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

Report of Inspection

Embassy Athens, Greece

Report Number ISP-I-11-15A, February 2011

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PURPOSE, SCOPE AND METHODOLOGY OF THE INSPECTION

This inspection was conducted in accordance with the Quality Standards for Inspections, as issued by the President's Council on Integrity and Efficiency, and the Inspector's Handbook, as issued by the Office of Inspector General for the U.S. Department of State (Department) and the Broadcasting Board of Governors (BBG).

PURPOSE

The Office of Inspections provides the Secretary of State, the Chairman of the BBG, and Congress with systematic and independent evaluations of the operations of the Department and the BBG. Inspections cover three broad areas, consistent with Section 209 of the Foreign Service Act of 1980:

- **Policy Implementation:** whether policy goals and objectives are being effectively achieved; whether U.S. interests are being accurately and effectively represented; and whether all elements of an office or mission are being adequately coordinated.
- **Resource Management:** whether resources are being used and managed with maximum efficiency, effectiveness, and economy and whether financial transactions and accounts are properly conducted, maintained, and reported.
- **Management Controls:** whether the administration of activities and operations meets the requirements of applicable laws and regulations; whether internal management controls have been instituted to ensure quality of performance and reduce the likelihood of mismanagement; whether instances of fraud, waste, or abuse exist; and whether adequate steps for detection, correction, and prevention have been taken.

METHODOLOGY

In conducting this inspection, the inspectors: reviewed pertinent records; as appropriate, circulated, reviewed, and compiled the results of survey instruments; conducted on-site interviews; and reviewed the substance of the report and its findings and recommendations with offices, individuals, organizations, and activities affected by this review.



**United States Department of State
and the Broadcasting Board of Governors**

Office of Inspector General

PREFACE

This report was prepared by the Office of Inspector General (OIG) pursuant to the Inspector General Act of 1978, as amended, and Section 209 of the Foreign Service Act of 1980, as amended. It is one of a series of audit, inspection, investigative, and special reports prepared by OIG periodically as part of its responsibility to promote effective management, accountability and positive change in the Department of State and the Broadcasting Board of Governors.

This report is the result of an assessment of the strengths and weaknesses of the office, post, or function under review. It is based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

The recommendations therein have been developed on the basis of the best knowledge available to the OIG and, as appropriate, have been discussed in draft with those responsible for implementation. It is my hope that these recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to all of those who contributed to the preparation of this report.

A handwritten signature in black ink, appearing to read "H. W. Geisel".

Harold W. Geisel
Deputy Inspector General

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KEY JUDGMENTS

- The new Ambassador and his team have made a good start. In light of past ethics concerns at the mission, he has reaffirmed his commitment to following the highest ethical standards and is addressing significant personnel, management, and morale issues.
- Consulate General Thessaloniki does not contribute significantly to furthering U.S. interests in Greece and should be closed.
- Embassy Athens needs to reduce overstaffing. It should institute a locally employed staff hiring freeze until rightsizing has been accomplished. As part of this exercise, the number of language-designated positions should be reduced.
- The rest and recuperation travel benefit for Embassy Athens and Consulate General Thessaloniki is not justified and should be discontinued.
- The consular section fulfilled a major policy goal with Greece's entry into the visa waiver program and successfully is managing the reduction in force and reorganization required by a significant drop in visa applications.
- The new management team is promoting teamwork and harmony. Several units need attention, particularly the financial management and facilities maintenance sections.
- The political and economic sections have done a good job reporting on Greece's financial crisis, but should include more analysis in their reporting.

The inspection took place in Washington, DC, between September 13 and October 1, 2010; in Athens, Greece, between October 5 and October 29, 2010; and in Thessaloniki, Greece, between October 12 and October 15, 2010. (b) (6)



CONTEXT

The U.S. diplomatic presence in Greece consists of an embassy in Athens and a small consulate general in the northern city of Thessaloniki. A primary goal of the inspection was to assess whether the size and composition of our diplomatic

presence were appropriate. The inspection did not address the U.S. Naval base at Souda Bay in Crete, which does not fall under Chief of Mission authority.



Map of Athens, Greece and its surrounding region.

Greece has a population of 10.7 million and is a member of the North Atlantic Treaty Organization (NATO) and the European Union. Its continuing economic crisis, which came to a head in April 2010, remained the dominant issue in the country at the time of the inspection. The crisis rocked Greece and threatened the stability of global markets, leading the European Union and the International Monetary Fund to provide substantial economic

assistance. In return, the Greek Government agreed to an ambitious reform package designed to reduce the deficit and eliminate structural impediments to economic growth. The measures included unpopular wage cuts and tax increases, which triggered demonstrations and strikes.

The country's perilous economic conditions were affecting embassy operations in a variety of ways, from creating employment uncertainties among locally employed (LE) staff to delaying shipments of household effects and needed goods.

In addition to the economic crisis, embassy reporting and analysis focused on Greece's role as a member of NATO and the European Union, and its regional political influence. Located astride three continents with a 9,000-mile coastline, Greece has become a conduit for legal and illegal migration into Europe. At the

time of the inspection, some 80 percent of all illegal immigrants in Europe were believed to have entered through Greece. While most were economic migrants, they also included terrorists and victims of human trafficking. Authorities were particularly concerned over a recent increase in domestic terrorism. The inspection assessed the considerable resources the mission devotes to protecting U.S. interests in the face of these developments and reviewed counterterrorism and law enforcement efforts.

Expressions of anti-American sentiment in Greece remain common. The inspection team examined embassy efforts to counter such sentiments. Greece's acceptance into the visa waiver program in April 2010 helped to improve the relationship, and it reduced the size and expense of the embassy's consular operations.

Embassy Athens and Consulate General Thessaloniki were last inspected in June 2004.

EXECUTIVE DIRECTION

Embassy Athens saw a large turnover in management in 2010, including a new Ambassador, deputy chief of mission (DCM), management counselor, and political counselor. They inherited a mission that represents U.S. interests well, but faces significant management issues. The mission needs to reduce staff, improve internal management procedures, and pay close attention to a number of large renovation projects. This report recommends closing Consulate General Thessaloniki, the mission's only constituent post. Managing this transition will be a major challenge over the medium term. It is too early to tell how effective the new team will be in addressing these issues, but they appear to be off to a good start.

The Ambassador had been at post only 3 weeks when the inspection team arrived, but he had already made a significant positive impact on mission morale and policy direction. He is a strong but approachable leader who is fully engaged in both internal issues and the external goals of the mission. He has quickly established a strong sense of team that is appreciated by agency heads and section chiefs. His grasp of their many issues and goals instilled a new sense of confidence in a previously demoralized mission. He uses his five weekly meetings with various senior staff members to gain information and to give direction.

The Ambassador chose as DCM an officer who had been at post for 2 years and who is known and respected in the community. The DCM's experience in-country and fluent Greek language skills provide useful continuity. Because this assignment is his first DCM position and he did not have the benefit of DCM training, he faces a steep learning curve. The Ambassador has arranged for him to receive training quickly to address this concern.

Mission Strategic and Resource Plan

The Ambassador plans to establish three comprehensive goals that will encompass the work of all agencies and sections and give unity of purpose to the mission members' work. The three priorities will cover the broad strategic partnership between the U.S. and Greece; bilateral economic relations; and a common vision on regional peace, stability, and democracy in southeastern Europe. The Ambassador and the DCM will lay the groundwork and then seek input from all country team members, an approach designed to obtain broad buy-in.

Ethics

The Ambassador told employees early on that he would adhere to the highest ethical standards and would require the same of them. The previous ambassador's tenure was clouded by questions over ethics, primarily the acceptance of gifts from outside the embassy. In light of this, the current Ambassador is continuing a strengthened gifts policy, adopted in August 2010. This policy shifted responsibility for cataloguing gifts from an LE staff member in the protocol office to an American officer, who records and values incoming gifts from either a foreign government or nongovernmental source and flags any gifts that appear to be inappropriate.

Morale

Locally employed staff morale is mixed, but it has improved since the arrival of the Ambassador and a new management counselor. The locally employed staff's most frequently voiced concern was that, in the past, they were not sufficiently consulted about procedural changes that affected them directly, including changes in mail, parking, and egress policies. Those who met with inspectors were nearly unanimous in their praise for the Ambassador, his wife, and the new management team. At three separate meetings, LE staff described the Ambassador as "genuine" and as someone who cared about them and appreciated their work. This situation was evident, they said, in his first town hall meeting and in subsequent interactions.

The Ambassador plans to hold periodic town hall meetings, to supplement monthly meetings to be chaired by the DCM with key LE staff leaders. These efforts will enable the front office to learn first-hand about LE staff concerns. It is important that the Ambassador continue these efforts and build on the favorable first impression he has created, particularly among local staff.

Mentoring

The front office supports a creative program initiated by the former ambassador and DCM for the embassy's 12 first- and second-tour (FAST) Department of State (Department) officers and specialists. The program provides opportunities for employees in all cones (skill areas) to broaden their experience by developing 18 skills, including public speaking, interacting with other diplomats, and serving as control officers. Not only are consular officers invited to participate in political démarches, but political and economic officers are encouraged to take part in such management functions as running auctions or inspecting properties. Additionally, all FAST officers were invited by their diplomatic security colleagues to spend an afternoon on the shooting range.

Practical training is an important component of the program. Before being asked to take notes at a diplomatic meeting, for example, FAST officers were briefed by the political counselor, who provided guidance and ran a simulation for them. A 6-month written schedule included 21 separate events for FAST officers. While the Ambassador and the DCM participate actively in regular FAST meetings, the agenda is set by a volunteer FAST officer who oversees the program. All FAST officers interviewed by the inspection team expressed enthusiasm for the program.

Consulate General Thessaloniki

(b) (2)

the consulate is not making a significant contribution to achieving mission goals. The inspection team recommended that the Department close the post. These issues are addressed in the Thessaloniki section of this report.

Rightsizing

The 2004 inspection report concluded that the embassy was overstaffed and recommended that it take steps to reduce staff, including those one-time positions that had been added to support the 2004 Olympic Games. Six years later, however, the embassy remains overstaffed. In 2004, Athens had 174 U.S. direct-hire and 265 LE staff employees. Figures provided by the human resources office indicate there are currently 201 U.S. direct-hire employees and 308 LE staff members, a significant increase since 2004.

A February 2010 analysis of the 2008 rightsizing report issued by the Office of Management Policy, Rightsizing, and Innovation (M/PRI) came to a similar conclusion, that “staffing at the U.S. mission should be reduced over time.” Based on a review of the report, supplemented by interviews with senior management and embassy staff, the inspection team concurs with the conclusions of both previous reports. The team found clear evidence of overstaffing in a number of sections including the front office, public affairs, financial management, and general services. Local staff in International Cooperative Administrative Support Services (ICASS) management sections totals 140, according to the rightsizing report, which is well above staff levels at comparable U.S. embassies in Europe.

Currently, the mission has an excellent opportunity to reduce its LE staff levels through attrition. Due to a change in the Greek retirement law affecting retirement age and benefits, a number of senior LE staff are planning to retire early. With these retirements, the mission can get a jump start in rightsizing staffing, before expected budget shortfalls in the years ahead force more drastic

measures. Whenever possible, urgent vacancies should be filled by shifting staff from overstaffed sections of the embassy. Recommendations relating to staffing reductions are contained in the relevant sections of this report.

Recommendation 1: Embassy Athens should immediately freeze locally employed staff hiring except for positions expressly approved by the Ambassador, until staffing has been reduced by 5 percent, or 15 positions. (Action: Embassy Athens)

The embassy will need to advise the Bureau of Overseas Buildings Operations (OBO) of any staff reductions, so they can be reflected in the master plan for renovating the chancery.

Language-Designated Positions

In addition to rightsizing, the embassy needs to review the number of its language-designated positions. An excessive 36 officers and staff members received long-term language training prior to arrival at post. Twelve were trained to a level of 3/3. Most of those interviewed by the inspection team reported they seldom need to speak Greek for more than pleasantries in their professional work, relying instead on English. As a result, their language skills steadily deteriorate after arrival at post. The inspection team estimates that only half a dozen Department officers have the ability, and need, to deliver substantive public addresses or conduct complex official discussions in Greek. Officers in the consular and public affairs sections regularly use Greek, but a number of political and economic officers who are trained to a professional 3/3 level probably could do equally well with a less expensive, working level 2/2, and with more emphasis on reading than speaking. The OIG team saw no work statements that require officers to maintain their language skills, although most participate in the post language program.

The most pressing need for U.S. staff and their families is for “survival” Greek that enables speakers to engage in polite exchanges, read street signs and other directions, and travel outside the capital.

The inspection team believes the Department is mispending several hundred thousand dollars a year to give employees Greek language skills that quickly deteriorate and are not useful elsewhere except Cyprus, making it difficult to amortize training costs over several tours. The team estimates the cost of training an officer to a 3/3-level Greek to be approximately \$150,000, counting salary, or roughly \$50,000 a year for a 3-year tour. That would put the cost of training 12 officers to

3/3 level at approximately \$600,000 a year. To this expense must be added the cost of training an additional 24 officers and staff to lower skill levels. Finally, based on 2009 figures, the Department spends \$200,000 a year in language incentive pay for officers and staff in Greece. Some of these costs are justified, because they support officers who require Greek language skills to be effective in their jobs; other costs are unnecessary and should be eliminated.

Recommendation 2: Embassy Athens should submit a request to the Bureau of European and Eurasian Affairs that (1) reduces post's 12 positions that are language-designated to a 3/3 level to 9 positions; (2) reduces the number of language-designated positions at post from 36 to 20; and (3) maximizes the number of officers and staff who are offered first-and second-tour or other short-term training prior to arrival at post. The request should identify specific positions to be redesignated. (Action: Embassy Athens)

Some 40 persons participate in the embassy's language program, including many spouses. The busy chief of American citizens services runs the program as collateral duty and estimates she is able to spend less than 10 percent of her time on it. She requires assistance. Strengthening the embassy's language program would give staff and their families additional opportunities to develop skills at a reasonable cost. The budget for the program is \$125,000 annually.

Informal Recommendation 1: Embassy Athens should form a task force co-chaired by the deputy chief of mission and the head of the post language program to identify ways to strengthen the embassy's language program.

POLICY AND PROGRAM IMPLEMENTATION

The political and economic sections have done a good job reporting on the country's economic crisis, the issue currently of greatest importance to Washington policymakers. Interagency coordination is strong. The consular section has managed the newly adopted visa waiver program efficiently and effectively. Public affairs officers have developed creative approaches to chip away at anti-American sentiment.

POLITICAL AND ECONOMIC AFFAIRS

The political and economic sections work well together, and with other sections and agencies in the mission. Together they have done a good job reporting and analyzing Greece's economic crisis. Department policy makers expressed satisfaction with embassy reporting on this complex issue and felt they had adequate information to make sound decisions.

Some Washington interlocutors suggested the embassy report more on perspectives from outside the Athens "beltway." That reporting could more easily be conducted, if both the economic and political sections did a better job of planning travel early in the budgetary cycle, so as not to be caught short with unused travel funds at the end of the year, as happened in FY 2010.

The political and economic sections collaborate on a daily, unclassified email, the "Athens Update," which is widely read and appreciated in Washington. Some Washington consumers, including several in the Bureau of European and Eurasian Affairs (EUR), said they would appreciate more analysis in the updates and in stand-alone reporting; embassy reporting officers agreed that more analysis is needed and would improve the usefulness of its products.

Both sections prepare look-ahead, 6-month reporting plans as a management tool. The political section plan follows a calendar pattern, while the economic section plan is organized around issues. Both formats work well and provide direction to the reporting process.

Interviews in Embassy Athens and Consulate General Thessaloniki reveal insufficient interaction and synergy between officers and local staff at the two posts. More interaction would be helpful, particularly to assist the small and less experienced consulate staff to identify and meet reporting priorities.

Political Section

The political section is emerging from a long period of transition. The last three political counselors served at the embassy for less than 3 years, and the last two served less than 1 year. The recently arrived counselor hopes to bring continuity to the section, which has a full and experienced staff.

A recent cable (10 Athens 597) on Greece's upcoming local elections included an embedded link to a PowerPoint presentation; it was an excellent blend of technology, biographic insight, and political prognostication. The presentation was supported by a cable on internal politics that would have been enhanced with more detail and analysis of the election's potential impact on U.S. interests and Greek foreign policy decisions.

With input from Consulate General Thessaloniki, the mission does a good job of relationship-building with human rights groups and reporting on human rights issues throughout Greece. The embassy and consulate general have paid particular attention to women's issues and the state of human rights for religious and ethnic minority groups.

Greece is both a destination and a transit point for human trafficking. Embassy Athens' input for the annual *Trafficking in Persons* report and its activities throughout the year were lauded by the Department's trafficking office as the "gold standard" for detailed reporting and cooperation. Under the previous front office leadership, the embassy organized efforts to bring together Greek philanthropists and struggling nongovernmental organizations to cooperate and fund anti-trafficking projects. Further, the former ambassador used his influence to persuade politicians to resume funding a shelter for trafficking victims. These actions, policymakers say, saved lives. The new front office team should seek ways to continue this important effort.

The inspection team advised the political counselor to maintain biographic files in a central location, preferably on the Department's intranet site, Diplopedia. Currently, files are scattered in several locations.

Economic Section

Greece's economic crisis poses a threat to the stability of both the euro and the global financial system. Addressing this threat is the first priority in the embassy's Mission Strategic and Resource Plan (MSRP). The responsibility for this endeavor falls primarily on the economic section, which has met the challenge well. Washington consumers were generous in their praise of the section's ability to keep numerous agencies apprised of economic developments as they unfold. In addition, the section has reported well on U.S.-Greek economic cooperation, shipping and piracy, and intellectual property rights.

Under normal circumstances, the six-person economic section would be considered overstaffed. However, given Washington's attention to the Greek economic crisis and attendant reforms, staffing is appropriate. After the departure of an eligible family member (EFM) and a Presidential Management Fellow next year, staffing will return to a more appropriate four-officer profile.

The OIG team found significant interpersonal friction between some members of the economic team, although there was no indication that reporting was negatively impacted. The Ambassador and DCM are aware of the problem and plan to address it expeditiously.

State Messaging and Archive Retrieval Toolset

The embassy appreciates the State Messaging and Archive Retrieval Toolset (SMART) as an important development that helps to make reporting easier. Despite the innovation, some senior officers prefer to print a document for editing purposes and to hand carry a hard copy to the front office. Entry-level officers (ELO) maintained that this added step creates unnecessary delays. The ability to add information to a Foreign Service national (FSN)-drafted document and upgrade the classification was specifically mentioned as a welcome development. However, SMART's inability to track changes was cited as a disadvantage, because it eliminated drafters' ability to easily see which changes were made and by whom. The consul general in Thessaloniki complained that the officers' experience with long delays in getting online inhibited officers' use of SMART. Several reporting officers at both posts had not received SMART training and were unaware that an online course is available.

Informal Recommendation 2: Embassy Athens should encourage all reporting officers to take the Foreign Service Institute's PS530 State Messaging and Archive Retrieval Toolset Messaging OpenNet course.

INTERAGENCY COORDINATION

The inspection team examined interagency cooperation in law enforcement, counterterrorism, political-military affairs, and commercial promotion. In all four cases, the team found ample formal and informal consultation, considerable sharing of information and contacts, and achievements that would not have taken place had agencies been acting in isolation. For example, in 2009 cooperation between the Drug Enforcement Administration and the Department of Homeland Security led to one of that year's largest cocaine seizures in Europe.

Cooperation is especially strong on assisting Greece to control its borders. The United States is stepping up assistance, and the process appears well coordinated within the mission. The Department of Justice and the Department of Homeland Security both provide such assistance, and the Department is considering a regional antiterrorism program that would provide further support. The political officer who coordinates Department assistance told inspectors that law enforcement colleagues at the embassy had provided valuable assistance crafting the package.

The regional security officer (RSO) coordinates a law enforcement working group and readily shares information throughout the embassy. He also chairs the overseas security advisory committee and should continue to invite the Foreign Commercial Service (FCS) and the economic section to participate. The FCS uses the committee meetings as an opportunity to make company participants aware of embassy interest in supporting American business in Greece. Committee meetings provide the economic section with a window on American banks and financial institutions, and the relationships between the economic crisis and security.

On the issue of export promotion, FCS has strong relations with the office of defense cooperation, and the two meet regularly with representatives of U.S. defense industries. FCS and the RSO meet jointly with resident U.S. business representatives. During the inspection, FCS was actively working on a sales prospect that had originated with a colleague from the Naval Criminal Investigative Service. The economic section maintains a collaborative relationship with FCS, but both agree there is room for improvement. Both FCS and the economic section would benefit from regularly scheduled meetings to discuss developments and shared interests, such as the U.S.-Greece Economic and Commercial Cooperation Commission and the bilateral strategic economic dialogue. The FCS could share information on economic developments obtained from its network of business contacts. Similarly, the economic section could apprise FCS of events that touch on its interests.

The embassy's political-military officer works well with the Defense attaché and the head of the office of defense cooperation, both of whom seek his advice and request his attendance at key meetings. He and the Defense attaché traveled to NATO headquarters together shortly after their arrival for briefings on Greece's role in NATO. All three offices clear relevant cables with each other, and their inputs are substantive, not perfunctory.

The DCM chairs the law enforcement working group and the counterterrorism working group. He also has set up a commercial diplomacy working group, to support the President's call to increase U.S. exports. It would be beneficial if this new group helped foster better cooperation between FCS and the economic section. In addition, since the members of the law enforcement and counterterrorism working groups are virtually the same, the embassy could combine the two groups.

Informal Recommendation 3: Embassy Athens should combine the law enforcement and counterterrorism working groups into a single committee chaired by the deputy chief of mission.

CONSULAR AFFAIRS

The consular section functions well. Support from the front office is excellent. The section moved from its previous location in the chancery to the new embassy annex in 2007. It is currently in the midst of a major reorganization, after Greece joined the visa waiver program (VWP) in April 2010. The section will eliminate two officer positions, one EFM position, and three LE staff positions as a result. A large turnover in staff in the months immediately prior to the inspection, together with the ongoing reduction in staff associated with the VWP, made evaluating the current staffing level and workload projections difficult. However, staffing and workload projections appear realistic and are supported by statistics from the second and third quarters of FY 2010. Consular MSRP goals in the past several years have focused on helping Greece enter the VWP, and preparing the population and the embassy staff for that eventuality.

Consular Management

The FS-01 consul general leads a staff of two mid-level officers, three full-time ELOs, and one half-time ELO. One additional mid-level position was not filled this summer, and one of the two ELO positions will be eliminated when the current incumbent transfers next summer. The FS-01 American citizens services (ACS) chief serves as the deputy and will succeed the consul general when he transfers next summer.

The consul general devoted much of his energy in the last 2 years to the VWP and took the lead in negotiating with Greek authorities and managing the process with the Department of Homeland Security. In cooperation with the public affairs section (PAS), he also led the outreach program to prepare the Greek population to use the VWP. As a result, Greece has an above-average compliance record for the electronic system for travel authorization. With VWP accession complete, the section needs to focus on new goals, and it has begun to do so with a new initiative in social media. The section recently created its own Facebook page, which is managed by the passport officer and is distinct from the embassy page run by PAS. In the few weeks since its creation, the section's Facebook page has acquired "friends" rapidly and earned compliments for its content.

While the consul general is directly involved in the ACS unit and backs up the ACS officer, he is less involved in the visa unit and adjudicates only Class A referrals.

Informal Recommendation 4: Embassy Athens should encourage the consul general to adjudicate visas on the line at least once a month to retain his skills and observe the operation.

The consul general holds a weekly staff meeting with officers and senior local staff. Once a month, the section closes for a training day. Communication among units and staff members appears good. The working relationship between the consular section and other agencies at post is excellent.

The consular section is not currently included in the embassy reporting plan. Consular officers frequently have valuable insights into the host country that could be contributed to embassy reporting.

Informal Recommendation 5: Embassy Athens should encourage the consular section to consult with the political and economic sections and develop a plan for consular input or separate reporting.

Visa Processing

The visa unit is in a state of transition, as a result of Greece's admittance to the VWP. In 2009 the unit issued 34,500 nonimmigrant visas. In 2010, the number will be significantly lower; the estimate for 2011 is 8,500. Immigrant visa issuance appears to be stable at approximately 600 visas per year.

The unit is led by an FS-02 visa chief, with two full-time vice consuls and one part-time officer. Two direct-hire positions and four LE staff positions are being eliminated as a result of the VWP. In summer 2011, one vice consul will transfer and not be replaced. One ELO position was transferred to the passport unit earlier, and a mid-level position was eliminated. The LE staff also is being reduced by three FSN positions and one EFM position. These reductions seem appropriate, but should be reviewed again, using the computer-aided job evaluation system, after the reorganization is complete and the workload is clearer. Athens will accomplish the LE staff reductions through retirement attrition. Some LE staff will move to jobs vacated during this process.

Informal Recommendation 6: Embassy Athens should review all positions in the consular section to reflect the new assignments.

The ELOs are all newly arrived in the unit and are fully engaged in visa adjudication. The new officer orientation plan is well thought out and comprehensive. The ELOs' supervisors have an informal plan to rotate them through the passports and ACS units, to introduce them to the full spectrum of consular work. This, together with the FAST professional development program mentioned elsewhere, provides career development opportunities.

All FSN employees have taken a range of correspondence courses, and most have attended workshops either in the region or at the Foreign Service Institute. Most staff members have many years of service, and their skills and ability appear to be above average.

Consular workspace is good, and recent changes (including a window in the visa chief's office) satisfy line-of-sight requirements. Athens follows all regulations concerning name checking, adjudication, printing, accountable items, and reconciliation. Records retention follows Department guidelines.

The processing of nonimmigrant visas in Greece is relatively simple, with few complex cases. Third-country cases are now a larger proportion of the case load. Greece is a gateway for illegal immigration from Africa and the Middle East; most of these immigrants seek to settle in Europe, not the United States. Relatively few special clearances are required, but these are done according to regulation.

Similarly, immigrant visa cases are straightforward. A significant proportion of the cases are diversity visas, mostly from a third country, predominantly Albania. Athens maintains close ties with Embassy Tirana to facilitate visa processing. Greece is not a source of international adoptions, and Athens has processed no adoption cases this year. Through attrition, Athens is reducing the immigrant visa unit's LE

staffing from three to one and a half positions. Athens is a test site for the new DS260 online immigrant visa application form.

American Citizens Services

The ACS section is led by the FS-01 ACS chief and includes one FS-04 passport officer, four ACS LE staff, and four passport LE staff. The Athens consular district is home to approximately 110,000 American citizens, many of them dual nationals, and Greece hosts an estimated 650,000 American tourists each year. Embassy Athens provides the full range of ACS services, and the Social Security Administration maintains a regional office here as part of the consular section. The federal benefits attaché reports to the consul general.

The ACS unit's workload is cyclical, being heavier during the spring and autumn high seasons. Tourists arrive on cruise ships at ports on many of the islands as well as at Athens. Nonviolent crime like pick pocketing is common and requires passport replacement and other assistance. The number of sexual assault cases is rising, with the victims requiring support obtaining medical and police assistance.

Passport issuance is a mix of lost or stolen passport cases and issuance to the resident population. Due to the high percentage of dual national citizens who reside in the district, the section has numerous requests for consular reports of birth abroad and related services. A significant number of the consular reports of birth abroad and first-time issuance passport cases are difficult. Difficulties are due to issues surrounding the ability to transmit citizenship by Greek-American dual citizens who may not have resided in the United States long enough to transmit U.S citizenship.

To manage the workload, the unit is moving to an appointment system for non-emergency services, which should help even out the workflow. Athens is prepared for the upcoming changes in 2011, with all consular reports of birth abroad printed in Washington instead of locally. The veteran FSN staff is well trained and efficient. The ACS chief makes an effort to recognize assistance from local authorities and contacts, by sending personal thank you notes. She plans to use representational funds for several modest receptions for working-level contacts over the next year. The section has sufficient representational funds. All required information materials, including attorneys list, doctors list, disposition of remains information, and voting information, are up-to-date.

The consular page on the embassy Web site is well organized, current, and easy to access. As noted above, the section is expanding its use of online media with a new Facebook page. Both the Web site and Facebook page regularly carry lists of demonstrations and strikes; this information is provided by the regional security office. Facebook site friends are alerted to these notices. Posting them in this way is an excellent way of meeting the “no double standard” criteria.

All members of the embassy from all agencies, below the level of section chief are required to stand duty. The entire duty book is posted on the embassy’s Share-Point site and is generally excellent. Every duty officer is asked to take the Foreign Service Institute’s online duty officer course and receive a consular duty officer orientation. Each duty officer is asked to check with the ACS chief prior to beginning duty and at close of business on Friday during the duty week. After hours, the security telephone receptionists receive the majority of calls that would normally go to duty officers at most posts. This system, discussed elsewhere in the report, relieves duty officers from handling routine calls. The inspectors reviewed the consular portion of the duty book and found some out-of-date material.

Informal Recommendation 7: Embassy Athens should assign an entry-level consular officer to review the consular portion of the duty book quarterly and amend it as needed.

The consular section has two laptop computers assigned as part of the flyaway kits for use during emergencies away from the embassy. These computers are old and heavy, and they require monthly maintenance. The ACS chief believes there are better, more efficient alternatives available.

Informal Recommendation 8: Embassy Athens should explore alternatives to laptop computers for the consular flyaway kits.

Greece is a signatory to the Hague Adoption Convention, but its legal system is ponderous, and there is no family law court system. As a result, there have been problems enforcing U.S. court judgments. Embassy Athens has been proactive and sent two magistrates to the United States on International Visitor grants. They also have held two seminars for Greek officials and jurists to foster adherence to the convention.

The consular cashier reports to the ACS chief and performs all required functions according to regulations. She also assists with notaries as needed. However, there is no window in the cashier booth to allow oversight of her activities.

Recommendation 3: Embassy Athens, in coordination with the Bureau of Overseas Buildings Operations, should install a window in the door of the consular cashier booth, to allow line of sight supervision. (Action: Embassy Athens, in coordination with OBO)

There are two back-up cashiers. Each has a separate cash advance as required. The advance, currently (b) (2) is too small, given the increase in consular fees.

Informal Recommendation 9: Embassy Athens should increase the cash advance for each back-up consular cashier to (b) (2) each.

The physical plant of the consular section is very good. The new consular compound access control, constructed as part of the annex project, is a model of efficiency. The consular waiting area is spacious and more than adequate. Unfortunately, it is configured for a large number of visa applicants that no longer exist, since entry into the VWP and appointments. Consular management wants to remodel this space to focus more on ACS clientele. This remodeling would include reorganizing the immigrant visa intake window, the notariats window, and the passport/ACS service windows to improve service and waiting-room flow. Doing so would not require physically modifying the work space, but it might require minimal remodeling in the waiting room itself.

Informal Recommendation 10: Embassy Athens should develop a plan for remodeling the waiting room and seek approval from the Bureau of Overseas Buildings Operations.

Signage in the waiting area is inaccurate and confusing. Some signs are incorrect and others are misleading.

Recommendation 4: Embassy Athens, in coordination with the Bureau of Consular Affairs, should install accurate signage in the consular waiting room. (Action: Embassy Athens, in coordination with CA)

Fraud Prevention

Athens has an active fraud prevention program. The Foreign Service national investigator reports to the visa chief but serves all of the units as required. The OIG team observed an excellent example of his work, when he conducted a facial recog-

nition comparison of two photographs of the same passport applicant 10 years apart to confirm they were of the same person. Most fraud is associated with immigrant visas, particularly diversity visas, and involves fraudulent educational credentials, particularly with regard to Albanian school certificates. The Foreign Service national investigator maintains close contacts at Embassy Tirana, who assist in verifying suspect documents. He also has his own law enforcement contacts and works with other agencies in the embassy. Most illegal aliens in Greece hope to reach European destinations, not the United States. However, given the origin of these transients and the existence of domestic terrorist organizations, they require careful vetting.

Visas Viper

The Visas Viper committee meets monthly, reports as required, and complies with the latest guidance. Either the DCM or consul general chairs each meeting; a consular ELO serves as coordinator. The committee follows current instructions regarding viper reporting. It has submitted names provided by several sections and other agencies. The consular section regularly checks to see whether names have been entered into the lookout system in Washington. b) (2)

PUBLIC AFFAIRS

PAS is regarded highly by all embassy sections. The section's officers participate actively in country team meetings, and their advice is sought on all major public initiatives. The PAS helps draft the embassy's MSRP, which recognizes public diplomacy (PD) as a critical tool in achieving mission objectives.

The PAS normally has four American officers: a public affairs officer (PAO), a cultural affairs officer, an information officer, and an entry-level assistant information officer. At the beginning of the inspection, only one of those officers—the new information officer—was at post, the public affairs officer having moved to the front office and the cultural affairs officer and assistant information officer being on home leave. The cultural affairs officer and the information officer are non-PD coned; both are doing excellent work. However, it would be preferable to have professional PD officers in at least two of the three senior PD positions. The new public affairs officer, arriving in summer 2011, is PD-coned; the new cultural affairs officer is not.

Public diplomacy in Greece faces many challenges, not from the government but from long-standing anti-American sentiment, particularly in educational and media circles. Though few big issues divide the United States and Greece, the most recent public opinion poll commissioned by PAS in July 2009 showed that 62 percent of Greeks had unfavorable views of the United States, even though 67 percent saw U.S.-Greek relations as very good or fairly good, and 81 percent regarded good bilateral relations as being important for Greece. PD programming in such an environment can be an uphill battle. As a result, embassy involvement in outreach programs is sometimes downplayed, lest advance publicity draw protestors who can—and have—shut down PAS-sponsored events.

The section has a talented local staff, many with years of PD experience, but it is overstaffed. For example, there are three LE staff secretaries and a clerk/messenger. Some senior LE staff in the cultural unit handle portfolios that are much smaller than those overseen by similarly-ranked LE staff in public affairs sections elsewhere. As suggested in the rightsizing section of this report, PAS should adjust portfolios and reassign existing staff to fill any vacancies that arise.

Information Programs

The information unit is headed by an able FS-01, economic-coned information officer, assisted by an entry-level, PD-coned officer and five local employees: a secretary, two Web site managers, and two senior LE staff members who maintain regular contact with local journalists and alternate in preparing a daily press summary for the mission, Washington, and neighboring posts. The information unit maintains the embassy Web site and its social media portals, as well as a special social media site (Mosaiko) specifically aimed at a youth audience. The embassy Web site and Mosaiko are regularly updated, and both comply with the requirements of 5 FAM 772 concerning privacy principles for federal websites and of 5 FAM 793.4 concerning terms of use and service. The embassy Web site is farther ahead in its compliance with Section 508 of the Rehabilitation Act (29 U.S. C. 794d) as amended by the Workforce Investment Act of 1998 (P.L. 105-220), which requires that U.S. Government Web sites be accessible to people with disabilities (See also 5 FAM 776.4). The employees responsible for Mosaiko will work on bringing it into compliance.

Only a limited portion of the Mosaiko site's content is translated into Greek, making it less useful as an outreach tool to Greek youth who do not speak English or who feel more comfortable reading material in Greek. The site manager has begun increasing the site's Greek content, using existing resources.

Informal Recommendation 11: Embassy Athens should identify ways to provide more content in Greek at Mosaiko, the social media site aimed at Greek youth.

Cultural and Educational Programs

The cultural unit is headed by an able FS-01, political-coned cultural affairs officer who is serving her second tour in Greece. In addition to managing speaker and exchange programs (both of which largely follow priorities in the MSRP) and serving ex officio as treasurer of the Greek Fulbright board, she and the senior-ranked FSN also have spent considerable time working with the Greek Government on a new cultural property convention. With her LE staff, she has worked on innovative environmental programs that involve embassy staff, exchange alumni, and local high school students. With the former public affairs officer's move to the front office, the cultural affairs officer, until the end of her tour, will serve as acting public affairs officer. She rightly has begun shifting some of her previous responsibilities to the assistant information officer.

The cultural unit enters reports in the Department's mission activity tracker database in a timely fashion. Doing so allows PAS to use the database to create up-to-date pie charts on the section's work reaching target audiences and covering MSRP themes. The section also pioneered the use of Google Maps to show graphically where PAS had done programming, and on what issues.

The cultural affairs officer also oversees the information resource center, which has a well appointed facility separate from the rest of PAS. Like many other information resource centers located on secure embassy compounds, the Athens center and its multipurpose room are underutilized. The center has a staff of three; two co-directors and a third individual who takes care of audio-visual needs and maintains PAS's Goldmine contact database. In addition to their work at the IRC, the co-directors each have a second function: one oversees a network of six American Corners, and the other works with English language coordinators at public schools throughout Greece.

Inspectors identified several management issues that require attention. The PAS travel records reveal that the two co-directors used more than 25 percent of all PAS-funded trips in FY 2010; the frequency of their travel has caused some discontent among other PAS staff. Additionally, although she effectively uses the informal expertise she has gained over time, the LE staff member handling English language programs has no formal training in teaching English as a second-language. Programs aimed at improving English language education and teaching have been a valuable entry-point for imparting lessons about American history, culture, and values in societies that are otherwise resistant to the American message.

Informal Recommendation 12: Embassy Athens should seek the assistance of a regional English language officer to improve English language teaching in Greece.

Fulbright Program

The Fulbright program in Greece, established in 1948, is the oldest in Europe. An eight-member board, composed of an equal number of Greek and U.S. citizens, oversees the work of the Fulbright commission, which has a staff of five: four in Athens and one in Thessaloniki. Since 2001, the commission has been led by a Greek national with extensive professional experience in the U.S. The commission administers Fulbright programs, provides educational advising, and sponsors an annual higher education fair in Athens, in which more than 30 U.S. colleges and universities participate. The Athens office no longer offers educational testing, as increased competition has made it unprofitable. By contrast, income from testing service fees in Thessaloniki cover 40 percent of the branch office's expenses.

Funding for the Fulbright program comes from both the U.S. and Greek Governments. The Greek contribution for 2010 was late in coming; at the time of the inspection, it had still not been paid in full, limiting the number of scholarships the program could offer. However, substantial additional revenue has come from the commission director's successful cultivation of private sector donors, including individuals, foundations, and businesses.

The Fulbright program can claim many successes, but there are long-standing governance and budgeting issues. For example, successive members of the Fulbright board, including the two ex officio members from the embassy, have not adhered to certain provisions of the 1963 bilateral agreement that established the binational board and still governs its operations. (See *Treaties and Other International Acts Series*, No. 5486, Dec. 13, 1963.) Most notably, the board has not followed Article 5 of the agreement, which limits non-ex officio members of the board to a 2-year term, with the possibility of reappointment by the U.S. ambassador. Some members have served for as long as a decade, and have done so without formal reappointment, violating Article 5. The OIG team discussed this governance issue with the commission's executive director and with U.S. ex officio members of the board, all of whom said they would address it following resolution of a lawsuit against the commission, which the current board feels obligated to see to its conclusion.

Additionally, neither the board nor the commission appear to be following sound personnel practices, including determining equitable compensation and severance packages, specifying work requirements for all commission staff, and defining what expenditures can be made by the executive director without specific board approval.

Such determinations are even more important, given Greece's current financial crisis. The board and the commission also have not addressed excessive administrative overhead expenses, which in FY 2009 amounted to \$685,197 out of a budget of \$1.5 million, counting contributions from the Department, the Government of Greece, PAS Athens, the Institute of International Education, and donations. Even if other sources of income, which can vary considerably from year-to-year, are included, administrative expenses are far more than the 20 percent benchmark recommended in the *Fulbright Manual for Binational Commissions and Foundations*. Lowering overhead expenses would allow the commission to spend more on scholarships and the other exchange programs for which it was established.

Recommendation 5: Embassy Athens should obtain a written report from the board of the Fulbright program in Greece, outlining measures it is taking and will take to comply with provisions of the 1963 agreement governing Fulbright operations, to establish clear procedures for budget and employment practices, and to bring overhead expenses into line with guidelines established in the *Fulbright Manual for Binational Commissions and Foundations*. (Action: Embassy Athens)

Grants

The PAS has an active grants program that helps to expand its outreach efforts. Most grants are generated by the cultural affairs unit and use embassy PD funds. The information unit has fewer grants, but its biggest one in 2010—\$20,000 for an innovative social media “boot camp” to train local journalists—used special projects funds from Washington. All grants were duly numbered and entered into the grants database management system, and all grants had the appropriate information on the front of the required “jacket,” the DS 4012 Federal Assistance File Folder.

However, not all FY 2010 grants had the required documentation, including program reports and receipts for expenses incurred. Additionally, several grants had questionable expenditures, especially grants relating to environmental programs; did not provide sufficient justification or documentation by the grantee for costs to be incurred; or allowed for after-the-fact changes in grant expenditures. Although there was no indication of resultant unauthorized commitments, compliance with all requirements is expected.

Part of the problem is that one FSN, who handles budget, travel, and procurement for PAS, is also the grants officer representative for all PAS grants. In this role, she is responsible for overseeing the award through liaison, monitoring, and evaluating the grant recipient's performance, even though she has not otherwise dealt directly with the grantee on the terms or conditions of the grant.

Informal Recommendation 13: Embassy Athens should designate a Foreign Service national in both the cultural affairs and information units to first take the Foreign Service Institute's online training in grants management and administration and then take on the responsibilities of grants officer representative for their respective units.

RESOURCE MANAGEMENT

Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Foreign National Staff	Total Staff	Total Funding FY 2010
State – D&CP	63	3	45	111	8,033,514
State – International Cooperative Administrative Support Services	23	21	148	192	17,417,600
State – Public Diplomacy	4	1	18	23	1,938,500
State – Diplomatic Security	7		55	62	10,597,492
State – Marine Security	10			10	256,345
Seabees	3			3	
State – Representation					71,200
State – Bureau of Overseas Buildings Operations					4,670,339
Foreign Commercial Service	2		8	10	929,001
Defense Attaché Office	12		5	17	1,074,785
Office of Defense Cooperation	9		9	18	---
Foreign Agricultural Service			1	1	106,340
Drug Enforcement Administration	7		3	10	---
Department of the Army	2		7	9	
Department of the Air Force	4			4	
Department of the Navy	1	1		2	
Legal Attaché	4			4	
Department of Homeland Security	10		8	18	501,982
Consular - Machine Readable Visas	10	2	1	13	234,700
Defense Contract Management Agency	1			1	
Department of Defense/Olmstead Scholars	1			1	
Totals	173	28	308	509	45,831,798

Note: Several agencies do not have their allotments serviced by the Financial Management Office.

Management

A new management counselor, information management officer, financial management officer, and human resources officer all arrived within 6 weeks of the inspection. Their arrival has boosted morale among LE staff, who repeatedly told inspectors of their dissatisfaction with previous management leadership. The LE staff's poor morale had been reflected in the OIG survey scores conducted prior to the inspection.

To improve morale and communication, the new management counselor has begun special focus, bimonthly meetings in addition to the weekly staff meetings. The first was on morale-building, and the second will discuss teamwork.

The challenges ahead for the management team are to reduce overall staffing at the mission, strengthen management controls, improve administrative services, and secure funding for building renovations and upgrades.

Financial Management

The financial management officer (FMO), who arrived in September 2010, is an experienced and capable officer, who served at three prior posts and taught the FMO course for 2 years at the Foreign Service Institute. The FMO has the right interpersonal skills to improve morale among LE staff, many of whom complained about their treatment by the previous FMO. Like the management counselor, the new FMO agrees that restoring morale is a priority.

The OIG inspection team found significant procedural weaknesses that need to be corrected. These weaknesses are discussed in the management controls section of this report.

International Cooperative Administrative Support Services

International Cooperative Administrative Support Services (ICASS) is not functioning in accord with Department regulations (See generally 6 FAH-5). Of primary concern is that the ICASS chairperson has not received training (6 FAH-5 H-222.3-3). The six-member ICASS council needs training to properly represent the interests of the embassy's eight agencies and to manage the 22 services accounts.

Recommendation 6: Embassy Athens should provide training to all International Cooperative Administrative Support Services council members and staff who participate in the process. (Action: Embassy Athens)

In addition, the embassy does not have an ICASS budget committee, and budget increases have not been properly approved. For example, an increase in community liaison coordinator hours was not approved by the council. The embassy also has not kept minutes from all meetings, and ICASS e-votes are not recorded.

Informal Recommendation 14: Embassy Athens should establish an International Cooperative Administrative Support Services budget committee.

Informal Recommendation 15: Embassy Athens should require an International Cooperative Administrative Support Services council decision on any actions that increase hours or cost.

Informal Recommendation 16: Embassy Athens should keep minutes of all International Cooperative Administrative Support Services council meetings and record electronic votes.

Human Resources

The human resources office functions well. The human resources officer and the LE staff are trained and knowledgeable. There are five local employees with more than 22 years of service. The embassy recently hired an EFM to provide additional technical support. Morale is good. The Equal Employment Opportunity program is properly staffed and trained, and there are no outstanding complaints.

Recruiting is a major function of the office. The embassy had expected a rush of LE staff members choosing to retire before the end of 2010, due to changes in local retirement laws that have lowered the minimum retirement age from 65 to 60. So far, however, fewer than 10 LE staff members have opted to retire.

In FY 2010, LE staff received a 2.5 percent salary increase. They expressed hope for a larger increase this year, but also said they are happy that they have jobs and a steady income. The embassy's health benefit program is excellent. The OIG team received no complaints about LE staff benefits, except from resident U.S. citizens employed as local staff. The team counseled these employees to bring their concerns to the human resources office.

Nepotism

Despite complaints about nepotism and favoritism, the OIG team found no specific examples of inappropriate hiring. The perception of nepotism stems from the fact that over 12 percent of the LE staff are related to each other. Any nepotism concerns had been properly addressed prior to hiring. The human resources officer has taken steps to open the hiring process, to reduce the possibility of family members exerting undue influence on hiring and promotion. He has insisted that all advertisements are placed in local newspapers and on the Internet. He and his senior financial specialist will review each application after an initial screening, to increase transparency.

Employee Evaluations

American employee evaluation reports and work requirements statements are being completed within the appropriate timeframe, but many LE staff evaluations are not.

Recommendation 7: Embassy Athens should implement a program whereby American officers who do not complete locally employed staff evaluations on time have that fact reflected in their own employee evaluation reports. (Action: Embassy Athens)

Locally Employed Staff Orientation

The mission does not have an LE staff orientation program. Several new hires stated that their individual welcoming was done well, but that they would have benefitted from some general orientation program about mission operations.

Recommendation 8: Embassy Athens should implement an orientation program for new local employees. (Action: Embassy Athens)

Awards Program

The awards program is effectively administered, with one exception. The Embassy Athens awards policy includes a generic category for cash awards, with the maximum amount of \$1,500 per award. The high value of these generic cash awards detracts from the importance of awards given for sustained performance or special efforts.

Recommendation 9: Embassy Athens should amend its award policy by either removing the generic cash award category from the range of awards or significantly reducing the amounts for cash awards. (Action: Embassy Athens)

GENERAL SERVICES OPERATIONS

Most general services units function well. Housing, personal property management, procurement, motor pool, and travel received high scores. However, customs and shipping and residential maintenance received below-average scores and require attention.

The general services unit is overstaffed by one U.S. direct-hire position. In 2004, the mission gained two management positions to cover the additional burden created by the Olympic Games. These positions were to be eliminated after the Olympics competition—and one position was eliminated in 2006. However, the other position is still on the staffing pattern and is filled by an ELO. The management staff agreed that one assistant general services officer position could be eliminated.

Recommendation 10: Embassy Athens, in coordination with the Bureau of European and Eurasian Affairs, should request, and the Bureau of Human Resources should approve, the elimination of the entry-level officer position number 52127002 when the incumbent completes the assignment. (Action: Embassy Athens, in coordination with EUR and HR)

Real Property

The chancery, which was built in 1961, is in only fair condition. In FY 2013, it is scheduled for a much-needed major rehabilitation. OBO plans to modernize building systems, upgrade the structure and façade for seismic and blast mitigation and asbestos removal, and reconfigure internal layouts. The cost of the project is estimated at \$140 million. The chancery's estimated fair market value is \$80 million, and the replacement value is estimated at \$250 million.

An annex constructed in 2007 housing unclassified offices, the Marine house, and a parking garage is in excellent condition. However, seven government-owned residences acquired in the late 1940s require renovation. In some of these residences, the roofing, heating and ventilation, plumbing, and electrical systems need to be replaced. The embassy has begun these renovations. Two other residences acquired after World War II already have been renovated, at a cost of \$700,000 and \$300,000. Additional funding is needed to upgrade all government-owned residences from fair to good condition. The facilities maintenance unit has estimated that about \$1.5 million is needed to upgrade the plumbing and other residential systems of these properties.

The government-owned residences for the Ambassador and DCM are in fair condition and require renovation. For example, the plumbing at the DCM residence has an estimated replacement cost of \$100,000. In 2011, the OBO residential branch plans to replace furniture and fixtures in these representational residences.

General Services Warehouse

The warehouse, purchased in 1994 for \$2.1 million, is in poor condition. The roof and windows leak during rainstorms. A 1999 earthquake caused structural damage. There are cracks in the roof deck, elevated slabs, walls, columns, spandrel beams, foundation, floor slab, and surrounding pavement. In 2010, a consulting firm estimated it would cost between \$500,000 and \$550,000 for a new roof, and between \$900,000 and \$1.1 million to restore the exterior walls. That estimate did not include permits or contingency fees, nor did it include the cost of repairing the eroded land on the site around the warehouse. OBO estimates the true cost of repairing the warehouse and the site is likely to be upwards of \$2 million.

Legal complications have delayed the appropriation of OBO funds to repair the warehouse. As reported in the 1998 and 2004 OIG inspection reports, the Greek Government in 1994 decreed the warehouse district as an environmentally protected zone. More than 200 landowners and occupants, including the embassy, were to vacate the premises by June 1, 2004. However, none have done so, and 7 years later the embassy still conducts all of its warehousing at this location.

In the 2004 inspection report, the embassy was tasked with finding an alternative site on a short- or long-term lease. To date, the embassy has been unsuccessful in this effort.

OBO officials in Washington had told the inspection team that Embassy Athens and OBO would work jointly to decide whether to repair the warehouse in the face of the legal uncertainties. During the inspection, the embassy argued that, based on current market values, repairing the current warehouse is the best option, as it would cost about \$457,000 annually to rent a new warehouse, plus approximately \$30,000 in utility expenses. If renovation estimates of approximately \$1.5 million are correct, the embassy would spend this amount in 3 or 4 years' worth of rent. The embassy analysis did not address whether the mission could obtain the necessary permits to make the repairs.

Embassy officials believe the Greek Government is unlikely to require the embassy to vacate the current warehouse, given the country's poor economic conditions and the probability that it would have to pay compensation to all land-owners in the area. Their assumption is speculative. The embassy has not held any dialogue with the Greek Government about the issue in many years. If the embassy's analysis is correct, the OIG team agrees that it would be more economical for the embassy to repair the current facility than to lease another facility.

During discussions with the team, OBO officials proposed that other alternatives be explored, such as reducing the amount of square footage needed for storage by creating a furniture pool, or using the just-in-time inventory procedures being piloted in Brussels. The just-in-time furniture program allows the shipment of furniture and appliances directly to an officer's assigned residence. If these alternatives are feasible, the embassy would need less space and might be able to rent a smaller facility. OBO plans to discuss options with the Bureau of European and Eurasian Affairs and the Bureau of Administration.

The embassy and OBO need to analyze all options, including resolving legal concerns about keeping and repairing the warehouse in its current location; tearing down the existing structure and building a pre-fabricated warehouse at the current site; selling the warehouse; or finding a short- or long-term lease facility elsewhere.

Recommendation 11: Embassy Athens, in coordination with the Bureau of Overseas Buildings Operations and the Office of the Legal Adviser, should conduct an analysis and identify the best option to resolve the mission's warehousing deficiencies. (Action: Embassy Athens, in coordination with OBO and L)

Given the damage sustained in the 1999 earthquake and the likelihood of additional earthquakes, the embassy should conduct a safety review of the warehouse, with a view toward reducing safety hazards for the three LE staff who work there.

Recommendation 12: Embassy Athens, in coordination with the Bureau of Overseas Buildings Operations, should conduct a safety review of the warehouse with regard to the locally employed staff assigned there. (Action: Embassy Athens, in coordination with OBO)

Housing

Housing received a good score on the OIG and ICASS surveys. Most of the 125 short-term lease properties are in good condition. The housing unit has been proactive in seeking better residences. It terminated 33 less desirable short-term lease properties and signed 21 short-term leases for newer residences in better locations. The embassy's housing handbook was updated during the inspection. In 2009, four housing appeals were made and approved. In 2010, two appeals are pending.

The mission participates in the Department's Rental Benchmark Program and has established short-term lease cost ceilings, based on market conditions. Despite higher lease cost ceilings, the embassy has 33 short-term lease agreements that exceed OBO's cost ceiling of \$50,000 per year. For these exceptions, the embassy must obtain OBO approval before signing a lease. Although OBO had approved all lease waivers, in at least 10 cases the 5 percent escalation clause contained in the lease agreement was not included in the waiver requests. These omissions need to be corrected, because they could result in an unauthorized commitment when the rent increases.

Recommendation 13: Embassy Athens should research and identify discrepancies between lease waiver requests and lease agreements, and resubmit to the Bureau of Overseas Buildings Operations all lease waiver requests for cost and include the missing annual 5 percent escalation clause. (Action: Embassy Athens)

Maintenance

In addition to being in charge of repairs at the chancery and government-owned residences, the facilities maintenance unit is responsible for short-term leased properties, which house the majority of embassy staff. The unit received below average scores for its work. While there were some positive comments, there were an equal number of negative comments, ranging from poor English among the staff, the need for multiple maintenance requests to fix the same item, and poor scheduling.

Maintenance crews are instructed to conduct an inspection to assess whether the landlord or embassy should undertake a needed repair. Some staff viewed this step as a waste of time because of the number of visits required to be made to a residence. However, it is a necessary step, since landlords are responsible for any major repairs (for which the mission does not have funding). The responsiveness of landlords varies, and has contributed to the unit's below average scores.

Management agreed that improvement is needed, and it has created a customer service unit to improve service and communication. The unit has improved operations, but more attention is still needed. The embassy is conducting a search for an LE staff supervisory facilities manager to replace the recently retired facilities manager. Management sees this arrangement as a prime opportunity to improve the facilities maintenance program, which processes 4,500 work orders annually. The facilities manager also runs an effective occupational safety and health program.

Recommendation 14: Embassy Athens should provide customer service training for the facilities maintenance staff. (Action: Embassy Athens)

Personal Property Management

The personal property management section does a good job managing the mission's property, which is valued at about \$10.3 million. Shortages are very low, at 0.03 percent or below.

The personal property management staff maintains separate inventories of the Department's and other agencies' appliances, furnishings, and furniture. Not consolidating all inventories requires more warehouse space than is necessary. The establishment of mission-wide appliance and furniture pools would minimize the need for warehouse space, achieve greater efficiency in managing inventories of nonexpendable U.S. Government property, and offer several other advantages. Specifically, it would simplify inventory recordkeeping and procurement actions, and it also would

ensure uniform quality and quantity of household furnishings. In addition, it would save time and money and prevent the unnecessary effort and potential damage involved in moving furniture and appliances whenever occupancy of a residence passes from one agency to another.

Recommendation 15: Embassy Athens should coordinate with the International Cooperative Administrative Support Services council to develop and implement appliance and furniture pools. (Action: Embassy Athens)

PROCUREMENT

Staff members are well trained, experienced, and knowledgeable about contracts, blanket purchase agreements, purchase orders, and the purchase cards. The LE staff supervisor, a member of EUR's FSN Executive Corps, is considered one of the best in the Department. The staff follows all Department procurement regulations and internal standard operating procedures. The section effectively processes procurements valued at over \$5 million annually.

The procurement section received mixed reviews during the inspection despite having received scores on Department and OIG surveys that exceeded worldwide, EUR, and prior post averages. The lack of follow-up on procurement requests was the biggest complaint voiced during the inspection. This complaint is of concern, because the procurement process is complicated, and follow-up is important. The team ascertained that the procurement staff had not been adequately trained in customer service, including the importance of follow-up.

Informal Recommendation 17: Embassy Athens should provide customer service training to the procurement staff.

Another problem is that delivery times can be unpredictable. Many employees do not understand the administrative processes and regulatory barriers involved in procurement that are unique to Greece. The American staff believes that the procurement staff does not provide adequate explanations, which leads to frustration over delivery delays.

Informal Recommendation 18: Embassy Athens should issue an administrative notice explaining the length of time and staff requirements involved in unclassified and secure procurements.

According to the procurement staff, it takes more time to procure an item if the customer provides insufficient information about the request. To ensure that procurements are competitive, the procurement staff needs to obtain multiple bids. Budgetary restrictions and delays in getting funding information from the financial management section also contribute to slow deliveries. All these factors contribute to delays in receiving goods and services, causing dissatisfaction.

One way to improve customer service would be for the procurement staff to compare their performance with the ICASS standards. Wherever the embassy's delivery times fall within the standards, the procurement staff could publicize this information, to offset the misperception that their service is below par.

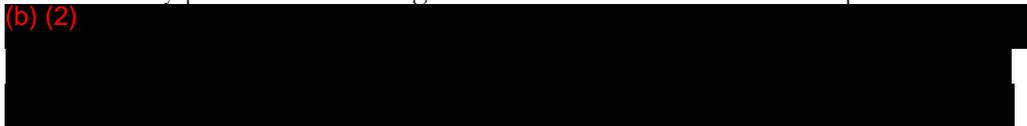
Informal Recommendation 19: Embassy Athens should expand the procurement section's duties to include tracking and publicizing the section's compliance with International Cooperative Administrative Support Services standards.

In FY 2010, embassy management made a poor decision not to have a year-end procurement plan, which led to widespread dissatisfaction. After being told funding was scarce, mission personnel later learned that there was about \$600,000 of unobligated funding. Another \$400,000 was released only 2 months before the fiscal year closed. Since no spending plan was in place, there was a scramble to use this funding. Current mission management acknowledged that this situation constituted extremely poor planning, and it has taken steps not to repeat this error.

Motor Pool Operations

The ICASS motor pool staff at Embassy Athens is smaller than that at most embassies of its size. There are six ICASS drivers, including one in Thessaloniki. Nine program drivers transport the Ambassador (two drivers), DCM (two drivers), consul general (two drivers), and Marines (three drivers). The most recent vehicle inventory, submitted in February 2010, lists 70 vehicles, valued in total at \$2.61 million. Sixty-three vehicles are in Athens, and seven are in Thessaloniki. Most are dedicated to specific users or purposes, and 21 passenger vehicles are available for official use by personnel whose agencies subscribe to ICASS motor pool services.

(b) (2)



Other program and ICASS vehicles are used for maintenance and security details. This inventory does not include other agency vehicles.

The OIG team determined that, given the ratio of drivers to vehicles and the availability of public transport, the motor pool fleet is too large. For example, Embassy Rome, a far larger mission, has only eight passenger vehicles. The supervisory general services officer agrees with this assessment; over time, he has reduced the fleet by 27 vehicles through disposal or sale, to bring it to the current total of 70. Additional reductions are needed to discard vehicles that are beyond their useful life and require frequent maintenance and repair. The mission has 23 vehicles that are 10 to 15 years old, 22 of which are armored. The embassy has not conducted a review in several years to determine the appropriate fleet size and composition, as specified in 14 FAM 432.2.

Recommendation 16: Embassy Athens should conduct a fleet review of its motor vehicle size and composition. (Action: Embassy Athens)

Use Policy

With scarce driver resources, the motor pool operates under restrictive conditions. Hours of operation are limited to regular business hours, unless approved in advance by the supervisory general services officer. Vehicles are dispatched based on importance of use, length of trip, time considerations, alternative transportation possibilities, and cost considerations. When motor pool vehicles are not available, employees can use a taxi or public transportation and apply for reimbursement. The embassy does not provide trips to the airport. In addition, for security reasons the previous DCM mandated that all U.S. direct-hires use an armored vehicle on official business. These policies were instituted in 2008 and approved by the previous ambassador. The motor vehicle policy is outdated and has not been updated to reflect any policy changes or approved by the Ambassador.

Recommendation 17: Embassy Athens should update its motor vehicle policy and obtain Chief of Mission approval on the updated version. (Action: Embassy Athens)

Home-to-Office Transportation

Embassy employees who were authorized for home-to-office use of a government-owned vehicle in FY 2010 have not obtained the required annual approval. According to regulations (14 FAM 433.3-1), the Ambassador must approve such use, which is authorized when public transportation is unsafe or unavailable or when

such use is advantageous to the U.S. Government. The exercise of this authority requires a written finding of the circumstances that justify the use of official vehicles and adequate liability insurance coverage. Based on criteria in 14 FAM 433.4, the Ambassador should determine whether such use should be reimbursable or non-reimbursable. This determination will affect the regional security office and other law enforcement agencies that use government vehicles regularly for home-to-office travel.

Recommendation 18: Embassy Athens should update its policy regarding annual Chief of Mission certification for home-to-office use of a government-owned vehicle. (Action: Embassy Athens)

The embassy's current home-to-office transportation policy is inconsistent. For example, the RSO, all assistant RSOs, and the Foreign Service national investigator on duty are authorized for home-to-office vehicle use, on the basis that they might need to travel to the embassy after hours. However, the embassy duty officer, who also might need to travel to the embassy after hours, is not authorized. Most security and law enforcement personnel who are authorized for home-to-office travel have reimbursed the Department the required \$2.70 each way, but one employee did not pay, claiming an exception based on a different interpretation of the regulations. The policy should be applied consistently to all employees.

Recommendation 19: Embassy Athens should determine whether the use of government-owned vehicles for home-to-office transportation is to be on a reimbursable or nonreimbursable basis. (Action: Embassy Athens).

Customs and Shipping

The custom and shipping unit received below-average scores in the 2010 ICASS survey and in questionnaires distributed as part of the inspection. Embassy staff expressed dissatisfaction about the time it takes to receive Greek identification cards, personal vehicles, and household effects. Greek identification card processing usually takes 2 weeks. It takes 1 to 2 months for employees to receive household effects and personal vehicles, and customs clearance can be further delayed whenever there are strikes or demonstrations, or when shipments arrive during the peak European vacation months, when the Greek Ministry of Foreign Affairs operates with only half its usual staff. Although these factors are often beyond the control of the embassy's management staff, they are a continuing source of frustration for both mission personnel and the customs and shipping staff.

Informal Recommendation 20: Embassy Athens should issue an administrative notice outlining the length of time and procedures involved in shipping personal vehicles and household effects.

Mission personnel also complained about poor customer service and not getting information about their shipments. To address these shortcomings, the supervisory general service officer has recently established a customer service unit. This unit handles ICASS user queries and questions about the status of shipments, which has improved customer service.

Taxes and Fees

The mission has two issues before the Ministry of Foreign Affairs. The first deals with tax exemption privileges. In Washington DC, Greek diplomats receive point-of-sale tax relief on purchases over \$100 and on both official and personal purchases of gasoline and utilities. Greek tax relief is more limited. American diplomats receive tax relief only at selected stores, on purchases over \$100, and only after a complicated and burdensome diplomatic process. Retail establishments are not required to honor the Ministry of Foreign Affairs' authorization for tax-free and duty-free privileges. Numerous complaints were voiced about paying taxes on gasoline.

The embassy has made a *démarche* to the Greek Ministry of Foreign Affairs on this issue. On August 12, 2010, the Department's Office of Foreign Missions sent a note to the Greek embassy notifying them of this inequity, requesting a response by September 15, but at the time of the inspection none was forthcoming. The Office of Foreign Missions is in the process of sending a second note to the Greek embassy, warning that the privileges of Greek diplomats in the United States could be restricted.

The second issue relates to municipal fees. Utility bills include fees for garbage collection and sidewalk cleaning. The embassy's position is that, since the fees are based on square meters, this service is a property tax, rather than a fee for a specific service. The embassy believes that it should not pay these additional fees, as it contracts with a private company for trash removal from the compound.

The management counselor informed the OIG team that these issues will be addressed during her first meeting with the Ministry of Foreign Affairs. The issue may require the embassy's front office involvement. In FY 2011, the embassy obligated over \$200,000 as a contingency to cover this cost.

Information Management

Embassy Athens has a comprehensive information management (IM) program that meets the needs of 386 users at the embassy compound, general services warehouse, and front office residences. Overall, customers expressed satisfaction with IM service and program support.

The section is appropriately staffed and adheres to most IM and information security requirements. However, it has been hampered by a project to renovate the post communications center that has been plagued by delays and potential cost overruns. Another area of weakness is the designation of an assistant RSO as the information system security officer (ISSO). The classified annex to this report addresses contingency planning and mail facilities.

The section consists of the information programs center and the information systems center (ISC). The information programs center handles classified networks, diplomatic post office mail, classified pouch, telephones, and the radio program. The classified network serves 111 users and consists of 7 servers, 44 thick-client workstations, and 4 thin-client workstations.

The ISC handles the majority of users, manages eight servers, and provides unclassified desktop support and Internet access, as well as SMART system support and services for laptops, BlackBerry devices, and fobs (remote password devices). However, the IM section has not established network printers in accordance with the Department's Greening Diplomacy Initiative.

Informal Recommendation 21: Embassy Athens should establish network printers.

INFORMATION MANAGEMENT FACILITIES

For more than 20 years, the ISC has been located in uncomfortably warm and humid conditions in the basement of the chancery. During that time, there have been two floods and a fire, which damaged computer equipment. Despite the difficult environment, the ISC staff has provided continuous service. The ISC is not included in OBO's chancery renovation project even though its current location does not comply with 12 FAM 629.4-2 b., which states that embassies "must locate AIS (Automated Information Systems) processing facilities above ground and not beneath areas containing water pipes or subject to water penetration from upper floors." The management counselor indicated that there is a space evaluation review underway to identify appropriate space for relocation of the ISC and its staff.

Recommendation 20: Embassy Athens should conclude the space evaluation review and relocate the information services center. (Action: Embassy Athens)

Recommendation 21: The Bureau of Overseas Building Operations should expand the Embassy Athens Master Renovation Plan to include the relocation of the information systems center in accordance with 12 FAM 629.4-2. (Action: OBO)

Morale is high among the IM staff, despite a crowded and stuffy workspace. Recently, the ISC embarked on a program to rebuild an IM training room after the previous embassy leadership dismantled it. The ISC plans to conduct training sessions for employees. Some IM customers also expressed interest in receiving eServices training.

Informal Recommendation 22: Embassy Athens should survey their customers to identify and provide training as needed.

Post Communications Center Renovation

The information programs center, along with the post communication center, is undergoing a major renovation that was budgeted for \$6 million. It was scheduled to be completed within 6 months. The project is being delayed, because the contract construction team traveled on tourist passports with 90-day visas and was forced to return home before they completed work. Four months of work remains; the team is to return in 2011 to finish the renovation. One internal embassy memorandum estimated that cost overruns would reach \$500,000 because of these and other delays.

The passport and visa issue of the contract construction team is only one example of ineffective project management. According to 15 FAM 1012.4 a., OBO should assign a full-time, onsite project director and technical support staff for major rehabilitation projects. The bureau has not done so.

Recommendation 22: The Bureau of Overseas Buildings Operations should designate an on-site project manager for the post communications center renovation project. (Action: OBO)

INFORMATION SYSTEMS SECURITY RESPONSIBILITIES

The assistant RSO is the designated ISSO and is solely responsible for systems security of the unclassified and classified networks. The assistant RSO has taken the diplomatic security ISSO tradecraft course and has done a good job monitoring the systems. However, three other IM staff members also have received training and are capable of fulfilling ISSO duties. The assistant RSO currently spends 30 percent of his time handling ISSO duties. It would benefit the mission if he were able to devote this time to residential security, surveillance detection, investigations, and site visits.

According to 04 State 171664, “by assigning ISSO and A/ISSO to tenured IRM personnel whenever possible, posts can ensure ISSOs will have the IT-related skills necessary to perform ISSO duties.” To alleviate internal control weakness and follow sound management practice, the senior IM specialist in the information programs center would assume ISSO duties for the unclassified network. The information security officer in the ISC would assume ISSO duties for the classified network, and the IM officer could serve as the alternate ISSO for both networks in his staff’s absence.

Recommendation 23: Embassy Athens should reassign information systems security officer duties to the information management staff. (Action: Embassy Athens)

QUALITY OF LIFE

Quality of life for American employees varies. Many view the school, travel opportunities, the community liaison office (CLO), public transport, housing, and Greek cuisine as positives. At the same time, the difficulty of the language; traffic and pollution; frequent strikes; and delays in receiving household effects and automobiles were cited as negative issues. The CLO identified unrealistic expectations as a cause of bad morale; a post profile that deals openly with the hardships in Athens could help to address this. Such morale issues tend to arise among employees and spouses from agencies that do not normally send personnel overseas, or with employees who are unfamiliar with the Department's culture.

The OIG inspectors examined the health unit and employee association and found both to be well run. The team counseled the association on two cost centers that are losing money: gasoline sales and the swimming pool.

REST AND RECUPERATION TRAVEL

Employees at Embassy Athens and Consulate General Thessaloniki have been receiving rest and recuperation (R&R) travel benefits since 2000. U.S. direct-hires on 3-year assignments receive two R&Rs, and ELOs on 2-year assignments receive one. Department regulations (3 FAH-1 H-3721.4) state that all posts that receive R&R are required to submit documentation to the appropriate regional bureau executive every 2 years to justify continued eligibility. The most recent justification submitted by Embassy Athens and the consulate general was 10 years ago.

The principal reason for providing R&R at that time was personal hardship. The inspection team found scant evidence to justify that decision today. The post's own report of conditions in Athens and Thessaloniki cites adequate medical care, local transportation, communication, and recreation opportunities. The schools are good. It is easy and relatively inexpensive to travel to the Greek islands and other European countries. Traffic and summer pollution are problems, but no more so than in many other cities. In FY 2010, the Department spent \$108,600 to fund R&R travel for 23 direct-hires and 24 dependents, which the team believes was an unnecessary expense. Many embassy employees agree that R&R is not justified for Greece.

Recommendation 24: The Bureau of European and Eurasian Affairs should discontinue the rest and recuperation benefit for Embassy Athens. (Action: EUR)

Community Liaison Coordinator

The CLO was widely praised as providing excellent support to the community. The lead coordinator has many years of experience serving in the position and has written articles about it for the *Foreign Service Journal*. Frequent CLO coffees give spouses opportunities to raise ideas and issues with the community. The CLO also maintains a suggestion box.

The section is staffed by three part-time coordinators, each working 32 hours a week, and a newsletter editor working 16 hours per week. One part-time coordinator and the editor were hired during the inspection. The work performed by CLO totals 112 hours per week. This is an increase of 24 hours over prior arrangements. There is no indication that this increase in hours was approved by the ICASS council. The inspection team viewed 112 hours a week as excessive. Two of the CLO coordinators will depart next summer, which will provide a good opportunity to reduce the number of hours the CLO coordinator works.

Recommendation 25: Embassy Athens should reduce the community liaison coordinator hours in summer 2011, upon the departure of two of the part-time coordinators. (Action: Embassy Athens)

Eligible Family Member Employment

Although identified as an issue during the inspection survey, the EFM employment program is well run. Many spouses identified it as strength in the mission. Some 23 spouses are employed as family member associates, and several others are employed under personal services agreements or in personal services agreement positions.

A 1995 bilateral agreement allows spouses of U.S. diplomats to work in the local economy, although the language barrier prohibits most spouses from finding such work. Several spouses work at the American school; others have found freelance employment.

Schools

(b)(2)(b)(6) is the educational system most utilized by mission employees; it receives grant money from the Office of Overseas Schools. Parent satisfaction with the school is high. During the inspection, the embassy was addressing an issue involving additional transportation support.

(b)(2)(b)(6) are governed by a 15-member board of trustees. Twelve trustees are appointed (including three by the Ambassador), and three are elected by the parents of enrolled children. A smaller executive board recently was increased from five to seven members. Previous ambassadorial appointees raised questions about the composition of the board, interpretations of the bylaws, and the relationship between the board chairperson and the superintendent of the schools. Inspectors relayed these concerns to the regional education officer.

BEST PRACTICE: PROFESSIONAL DEVELOPMENT FOR FIRST- AND SECOND-TOUR OFFICERS

Approximately 10 percent of U.S. employees at the embassy are FAST officers and staff. These employees have benefitted greatly from the professional development program described in the executive direction section of the report. Inspectors consider the program a best practice.

Best Practice: Professional Development for FAST Officers and Specialists

Issue: The embassy's large complement of FAST officers requires an effective professional development program.

Response: Initiated by the former ambassador and DCM, and with full support from the new front office, Embassy Athens has a robust professional development program, chaired by a FAST officer. The program includes 18 specific training goals (such as public speaking, interacting with other diplomats, and serving as control officers) and a detailed calendar of events, and features a broad array of programs, including those that expose management officers to political work and equally important, expose reporting officers to management work.

Result: FAST officers receive excellent training and professional development.

BEST PRACTICE: ONE-STOP EMERGENCY ASSISTANCE

The regional security office has taken a step to improve safety, security, and quality of life by expanding the security receptionist program beyond providing the traditional language assistance for the Marines at Post One. It has become an emergency call center staffed around the clock. It assists employees and family members in a variety of ways such as calling for medical assistance, emergency translation services, dispatching emergency security assistance, and obtaining taxis for stranded employees. The center handles up to 40 calls a day on weekends, including calls from outside the embassy. When not handling calls, the midnight shift searches the Internet and other sources for news about demonstrations and other potential security incidents, and briefs the regional security office every morning on overnight developments. The center has proven to be of great assistance to embassy duty officers.

Best Practice: Expanded emergency call center

Issue: Embassy Athens receives a significant number of telephone calls related to demonstrations and other civil disturbances, traffic accidents, and medical emergencies. Marine security guards do not always have the specialized local knowledge or language capability needed to address this array of issues.

Response: Under the supervision of the regional security office, the embassy has expanded the security receptionist program into a call center staffed by bilingual responders who can provide prompt 24-hour service and assistance to embassy staff and their families. The center also prepares an overnight briefing for the regional security office.

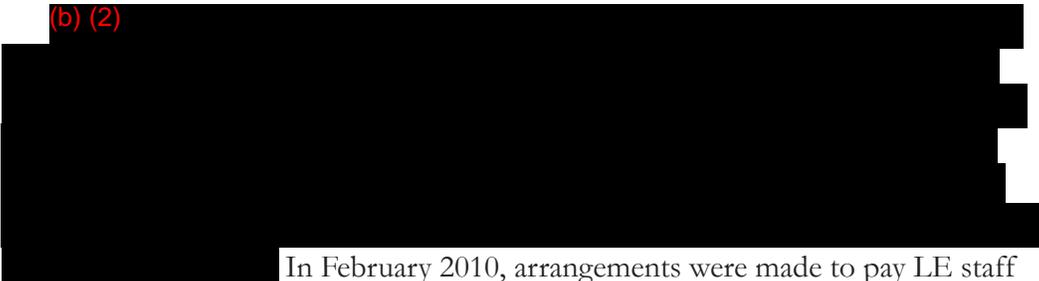
Result: Embassy staff and their families facing emergencies or difficulties can receive one-stop assistance around the clock.

MANAGEMENT CONTROLS

The Chief of Mission exercises responsibility for certifying management controls on all U.S. mission operations. The mission's 2010 annual chief of mission management controls statement indicated that the system of management controls was effective and provided reasonable assurance that objectives were achieved. The OIG team, however, found numerous management control weaknesses.

CASHIERING

(b) (2)



In February 2010, arrangements were made to pay LE staff by direct deposit. However, cash advances are still being paid to LE staff for travel expenses, as are payments to the water company and other utilities. More emphasis needs to be placed on the electronic funds transfer. Department regulations require that the FMO assess cash needs every 6 months.

Recommendation 26: (b) (2)



Several years ago, Bank of America ceased providing accommodation exchange services. The new FMO has not had an opportunity to renegotiate the banking agreement and may be able to persuade Bank of America to reconsider this policy. Other issues she might negotiate include the bank's refusal to accept U.S. currency and having the bank handle emergency cash requests.

Recommendation 27: Embassy Athens should meet with Bank of America officials, attempt to arrange for the bank to provide accommodation exchange, accept U.S. currency, and work an agreement whereby emergency cash requests can be arranged directly with the bank. (Action: Embassy Athens)

In Athens, the Class B cashier is overworked. There is not sufficient time to reconcile the cash accountability and prepare the required paperwork each day. Old files are being retained in an office that was reduced in size, and there are too many filing cabinets in the office. The daily cashiering hours of 11:30 a.m.–2:00 p.m., Monday through Friday, are too long for the limited staff, and not necessary for customers since an ATM is located in the embassy compound.

Recommendation 28: Embassy Athens should reduce its daily cashier hours to allow the Class B cashier to complete the required paperwork and balance cash accountability on a daily basis. (Action: Embassy Athens)

Recommendation 29: Embassy Athens should provide the cashier an opportunity to retire old files and allow the alternate cashier to perform the work at the window at least 2 days a week to free up the principal Class B cashier. (Action: Embassy Athens)

The management policy regarding accommodation exchange needs to be updated. The policy allows personal checks for as little as \$50 to be cashed, but is vague as to how often checks can be cashed. It also indicates that LE staff still can be paid in cash for official travel, which is unnecessary since LE staff can now receive direct deposits in their bank accounts.

Informal Recommendation 23: Embassy Athens should encourage mission staff to use the automated teller machine for accommodation exchange, instead of using cashier services.

(b) (2)



Recommendation 30: (b) (2)

Recommendation 31: (b) (2)

Embassy Athens and Consulate General Thessaloniki are not performing subcashier monthly or quarterly. Department guidelines (4 FAH-3 H-397.2-3) require that reconciliations be performed monthly on subcashiers with an advance of more than (b) (2) and quarterly on subcashiers with an advance less than (b) (2). Embassy Athens has designated 12 subcashiers, with a total balance (b) (2). Consulate General Thessaloniki has designated four subcashiers.

Recommendation 32: Embassy Athens should perform mission-wide subcashier reconciliations. (Action: Embassy Athens)

In Thessaloniki, a Department of Agriculture employee was designated a subcashier with an advance [REDACTED]. To reduce cashing vulnerabilities, the employee needs to obtain a purchase card and then return the advance to Consulate General Thessaloniki. The employee requested a purchase card during the inspection.

Recommendation 33: Embassy Athens should cancel the Department of Agriculture employee's [REDACTED] advance once the employee obtains a purchase card. (Action: Embassy Athens)

Designated occasional money holders are maintaining their advances far longer than the 72 hours required by regulations (4 FAH-3 H-394.4). Several advances were outstanding for more than a month, and one employee departed on temporary duty without repaying his advance. More than \$2,000 was outstanding in the hands of occasional money holders.

Informal Recommendation 34: Embassy Athens should require occasional money holders to liquidate their advances within 72 hours.

FUNDS MANAGEMENT

Embassy Athens was not following departmental procedures for maintaining and monitoring post accounts. In early September 2010, financial records showed that \$800,000 of program funds; \$1.4 million of ICASS funds; and \$20,000 of representation funds were unobligated. The mission staff was told throughout the year that funding was unavailable and procurement requests were denied. There was also a decision not to have a year-end procurement plan because of inadequate funds.

Recommendation 34: Embassy Athens should produce a written plan for year-end spending early in the fiscal year, to avoid wasteful and inappropriate spending when large balances remain. (Action: Embassy Athens)

Financial reports showed that an inordinate amount of funds are being used to pay utility bills for government-owned and short-term leased residences. The OIG team found no indication that the embassy is using energy conservation or usage tracking to encourage staff to reduce energy consumption. In FY 2010, the mission spent about \$400,000 on 130 residential utilities. The OIG team believes this expenditure could be wasteful and requires attention.

Recommendation 35: Embassy Athens should track residential utility costs, report the cost of energy usage to residents, and establish a plan to encourage mission staff to conserve energy. (Action: Embassy Athens)

For FY 2010, the mission received \$59,500 in representation funds. As of September 30, 2010, vouchers for \$43,000 had been processed. While a few more vouchers may be forthcoming, the post will have, at a minimum, several thousand dollars of unobligated funds remaining in the account. This remainder is another example of poor funds control. The OIG team believes that Embassy Athens would benefit from following the example of most embassies, by tracking and posting the consumption of representation funds on their SharePoint site for quick reference.

Recommendation 36: Embassy Athens should track, monitor, and report on its SharePoint site the amount of representation funds obligated, expended, and unobligated. (Action: Embassy Athens)

CONSULATE GENERAL THESSALONIKI

In inspecting the consulate, the team was mindful that, in 2004, the last OIG inspection report had questioned the need to maintain a full consulate general in Thessaloniki. In addition, the Department's operating budget is likely to face pressures in the years immediately ahead. With Portugal, Greece is among the smallest countries in Western Europe where the Department still maintains a stand-alone constituent post. The consulate's operating budget is approximately \$2.2 million a year. Central support costs, the salaries and benefits of its three U.S. employees, and the cost of language training add another \$600,000, at a minimum.

The OIG inspectors considered the post's small output of reporting and analysis, its limited consular and public outreach programs, and the ease of transportation between Athens and Thessaloniki. The team concluded that, while Consulate General Thessaloniki adds a dimension to embassy reporting and outreach, it is not essential to achieving U.S. interests in Greece.

After conferring with senior policy and management officers in Washington and Athens and visiting Thessaloniki, the inspection team concluded that the Department, in consultation with relevant agencies, should close Consulate General Thessaloniki at an early opportunity. Most of the consulate general's mission work could be assumed by staff at Embassy Athens, at less cost and without significant loss in effectiveness. The Department may wish to consider establishing a consular agency or making an arrangement whereby a small number of LE staff would remain in Thessaloniki. In doing so, the Department could use as a model the branch office maintained in Mostar, Bosnia. (Procedures for closing posts are outlined in 2 FAM 411 and 2 FAM 430.)

Several embassy officials, including the Ambassador, disagreed with the team's assessment of Consulate General Thessaloniki's value-added. He and others told the team that northern Greece is essentially different from Athens, and that an official U.S. presence there is important. They maintained that Thessaloniki serves as a useful platform for law enforcement, export promotion, and other functions, and it has the potential to become a regional hub for Balkan-related programming.

Recommendation 37: The Bureau of European Affairs, in coordination with Embassy Athens, the Bureau of Overseas Buildings Operations, the Bureau of Legislative Affairs, and the Bureau of Diplomatic Security should prepare a written plan for the Under Secretary for Management, outlining measures to close Consulate General Thessaloniki at the earliest opportunity. (Action: EUR, in coordination with Embassy Athens, OBO, H, and DS)

Recommendation 38: Embassy Athens should implement a plan to discontinue filling vacancies created by local staff attrition or approving the creation of any additional local staff positions, pending a final decision on whether to maintain the consulate. (Action: Embassy Athens)

Recommendation 39: Embassy Athens should implement a plan to only expend funds on any physical upgrades at Consulate General Thessaloniki that affect health and safety, pending a final decision on whether to maintain the consulate. (Action: Embassy Athens)

Political and Economic Reporting

Consulate reporting has been scant. Over the last year, the consulate produced eight substantive, unclassified cables; no classified cables; and 18 issues of Northern Notes, a weekly summary drafted by an able FSN that supplements press reports with information from conversations with political figures, law enforcement officials, and civil society. Northern Notes is the consulate's most valuable written product, and it is widely read by Washington consumers. While it sheds light on events in northern Greece, analysis that relates these events to U.S. interests would enhance its value.

The consulate provides input to the embassy's annual reports on human rights, trafficking in persons, and religious freedom. It also hosts an annual visit by the embassy's human rights officer to meet with local officials, nongovernmental organizations, and representatives of minority groups, including Muslims, Roma, and Pomaks. The consulate general works closely with the Department of Defense foreign area officer assigned to the Greek military staff college in Thessaloniki. The position currently is vacant, but a new officer is scheduled to arrive in spring 2011. The inspection team believes that embassy political and economic officers assigned

specific responsibility for northern Greece and given sufficient travel funds could provide adequate coverage of the region, perhaps in addition to resident FSNs in a branch office.

Commercial Promotion

Thessaloniki's importance as a commercial and trade hub of interest to U.S. business is more prospective than real. Recent changes in cabotage laws could increase the number of U.S. cruise ships and visitors between ports of call within Greece. Renovation of the port could result in engineering and sales opportunities for American firms. A new innovation zone could make the city more attractive to U.S. investors, many of whom no longer participate in the city's annual trade fair. While the consulate is alert to business opportunities, FCS staff at the embassy should be able to keep tabs on opportunities through regular visits to the city. No one from FCS has visited Thessaloniki since September 2009, although FCS plans to attend trade fairs in October and November 2010.

Public Diplomacy

Two local staff members handle the bulk of the consulate's public diplomacy work, including preparing daily press notes, drafting remarks for the consul general, recommending candidates for exchange programs, programming speakers from Washington, arranging youth outreach programs with universities and high schools, and coordinating programs at the two American Corners located in northern Greece.

The consulate's selection of international visitors has been excellent. More than half the international visitors sent to the United States from Greece are nominated by Thessaloniki, a measure of how well the consulate is connected with community leaders and of the embassy's commitment to minority outreach. Many of these activities could be handled by the embassy's public diplomacy section, provided travel time and funds were made available.

The independent Fulbright Commission, headquartered in Athens, maintains a small office in Thessaloniki that is about five blocks from the consulate. The office's director publicizes the Fulbright program and provides educational advising to high school and college students interested in study in the United States. (In 2009 he counseled more than 800 students in individual or group sessions, and handled 600 phone calls and 495 emails.) The director also oversees an in-house test center where examinations mandated by U.S. colleges and universities are administered; fees from these operations cover more than 40 percent of office operating costs.

The city of Thessaloniki has provided security for the office since an unsuccessful bombing attempt in 1999. Closing the consulate would have minimal effect on the commission's work in Thessaloniki, as it could and would continue to operate.

Consular Affairs

The consulate general provides American citizens services, including issuing passports and reports of birth, processing notariats, accepting federal benefits applications, and operating a warden network. It does not issue visas. Consular offices are open to the public two mornings a week and for emergencies; staff is available for telephone consultations on other days. The consular staff consists of one FSN, supervised by the deputy principal officer. Thessaloniki is a separate consular district from Athens. Only 15,000 U.S. citizens reside in Thessaloniki's consular district. Embassy Athens could adequately provide these and other consular services, particularly if the embassy maintained a local staff member in Thessaloniki to assist.

Consular work space is adequate, and the waiting room is sufficient.

Inspectors reviewed the consulate's public Web site; a number of required documents (including the F-77 report of potential evacuees, last prepared in 2006); the required lists of doctors and attorneys; and the consular section of the duty officer instructions. The most recent versions of the required lists were not posted to the Web site. Contractors from the Bureau of Consular Affairs' Office of Consular Systems and Technology visited in October 2010 and found out-of-date consular software still in use. Warden messages are not always broadcast in a timely fashion.

The consulate general's problems are common to posts that offer limited consular services on a part-time basis, without significant oversight by a supervisory consular officer from a larger post or a regional consular officer. The consul general in Athens has supervisory responsibility for Thessaloniki in his work requirements statement, but is not fulfilling this requirement. Until the Department takes action to close the consulate, Embassy Athens can help remedy these deficiencies, through increased supervision of consular work and the steps outlined in Recommendations 42 and 43. The consulate has nominated the consular FSN and consular assistant back-up for consular training in the past without success. This training would improve performance and increase awareness of required procedures.

Recommendation 40: Embassy Athens should require the consul general in Athens to fully execute his role as supervisor of consular operations at Consulate General Thessaloniki, as described in the work requirements statement. (Action: Embassy Athens)

Recommendation 41: Embassy Athens should nominate and actively advocate for Foreign Service Institute consular training, for the consular assistant from Thessaloniki and the consular assistant's backup. (Action: Embassy Athens)

Management

Embassy Athens provides excellent management support to the consulate general and handles the majority of administrative duties. The deputy principal officer takes care of day-to-day managerial activities in Thessaloniki, leading five management LE staff, including two drivers. Inspectors counseled her to designate one of her staff as receiving clerk to improve internal management controls.

Security and Safety

Security inspectors reviewed Consulate General Thessaloniki's facilities and security procedures and concluded that office space is in excellent condition, and there is no immediate need to change the location of consulate offices. However, the emergency egress from the deputy principal officer's residence is via a rope ladder bolted to a third-floor balcony. The ladder is an eyesore and does not provide safe egress.

Recommendation 42: Embassy Athens should provide a safe method to exit the deputy principal officer's residence in Thessaloniki in an emergency. (Action: Embassy Athens).

RECOMMENDATIONS

Recommendation 1: Embassy Athens should immediately freeze locally employed staff hiring except for positions expressly approved by the Ambassador, until staffing has been reduced by 5 percent, or 15 positions. (Action: Embassy Athens)

Recommendation 2: Embassy Athens should submit a request to the Bureau of European and Eurasian Affairs that (1) reduces post's 12 positions that are language-designated to a 3/3 level to 9 positions; (2) reduces the number of language-designated positions at post from 36 to 20; and (3) maximizes the number of officers and staff who are offered first-and second-tour or other short-term training prior to arrival at post. The request should identify specific positions to be redesignated. (Action: Embassy Athens)

Recommendation 3: Embassy Athens, in coordination with the Bureau of Overseas Buildings Operations, should install a window in the door of the consular cashier booth, to allow line of sight supervision. (Action: Embassy Athens, in coordination with OBO)

Recommendation 4: Embassy Athens, in coordination with the Bureau of Consular Affairs, should install accurate signage in the consular waiting room. (Action: Embassy Athens, in coordination with CA)

Recommendation 5: Embassy Athens should obtain a written report from the board of the Fulbright program in Greece, outlining measures it is taking and will take to comply with provisions of the 1963 agreement governing Fulbright operations, to establish clear procedures for budget and employment practices, and to bring overhead expenses into line with guidelines established in the *Fulbright Manual for Binational Commissions and Foundations*. (Action: Embassy Athens)

Recommendation 6: Embassy Athens should provide training to all International Cooperative Administrative Support Services council members and staff who participate in the process. (Action: Embassy Athens)

Recommendation 7: Embassy Athens should implement a program whereby American officers who do not complete locally employed staff evaluations on time have that fact reflected in their own employee evaluation reports. (Action: Embassy Athens)

Recommendation 8: Embassy Athens should implement an orientation program for new local employees. (Action: Embassy Athens)

Recommendation 9: Embassy Athens should amend its award policy by either removing the generic cash award category from the range of awards or significantly reducing the amounts for cash awards. (Action: Embassy Athens)

Recommendation 10: Embassy Athens, in coordination with the Bureau of European and Eurasian Affairs, should request, and the Bureau of Human Resources should approve, the elimination of the entry-level officer position number 52127002 when the incumbent completes the assignment. (Action: Embassy Athens, in coordination with EUR and HR)

Recommendation 11: Embassy Athens, in coordination with the Bureau of Overseas Buildings Operations and the Office of the Legal Adviser, should conduct an analysis and identify the best option to resolve the mission's warehousing deficiencies. (Action: Embassy Athens, in coordination with OBO and L)

Recommendation 12: Embassy Athens, in coordination with the Bureau of Overseas Buildings Operations, should conduct a safety review of the warehouse with regard to the locally employed staff assigned there. (Action: Embassy Athens, in coordination with OBO)

Recommendation 13: Embassy Athens should research and identify discrepancies between lease waiver requests and lease agreements, and resubmit to the Bureau of Overseas Buildings Operations all lease waiver requests for cost and include the missing annual 5 percent escalation clause. (Action: Embassy Athens)

Recommendation 14: Embassy Athens should provide customer service training for the facilities maintenance staff. (Action: Embassy Athens)

Recommendation 15: Embassy Athens should coordinate with the International Cooperative Administrative Support Services council to develop and implement appliance and furniture pools. (Action: Embassy Athens)

Recommendation 16: Embassy Athens should conduct a fleet review of its motor vehicle size and composition. (Action: Embassy Athens)

Recommendation 17: Embassy Athens should update its motor vehicle policy and obtain Chief of Mission approval on the updated version. (Action: Embassy Athens)

Recommendation 18: Embassy Athens should update its policy regarding annual Chief of Mission certification for home-to-office use of a government-owned vehicle. (Action: Embassy Athens)

Recommendation 19: Embassy Athens should determine whether the use of government-owned vehicles for home-to-office transportation is to be on a reimbursable or nonreimbursable basis. (Action: Embassy Athens).

Recommendation 20: Embassy Athens should conclude the space evaluation review and relocate the information services center. (Action: Embassy Athens)

Recommendation 21: The Bureau of Overseas Building Operations should expand the Embassy Athens Master Renovation Plan to include the relocation of the information systems center in accordance with 12 FAM 629.4-2. (Action: OBO)

Recommendation 22: The Bureau of Overseas Buildings Operations should designate an on-site project manager for the post communications center renovation project. (Action: OBO)

Recommendation 23: Embassy Athens should reassign information systems security officer duties to the information management staff. (Action: Embassy Athens)

Recommendation 24: The Bureau of European and Eurasian Affairs should discontinue the rest and recuperation benefit for Embassy Athens. (Action: EUR)

Recommendation 25: Embassy Athens should reduce the community liaison coordinator hours in summer 2011, upon the departure of two of the part-time coordinators. (Action: Embassy Athens)

Recommendation 26: (b) (2)



Recommendation 27: Embassy Athens should meet with Bank of America officials, attempt to arrange for the bank to provide accommodation exchange, accept U.S. currency, and work an agreement whereby emergency cash requests can be arranged directly with the bank. (Action: Embassy Athens)

Recommendation 28: Embassy Athens should reduce its daily cashier hours to allow the Class B cashier to complete the required paperwork and balance cash accountability on a daily basis. (Action: Embassy Athens)

Recommendation 29: Embassy Athens should provide the cashier an opportunity to retire old files and allow the alternate cashier to perform the work at the window at least 2 days a week to free up the principal Class B cashier. (Action: Embassy Athens)

Recommendation 30: (b) (2)

Recommendation 31: (b) (2)

Recommendation 32: Embassy Athens should perform mission-wide subcashier reconciliations. (Action: Embassy Athens)

Recommendation 33: (b) (2)

Recommendation 34: Embassy Athens should produce a written plan for year-end spending early in the fiscal year, to avoid wasteful and inappropriate spending when large balances remain. (Action: Embassy Athens)

Recommendation 35: Embassy Athens should track residential utility costs, report the cost of energy usage to residents, and establish a plan to encourage mission staff to conserve energy. (Action: Embassy Athens)

Recommendation 36: Embassy Athens should track, monitor, and report on its SharePoint site the amount of representation funds obligated, expended, and unobligated. (Action: Embassy Athens)

Recommendation 37: The Bureau of European Affairs, in coordination with Embassy Athens, the Bureau of Overseas Buildings Operations, the Bureau of Legislative Affairs, and the Bureau of Diplomatic Security should prepare a written plan for the Under Secretary for Management, outlining measures to close Consulate General Thessaloniki at the earliest opportunity. (Action: EUR, in coordination with Embassy Athens, OBO, H, and DS)

Recommendation 38: Embassy Athens should implement a plan to discontinue filling vacancies created by local staff attrition or approving the creation of any additional local staff positions, pending a final decision on whether to maintain the consulate. (Action: Embassy Athens)

Recommendation 39: Embassy Athens should implement a plan to only expend funds on any physical upgrades at Consulate General Thessaloniki that affect health and safety, pending a final decision on whether to maintain the consulate. (Action: Embassy Athens)

Recommendation 40: Embassy Athens should require the consul general in Athens to fully execute his role as supervisor of consular operations at Consulate General Thessaloniki, as described in the work requirements statement. (Action: Embassy Athens)

Recommendation 41: Embassy Athens should nominate and actively advocate for Foreign Service Institute consular training, for the consular assistant from Thessaloniki and the consular assistant's backup. (Action: Embassy Athens)

Recommendation 42: Embassy Athens should provide a safe method to exit the deputy principal officer's residence in Thessaloniki in an emergency. (Action: Embassy Athens).

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.

Informal Recommendation 1: Embassy Athens should form a task force co-chaired by the deputy chief of mission and the head of the post language program to identify ways to strengthen the embassy's language program.

Informal Recommendation 2: Embassy Athens should encourage all reporting officers to take the Foreign Service Institute's PS530 State Messaging and Archive Retrieval Toolset Messaging OpenNet course.

Informal Recommendation 3: Embassy Athens should combine the law enforcement and counterterrorism working groups into a single committee chaired by the deputy chief of mission.

Informal Recommendation 4: Embassy Athens should encourage the consul general to adjudicate visas on the line at least once a month to retain his skills and observe the operation.

Informal Recommendation 5: Embassy Athens should encourage the consular section to consult with the political and economic sections and develop a plan for consular input or separate reporting.

Informal Recommendation 6: Embassy Athens should review all positions in the consular section to reflect the new assignments.

Informal Recommendation 7: Embassy Athens should assign an entry-level consular officer to review the consular portion of the duty book quarterly and amend it as needed.

Informal Recommendation 8: Embassy Athens should explore alternatives to laptop computers for the consular flyaway kits.

Informal Recommendation 9: Embassy Athens should increase the cash advance for each back-up consular cashier each.

Informal Recommendation 10: Embassy Athens should develop a plan for remodeling the waiting room and seek approval from the Bureau of Overseas Buildings Operations.

Informal Recommendation 11: Embassy Athens should identify ways to provide more content in Greek at Mosaiko, the social media site aimed at Greek youth.

Informal Recommendation 12: Embassy Athens should seek the assistance of a regional English language officer to improve English language teaching in Greece.

Informal Recommendation 13: Embassy Athens should designate a Foreign Service national in both the cultural affairs and information units to first take the Foreign Service Institute's online training in grants management and administration and then take on the responsibilities of grants officer representative for their respective units.

Informal Recommendation 14: Embassy Athens should establish an International Cooperative Administrative Support Services budget committee.

Informal Recommendation 15: Embassy Athens should require an International Cooperative Administrative Support Services council decision on any actions that increase hours or cost.

Informal Recommendation 16: Embassy Athens should keep minutes of all International Cooperative Administrative Support Services council meetings and record electronic votes.

Informal Recommendation 17: Embassy Athens should provide customer service training to the procurement staff.

Informal Recommendation 18: Embassy Athens should issue an administrative notice explaining the length of time and staff requirements involved in unclassified and secure procurements.

Informal Recommendation 19: Embassy Athens should expand the procurement section's duties to include tracking and publicizing the section's compliance with International Cooperative Administrative Support Services standards.

Informal Recommendation 20: Embassy Athens should issue an administrative notice outlining the length of time and procedures involved in shipping personal vehicles and household effects.

Informal Recommendation 21: Embassy Athens should establish network printers

Informal Recommendation 22: Embassy Athens should survey their customers to identify and provide training as needed.

Informal Recommendation 23: Embassy Athens should encourage mission staff to use the automated teller machine for accommodation exchange, instead of using cashier services.

Informal Recommendation 24: Embassy Athens should require occasional money holders to liquidate their advances within 72 hours.

PRINCIPAL OFFICIALS

	Name	Arrival Date
Ambassador	Daniel B. Smith	09/10
Deputy Chief of Mission	Thomas S. Miller	09/10
Chiefs of Section:		
Consul General	Matthew McKeever	08/08
Economic Counselor	Paul Malik	09/09
Management Counselor	Mary Teirlynck	09/10
Political Counselor	Daniel Lawton	08/10
Public Affairs Officer	Diana Brown	08/08
Regional Affairs Counselor	Paul Hollingsworth	08/09
Regional Security Officer	Charles Brandeis	06/09
Other Agencies:		
Drug Enforcement Administration		
Country Attaché	John Carroll	10/10
Defense Attaché	Captain John Braunschweig	09/09
Department of Homeland Security		
Immigration and Customs		
Enforcement Attaché	Andrew Diamond	12/07
Foreign Commercial Service	David McNeill	08/09
Legal Attaché	Andrew Black	06/09
Naval Criminal Investigative Service	Joseph Hicks	10/08
Office of Defense Cooperation	Colonel Thomas Moffatt	07/09

ABBREVIATIONS

ACS	American citizens services
CLO	Community liaison office
DCM	Deputy chief of mission
EFM	Eligible family member
ELO	Entry-level officer
EUR	Bureau of European Affairs
FAST	First- and second-tour
FCS	Foreign Commercial Service
FMO	Financial management officer
FSN	Foreign Service national
ICASS	International Cooperative Administrative Support Services
IM	Information management
ISSO	Information system security officer
LE	Locally employed
M/PRI	Office of Management Policy Rightsizing and Innovation
MSRP	Mission Strategic Resource Plan
NATO	North Atlantic Treaty Organization
OBO	Bureau of Overseas Buildings Operations
OIG	Office of the Inspector General
PAS	Public affairs section
PD	Public diplomacy
R&R	Recuperation and recuperation
RSO	Regional security officer
SMART	State Department Messaging and Archive Retrieval System
VWP	Visa waiver program

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of Federal programs
and resources hurts everyone.

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