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

Report of Inspection

Embassy Vienna, Austria

Report Number ISP-I-07-18A, March 2007

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KEY JUDGMENTS

- Embassy Vienna is a well-managed mission under the leadership of an Ambassador who carries out significant outreach and representational activities in the political, economic, public diplomacy, law enforcement, and security areas. The mission has maintained a close focus on overlapping counterterrorism issues. Counterterrorism concerns are addressed in the biweekly law enforcement working group (LEWG), a mechanism to ensure that all agencies are informed of ongoing initiatives and are playing their mandated roles. Embassy morale is good.
- The Ambassador wasted no time in moving Embassy Vienna toward more efficient operations by employing new communication technology for more effective, less costly telephone service and initiating a management efficiency committee to identify ways to streamline operations.
- The joint management office (JMO) provides administrative services to Embassy Vienna, the U.S. Mission to International Organizations in Vienna (UNVIE), and the U.S. Mission to the Organization for Security and Cooperation in Europe (USOSCE). JMO generally gets high marks from the tri-mission community, although satisfaction was not as high with human resource services. Attempts to fully consolidate motor pool services have not been successful, and more needs to be done to integrate UNVIE and USOSCE. Support for the Equal Employment Opportunity (EEO) program has been deficient.
- The Office of Inspector General (OIG) team found one best practice involving the use of taxi credit cards to reduce the use of vehicles in the motor pool and cut costs.
- Embassy Vienna pursues a broad public diplomacy program with active involvement by the Ambassador, who has placed a high priority on the expansion of academic exchanges. The embassy's electronic information outreach program is robust and could serve some of the public diplomacy information needs of UNVIE and USOSCE as well.

The inspection took place in Washington, DC, between September 13 and 29, 2006, and in Vienna, Austria, between October 2 and November 17, 2006.

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CONTEXT



Although Austria's 1955 constitution committed the country to neutrality as a condition for the end of the Allied occupation, in recent years the Austrian government has assumed a more activist role in the international arena. Austria joined the North Atlantic Treaty Organization's Partnership for Peace, entered the European Union (EU) in 1995, and adopted the Euro as its currency in 1999. Austrian leaders emphasize the unique role the country plays both as an East-West hub and as a

moderator between industrialized and developing countries. Austria is active in the United Nations and experienced in UN peacekeeping efforts. It attaches great importance to participation in the Organization for Economic Cooperation and Development (OECD) and other international economic organizations, and it has played an active role in the OSCE.

Vienna hosts the Secretariat of the OSCE, the headquarters of the International Atomic Energy Agency, the UN Industrial Development Organization, and the UN Drug Control Program. Other international organizations in Vienna include the Organization of Petroleum Exporting Countries, the International Institute for Applied Systems Analysis, the Comprehensive Test Ban Treaty Organization, and the Wassenaar Arrangement (a technology-transfer control agency).

Austria held the rotating Presidency of the EU Council the first half of 2006. During that period, Embassy Vienna served as one of the U.S. government's principal communication channels to the EU and coordinated numerous U.S. cabinet level visits and the first visit of the President of the United States to Austria since 1979. The opening of an Austrian Mission in Baghdad for the duration of Austria's

EU Presidency demonstrated an important measure of international support for the democratic government of Iraq. Austrian officers have provided valuable training to police recruits at the Iraqi police academy in Jordan, and Austrian combat troops have deployed to Afghanistan twice since 2002. In the Balkans, Austria has provided self-sustaining forces to ensure stability and recently assumed command of a brigade in Kosovo. Long a participant in international peacekeeping missions, Austria has more troops deployed outside its borders than ever before.

Austria's eight million inhabitants enjoy a well-developed market economy and a high standard of living in a country slightly smaller than Maine. Trade with the United States accounts for some 5.7 percent of Austria's exports and 3.3 percent of its imports. There are 370 U.S. firms active in Austria, largely in the automotive and telecommunications sectors. In 2005, U.S. direct investment in Austria was \$6.8 billion.

The U.S. Embassy in Vienna employs 416 American and locally employed (LE) staff representing 12 agencies. The embassy staffs and manages the JMO, which also fully supports the USOSCE and UNVIE.

EXECUTIVE DIRECTION

The Ambassador and deputy chief of mission (DCM) both arrived in Vienna in December 2005 and assumed charge of the mission in the extremely busy six months of the January-June Austrian presidency of the EU. The embassy management has provided able leadership to a mission where many U.S. agencies are engaged in regional operations outside of Austria. Embassy Vienna, under the leadership of a noncareer Ambassador with substantial business and financial experience, has effectively advocated U.S. interests in Austria. Embassy management adeptly led the mission through the intensive Austrian Presidency of the EU, which encompassed a Presidential visit and four Cabinet visits. The Ambassador carries out significant outreach and representational activities in the political, economic, public diplomacy, law enforcement, and security areas. She has also taken a significant interest in management issues and promoted innovation in this area by initiating a management efficiency committee to identify ways to streamline operations and promote efficiency.

The DCM has long experience in Austrian and European affairs and has provided good counsel to the Ambassador as she has become familiar with the embassy and the Department of State (Department). The Ambassador and the DCM have a free and easy interchange on both policy and substantive issues. The DCM, in his first tour as a DCM, has become progressively more knowledgeable about management issues and has worked closely with an experienced JMO to ensure quality management service to the bilateral mission, and the UNVIE and USOSCE multilateral missions in Vienna. He holds regular monthly meetings with the UNVIE and USOSCE DCMs to assure that coordination among the three missions on management and other issues is maintained.

The Ambassador and DCM have taken a number of steps to increase coordination among agencies at post, including the organization of a biweekly LEWG. Other agencies at the mission express satisfaction with the embassy leadership's degree of engagement and support for their activities. Embassy leadership has also demonstrated genuine concern for the morale of the embassy's American and Austrian staff through their outreach activities and personal engagement, which have been noticed and appreciated by mission personnel.

The Ambassador and DCM had arrived at post shortly before the preparation of the FY 2008 Mission Performance Plan (MPP) and exercised a reviewing role in its preparation; they have engaged the Country Team in its execution and in a review undertaken in September 2006. MPP goals are consistent with U.S. National Security Objectives, and the embassy's assessment of its performance has been serious and candid. The Ambassador and DCM have expressed the proper intention to engage more intensively from the outset in the preparation of next year's MPP.

ENTRY-LEVEL EMPLOYEE PROGRAM

Embassy Vienna has a small and informal, but well-functioning, entry-level employee program. The DCM meets monthly with the embassy's entry-level officers (ELOs) for a mentoring discussion of all aspects of their work experiences and careers. The DCM has begun discussions with the DCMs of UNVIE and USOSCE about providing rotational opportunities for the ELOs among all three missions. The DCM will also establish a mentoring program for entry-level specialists.

TRI-MISSION COORDINATION

Tri-mission coordination is largely satisfactory, although engagement among the staff of the three missions is not intensive. The Ambassadors and the DCMs have regular contact with their counterparts and are normally able to work out issues of common concern. The JMO services all three missions and maintains a regular presence at the multilateral missions. The public affairs officer (PAO) meets monthly with the PAOs of UNVIE and USOSCE and communicates with them regularly by e-mail to coordinate the broader tri-mission public diplomacy effort.

EQUAL EMPLOYMENT OPPORTUNITY

The support of the EEO program has not been adequate within the tri-missions. A more detailed discussion with a recommendation is provided in the Resource Management section of this report.

RIGHTSIZING

The Ambassador and DCM have focused properly on rightsizing of the mission, as reflected in the mission's temporary staffing up to cover the Austrian EU Presidency and rapid return to prior levels once the Austrian Presidency ended. Two staffing adjustments are recommended later in this report.

VOICE OVER INTERNET PROTOCOL

Shortly after her arrival, the Ambassador urged the embassy information management officer to explore the possibility of implementing a voice over Internet Protocol (VOIP) system to provide less expensive unclassified telephone service to the tri-mission community. A VOIP system became operational for all three missions in August 2006. The previous telephone system of eight international voice gateway (IVG) lines was replaced by a system consisting of two IVG lines and eight VOIP lines resulting in an immediate 73 percent reduction in telephone service costs. Projected savings for the first year are approximately \$73,000. The new system continues to support secure voice telephone equipment and allows the tri-missions to call other missions via the two remaining IVG lines. The eight VOIP lines provide unlimited high quality U.S. voice access with no charges beyond the \$50 per line monthly fee. All three missions rely heavily on digital videoconferencing both for policy consultations and public diplomacy. Embassy Vienna is now looking into the feasibility of employing VOIP technology to support tri-mission digital videoconferencing needs that could realize significant additional cost savings.

POLICY AND PROGRAM IMPLEMENTATION

REPORTING AND ANALYSIS

The combined economic/political section operates efficiently under the direction of a counselor who combines extensive European experience, excellent German language skills, and an inclusive supervisory style. The section includes political, economic, science and technology, security policy, and global affairs subunits. An entry-level global affairs officer is responsible for congressionally mandated reports. The section added three temporary positions to manage the increased workload associated with Austria's presidency of the EU during the first half of 2006; these slots terminated at the end of the Austrian term. A political/economic officer from the science and technology unit departs post in the summer of 2007 and will not be replaced.

Despite these reductions, the economic/political section remains adequately staffed. Four LE specialists split equally between the political and economic units have nearly a century of combined experience between them. This quartet provides institutional continuity and contact access up to and including the ministerial level. Although the economic/political section delivers a large number of demarches and supports an ample schedule of visitors, in addition to reporting duties, most officers assess the workload as "about right." Further reduction in American staff would upset this balance and threaten the staff's ability to cover staffing gaps and schedule leave.

Supervision of LE staff was a subject of concern in the 2000 OIG report. This is no longer an issue. Current American supervisors assign LE specialists specific tasks as required but encourage the specialists to monitor their respective portfolios and identify emerging issues of import. American supervisors admit that they give the specialists more leeway than is the norm but correctly note that the combined weekly staff meeting, in addition to daily interactions between specialists and supervisors, ensures adequate oversight. The reporting output of the specialists is impressive and their ability to transmit unclassified messages and information to the proper levels in the Austrian government permits the section to operate effectively at present staffing levels.

In 2000, the OIG team recommended that the embassy abolish two clerical positions supporting the LE specialists, however, one employee assigned to the protocol office still spends 40 percent of the time filing and providing other routine clerical services to the specialists. Given the Ambassador's desire to upgrade the protocol function and the paucity of clerical work required by the economic/political specialists, this position could be put to better use.

Recommendation 1: Embassy Vienna should reprogram the locally employed staff position currently split between the protocol office and the economic/political section to eliminate economic/political duties. (Action: Embassy Vienna)

The overall management of the economic/political section is good; however, there are areas for improvement, including public outreach beyond Vienna. In the year preceding the elections of October 2006, Foreign Service officers visited each of Austria's states, meeting with officials of all political parties and frequently taking advantage of travel to engage in a range of outreach activities. This strategy meshed well with the Ambassador's desire for all American officers to play an active role in public diplomacy, and with the Secretary's global push for transformational diplomacy that extends beyond traditional activities in the capital. The OIG team encouraged the economic/political section to continue public outreach of this nature in the post-electoral period.

The inclusiveness that is a hallmark of the economic/political section extends to the use of representational funds. Both Foreign Service officers and LE staff undertake representational outreach, usually in the form of coffees or restaurant meals. These events have been targeted to useful contacts; however, the distribution and expenditure of funds remain somewhat ad hoc. In FY 2006, the section expended 65 percent of allocated funds, 40 percent of these in the last quarter. Some Foreign Service officers were unclear about internal allocation of representational funds, or the amount of representational outreach expected.

Recommendation 2: Embassy Vienna should allocate, in written form, representational funds to political/economic section staff and monitor expenditures on a quarterly basis. (Action: Embassy Vienna)

Information sharing is a second feature of the section's inclusiveness. A weekly staff meeting that includes all Foreign Service officers and LE staff is the formal source of exchange, which is supplemented by daily interactions between supervisors and staff. This approach excludes no one from the information chain, but it is

not conducive to the downward transmission of classified information from country team to the section's Foreign Service officers, a shortcoming easily rectified by scheduling a brief "Foreign Service officer only" session immediately before or after the weekly section meeting.

One of the most commendable practices of the economic/political section is careful coordination/cooperation with other sections and agencies, a practice widely recognized and praised by other section and agency heads. The section's readiness to share the expertise of LE specialists in support of other offices has fostered a collegial, professional relationship between the economic/political section staff and their law enforcement, commercial, and security colleagues.

POLITICAL AFFAIRS

Although not voluminous, political reporting from Vienna satisfied Washington needs. Department cables requesting post advocacy with the government of Austria on a wide range of issues were the catalyst for the bulk of reports; habitually, the embassy's responses were concise and timely. In addition, the embassy submitted a smaller volume of unsolicited reports on restitution of Jewish properties, dynamics within the Islamic community, and nationalist politics. Congressionally mandated reports provided good coverage of religious issues and human rights, including trafficking in persons. Austria's EU Presidency generated a large number of messages focused on multilateral European rather than global or bilateral issues.

The political unit produced a series of reports on the lead-up to and the aftermath of Austria's October 2006 national elections that were cited by Washington readers for their usefulness. Embassy officers traveled throughout the country before the election and maintained contacts at the appropriate level with every political grouping, including nationalist elements from the far right.

Embassy Vienna's 2004 and 2005 MPP requested that a vacant labor reporting slot be reprogrammed as a political/law enforcement coordination position to provide added coverage of global issues. The Department did not act on this request, which the embassy dropped from the most recent MPP. The position was subsequently removed from the post's staffing pattern but, according to post management, not from the central human resources (HR) roll in Washington. Given ongoing global repositioning, this position may be needed elsewhere.

Recommendation 3: Embassy Vienna, in coordination with the Bureau of Human Resources and the Bureau of European and Eurasian Affairs, should eliminate labor position 12-070000. (Action: Embassy Vienna, in coordination with DGHR and EUR)

ECONOMIC AFFAIRS

The economic unit of Embassy Vienna functions well on both the reporting and the advocacy levels, and it has met most of its most recent MPP performance indicator targets. As compared to political reporting, Washington has demanded less economic reporting. Nonetheless, a good deal of the section's energy is expended on delivering and responding to Washington messages on nonproliferation issues, terrorism finance, and export controls. The very competent head of the economic unit and his staff have developed an excellent network of contacts in the government of Austria. In the instance of export controls, their Austrian interlocutors often provide feedback on information that generates stand-alone post reporting back to Washington.

Energy, biotech regulation, and pharmaceuticals are major topics from which economic reporting flows. The participation of Austrian firms in the development of gas and oil pipelines from Central Asia has become an increasingly important topic for Washington; the embassy has covered this well. Austria has been a major source of resistance within the EU to biotech agriculture and, consequently, an impediment to U.S. agricultural exports. The embassy has provided background reporting on this subject as well as Austrian regulations that have traditionally impeded the opening of the local market to U.S. produced pharmaceuticals. Vienna's growing role as a key business and financial center connecting the EU to Eastern Europe and Central Asia has created healthy economic growth and concomitant possibilities for U.S. investment and sales. The former government supported many U.S. economic goals. Over all, this is expected to continue with the next government.

COMMERCIAL AFFAIRS

Embassy Vienna has taken effective measures to reverse the deteriorating U.S. balance of trade with Austria. In 2005, U.S. imports from Austria totaled \$6.5 billion, balanced against \$3.8 billion in exports. This disparity nonetheless marked the

first significant narrowing of the U.S. trade deficit with Austria since 2001, when sharp reduction in the exports of U.S. manufactured aircraft and automotive parts reversed a previous U.S. trade surplus. Figures for the first months of 2006 indicate a continuing reduction of the U.S. trade deficit, a major performance indicator in the embassy's most recent MPP.

The collaborative approach of all mission entities engaged in trade promotion has contributed to this turnaround. The economic unit, the Foreign Commercial Service, the Foreign Agricultural Service, and the Office of Defense Cooperation (ODC) have organized an economic and trade working group that identifies cross cutting commercial issues – agricultural biotechnology, regulatory restriction of U.S. products, declining military sales – and devises a collective approach. Mission advocacy has led to opening of the Austrian telecommunications market and increased receptivity to U.S. pharmaceuticals, although the Austrian resistance to agricultural biotechnology remains entrenched. With embassy assistance, the Foreign Commercial Service office has organized an informal commercial exchange, a bilateral dialogue on commercial issues of mutual interest. The Foreign Agricultural Service office is scheduled to phase out in 2008, and Foreign Commercial Service staffing has already been scaled back. The OIG team believes that the Foreign Commercial Service phase out in Vienna, and the transfer of this function to the Berlin office, will be an impediment to further reducing the U.S. trade imbalance with Austria.

LAW ENFORCEMENT

The number of law enforcement agencies located within the mission, and their overlap in some areas of common interest, poses the potential for turf tensions and crossed communications. The mission has largely avoided such missteps through the creation of a LEWG. The Ambassador, DCM, regional legal attaché, Department of Homeland Security, Immigration and Customs Enforcement (DHS/ICE), Drug Enforcement Administration, regional security officer, defense attaché office (DAO), political-economic counselor, ODC, and security policy unit participate. The bi-weekly LEWG meeting brings to the table emerging operational issues and flags for the front office items that could have press or political ramifications for the mission.

The LEWG works well but is not a panacea. In three identified instances, mission agencies working a common issue or operation from different angles have communicated inadequately, in one case causing two groups to act at cross purposes. Such examples, however, are the exceptions; interagency relations are generally supportive. The regional security officer has been generous in sharing police contacts

with others; the Drug Enforcement Administration has provided the global affairs unit data to compile mandated reports; and DHS/ICE and ODC have worked closely with the economic unit on dual-use items and export controls. The mission has met most performance indicators on law enforcement from the most recent MPP.

The 2000 OIG report recommended that UNVIE and USOSCE also participate in the LEWG, but this has not occurred. The policy orientation of UNVIE and USOSCE on law enforcement issues, as opposed to the more operational outlook of most members of the LEWG, probably does not make this a good fit as now configured. However, DHS/ICE has helped USOSCE with various border security issues, and DHS/ICE and the legal attaché have provided expertise and other support to the UN Organization on Drugs and Crime, an integral part of UNVIE.

COUNTERTERRORISM COOPERATION

No formal mechanism exists for counterterrorism cooperation, but a combination of the biweekly LEWG, the emergency action committee, and frequent inter-agency consultation provides sufficient communication. In his capacity as security coordinator for the tri-missions, the regional security officer also plays a leading role in coordinating the counterterrorism needs of all three missions. All agencies respect existing agreements on individual responsibilities, and the proper mission elements take the lead. The economic unit communicates with the government of Austria on terrorism financing and cross cutting nonproliferation issues and export controls. Some U.S. driven counterterrorism initiatives are sensitive in Austria, but the mission has advocated successfully for greater government of Austria cooperation, including the regulatory framework.

POLITICAL-MILITARY AFFAIRS

As in other spheres, close collaboration characterizes the mission approach to salient political-military issues. The LE political specialist assists the DAO with analysis of Austria's military budget, and the DAO consults with the ODC over military sales possibilities, which are also raised in the context of the economy and trade working group and vetted with public diplomacy for possible media impact. Despite this interplay, the respective mission elements maintain primacy in areas of designated responsibility. The DAO manages Austrian participation in the Partner-

ship for Peace, Austria's principal connection to the North Atlantic Treaty Organization. ODC organizes a military exchange program that is a top priority of the U.S. European Command.

Mission advocacy for increased Austrian support of various political-military initiatives has met with mixed results. On the plus side, Austria has increased deployment of forces to Bosnia and Kosovo, provided a small force to an Afghanistan provisional reconstruction team for a four-month period, and granted all U.S. requests for overflights/transits in support of forces in Afghanistan and Iraq. The government of Austria has been more reticent on direct involvement in Iraq, although Austria has offered training for Iraqi police and supported U.S. initiatives on Iraqi reconstruction and within the Paris Club. The mission was on or above target for its MPP performance indicators for the past two years.

SCIENCE, TECHNOLOGY, AND ENVIRONMENT

The science and technology unit of the economic/political section has the lead in this area. Principal issues of concern are medical and agricultural biotechnology, the Kyoto Round, and avian flu. The economic/political section has helped identify Austrians to participate in a Washington working group on medical technology, in which Austria excels, and has prepared reports on hydrogen technology, another Austrian strength. The Animal and Plant Inspection Service (APHIS) of the U.S. Department of Agriculture is supported by the embassy, shares offices with the Foreign Commercial Service, and is peripherally involved with UNVIE/International Atomic Energy Agency on nuclear agricultural issues. APHIS does not have bilateral responsibilities in Austria because Austria is an EU state. From Vienna, the APHIS staff covers 22 countries to the north and east but remains available to the tri-missions in an advisory capacity.

PUBLIC DIPLOMACY

Embassy Vienna has fully integrated public diplomacy into all elements of the MPP in word and action. The public affairs section (PAS) plays a central role in developing the MPP, and then follows up with a public affairs program plan keyed to MPP themes which it updates quarterly.

PAS is staffed by an experienced PAO, a second tour assistant PAO and 12 Foreign Service nationals. The section includes three operating units: press, programs, and the American Reference Center (ARC). The press and program units are located in the chancery; the ARC is located in the regional program office (RPO) building and will move to a new location two blocks from the chancery when the RPO building is vacated.

Coordination within the embassy is excellent, reflecting the high priority the Ambassador places on public diplomacy within the mission. The PAO participates in all country team meetings and meets frequently one-on-one with the Ambassador on specific issues. He has a daily meeting with the DCM and political/economic counselor and a weekly scheduled meeting with the Ambassador that includes key PAS staff. A PAS representative attends the weekly political/economic section meeting and the political/economic section sends a representative to the weekly PAS meeting.

PAS prepares a daily media reaction report for use by Washington readers and neighboring posts, briefs the embassy's senior staff on major press items, maintains an updated influence analysis, and develops media strategies for the mission. The section is currently using a German-speaking Department intern to develop a detailed study of Austrian media treatment of U.S. society and policies over the past several months.

PAS coordinates the Ambassador's very active public schedule that includes multiple media events, public appearances, and speeches in a given week. In addition to being the official press spokesperson for the embassy, the PAO serves as the Ambassador's principal speechwriter, and as such receives full content support from other embassy elements. The Ambassador, DCM, and other embassy officers meet often with youth groups from educational and social institutions as well as youth branches of political parties.

Exchange Programs

During FY 2006, the embassy received funding for nine international visitors and programmed an additional 10 voluntary visitors at their own expense. The DCM chairs the international visitor selection committee that includes representatives from all mission elements. There are follow-on programs in the grantees' institutions, and contact is maintained through annual events, including alumni receptions hosted by the Ambassador. The Ambassador has placed a high priority on the expansion of academic exchanges, both at the university and secondary school level. She recently established a working group, which she chairs, to develop new strategies for expanding U.S.-Austrian exchanges, in part, through closer private sector collaboration.

The Fulbright program in Austria was established in 1950 and is now managed under the bilateral Austrian-American Educational Commission. Approximately 3,000 Austrians and 2,000 U.S. citizens have participated in the Fulbright program since its inception. During FY 2006, the program funded the participation of 14 senior scholars from the United States and five from Austria and 19 students from the United States and 27 from Austria. The program also supports a robust exchange of teaching assistants both ways. The Austrian-American Educational Commission is currently located in the RPO building that must be vacated in March 2007. Negotiations are underway to identify a new location for the American executive director and two program officers. A Fulbright alumni association was established in 1996 and actively supports the program.

American Reference Center

The ARC provides electronic information to a broad range of Austrian contacts in MPP-linked subject areas. The ARC is staffed by two experienced Foreign Service national electronic information specialists and will soon be joined by a third. The center is located in the RPO building some distance from the embassy but will move to office space two blocks from the embassy when RPO closes. The ARC is responsible for the design and content of the embassy's bilingual Internet site that receives 5,000 to 6,000 inquiries per day. The center also provides reference support to the embassy as well as UNVIE and USOSCE. The balance of in-house reference service to information outreach is appropriate. The small staff is able to devote full attention to electronic outreach because walk-in customers have been reduced to one or two per week. In addition to regular Washington File and article alert offerings, the ARC produces and distributes electronic newsletters for librarians and English teachers. During Austria's tenure as EU president, the ARC produced a special information and policy resource entitled U.S.-EU Spotlight.

The lists of embassy contacts who receive information in the various thematic areas are maintained by the ARC staff with little input from other elements of the embassy. The effectiveness of the information outreach program is therefore limited because it does not reflect the full range of embassy contacts. The OIG team made an informal recommendation for broader participation. The ARC will also coordinate the information outreach services of the embassy's first American Corner, which will be established at the University of Innsbruck.

UNVIE and USOSCE do not have an information outreach capacity similar to the embassy's ARC. By working with his counterparts at the other two missions, the PAO could expand the embassy ARC's information outreach capacity to include subject categories to match the priority MPP themes of those missions and priority audiences to be served.

Recommendation 4: Embassy Vienna, in coordination with the U.S. Mission to International Organizations in Vienna and the U.S. Mission to the Organization for Security and Cooperation in Europe, should expand its American Reference Center information outreach service to include priority topics and audiences from those two missions. (Action: Embassy Vienna, in coordination with UNVIE and USOSCE)

REGIONAL PROGRAM OFFICE

The RPO was established in Vienna to support U.S. public diplomacy efforts throughout the Soviet Union and Eastern Europe. During the 1990s RPO provided a wide range of local language printing, training, and information technology support for the rapidly expanding U.S. presence in the region, including 11 new embassies in the former Soviet republics, the Balkans, and the Middle East. Following the State-U.S. Information Agency consolidation in 1999, the Bureau of European and Eurasian Affairs decided to consolidate RPO functions with those of its Regional Services Center (RSC) in Frankfurt, Germany. This process was forced to accelerate when the U.S. government was drawn into a restitution claim by the pre-World War II owners of the building (Schmidgasse 14) that RPO had occupied since the mid-1950s. The legal proceedings received considerable media attention in both Austria and the United States (including a segment on CBS 60 Minutes) before the courts ruled in favor of the claimant. RSC and Embassy Vienna are now in the process of closing the final elements of RPO operations in order to vacate the building by the March 31, 2007, deadline. One RSC deputy director resident in Vienna coordinates this operation.

This process is complicated by the fact that the Schmidgasse building also houses several non-RPO functions, including the embassy's ARC, an International Broadcasting Bureau technical monitoring station, the American-Austrian Fulbright Commission, and an International Information Program regional support office.

INFORMATION RESOURCE OFFICERS

The Bureau of International Information Programs maintains a regional office in the current RPO building that provides program, book procurement, and training support to embassy information resource centers and American Corners throughout Europe and the Middle East, including Baghdad and Kabul. The office is staffed by two American information resource officers (IRO) and two Foreign Service nationals. The office maintains a web site that allows posts to order specific books directly by providing fiscal data. Shipment of books is currently coordinated through the RPO shipping office. With the closure of RPO that function will be assumed by the Bureau of Administration.

The Embassy Vienna American Resource Center is included in the support portfolio of one of the IROs while the second IRO has no contact with the embassy. The PAO currently writes the Employee Evaluation Reports for both IROs. The PAO has direct knowledge of the IRO (position 60999014) responsible for the Vienna ARC but is not in a position to evaluate the performance of the second IRO (position 60999013) who reports directly to the Bureau of International Information Programs.

Recommendation 5: The Bureau for International Information Programs should transfer responsibility for Employee Evaluation Report preparation for information resource officer position 60999013 from the public affairs officer in Vienna to the Bureau for International Information Programs in Washington. (Action: IIP)

INTERNATIONAL BROADCASTING BUREAU TECHNICAL MONITORING OFFICE

The International Broadcasting Bureau maintains a technical monitoring office (TMO) in Vienna staffed by two Foreign Service nationals. One of four TMOs worldwide, the Vienna office supports 25 remote stations staffed by contract monitors throughout Africa, the Middle East, the Balkans, and Western Europe. Vienna support for the remote stations includes the provision and maintenance of radio receivers and computers allowing each contract monitor to provide signal analysis including broadcast samples by e-mail back to Vienna and transmitters as the broad-

casts are actually taking place. The Vienna TMO network is responsible for monitoring Voice of America and Radio Free Europe broadcasts in the region as well as all Radio Free Afghanistan, Radio Free Iraq, and Radio Sawa broadcasts.

Vienna TMO reports good support from the embassy JMO, especially in the processing of payments to the remote contract monitors. The TMO had relied on the shipping office within RPO for support in the shipment of equipment to the 25 remote stations and discussions are now underway over how the JMO can continue to provide this support.

Although the RPO director does not supervise TMO staff or operations, the director has been a reliable conduit between the TMO staff and the embassy, particularly the JMO. This will change with the move out of the RPO building in March 2007 and the elimination of the RPO director position. As currently planned, the TMO operation will move into a building that is used by PAS for public programs, but has no permanent embassy presence. This isolation from other embassy elements could eventually have a negative impact on future TMO operations. The embassy PAS should establish direct and frequent communications with the International Broadcasting Bureau staff to coordinate embassy support. The OIG team made an informal recommendation.

CONSULAR AFFAIRS

Embassy Vienna's consular section provides a full range of visa and American citizens services. It is well managed, and appropriate internal controls are in place. Currently, the section is staffed by the FS-01 consular chief and the FS-03 deputy. Both of these positions are German language designated at the 3/3 level. The section has two ELO positions that are currently vacant. The one consular associate, eligible family member position is job-shared by two eligible family members. There are nine consular LE staff.

The consular section is located on the fourth floor of an office building that adjoins the Vienna Marriott Hotel. A private guard stationed at the waiting room entrance provides the security for the section. The consular waiting room is adequate, however, its curved shape does not allow for line of sight supervision. The visa and passport interview windows with the cashier's window in the center are also configured on a curve. The consular office and workspace is adequate.

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American Citizens Services

The consular section deputy heads the American Citizens Services (ACS) unit, which is staffed by three experienced LE staff, who efficiently provide routine citizens services. The section provides up-to-date lawyer and doctor lists and has good contacts with the Austrian Foreign Ministry, international schools, hospitals, and American companies. There are 11 private American citizen wardens who are trained and ready to take action in an emergency. In 2004 Vienna's ACS unit was recognized by the Bureau of Consular Affairs for its innovative use of text messaging to contact its warden network.

Austria is a popular destination for an estimated 23,000 American travelers a year, and over 8,000 Americans reside permanently in the country. Americans often are the victims of Vienna's organized pickpockets and require consular assistance. In FY 2005, the consular section handled over 1,700 U.S. passport applications. Many were for replacement of lost or stolen passports that required emergency processing. Since October of 2005, the ACS unit also handled eight arrest cases and 55 American citizen death cases.

The ACS unit gives U.S. citizens applying for a passport the option of returning to pick-up their new passport or having the passport mailed to them. Last year \$6,000 in U.S. government funds were used to pay passport postage costs.

Recommendation 7: Embassy Vienna should discontinue paying postage to mail passports and require U.S. passport recipients to provide stamps or a postage paid envelope. (Action: Embassy Vienna)

The federal benefits unit is managed by one LE staff member funded by the Social Security Administration. The unit services over 2,600 Social Security recipients and approximately 80 Veterans Administration beneficiaries. Eighty percent of the Social Security recipients receive their funds via direct deposit to Austrian bank

accounts; the remainder receives monthly checks mailed from the United States. All Veterans Administration beneficiaries receive benefit checks by mail directly from the United States.

Nonimmigrant Visas and Immigrant Visas

The consular section offers a full range of nonimmigrant visas and immigrant visa services. While Austria has participated in the visa waiver program for tourist travel since 1991, many Austrians and third country nationals still require U.S. visas. There was an overall increase in nonimmigrant visa workload in FY 2005. Just over 50 percent of Vienna's tourist/business nonimmigrant visa applicants are third country nationals. Large performing groups, airline employees, and known performers/journalists are allowed to use designated VIP hours. Vienna is a designated Iranian processing post and Iranian cases make up 27 percent of the immigrant visa workload. In FY 2005, the embassy received immigrant visa applications for 30 nationalities. The top third country national country was Iran, followed by Germany, Iraq, Romania, and Poland. The section uses a call center and machine-readable visa off-site fee collection service. In coordination with other embassy offices such as public affairs and the Foreign Commercial Service, the consular section has focused its visa outreach programs on students, exchange participants, and business visitors.

Americans often approach the visa interview windows to inquire about U.S. passport or ACS services. Signage is inadequate, and an informal recommendation was made.

Fraud Prevention/Visas Viper

Austria is a member of the European Union's Schengen Agreement covering border controls and immigration. Vigilant border and airline personnel have been effective in deterring transit through Austria by undocumented travelers. The Vienna consular section seldom encounters sophisticated passport or visa fraud. The Bureau of Consular Affairs fraud alerts and monthly fraud bulletins are shared with all consular section staff. The consular section established a network of Farsi speaking officers at the five Iranian immigrant visa processing posts to share information on Iranian fraud. This network has now been formally sponsored the Bureau of Consular Affairs, Fraud Prevention Office, and incorporated into an Intranet antifraud chat room. The consul general attends Embassy Vienna's monthly Visa Viper meetings that are chaired by the DCM.

RESOURCE MANAGEMENT

Agency	U.S. Direct-Hire Staff	Locally Employed Staff	Total Staff	Total Funding FY 2006
State – Program	44	22	66	\$ 6,348,031
State – ICASS	41	142	183	16,380,600
State – Public Diplomacy	2	12	14	1,795,200
State – Diplomatic Security	8	37	45	2,452,256
State – Regional Information Management Center	15	0	15	258,010
State – Overseas Buildings Operations	1	0	1	10,235,986
State – Regional Program Office	3	23	26	1,493,300
U.S. Marine Security Guard	15	0	15	170,000
U.S. Commercial Service	1	5	6	768,237
Department of Defense, Defense Attaché Office	7	3	10	849,396
Department of Defense, Office of Defense Cooperation*	3	0	3	
Foreign Agricultural Service	3	2	5	455,494
Foreign Agricultural Service Animal and Plant Health Inspection Service *	2	1	3	
Department of Justice, Drug Enforcement Administration*	5	0	5	
Department of Justice, Legal Attaché*	4	0	4	
Department of Homeland Security, Immigration and Customs Enforcement*	5	1	6	
Department of Homeland Security, Citizenship and Immigration Services*	1	2	3	359,344
Open Source Center *	4	0	4	
Broadcasting Board of Governors	0	2	2	320,402
Totals	164	252	416	\$ 41,886,256

*Funding Unknown

JOINT MANAGEMENT OFFICE

A JMO located within Embassy Vienna provides administrative services and support for all three U.S. missions in Vienna. Customs and shipping, housing, medical, dependent education, financial services, supplies, maintenance, and other workplace and quality of life related services received high marks on OIG's questionnaires. Scores were not as high in the area of human resources support.

To manage requirements at UNVIE and USOSCE and ensure equal and balanced services, a full-time management officer divides his time between USOSCE and UNVIE. He devotes three days each week to USOSCE and two days to UNVIE. On the days when he is not present, LE administrative staff is available to respond to administrative needs at those missions.

The management counselor and other key management staff work out of the bilateral chancery. The management counselor supervises a senior general services officer, human resources officer, financial services officer, facilities manager, senior information management officer, two senior medical officers, Foreign Service nurse practitioner, and two job-share community liaison office (CLO) coordinators. In addition, there is an assistant general services officer and experienced LE staffs.

The financial management office is well served by its staff and employs a minimum number of people to manage large budgets, including over \$16 million for the International Cooperative Administrative Support Services (ICASS) system and over \$29 million for program and other functions.

MANAGEMENT OFFICER FOR U.S. MISSION TO INTERNATIONAL ORGANIZATIONS IN VIENNA AND U.S. MISSION TO THE ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE

The OIG team discussed the management officer's duties with the management counselor. The management officer's presence at UNVIE and USOSCE is necessary to ensure administrative and management support. However, spending most of the week at these missions limits his time to work with his JMO colleagues. UNVIE and USOSCE have each requested a full-time management officer. The OIG team does not agree with these requests. Neither mission would benefit from a full-time management officer, which would undercut the rationale for a joint management organization.

The competent senior Foreign Service national who fills in for the management officer at both missions is capable of meeting the missions' needs, with regularly scheduled visits from the management officer. The OIG team discussed organizational and efficiency issues with the management counselor who agreed to review requirements and adjust the position duties as necessary.

HOUSING AND REAL PROPERTY

The JMO is responsible for a large number of U.S. government-owned properties including residences for three Ambassadors and three DCMs, 23 apartments and the American Center in the Rathhaus Strasse building, 30 apartments located on two compounds, the U.S. Marine security guard residence located on a third compound, Embassy Vienna's chancery, and two contiguous annex buildings. Both UNVIE and USOSCE are located in short-term leased properties, and about 175 residences are under short-term lease provisions.

Housing is attractive and staff gives it high scores in responses to the OIG questionnaire. Managing this large number of properties is accomplished with a small but effective staff, including the facilities manager and maintenance staff, the senior general services officer, a leasing specialist, and landlord liaison staff person.

The U.S. government-owned properties, some nearly 100 years old, are well maintained but need constant, often expensive repair. Façades deteriorate, roofs leak, and frequent painting and other repairs are required. For the most part, the facilities staff perform make-ready work for newly leased residences and also provide emergency and other services when local landlords are not responsive. The cost for these services is deducted from monthly lease payments. Contractual arrangements also exist for make-ready activities, when needed.

Since the last inspection, UNVIE has moved from the Obersteingasse property it shared with USOSCE to a location across from the Vienna International Center. During the past five years, the Bureau of Overseas Buildings Operations (OBO) has made three trips to evaluate properties to replace the converted apartment building that now houses USOSCE. OBO and the Bureau of Diplomatic Security recently determined that renovating the current building is the best option for USOSCE. The landlord has agreed to contribute \$1 million. Interim work on the vacant fourth floor will allow the relocation of some staff being dislocated from the RPO facility and will provide swing-space as renovations are in progress. The total cost for

renovating the USOSCE-occupied building is not known precisely but may approach \$4 million to \$5 million. This issue was also discussed in the classified annex to this report.

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(b) (2)(b) (2)(b) (2) In addition, during the OIG inspection, a new issue was discovered involving asbestos on the fourth floor and possibly elsewhere in the building.

FACILITIES MANAGEMENT

The facilities management section is housed with the motor pool at an off-site location. Offices and workshops are clean and well maintained. The staff is competent and attentive. The routine for receiving work requests, developing work orders, and getting approvals is smooth and seamless. There is no misunderstanding about which section is responsible for maintenance and repair and there are few customer complaints.

The section was recently reorganized to provide these services and to meet its regional responsibilities to Embassy Bratislava. The facilities manager and necessary staff visit there at least monthly or more frequently if required. The management officer at Embassy Bratislava gave high praise for these services.

As the post health and safety officer, the facilities manager is diligent about ensuring that fire and life safety issues are met. (b) (2)(b) (2)(b) (2)
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MOTOR POOL

The JMO has made a serious effort to consolidate its motor pool services to the three missions and reduce the number of drivers and vehicles, with mixed success. This effort has been complicated by the significant distance USOSCE staff must travel through heavy traffic to reach the OSCE headquarters building where most of-

ficial business is conducted. One innovative approach that has been successful, and which OIG considers a best practice, was the adoption of a system to allow personnel of all three missions to use taxis for official travel and to pay by credit card.

Best Practice: Taxi Credit Card

Issue: Several years ago Embassy Vienna's joint management office reduced the size of the motor pool by reducing the number of drivers and vehicles. Consequently, some Foreign Service officers and other officials were not provided with sufficient transportation for official business.

Response: The joint management office contracted with a taxi company and issued taxi credit cards for each section's exclusive use. The passenger gets and signs a receipt for each trip and the receipts are used for end-of-the-month reconciliation with the embassy's bill. The cards include relevant telephone numbers and the operator is requested to send a "cab charge taxi." The waiting time is about three to five minutes; often less time than the waiting time for a motor pool vehicle dispatched from the motor pool garage. The operator will also respond to requests for first class cars for representational needs and for English-speaking drivers

Result: Using the taxi service is quick, convenient, and efficient. The cost for the taxi credit card service was about \$100,000 for FY 2006. The cost for operating a single motor vehicle is about \$60,000 annually. The cost savings are approximately \$300,000 to \$500,000 annually.

JMO's efforts to create a consolidated motor pool have not yet been fully effective because USOSCE and, to a more limited extent, UNVIE have not agreed to a proposed consolidation. Although JMO's taxi credit card arrangement is convenient and useful and has significantly reduced the number of vehicles and drivers, USOSCE and UNVIE do not wish to discontinue the current arrangements. Presently, there are three vehicles that serve Embassy Vienna and two vehicles for USOSCE and UNVIE. UNVIE staff walk to the Vienna International Center for most of their meetings and therefore seldom use the motor pool vehicles.

USOSCE has two designated vehicles. One is used for a three times a day mail pick-up and delivery for USOSCE and UNVIE. This number of mail stops is excessive. When two mail deliveries are provided, there is no noticeable effect. The infor-

mation management officer (IMO) has offered to provide mail delivery once per day using his drivers. A second mail run could be conducted by the USOSCE driver, if required.

Recommendation 8: Embassy Vienna should limit mail delivery to one per day to the U.S. Mission to the Organization for Security and Cooperation in Europe and the U.S. Mission to International Organizations in Vienna. (Action: Embassy Vienna)

Consolidating Services

The two vehicles and two drivers located at USOSCE do not work with the embassy's motor pool and were not supervised by the JMO's motor vehicle supervisor and dispatcher. This would allow more flexibility among the drivers, could reduce the overtime hours worked, and would provide proper supervision. The OIG team found that the USOSCE's vehicle drivers do not get trip tickets signed. Therefore, it is not possible to determine whether all trips are official. At the same time, the three drivers who are properly supervised have properly signed trip tickets indicating the mileage, the passenger, and location.

Recommendation 9: Embassy Vienna should consolidate the motor pool and require all motor vehicle drivers to report to the motor pool dispatcher and supervisor. (Action: Embassy Vienna)

Personal Services

During the noontime mail pickup, the driver exchanges USOSCE employees' checks for cash at the chancery, gets lunches, and pays bills. The driver also cashes checks and pays bills for UNVIE staff. The OIG team agrees with JMO that these services should be discontinued immediately. Drivers should not be providing these services for staff and should not be exposed to the risks associated with carrying money. Further, this is an unauthorized use of a U.S. government vehicle and the embassy would not be insured should an accident occur. In addition, the cafeteria could supply food through the taxi service and charge for the transportation cost. The OIG team notes that the noontime mail delivery occurs only one and one-half hours after the morning mail run.

Recommendation 10: Embassy Vienna should immediately discontinue allowing its motor pool driver to provide unauthorized and personal services including cashing checks, delivering food, and paying bills for U.S. Mission to International Organizations in Vienna and the U.S. Mission to the Organization for Security and Cooperation in Europe's employees. (Action: Embassy Vienna)

Drivers' Overtime

Executive drivers are compensated for excessive overtime. The three ambassadors' drivers worked between 500 and 1000 hours of overtime each in FY 2006. According to the Department's safety, health, and environmental management requirements for its Motor Vehicle Safety Management program, motor vehicle operators should not work more than 10 hours each day and should not drive that number of hours on a regular, daily basis. OIG understands that executives prefer to use their regular drivers but notes that fatigue, safety requirements, and other factors should overrule those preferences.

The JMO has discussed changing the drivers' work-week to 48 hours from the current 40 hour week but has recognized that this change requires local labor law adjustments. Consequently, it may be necessary to hire additional drivers, schedule shifts for drivers, or pool executive drivers to reduce overtime. The OIG team also notes that a full motor pool consolidation would permit other drivers to fill in to reduce excessive overtime. A pattern of shifts could be established if there were a sufficient number of drivers.

Recommendation 11: Embassy Vienna should reduce executive drivers' overtime to ensure that health and safety requirements are met. (Action: Embassy Vienna)

TRAVEL SERVICES

Embassy Vienna's travel unit is understaffed. One LE staff member books about 10,000 hotel rooms and provides support services for about 50 high profile visits each year. In addition, he books rooms for conferences and other large groups, provides cars, vans, and buses with drivers for those visits, and puts together an unknown number of welcome kits for visitors and newcomers. At the same time, he works at the control room during visits and serves as the alternate supervisor for the customs and shipping unit.

The customs and shipping unit is equally busy and has difficulty covering for the sole travel unit staff person in his absence. The two units have very cordial and cooperative relationships.

Carlson Wagonlits Services

Tri-mission staff must travel extensively and each must individually contact Carlson Wagon-Lits, the global contractor, for travel reservations. There were frequent complaints that the contractor is not helpful and often books business class travel instead of recommending an alternative routing or different day to travel. The senior general services officer attempts to keep the constantly changing staff at Carlson Wagon-Lits informed of U.S. government policy and requirements, but with only partial success. An additional staff position in the travel unit could provide liaison to ensure that the lowest possible fares are secured and could provide ticket pick-up services, saving valuable staff time. Cost savings in this regard could be considerable.

Recommendation 12: Embassy Vienna should work with its local International Cooperative Administration Support Services council to hire a locally employed staff person to work in the travel unit. (Action: Embassy Vienna)

WAREHOUSE

Expendable and nonexpendable supplies are kept in a clean and orderly warehouse. While the bar code reader and supply software are often not functioning, the staff ensures that inventory is complete and accurate using manual methods until functionality resumes.

The spacious warehouse also contains an upholstery and drapery production area and the space where cut-to-fit carpet is bound. The minimum staffing, similar to all of the general services sections, is efficient and customer-service oriented. Expendable supplies are delivered weekly and there is general customer satisfaction about overall warehouse service.

There is a large section that holds over 100 pieces of interiors and furnishings division furniture. Some of this furniture has been in the warehouse for a decade or longer. These pieces come from the three missions' executive residences, and JMO needs OBO authority to dispose of it or to use it for other residences. The ware-

house staff has produced an excellent color catalogue picturing pieces that do not belong to specific residences and that could be used elsewhere. Using this furniture in other residences, with authorization, has the potential to reduce the need for additional furniture and reduce costs. OIG suggested that JMO contact OBO to determine whether this furniture could be used in other residences or be disposed of through sale or auction.

PROCUREMENT

A small, well-trained staff conducts procurement and contracting activities. The recent visit of the Office of the Procurement Executive's special assistant was very welcome and productive. The OIG team found files to be in order, and 34 blanket purchase orders for recurring needs in place. Competition is noted on folders, and prices are included. Staff is more likely to search the Internet than to make personal visits to vendors. The OIG team discussed the potential value of visiting with local vendors.

HUMAN RESOURCES

The HR office provides a full range of human resources support, but does not always provide accurate information or good customer service. The section's eight person staff is adequate to meet tri-mission needs, and all staff members have been cross-trained. However, all three missions provided negative feedback about the section's willingness to help customers, receiving incorrect or insufficient information from the section, and the section's lack of follow-through on commitments. The OIG team discussed the low level of HR service satisfaction with the management counselor who is now providing on-going counseling to the HR officer.

The section provides the usual services including position classification, compensation, recruitment and hiring, and, where necessary, terminations and abolishment of positions. OIG's review of the office's processes indicated they were in compliance with standard operating procedures and that policies are coordinated throughout the tri-missions and are well publicized.

The office also provides some services that are usually provided by other embassy entities. For example, HR manages the language training program, usually run by a language officer, and the summer hire program, usually run by the CLO. The

OIG team researched and discussed the use of contracts in lieu of personal service agreements for language teachers. The section agreed to seek further guidance and change the employment mechanisms if so advised.

The section supervises four roving secretaries and coordinates hiring and related requirements for the six executives' official residence staffs. The section has also trained supervisors and updated handbooks and program guidelines. The tri-mission community participates fully in the incentive awards program. There is an active LE staff association that represents LE staff of all three missions and meets regularly with Embassy Vienna's executive office and JMO.

The lack of employment opportunities for family members and members of household is a morale factor. In meetings with OIG, family members noted that there are few professional employment opportunities and that it is difficult to find work on the local economy. The tri-mission recruitment policy provides a uniform and equitable system to ensure that qualified individuals and family members are given appropriate preference in hiring. During the inspection, several tri-mission positions were vacant, and family members had not applied for them. The CLO section of this report provides details on new employment assistance – the Strategic Networking Assistance Program – that has recently become available.

EQUAL EMPLOYMENT OPPORTUNITY

In compliance with OIG's 2000 inspection report, the tri-missions have designated three EEO counselors, although none have received training. UNVIE's designated EEO counselor was appointed in November 2005 and requested training. The HR officer promised to schedule training, but one year later has yet to do so. One staff member at USOSCE has had training and offered to assist, but the HR unit did not inform the tri-mission community that he was available. The OIG team makes an informal recommendation that Embassy Vienna publicize the names of the EEO counselors after they are trained in their duties, as required by 3 FAM 1514.2a.

Recommendation 13: Embassy Vienna should schedule all three designated Equal Employment Opportunity counselors for the first available Equal Employment Opportunity training. (Action: Embassy Vienna)

FINANCIAL MANAGEMENT

The financial management section effectively supports its ICASS customers. The section's scores on all of the financial management categories on OIG's workplace and quality of life questionnaire were high. As an average, the section exceeded all of its ICASS performance standards. Since 2004, the section has received International Organization for Standardization (ISO 9000) certification, a quality management program designed to understand and document the steps needed to provide a service and to then seek continual service quality improvements.

The section is using Department initiatives designed to improve the overall functioning of embassies and consulates worldwide. The section processes all financial transactions through direct electronic access to the Department's Regional Financial Management System. This direct electronic access eliminates the former one-to-two day delay formerly associated with processing these transactions. Two LE staff certify vouchers. The OIG team left informal recommendations to improve operations.

INTERNATIONAL COOPERATIVE ADMINISTRATIVE SUPPORT SERVICES

Despite the infrequency of its meetings, the ICASS system is functioning well. Embassy Vienna's 2006 annual tri-mission ICASS survey shows that every administrative service received a good or fully met performance standards rating. A majority of administrative services received an excellent or exceeded performance standards rating. The OIG administrative services assessment questionnaire had similar results.

Embassy Vienna's JMO provides administrative services to Department elements plus 17 U.S. government agencies. All agencies having American direct-hire personnel subscribe to the mandatory basic package. Some agencies do not subscribe to voluntary services including motor pool services and the residential furniture pool. Consolidating these duplicative services is unlikely to yield substantial cost savings.

The ICASS council meets only on an ad hoc basis. Some ICASS council members have not received ICASS training. The OIG team made informal recommendations to correct these deficiencies.

INFORMATION MANAGEMENT AND INFORMATION SECURITY

Embassy Vienna's information resource management office provides information management and information security to all Department of State elements and 26 government agencies located at the three missions. As part of the JMO, it provides administration and maintenance support for the unclassified and classified networks, telephone support to include the cell phone program and digital video-conferencing, mail, pouch (unclassified and classified), and diplomatic post office. However, the office needs to improve management in a number of key areas, including training, documentation, and information systems security.

INFORMATION MANAGEMENT

The information systems officer (ISO) has not established a formal training plan for his information technology staff. The information systems center is a high-paced operation where multitasking abilities and technical knowledge is mandatory. The unclassified network was recently upgraded to Windows 2003 (servers) and Windows XP (workstations). However, at the present time only one person has been trained on these technologies. Both of these operating systems are quite different and more complex than the previous technology (Windows 2000).

According to 5 FAM 121.3c(3)(d), the ISO is responsible for developing an individual development plan with subordinates to ensure training and development needs are met. The information systems center staff is responsible for administration and maintenance of the unclassified network and its applications, and they need to be provided the tools to effectively perform their jobs. Although they are currently scheduled to receive the necessary training, there is no mechanism in place to ensure that training is well planned and consistent.

Recommendation 14: Embassy Vienna should develop and implement individual training plans for all employees working in the information systems center. (Action: Embassy Vienna)

The tri-missions do not participate in a full radio program. Embassy Vienna has no official documentation waiving their participation in this program. In 2003, based on the local infrastructure and the personal and technical threat to the U.S.

government at post, the IMO and management counselor decided that there was no need for a full radio program. Currently, only emergency action committee members are provided a radio, and the post's emergency action plan reflects this. Although some senior staff are aware of the reasons for not having a radio program, most staff throughout the tri-missions are not. There is some anxiety among tri-mission personnel because they have not been informed of why there is no radio program. There is evidence that cell phones do not routinely work well in an emergency situation because the circuits can become overloaded. The OIG team made an informal recommendation that Embassy Vienna develop official documentation regarding the denial to fully implement a tri-mission radio program.

The tri-missions have 14 dedicated Internet networks (DINs) and 52 workstations connected to these DINs. Three of the DINs will be disconnected and two merged into one, which will make a total of nine DINs and 46 workstations connected. Justification of DINs is based on needs that the unclassified network cannot meet; they cannot to be used for personal convenience. UNVIE has a common user station for all TDY personnel to use. This is not necessary because TDY personnel are provided accounts on the Department's unclassified system. It was unclear to the OIG team if all the connections to the DINs are necessary. An informal recommendation was made to reassess the justification for the tri-missions DINs and workstation connections.

The local configuration control board (LCCB) does not document the results when testing new applications. By design, the posts' LCCB must ensure that any hardware, software, or network component installed on the network does not adversely affect the existing local information technology infrastructure. The majority of the post's LCCB procedures are in compliance with 5 FAM 862. However, the OIG team verified that the LCCB does not document the results when testing new applications. The Department's information technology configuration control board web site states that posts should have a process to document the testing and evaluation of software. An informal recommendation was made for post to document results when testing and evaluating software.

The information program center does not have a formal procedure for tracking work orders. The information program officer believes that, with good communication between staff, one is not needed. A procedure to accurately track and account for work orders helps to verify that all work orders are completed, records how long each job takes to complete, and measures the performance for individual staff. An informal recommendation was made for the information program center to develop a procedure to track work orders.

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QUALITY OF LIFE

The tri-mission community is generally pleased with services that add to good quality of life overseas. The medical unit and the CLO provide reliable services. The sponsor program has been uneven, but the CLO is attempting to improve it. The school is fully accredited, and dependent education is excellent. The school provides extracurricular activities in well maintained buildings and grounds. The recreation association provides limited services that include a preschool located at one of the apartment compounds and sales of logo articles of clothing.

MEDICAL UNIT

The regional medical unit provides the three missions with quality medical services and support for over 500 American direct-hire employees and their family members. The regional medical officer travels about half the time to meet support requirements for eight additional U.S. missions. The regional psychiatrist also travels extensively to support 20 U.S. missions in the region. A Foreign Service health practitioner manages the unit with four LE health providers. Embassy Vienna has been designated an alternate medical evacuation point. The responsibility for evacuations has added to the unit's already significant workload.

As an alternate medical evacuation point, Embassy Vienna is not staffed to support a large number of evacuations. Further, Viennese medical practitioners conduct office and hospital visits primarily in the German language, thus complicating the medical evacuation process. The medical officer and health practitioner have authority to approve medical evacuations to Vienna and have agreed to these evacuations as they are necessary. To reduce the number of medical evacuations to Embassy Vienna, the Department's Office of Medical Services and the medical unit recommend that all but the most urgent cases go to Embassy London, which is the region's designated medical evacuation point.

AVIAN INFLUENZA PREPAREDNESS

The tri-missions have developed an avian influenza pandemic plan. The plan was coordinated with the government of Austria, the international schools, and U.S. military facilities. Embassy Vienna's DCM chairs the avian influenza tri-mission task force that includes representatives from the medical unit, JMO, regional security office, CLO, and the U. S. Departments of Agriculture, Commerce, and Defense. The task force established action plans for different phases of outbreaks. Medical supplies and equipment are in-place for all American tri-mission staff and family members.

The regional medical unit is the primary resource for information and guidance on avian influenza risks and coordinates regularly with the consular section. An Internet site provides information for the general public. The consular section has a 400-name e-mail contact list for resident Americans. The government of Austria's avian influenza plan includes the American diplomats and resident Americans.

COMMUNITY LIAISON OFFICE

The CLO, located in the chancery, supports the tri-missions. Two half-time coordinators manage the office, and a newsletter editor completes the staff. Both CLO coordinators have had training but feel supporting the tri-missions is challenging because there are 24 agencies in addition to the large number of Department employees. They have created a number of new programs including a progressive newcomer orientation that conducts segments at all three missions. They have also initiated a driving in Austria program that has been very helpful. Nevertheless, community spouses complained about inadequate information for new arrivals and a weak sponsor program. The OIG team made informal recommendations suggesting the CLO conduct a needs assessment survey and establish an advisory board.

Another area of community concern is family member employment, both inside and outside the tri-missions. The CLO recently conducted an employment survey and used the results to gain Department support for including Vienna in the Strategic Networking Assistance Program designed to assist family members identify employment opportunities on the local economy. To support this initiative, the embassy has opened negotiations on a bilateral work agreement with the Austrian government that could make it easier for family members to obtain work permits for local employment. The OIG team made an informal recommendation for CLO and embassy elements to develop and conduct workshops on family member employment.

The CLO coordinators serve on a number of committees dealing with family issues but are not included in country team meetings. An informal recommendation was made to include the CLO at future country team meetings..

SCHOOLS

The majority of tri-mission children attend (b)(2)(b)(6)(b)(2)(b)(6) (b)(2)(b)(6) which offers an educational program for preschool through grade 12. Although there was dissatisfaction regarding former (b)(2)(b)(6) management, the new school director who began working last year and the new high school principal who began this year have resolved most outstanding issues.

(b)(2)(b)(6) is attractive and well maintained, and offers a variety of classes and extracurricular activities. The school, serving 800 students (b)(2)(b)(6)(b)(2)(b)(6) is fully accredited by the Middle States Association of Colleges and Schools and by the Austrian Ministry of Education. The Department's Office of Overseas Schools provides grants for salaries, educational materials, staff training, and security upgrades.

Embassy Vienna's political/economic counselor represents the Ambassador and is chairman of the Board of Trustees, with voting privileges. There are two additional official Americans serving on the board of trustees, also with full voting privileges. The Office of Overseas Schools' regional education officer visited (b)(2)(b)(6) in September 2006.

AMERICAN EMPLOYEES ASSOCIATION

The American Employees Association's board of directors and Embassy Vienna's management have focused on the association's financial viability. The association has taken steps to stem losses and move the operation towards profitability. For example, in 2004, the association closed its unprofitable commissary. In 2005, to improve financial reporting, the association hired a part-time bookkeeper. Although the review is seven months late, an accounting firm is conducting a financial review of the association's 2005 operations. The Department's Office of Commissary and Recreation Affairs waived the annual audit requirement for 2004 because of inadequate records.

The association operates a preschool, small gymnasium, and sells logo items under a charter agreement the Department issued. The association realized a small profit for the 2005 and 2006 operation. OIG made informal recommendations to improve overall oversight of operations.

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.

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.

GRANTS MANAGEMENT

Education Grants

Since 2003, the Office of Overseas Schools has provided AIS, Vienna, eight grants totaling \$448,000. Embassy Vienna executed these educational grants for teachers' salaries, materials, and security improvements in accordance with Department regulations.

Public Diplomacy Grants

Deficiencies were identified in Embassy Vienna's management of public diplomacy grants. A review of 53 FY 2006 grants totaling \$130,000 revealed that 20 grants files did not have financial and project completion reports. Biographical sketches were missing in 10 grants files. In eight instances, award dates in grant documents did not match award dates on federal assistance award forms. There was little indication that the public affairs staff routinely checks grants files for completeness. The OIG team counseled the public affairs section on how to establish proper grant management procedures in accordance with 10 FAM 236 and 237.

Recommendation 16: Embassy Vienna should establish and implement grants management procedures that include: checking grants files for completeness; notifying grantees when biographical sketches, financial expenditure reports, and project completion reports are delinquent; and monitoring grantees' submission of required reports. (Action: Embassy Vienna)

INFORMAL RECOMMENDATIONS

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

Public Affairs

The lists of embassy contacts who receive information from Embassy Vienna are maintained by the ARC staff with little input from other elements of the embassy. The effectiveness of the information outreach program is therefore limited because it does not reflect the full range of embassy contacts.

Informal Recommendation 1: Embassy Vienna should involve all mission elements in the development and maintenance of contact recipient lists for the embassy's information outreach program.

The International Broadcasting Board's TMO will move from its current location into a building that has no permanent embassy presence. This isolation from other embassy elements could eventually have a negative impact on future operations.

Informal Recommendation 2: The embassy public affairs officer should establish direct and frequent communications with the technical monitoring office staff to coordinate embassy support.

Consular Affairs

Americans often approach the visa interview windows to inquire about U.S. passport or ACS services. Signage is inadequate.

Informal Recommendation 3: Embassy Vienna should post directional signs and information sheets for American citizen customers.

Warehouse Operations

The warehouse contains over 100 pieces of interiors and design furniture that have been unused and stored for a decade. It could be used for other residences, sold, or auctioned.

Informal Recommendation 4: Embassy Vienna should request the Department to grant authority to dispose of interiors and design furniture.

Employees search the Internet and use other electronic sources to locate goods and services, primarily technology. Better prices might be available on the local market and could save shipping cost.

Informal Recommendation 5: Embassy Vienna should require locally employed staff to spend time in person, as appropriate, searching for goods and services in the local market.

Equal Employment Opportunity

Names of EEO counselors in the tri-missions and the name of the Federal Women's Program coordinator are on the tri-missions' web page but not publicized and posted prominently in any of the missions as required by 3 FAM 1514.2a.

Informal Recommendation 6: Embassy Vienna should publicize and post the names of all Equal Employment Opportunity counselors' after they have received training and the name of the Federal Women's Program coordinator.

Financial Management

In some instances, unannounced verification of the subcashier funds are not being conducted at least monthly when the advanced amount is the equivalent of \$1,000 U.S. or more and quarterly if the amount is less than the equivalent of \$1,000 U.S., as required by 4 FAH-3 H-397.2-3.

Informal Recommendation 7: Embassy Vienna should conduct cash verifications of advances to subcashiers as required by Department regulations.

Unannounced reviews of the locally employed staff's certifying activity are not being conducted quarterly in accordance with 4 FAH-3 H-065.2-2 (d).

Informal Recommendation 8: Embassy Vienna should conduct unannounced quarterly reviews of the locally employed staff's certifying activity.

One of the LE staff with voucher certifying authority does not have a voucher certification limit as required by 4 FAH-3 H-065.2-2 (c)(9).

Informal Recommendation 9: Embassy Vienna should set a voucher certification limit for all locally employed staff with certifying responsibilities.

International Cooperative Administrative Support Services

The ICASS council does not meet on a regularly scheduled basis. In one instance, a two-year period occurred between meetings.

Informal Recommendation 10: Embassy Vienna should establish quarterly International Cooperative Administrative Support Service council meetings.

Some ICASS council members have not received ICASS training.

Informal Recommendation 11: Embassy Vienna should provide training for all International Cooperative Administrative Support Service council members.

Information Management

The tri-missions lack official documentation to state that there is no full implementation of the radio program, and all personnel arriving to the tri-missions are not provided with this information. This lack of information has caused some anxiety within the tri-mission staff.

Informal Recommendation 12: Embassy Vienna should develop official documentation stating its lack of full implementation of a radio program and provide this information to all personnel within the tri-missions as well as the Department's radio program branch.

The tri-missions have 14 DINs and 52 workstations connected to the DINS. The OIG team is not certain that all DINs and their connections are fully justified.

Informal Recommendation 13: Embassy Vienna should reassess the necessity of the dedicated Internet networks and their connections.

The LCCB does not document the results when testing new applications.

Informal Recommendation 14: The tri-mission's information resource management office should develop a method to document the testing and results of the testing of software that is brought to the local configuration control board for approval.

The information program center does not have a formal method to track work orders. A method for tracking work orders will not only verify that all work orders are done, it can be used to determine how long jobs take and to measure the performance for individuals and the office overall.

Informal Recommendation 15: Embassy Vienna should develop a method to track work orders in the information program center.

The mailroom staff is not trained on Department policy and guidelines governing their job.

Informal Recommendation 16: Embassy Vienna should develop and implement training for the mailroom staff responsible for unclassified pouch and mail as well as the diplomatic post office that includes all Department policies and guidelines regarding unclassified mail and pouch.

Community Liaison Office

There were a few complaints in the OIG questionnaires about the CLO program concerning lack of information, weak sponsor programs, and a shallow understanding of broader community needs. One way to assess the needs of the tri-mission communities and to improve the overall CLO program is through a needs assessment survey. Another method for gaining a better understanding of community needs is through the establishment of a CLO advisory committee.

Informal Recommendation 17: Embassy Vienna should conduct a needs assessment survey to determine what the tri-mission communities expect and want from the community liaison office program.

Informal Recommendation 18: Embassy Vienna should establish a tri-mission community liaison office advisory board to assist the coordinators with improving the program.

Family member employment is a priority for this CLO. Advocating family member employment opportunities both inside and outside of the tri-missions is an integral part of the CLO coordinators' responsibilities. Organizing and facilitating career

planning workshops and employment seminars for family members in the tri-missions would open up more opportunities for family members interested in employment.

Informal Recommendation 19: Embassy Vienna should, as a coordinated effort with the human resources office and the new Strategic Networking Assistance Program local employment advisor, develop and conduct workshops on career planning and family member employment.

It is important for the CLO coordinator to establish and maintain effective working relationships with all sections of the mission. Attending the country team meeting is standard procedure at most missions and recommended by the Department's Family Liaison Office. In Vienna, the CLO coordinators are not part of the country team.

Informal Recommendation 20: Embassy Vienna should include the community liaison office coordinators in the country team.

American Employees Association

The American Employees Association's Board of Directors does not conduct monthly unannounced cash counts in accordance with internal control and standard operating procedures issued by the Bureau of Administration's Office of Commissary and Recreation Affairs.

Informal Recommendation 21: Embassy Vienna should conduct monthly unannounced cash counts on American Employees Association cash receipts.

The American Employees Association's Board of Directors does not review and reconcile its bank statements monthly.

Informal Recommendation 22: Embassy Vienna should review and reconcile the American Employees Association's bank statements monthly.

The American Employees Association's charter has not been updated to reflect the commissary's closure in accordance with 6 FAM 553.

Informal Recommendation 23: Embassy Vienna should revise its American Employees Association's charter to reflect current business activities.

The American Employees Association's Board of Directors meets regularly but does not always prepare official minutes as required by the association's bylaws.

Informal Recommendation 24: Embassy Vienna should fully document all meetings of the American Employee Association's Board of Directors.

The American Employee Association's Board of Directors does not submit required financial reporting in accordance with Department policy.

Informal Recommendation 25: Embassy Vienna should establish annual milestones for meeting required financial reporting deadlines for the American Employees Association.

PRINCIPAL OFFICIALS

	Name	Arrival Date
Ambassador	Susan R. McCaw	12/05
Deputy Chief of Mission	Scott F. Kilner	12/05
Chiefs of Sections:		
Administrative	W. Douglas Frank	08/04
Consular	Charisse M. Phillips	07/03
Economic/Political	Gregory E. Phillips	07/03
Public Affairs	William H. Wanlund	09/04
Regional Security	John J. Beaudry	09/04
Other Agencies:		
Foreign Agricultural Service	Quintin Gray	07/04
Department of Defense	Col. Stefan M. Aubrey	08/05
Foreign Commercial Service	Catherine Houghton	09/04
Department of Homeland Security	Kenneth MacDonald	04/01
Federal Bureau of Investigations	Neil E. Dietderich	08/03
Drug Enforcement Agency	Christian E. Cassel	06/02
Open Source Center	Timothy J. Perry	06/05

ABBREVIATIONS

ACS	American citizens services
ARC	American Reference Center
AIS	American International School
APHIS	Animal and Plant Inspection Service
CA	Bureau of Consular Affairs
CLO	Community liaison office
DCM	Deputy chief of mission
Department	Department of State
DHS/ICE	Department of Homeland Security, Immigration and Customs Enforcement
DIN	Dedicated Internet network
EEO	Equal Employment Opportunity
EFM	Eligible family member
ELO	Entry-level officer
EU	European Union
HR	Human resources
ICASS	International Cooperative Administrative Support Services
IMO	Information management officer
IRO	Information resource officer
ISO	Information systems officer
ISSO	Information systems security officer
IVG	International Voice Gateway
JMO	Joint management office(r)
LCCB	Local Configuration Control Board
LE	Locally employed

LEWG	Law Enforcement Working Group
MPP	Mission Performance Plan
OBO	Bureau of Overseas Buildings Operations
ODC	Office of Defense Cooperation
OECD	Organization for Economic Cooperation and Development
OIG	Office of Inspector General
PAO	Public affairs officer
PAS	Public affairs section
RPO	Regional program office
RSC	Regional Service Center
TMO	Technical monitoring office
UNVIE	U.S. Mission to International Organizations in Vienna
USOSCE	U.S. Mission to the Organization for Security and Cooperation in Europe
VOIP	Voice Over Internet Protocol

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