laeuchli	08/06
Arms Control	Sharon N. White	08/04
Analytical Support Group	Theodore Clark	08/06
Resource Management	Jeffrey A. Vandreal	07/06
Public Affairs	Michael G. Stevens	08/06
Other Agencies:		
Office of the Secretary of Defense	Powell A. Moore	04/06
Joint Chiefs of Staff	Col. George Cunningham	05/05
Helsinki Commission	Janice Helwig	05/06

ABBREVIATIONS

CFE	Conventional Forces in Europe
CLO	Community Liaison Office
DCM	Deputy chief of mission
Department	Department of State
DTRA	Defense Threat Reduction Agency
DVC	Digital videoconference
EEO	Equal Employment Opportunity
EFM	Eligible family member
EUR	Bureau of European and Eurasian Affairs
EUR/RPM	Bureau of European and Eurasian Affairs, Office of European Security and Political Affairs
FSC	Forum for Security Cooperation
Helsinki	Commission Commission on Security and Cooperation in Europe
ICASS	International Cooperative Administrative Support Services
JCS	Joint Chiefs of Staff
JMO	Joint management office
MPP	Mission Performance Plan
NSDD-38	National Security Decision Directive 38
OBO	Bureau of Overseas Buildings Operations
OIG	Office of Inspector General
OMS	Office management specialist
OSCE	Organization for Security and Cooperation in Europe

OSD	Office of the Secretary of Defense
PAO	Public affairs officer
PAS	Public affairs section
SRCC	Sub-Regional Consultative Commission
TDY	Temporary duty
UNVIE	U.S. Mission to International Organizations in Vienna
USOSCE	U.S. Mission to the Organization for Security and Cooperation in Europe
VCI	Bureau of Verification, Compliance, and Implementation