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United States Department of State  
and the Broadcasting Board of Governors

*Office of Inspector General*

## OFFICE OF INSPECTIONS

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Inspection of Embassy Stockholm, Sweden

Report Number ISP-I-11-30A, March 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 instance 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, and organizations by this review.



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and the Broadcasting Board of Governors

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## 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 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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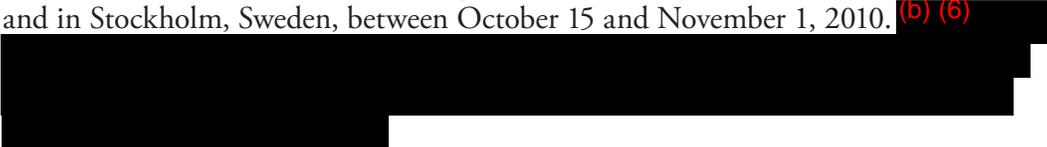
## KEY JUDGMENTS

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- The development of the Mission Strategic and Resource Plan at Embassy Stockholm is a highly interactive process that gives staff a stake in the embassy's progress toward its strategic goals. Its use as a regular feature of country team and working group meetings keeps progress toward goals firmly on track and allows for timely adjustment to developments.
- Ambitious embassy efforts to reach out to Swedish society have galvanized embassy staff. The embassy needs to make a clear assessment of the trade-offs involved in these activities. It also needs to be willing to make adjustments to maximize the effectiveness of outreach activities and to minimize their displacement of other activities that advance broad U.S. interests.
- The embassy's considerable efforts to reduce energy consumption and greenhouse gas emissions have made it a model for the Department's "green embassy" initiatives.

All findings and recommendations in this report are based on conditions observed during the on-site review and the standards and policies then in effect. The report does not comment at length on areas where the Office of Inspector General (OIG) team did not identify problems that need to be corrected.

The inspection took place in Washington, DC, between September 1 and 29, 2010, and in Stockholm, Sweden, between October 15 and November 1, 2010. (b) (6)





## CONTEXT

Sweden is the third largest country in Western Europe; with a population of about 9.4 million inhabitants—most of whom are concentrated in the urban areas of the South—it is also one of its most sparsely populated. Although a large source of emigration before World War II, the largest cohort of which went to North America, Sweden has since experienced significant inflows of population, primarily from other Scandinavian countries. In recent years, political upheavals elsewhere have combined with an open refugee and residency regime to swell the ranks of other nationalities. Today, some 13.4 percent of those people residing in Sweden were born abroad, nearly one-third of whom are from Muslim-majority countries. This influx has had its political effects, as borne out in the elections of September 2010, which returned a center-right coalition to power for the first time, and, for the first time as well, gave representation to the nativist Sweden Democrats.

The 2009 Human Development Report ranks Sweden at seventh on the human development index, primarily on the strength of life expectancy (80.8 years), per capita income (nearly \$37,000 on a purchasing power parity basis), and broad school attendance. With a gross domestic product growth rate of some 4.6 percent forecast for 2010, Sweden's economy has displayed vigor emerging from the global downturn. According to the Global Competitiveness Report, Sweden recently displaced the United States as the world's second most competitive economy.

Sweden's foreign policy touchstone has evolved from neutrality to military nonalignment, as Sweden has joined the European Union and taken on increasing responsibility for European security generally. Today, though not a member of the North Atlantic Treaty Organization, Sweden has been active in its Partnership for Peace, cooperating closely with the United States on security undertakings, including



**Map of Stockholm, Sweden and its surrounding region.**

*Source: U.S. Government*

deployment to Afghanistan (where it heads a provincial reconstruction team in Mazar-i-Sharif), purchases of military equipment, and collaboration on counterterrorism. Foreign policy priorities feature arms control, nuclear nonproliferation, and fostering democracy in developing countries, particularly in key African nations.

There are 14 million Americans of Swedish heritage in the United States, many of whom remain in active contact with their relatives in Sweden. There are several university exchange programs between the two countries, and a recent series of events have included U.S. governors and mayors visiting Sweden to promote trade opportunities or exchange green energy ideas.

Embassy employment has been stable for the past several years, although Centers for Disease Control and Prevention and Customs and Border Patrol programs have added to the mix. The Department of Agriculture transferred its American position to Norway in 2006. Department staffing has remained nearly static, with only a few small additions during the past 10 years and no additional positions anticipated during the next five. The new Ambassador understands that stable staffing can lead to established work routines that stifle innovation. His open and inclusive approach to planning has stimulated creative thinking and created embassy staff support for new programs and ways of doing business. Overall, the embassy has resources to support its key initiatives, though funds to maintain government-owned properties are at a lower than optimal level.

## EXECUTIVE DIRECTION

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Since arriving in August 2009, the Ambassador has concentrated on carrying out President Obama's directives focused on our global challenges. He has looked for opportunities to deepen U.S. engagement in Sweden. He brought the entire mission team together in a coordinated effort to develop and carry out the goals stated in the Mission Strategic and Resource Plan (MSRP) in an exemplary manner.

Earning Swedish support for U.S. foreign policy priorities is the major mission goal. This goal is reflected in the MSRP through targeted goals which include strengthening U.S.-Swedish military ties, providing counterterrorism assistance, increasing U.S. exports, and widening the focus of the pre-existing green energy partnership to encompass other aspects of sustainable development. The Ambassador seeks to focus the embassy on sustainable development—a broader agenda from that of his predecessor on alternative energy. He seeks thereby to advance efforts to boost trade, improve U.S.-Swedish relations, and enhance the reputation of the United States as a promoter of clean energy.

The new generation of Swedish citizens is too young to remember the United States as the liberator of Europe in World War II or as the protector of Europe during the Cold War. They remember instead the Kyoto Protocol and U.S. intervention in Iraq. They are focused on climate change, sustainable development, and other global issues, and they communicate in ways not dreamed of only a few years ago. The Ambassador feels that engaging this group and building their trust is an independent strategic goal. One avenue of doing so is by promoting the Global Network Initiative—a private sector effort promoting Internet freedom, for which the Secretary voiced support in January 2010, and to which Swedish Foreign Minister Karl Bildt gave early and energetic support. It touches on a variety of mission priorities, from cyber security to human rights and trade, and can be instrumental in advancing U.S. priorities in these areas.

The Ambassador has adopted strategic planning, as embodied in the MSRP process, as the embassy's touchstone for virtually all of its activity. He uses his weekly senior staff meeting, weekly country team meetings, and targeted meetings to ensure that the country team's efforts are directed towards meeting the goals of the MSRP. In addition, he has town hall meetings and expanded country teams that include local employees in the process, achieving an understanding throughout the mission of key goals and priorities. This approach also has fostered a high degree of collaboration among Department of State (Department) and non-Department entities at the embassy. The heads of agencies reported that they play an active role in developing and implementing the MSRP, and they share their agency's reporting and analysis plans with senior management.

The development of the embassy's strategic vision was a textbook case of consensus-building, and as such, one that found particular resonance among the embassy's local employees. The Ambassador led a series of meeting among section heads to discuss goals, coordinating within their sections and, as appropriate, with other sections involved in joint efforts. The Ambassador directed the formation of working groups on each of these goals, to ensure embassy-wide coordination and to review progress. The Ambassador then worked with the section heads to develop a one-page summary of the embassy's key goals to share with each member of the mission, culminating with a town hall meeting to encourage everyone at the mission to embrace the MSRP and understand their potential role in it.

The one-page summary encompasses the seven strategic goals set forth in the MSRP, plus an eighth objective, "diplomatic platform for engagement," which draws the seven goals together and treats the contributions of consular, security, and management functions. To follow up and maintain progress toward goals, country team meetings (open on alternative weeks to all embassy staff and among cleared Americans) take the strategic goals as their point of departure and discuss developments in terms of these goals. As a result, every employee, regardless of level, has a clear sense of his or her role in advancing the mission's priorities. At the same time that it has focused staff effort, this comprehensive approach to strategic planning has vastly improved morale, fostered cooperation among sections, and raised effectiveness of the embassy.

The offices of both the Defense attaché and the Foreign Commercial Service are located in the embassy. The Centers for Disease Control and Prevention offices are located at a separate site. All the agencies work together, cooperatively and effectively.

The Ambassador envisages an ambitious series of events to engage Swedish society in the American experience. These have ranged in scale from weekly lunches for small groups of contacts and monthly, themed cocktails at the Ambassador's residence, to a highly orchestrated "road show." The latter effort aims to make all employees as mobile, connected, and effective as possible through a monthly series of day-long activities—complete with town hall meetings and breakout sessions—in medium-sized urban areas that normally have little contact with the embassy. This event has been an inspiration for embassy employees. Despite demands on their time (including daily countdown meetings and advance visits to the site), embassy staff have thrown themselves into the planning and look forward to a successful, high-profile event. Other plans to extend the diplomatic platform include hosting online streaming of a global Technology Entertainment and Design conference for Nobel laureates, and hosting an ongoing "living laboratory" on the embassy grounds, to showcase clean energy technologies.

Participants in the road show activities find them interesting and satisfying, although many admit that participating in them takes them away from their core responsibilities. The OIG team had some concerns regarding the balanced use of scarce embassy resources.

***Informal Recommendation 1:*** Embassy Stockholm should, after the first road show, conduct a cost-benefit review to assess whether and to what degree this activity imposed trade-offs with advancing other, broad national interests; to consider what tasking changes would take maximum advantage of the embassy's own expertise and capacities; and to assess other means of maximizing the impact of subsequent events.

The relationship between the Ambassador and the former deputy chief of mission (DCM) was strained. The last 3 months of the former DCM's time at post were spent completing well defined tasks (such as employee evaluation reports) that minimized his contact with embassy staff. During this time, the Ambassador and economic counselor shouldered the responsibility for managing the substantive functions of the mission, until the current DCM arrived in May 2010. The new DCM has assumed the day-to-day management of the mission, with responsibility for directing operation of the mission's sections. This has obviated the need for the Ambassador to be involved in the day-to-day, internal processes of the individual sections and freed him to assume a broader view that enables him to play a greater role in representing the public face of the embassy. Morale is very good throughout the mission. Staff commented on the Ambassador's open, friendly, and outgoing nature. It is his habit to walk around the mission and engage the staff and officers during these walks. Mission personnel feel comfortable around him, and he encourages them to express their interests and concerns.

Although the Ambassador took the Department's course for new chiefs of mission, he feels that it did not adequately prepare him for the work he faced upon his arrival at post. Nonetheless, he has been able to maintain an excellent working relationship with all levels of the Government of Sweden.

## CONTACT MANAGEMENT

Nearly all sections manage their contacts through the Contact 7 software, but the public affairs section (PAS) is dissatisfied with its capabilities. Other sections, notably the front office and the political section, maintain their contacts in Microsoft Outlook, which is an even less robust and more limited system. The OIG's 2003 inspection report informally recommended that the embassy convert its entire contact management database to the Goldmine software, which at the time had more capabilities and flexibility than the Contact 7 software the main database was

using. The report noted that the Information Resource Center was in the process of converting to Goldmine. However after the 2003 inspection, efforts to widen PAS's experimental use of Goldmine had petered out, because no one had pushed hard for its implementation embassy-wide.

At the time of the current inspection, the embassy database was still using Contact 7, but the staff was not taking advantage of its full capabilities. Individual records in the database contain very little information beyond basic directory-type information and the automatically generated lists of events to which the person has been invited. The embassy was not entering information about contacts' interests, institutions, and background. At this point, with Contact 7 firmly in place, the embassy's best way forward would be to push ahead with a full implementation of that database, perhaps upgrading the software to Contact 8. The embassy needs to take a systematic approach, and the project will require strong leadership with a clear mandate from the front office. Embassy staff will need to become more fully familiar with all the capabilities of the system by having access to it from their desktops. This access should be read-only to ensure the integrity of the database.

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**RECOMMENDATION 1:** Embassy Stockholm should systematically improve its use of the Contact 7 software by appointing an individual to take charge of the database; investigating whether to upgrade the software to Contact 8; consulting with the program's creator in Frankfurt about the database's capabilities; involving a variety of staff in designing the fields; and providing staff training on database use. (Action: Embassy Stockholm)

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**RECOMMENDATION 2:** Embassy Stockholm should install access to the database on most staff work stations, although the ability to make changes to records should remain limited to ensure consistency. (Action: Embassy Stockholm)

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# POLICY AND PROGRAM IMPLEMENTATION

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## REPORTING, ANALYSIS, AND ADVOCACY

The embassy has separate economic and political sections. Washington end-users universally praised their reporting and analysis, particularly on elections, Sweden's Afghan deployment, and regional efforts. Environment, science, technology and health (ESTH) work is strong. Reporting in both sections makes appropriate use of reporting channels: the section uses emails to report on time-critical developments, followed up by cables (which are the communication vehicle of choice). Both sections understand and make appropriate use of record emails.

The sections face considerable capacity challenges and have cobbled together staffing to deal with their heavy workloads. The political section relies on a professional associate for its core work on the Muslim community and Internet freedom, and employs an intern to support the embassy's road show. The economic section also uses its interns to assemble the section's required reporting, and calls on them to do spot reporting as well. The OIG team's assessment is that both sections are working at the limit of their capacities.

The July 2003 inspection report noted that the sections met daily to coordinate their activities, and that in general, communication between the sections was "solid." The current OIG team noted a fall-off in the frequency of these formal coordinating sessions, and the staff almost unanimously agreed that coordination difficulties remain. Responsibilities overlap with regard to Iran sanctions, dual use technology, terrorist financing, and Internet issues. There are also a number of issues bearing on the equities of the Department of Homeland Security (which is not resident in Stockholm) that do not find natural "homes" in the sections and need clear delineation of responsibility.

The two sections could usefully share a number of overlapping support functions, including *démarche* tracking, contact management, visitor support, and records disposition. In view of the potential efficiencies, particularly given the capacity challenges both sections face, the OIG team concluded that the embassy should combine these two sections into a single, political-economic section. It should take care, however, to maintain the staffing balance between the two cones, to avoid a section overly weighted toward one mode of substantive work.

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**RECOMMENDATION 3:** Embassy Stockholm, in coordination with the Bureau of European and Eurasian Affairs and the Bureau of Human Resources, should combine the economic and political sections, while maintaining the current staffing balance between economic- and political-coned officers in the combined section. (Action: Embassy Stockholm, in coordination with EUR and DGHR)

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### *Political Section*

The political section has the lead on some of the embassy's highest priorities. It has closely followed the Swedish debate on deployment in Afghanistan and has a sustained dialog with ministries and legislatures regarding the legal underpinnings of that operation. It has dedicated substantial effort to Sweden's demographics, integration, and policies toward its Muslim minorities—producing first a series of analyses and then building on these analyses with outreach that it coordinates with PAS. It kept Washington informed in the run-up to the September 2010 elections and produced a series of analyses on the outcome, which put the strong showing of the right in context. The section also has followed the U.S. Government's counterterrorism effort with a close reading of new Swedish legislation, informed by contacts with ministry and legislative authorities alike. It participates in the embassy's counterintelligence working group and a recently formed counterterrorism working group. Senior management is considering the formation of a law enforcement working group to include the section as well.

The section coordinates with the front office, PAS, the economic section, and the office of the Defense attaché. There is extensive communication with other Nordic embassies, notably Oslo and Helsinki, on issues that benefit from efforts across a broader front. These include Nordic defense cooperation, through which Norway and Sweden seek economies of scale in joint efforts on missions, military base support, and procurement. The embassy also is working on Internet freedom issues with Embassy Helsinki, in an effort to get support for the U.S. position on these issues from some of the world's leading technology companies. The OIG team found this coordination appropriate and effective.

The section is fortunate to employ local specialists with extensive contacts and high skills in both spoken and written English. It has empowered these local employees to undertake a substantial amount of the political section workload, including production of mandated and required reporting and a considerable amount of spot reporting and analysis.

As mentioned above, a professional associate shares the section's extensive reporting and outreach workload. It is likely that the volume of reporting will decrease once her tour concludes, and the work on Muslim outreach and Internet freedom will move to other officers. This shift will coincide with a large turnover in the section, including both the counselor and deputy positions.

### *Economic Section*

Though small, the economic section handles a heavy workload, notably serving as the lead on the embassy's signature activity, SAGA. This effort facilitates broad cooperation between Americans and Swedes in the areas of renewable and alternative energy, clean technology, and sustainable growth. Along with pursuing its goals to double exports by 2015 and improve Swedish efforts against Internet piracy, SAGA has served as an organizing principle for the economic section's work. In fact, SAGA commands most of the section's time and effort, making its work heavily ESTH-oriented and bilateral in nature.

The economic counselor is an experienced senior officer who has filled in as needed as acting DCM and chargé d'affaires. Embassy Stockholm agreed to cede the deputy position to an entry-level officer (ELO) provided that officer had good Department experience. The embassy was fortunate in being able to staff the position with an ELO with 6 years of civil service in the Department. The counselor's experience has enabled the deputy to be successful in her position. The OIG team concurred with the counselor's view that the incumbent's eventual replacement will need to be an experienced officer—whether ELO or not—in order to maintain the quality of economic work.

The section has one locally employed (LE) staff specialist, who fills in on many fronts, notably on drafting much of the section's reporting. She too spends much of her time on ESTH and intellectual property rights issues. The economic section handles the lion's share of the embassy's visitors, and as a consequence much of this employee's time is taken up with arranging schedules and logistics for them. A July 2010 rightsizing analysis indicates the need for an additional LE staff member for the section. The OIG team concurs, and made an informal recommendation on this matter.

***Informal Recommendation 2:*** Embassy Stockholm should request resources for an additional local employee position in its Mission Strategic and Resource Plan.

The section employs a cleared American citizen on a local hire basis as a dedicated office management specialist (OMS). She has taken the initiative to develop a number of products that are of use to the embassy as a whole (such as a démarche tracker and an official visitors log), but she lacks the institutional background and training that form the basis of a Department OMS's expertise. Furthermore, the

staffing of the political section with an experienced OMS and the need for both sections to comply with 5 FAM 400 and 5 FAH-4 on records management provides an opportunity for collaboration and knowledge transfer between the sections.

***Informal Recommendation 3:*** Embassy Stockholm should provide appropriate training for the office management specialist in the economic section.

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**RECOMMENDATION 4:** Embassy Stockholm should require that the political and economic sections collaborate on bringing their files into compliance with Department regulations on records management. (Action: Embassy Stockholm)

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## PUBLIC DIPLOMACY

With a focus on mission goals, the two-officer PAS has directed its public outreach efforts on improving the image of Americans and climate change/clean technology, an issue that has resonance in Sweden. The section has used one of its seven LE staff slots to create an unusual position, in which the employee focuses on green energy and the environment and uses the full range of public diplomacy tools to address it. The public affairs officer formally supervises the employee, who also receives direction from the economics counselor. During the inspection, PAS was nearly fully occupied with a major initiative this employee had spearheaded – bringing 11 American mayors to the European Green Capital Conference in Stockholm to talk about their efforts to make their communities “green.” The audience was comprised of people who generally had viewed the United States as an environmental laggard.

The section also takes advantage of the Ambassador’s public diplomacy skills, supporting him on his travels and arranging public outreach events. To aid in strategic planning, PAS has a public diplomacy implementation plan that spells out how it will use various programs to carry out MSRP goals.

### *Information Outreach*

Even in a highly wired society like Sweden, in-person outreach can be very effective and appreciated. In addition to its U.S. speaker program, PAS runs its own embassy speakers program, primarily in schools (about 12 schools a year). However, only a few embassy staff members volunteer for speaking engagements. In early 2010, PAS sent an embassy-wide email seeking volunteers, but received little response. Speakers

are particularly welcome outside of Stockholm, and PAS could easily find venues for presentations, but officers who are planning travel to the provinces rarely give PAS advance notice, so the section does not have time to set up speaking engagements. This is a missed opportunity, particularly for newer officers who could use the chance to hone their public speaking skills. PAS is planning to develop a tool kit to help speakers prepare effective school presentations, but strong front office attention and encouragement would help to encourage more widespread participation.

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**RECOMMENDATION 5:** Embassy Stockholm should develop and implement a plan to broaden participation in the embassy speaker program and encourage staff members to incorporate speaking events in their official travel. (Action: Embassy Stockholm)

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Embassy sections and agencies recognize the leading role that PAS plays in press matters and normally refer press questions and media matters to it. It is a standard practice to have an embassy media policy that establishes ground rules and encourages appropriate interaction with the press. Embassy Stockholm does not have such a policy.

***Informal Recommendation 4:*** Embassy Stockholm should develop a formal media policy and circulate it periodically to embassy staff.

At the time of the inspection, the information management (IM) section had recently unveiled an upgraded, internal SharePoint site to improve information sharing within the embassy. However, PAS is not yet taking advantage of this SharePoint site.

***Informal Recommendation 5:*** Embassy Stockholm should include on its SharePoint site information from the public affairs section, including daily news summaries, press guidance, outreach presentations, and other briefing materials.

In order to engage a younger and broader audience, PAS has moved heavily into social media, with a Facebook page, YouTube channel, Flickr photo gallery, Twitter feed, Ambassador's blog, and SAGA blog. PAS started the Facebook page in August 2009, and now has a respectable 1,400 fans and some interactivity in the form of questions from them. The YouTube and Flickr sites primarily serve as repositories for content that PAS distributes to the media and the public and do not receive many views (generally a few dozen to a few hundred for most items). The Information Resource Center (IRC) staff frequently updates the social media sites, but the staff updates the embassy's home page far less frequently. For example, on October 25, the social media sites had news of the just-completed European Green Capital Conference, while the "Embassy news from Sweden" at the top of the embassy Web site led with a report on a September 13-14 U.S. speaker, as well as other older items.

These sites would benefit from more and broader local content. The PAS staff members write the articles for the embassy Web site and social media site, but they have had a hard time getting content from other embassy sections and agencies. In addition, the embassy's home page does not link to the Facebook, YouTube, or Flickr sites, and none of the sites cross-link to each other.

***Informal Recommendation 6:*** Embassy Stockholm should direct all sections and agencies to contribute items to the embassy Web site and social media sites and cross-link the sites among themselves.

In June 2010, the Department issued a new subsection of the *Foreign Affairs Manual* dealing with social media (5 FAM 790). At the start of the inspection, the embassy's social media sites did not meet some of the requirements of that subsection, such as the regulations requiring terms of use statements (5 FAM 793.4 b.), privacy statements (5 FAM 795.1 a.-i.), and compliance with Section 508 rules regarding accessibility for the disabled (5 FAM 794 a. (7)). The OIG team discussed these new rules with embassy staff, and they began to make changes immediately.

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**RECOMMENDATION 6:** Embassy Stockholm should bring its social media sites into compliance with the new Foreign Affairs manual subsection on social media. (Action: Embassy Stockholm)

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### *Education and Exchanges*

The recent elections gave Embassy Stockholm a chance to highlight its achievements in selecting participants for the International Visitor Leadership Program (IVLP) and Voluntary Visitor Program (VVP). The Swedish Parliament has 15 newly established committees, and IVLP alumni hold key positions in 10 of them. In all, 22 parliamentarians are alumni of the embassy's IVLP or VVP exchanges. The prime minister, foreign minister, defense minister, and other ministers are IVLP alumni, as well.

However, like many other European posts, Embassy Stockholm has seen its number of exchange slots decline due to budget cuts and the movement of resources to other parts of the world. For FY 2010, the embassy had eight IVLP slots (which it was able to increase to 10 by taking advantage of Department incentives). It has created additional exchange opportunities for Swedes by taking advantage of the VVP, sending 34 voluntary visitors to the United States in FY 2010. Virtually all VVP participants were self-funded, and in cases where the Department's Voluntary Visitors Division could not accommodate Swedish visitors, PAS made direct grants to U.S. program agencies to arrange programs for Swedish individuals or groups. For the IVLP, the

section received ample, strong nominations from a wide variety of embassy sections and agencies.

Officers in other sections may not be making full use of the program's potential. The majority of the VVP nominees contact PAS directly, having heard about the program only by word of mouth. The section normally invites the relevant sections to the pre-departure briefings and post-return debriefings of participants, but few attend. These sections are missing the opportunity to use these programs to cement a relationship with the contact. Thus, VVP participants form a connection with PAS, instead of with the substantively relevant officer, which is of less benefit to the mission.

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**RECOMMENDATION 7:** Embassy Stockholm should require that nominating officers or other relevant section staff attend the briefings and debriefings for participants in the International Visitor Leadership Program and the Voluntary Visitor Program. (Action: Embassy Stockholm)

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**RECOMMENDATION 8:** Embassy Stockholm should develop and implement a plan to encourage more widespread nominations for the Voluntary Visitor Program. (Action: Embassy Stockholm)

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Most, but not all, of the exchange programs alumni are in the Contact 7 database. Each exchange program participant represents a significant investment of program funds, but the database entries do not indicate whether that contact has participated in a U.S. Government-sponsored exchange, and if so, what type and when. It is possible to add such fields to the database. PAS keeps separate lists of IVLP and VVP alumni and could request complete lists of Fulbright alumni from the Fulbright Commission.

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**RECOMMENDATION 9:** Embassy Stockholm should create the appropriate fields in its Contact 7 database and use these fields to record information on all exchange program alumni regarding their participation in U.S. Government exchange programs. (Action: Embassy Stockholm)

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One of the goals of the two-person IRC is to increase the amount of targeted information outreach it is conducting. Currently, the IRC primarily uses mailing lists in Outlook for such outreach, and PAS would like to have a more robust contact

management system for electronic outreach. The section acknowledges that using a different database than the rest of the embassy would not be wise. In conjunction with the wider embassy upgrade (mentioned in Recommendation 1), PAS could make better use of the Contact 7 software, which has greater capabilities for recording and sorting individuals' interests than what PAS currently uses..

***Informal Recommendation 7:*** Embassy Stockholm should include interests and other public diplomacy information in the Contact 7 database to make it more useful for information outreach.

### ***Administrative and Personnel Issues***

As public diplomacy programs and priorities have evolved and PAS staffing has changed, work duties within the section have become imbalanced. The administrative/grants assistant position would benefit from additional responsibilities, as would the position of the IRC deputy, who also serves as Web master and outreach assistant.

***Informal Recommendation 8:*** Embassy Stockholm should look at the position descriptions of the Information Resource Center assistant/Web master and the administrative/grants assistant with a view towards giving these staff members additional responsibilities.

Examination of a sampling of the PAS grants files showed that current files are in good order, and PAS is using the proper forms and following grants regulations. The files of recently expired grants generally contained program and financial reports and proper close-out records. The files showed a couple of minor documentation issues, on which the OIG team counseled the staff.

Although no LE staff said that they had inadequate training for their jobs, PAS does not have a record of who has received which training and when it occurred. For future planning purposes, especially as the American officers change periodically, it would be useful to have a spreadsheet showing this information.

***Informal Recommendation 9:*** Embassy Stockholm should develop a spreadsheet to record staff training in the public affairs section.

## CONSULAR OPERATIONS

Sweden is home to a diverse population of third country nationals and an estimated 30,000 American citizens. These, plus applicants for non-tourist visas, make up the bulk of the embassy's clientele for consular services. Since most Swedish passport holders take advantage of the visa waiver program for tourist and business travel, the embassy's visa workload consists of the more complex cases of student, au pair, and work-related applications, as well as third country nationals, including applicants with questionable documents or identities. American citizens services are focused on passports, reports of birth, and an occasional arrest, repatriation, welfare, or death case.

### *Staffing*

With three American officers, a consular associate, and 11 LE staff members, the consular section appears adequately staffed. However, because the embassy must follow Swedish law and practice concerning leave policies for local employees, the section is often stretched to cover absences. More careful management of the leave and appointment schedule would help. However, backlogs and overtime are often unavoidable, due to unexpected and extended absences for sick or maternity leave and the need to grant each LE staff member a lengthy summer vacation (during the busiest time for the consular section). Given these circumstances, the section frequently needs temporary local employee staff assistance.

***Informal Recommendation 10:*** Embassy Stockholm should engage local staff in planning their vacation leave well in advance of the summer season to ensure adequate coverage for the consular section.

Morale in the section is good. The problems that surfaced a few years ago which caused serious morale problems appear to be behind them. Visits by the consular management assistance team and regional consular officer, along with a change in section leadership, appear to have resolved most of the issues. A more collegial atmosphere is evident, and most of the staff commented on the good team work in the section.

### *Leadership*

The consul brings a wealth of experience and knowledge to the American citizens services section in particular, and pitches in when needed on the nonimmigrant visa (NIV) line. The NIV and immigrant visa (IV) officers are effective and efficient. Veteran local employees commented that these officers are among the best they have seen in a long series of ELOs. The local staff is customer-oriented, and several have many years of experience and valuable contacts. However, because of two impending

retirements and the leave issues described above, cross training to provide better backup and extend the experience of the local staff would be helpful.

***Informal Recommendation 11:*** Embassy Stockholm should survey the training and skills of consular locally employed staff and support cross training to ensure the flexibility needed when there are gaps or workload demands in one of the units.

The section chief holds meetings on an as-needed basis with the front office and within the consular section as a whole. The NIV unit schedules regular weekly meetings. While communications seem to work well, several employees believe more regular meetings of all staff would be beneficial, provided there is a planned agenda and a focus on relevant and current issues. This suggestion was one of the key recommendations in both the Consular Management Assistance Team report and the regional consular officer report, following their respective visits, and implementing it has helped resolve some of the issues that had led to earlier morale problems. The consul also should meet regularly with the deputy chief of mission to keep him apprised of issues of concern to the section.

***Informal Recommendation 12:*** Embassy Stockholm should direct the consular section to hold regularly scheduled meetings.

***Informal Recommendation 13:*** Embassy Stockholm should establish a regular schedule of meetings between the consular chief and the deputy chief of mission.

The consular chief does not have a good grasp of his International Cooperative Administrative Support Services (ICASS) role. Under guidance from the Bureau of Consular Affairs (CA), and as outlined in 09 State 99062 and on the CA Web intranet site, the consular chief should be active in ICASS. The ICASS council for Embassy Stockholm has not met since April 2010, and another meeting should occur soon. In preparation for his role in ICASS, the consular chief should adhere to CA guidance regarding his involvement in the ICASS process and seek ICASS training when possible.

***Informal Recommendation 14:*** Embassy Stockholm should require that the consular chief take on an appropriate role to fulfill his duties with regard to International Cooperative Administrative Support Services.

### *Language Training*

All three consular positions are language designated, and two of the officers (including the consular chief) had the full 6 months of Swedish language training at the Foreign Service Institute prior to coming to post. The consular chief, who is also the American citizens services officer, neither uses nor needs Swedish for his work, since his clientele are primarily English-speaking American citizens, permanent resident

aliens, or Swedes who have American citizen children. His interactions with Swedish authorities usually are conducted in English, and his duties as chief of section do not require Swedish. According to 13 FAM 221, only those positions for which language proficiency is essential should be language designated. The visa interviewing officers believe that knowledge of Swedish is useful when interviewing applicants, such as third country nationals who may speak better Swedish than English or older Swedes from rural areas whose English may be limited. However, English has been compulsory in Swedish schools for more than 50 years, and almost all visa applicants who have been educated in Sweden speak good or even excellent English. In the few cases where interpretation is required, any of the LE staff can assist. In 2009, only 3 percent of the total NIV cases required an interpreter.

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**RECOMMENDATION 10:** Embassy Stockholm should notify the Department that language training is not essential for position number 30-032004 and request that it not be language designated. (Action: Embassy Stockholm)

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### *Physical Space*

The consular section office space is sufficient for the current workload, but its configuration is poor. Officers generally have good line of sight over their respective units, but the workspace and interview windows are in the form of a large “U,” with the waiting room in the middle where both visa and American clients wait together for assistance.

Visa applicants apply online for appointments, which minimizes the waiting line outside the embassy. There is no shelter, however, and people who are waiting are exposed to the elements. The embassy has attempted to address this problem by handling the visa appointment process carefully, and by considering construction of a sheltered area as part of a future project. However, it must first overcome Swedish objections to building an addition onto the exterior of the chancery. In the interim, the embassy has a supply of umbrellas available for loan to the waiting public during inclement weather.

The failure of the air conditioning system on the sunny side of the building is a source of discomfort and irritation during the summer, and attempts to rectify the problem with the existing system have been unsuccessful. While the waiting room has adequate ventilation, the office area in the American citizens services section does not.

***Informal Recommendation 15:*** Embassy Stockholm should install air conditioning in the consular section and ensure that it has good ventilation before the next summer season.

Almost all staff members commented on the lack of privacy in the waiting room. American citizens who have sensitive issues must discuss their cases at a window within earshot of others. The local antifraud employee must conduct interviews at the visa window, which limits his effectiveness. DNA testing for immigrant visa cases has to be scheduled at a time when no one else is in the waiting room. The consular staff has raised concerns about this situation and proposed construction of a privacy booth, but little has been done. The embassy should make this project a priority.

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**RECOMMENDATION 11:** Embassy Stockholm should propose, and the Bureau of Overseas Buildings Operations should approve and fund, the construction of a privacy booth in the consular waiting room. (Action: Embassy Stockholm, in coordination with OBO)

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### ***Public Inquiries***

The embassy encourages the use of email for inquiries from the public. The embassy's Web site provides extensive guidance to seekers of visas and other consular services. The section also has set aside 1 hour per day, 4 days a week, during which the public may call in with inquiries. In the summer, the volume of these calls strains the embassy's capacity to respond. Many callers to the consular section and other elements of the embassy have complained of their inability to get through. Recently, the embassy tried a new approach. One consular staff member answers the phone and takes down the inquirer's number or email and basic question. The staff member then sends an email to a responder in the section, who will either call back or answer the inquiry by email. After a few days of trying this method, the staff could field most calls during the designated hour, while reducing the time each caller is on hold.

### ***Visas***

Embassy Stockholm processes both IVs and NIVs. A large percentage of its 17,000-plus NIV adjudications are petition-based visas (16 percent), students (20 percent), exchange visitors (25 percent), and third country nationals (21 percent). Treaty trader and treaty investor visas consume the most processing time. Both visa units see a large number of third country nationals because of Sweden's relatively open refugee and asylum programs. The third country national applicant pool poses particular

challenges, because it is difficult to establish the identity of many applicants, and many come from countries of concern. About 80 percent of Stockholm's IV applicants are third country nationals, and about 10 percent have no legal residence in Sweden. Swedish authorities can and do grant travel documents to these individuals based on their verbal claims, without confirming their identities. Thus, IV cases from Iraq, Iran, Somalia, and Eritrea, in particular, require extra attention from both the interviewing officer and the anti-fraud unit.

The embassy does a very small number of visa referrals annually and has a visa referral process in place. However, a recent review of referrals indicated several problems with processing, and inappropriate designations as either A or B referrals. The problems included adjudication by an untenured officer, lack of appropriate signatures for referring and approving officers, lack of scanned referral forms, and justifications that do not meet the requirements of 9 FAM Appendix K. While there were some systems problems when the deputy chief of mission attempted to review some visa adjudications, this difficulty appears to have been overcome.

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**RECOMMENDATION 12:** Embassy Stockholm should reissue its visa referral policy under the Ambassador's signature and provide training for all staff on the requirements and process for making referrals. (Action: Embassy Stockholm)

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The 9/11 Commission legislation included a requirement to negotiate data sharing agreements with countries that have visa waiver privileges. These agreements must be concluded by the next visa waiver review in 2012. Both U.S. and Swedish Government officials have been working on the final wording of a draft Preventing and Combating Serious Crime agreement, and once the Swedes have reviewed the text and submitted final comments, the agreement is expected to be ready for signature. The Homeland Security Presidential Directive 6 agreement on information data sharing regarding known and suspected terrorists is on hold until the Preventing and Combating Serious Crime agreement is signed, given the directive's sensitivity with the Swedish parliament and the public.

The Visas Viper committee meets regularly under the chairmanship of the consular chief. Cooperation appears good, and the consular chief checks that all proposed names are in the system, and if they are not he refers them to the Department for vetting.

### *Anti-Fraud*

Embassy Stockholm is a relatively low fraud post, but it has a steady stream of difficult cases and a busy anti-fraud unit, due to Sweden's liberal policies toward the identity documents of its diverse population of refugees and asylees. The local employee in the anti-fraud unit has developed a level of expertise and established contacts that make him a valuable resource – not only for Sweden, but also for other posts in the region and for the Foreign Service Institute. To make better use of this asset, the consular section has proposed hosting a conference to share best anti-fraud practices and to foster cooperation in the region, which has never had such a forum. The focus of the proposed conference would be on applicants for H (worker) and L (intracompany transfer) visas; however, it also could spur other cooperative anti-fraud efforts through follow-on visits by or video conferences with the embassy's anti-fraud staff. The section has proposed conference presenters who could provide information to the regional group, and it has requested funding for this purpose from CA.

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**RECOMMENDATION 13:** The Bureau of Consular Affairs should approve Embassy Stockholm's request for funding to host a regional anti-fraud conference. (Action: CA, in coordination with Embassy Stockholm)

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### *American Citizens Services*

Many of the U.S. citizens residing in Sweden have young children, and the section sees several applicants for consular reports of birth abroad (CRBA) each week. Since CRBAs are time-consuming and often involve small children, the section sets aside appointments for these applicants. This approach works well, especially because the scheduling process directs applicants to the embassy's Web site, where there is a checklist of documents needed for the CRBA. As a result, parents usually come prepared with everything they need, saving both themselves and the section time and preventing the need for repeat visits, which is an important consideration for applicants who undertake the long and expensive trip to Stockholm from more distant parts of this large country.

The American citizen services section is considering expanding the appointment system to include passport applicants and others. Doing so would help clients to arrive with all the required documents and would reduce waiting time, especially during periods when the section is short-staffed. Implementing an appointment system also is likely to cut down on telephone and email queries.

**Informal Recommendation 16:** Embassy Stockholm should expand the consular appointment system to include all applicants for American citizens services.

Embassy Stockholm uses its Web site and its email list of about 5,500 registered Americans to distribute warden notices. This method appears to work well for the few notices the embassy sends out each year. However, the system could be more effective if there were wardens to reach those people who may not be online, and to provide feedback on communications.

***Informal Recommendation 17:*** Embassy Stockholm should establish a warden system for Sweden.

Embassy Stockholm handles a few repatriation and whereabouts cases each year. Most death cases are routine and involve family members in-country. At present, there are two Americans in prison in Sweden. Although the prisoners have few complaints and the prisons are located some distance from Stockholm, the section visits them regularly. A prisoner exchange treaty is in place. Cooperation with the host government is good, but sometimes slow.

Sweden is the protecting power for the United States in North Korea, and whenever there is an American detained in North Korea the consular section is a key communications link between the Ministry of Foreign Affairs in Stockholm and the Department. It attends to this function in a timely and conscientious manner.

Sweden is party to the Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption and the Hague Abduction Convention. In practice, however, there are no adoptions of Swedish children by Americans, unless the parents are related or have strong ties to Sweden. The embassy is active in supporting requests by left-behind parents of abducted children, and it responds to welfare and whereabouts queries promptly. The section has good working relations with Swedish authorities.



# RESOURCE MANAGEMENT

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Agency	U.S. Direct-Hire Staff	U.S. Local-Hire Staff	Locally Employed Staff	Total Staff	Total Funding FY 2010
Department – D&CP	24	5	13	42	3,650,071
Department - MRV		1	2	3	188,454
Department – ICASS	3	8.5	33	44.5	6,048,000
Department – Public Diplomacy	2	2	25	9	1,000,800
Department – Diplomatic Security	4	9	24	37	1,416,124
Department – Marine Security	6		1	4	389,661
Department – Representation					53,100
Department – OBO	1			1	1,642,236
Centers for Disease Control and Prevention	1			1	75,000
Foreign Commercial Service	1		6	7	774,109
Defense Attaché Office	7		3	10	671,905
Department of Homeland Security (Customs & Border Patrol)	2			2	Not available
Foreign Agricultural Service			2	2	262,570
<b>Totals</b>	<b>51</b>	<b>25.5</b>	<b>109</b>	<b>162.5</b>	<b>16,172,030</b>

## MANAGEMENT OPERATIONS

The management officer arrived in Stockholm less than 3 months before the inspection but had already made his mark on embassy operations. He has focused on customer service and team building within the section. The OIG team found him knowledgeable about the section's strengths and areas for improvement. He is tackling each challenge as he encounters it; other embassy sections reported noticeable improvement in overall customer service.

Stockholm has a unique workforce made up of 19 nationalities (including 24 resident Americans), all of whom are hired under and subject to Swedish labor law and taxation. Sweden's exceptionally generous leave policy challenges embassy management to find creative staffing solutions, particularly during the summer when local employees are entitled to six or more weeks of leave. Many of the local-hire Americans have security clearances and thus can assist the small, U.S. direct-hire staff in many sections. Their assistance helps fill LE staffing gaps, but it also tends to reduce employment opportunities for eligible family members of embassy officers,

The management officer and the community liaison office (CLO) coordinators are actively engaged with the human resources (HR) unit to increase family member employment opportunities within the embassy. The CLO coordinators also have worked with family members to locate employment opportunities on the local economy.

Facilities operations and some general services units present the management section with small challenges. As noted below, the facilities management unit needs training and reorganization, as well as the possible elimination of a position. A discussion of internal control weaknesses in the general services operation is in the management controls section of this report.

The management section has been at the forefront of creating the most energy-efficient embassy possible. The chancery's heating system was converted to municipal steam heat, a cost neutral solution that has significantly reduced the embassy's carbon footprint. The embassy converted several government-owned residences to efficient geothermal heating systems, which saves approximately 40 percent per year in utility costs; more conversions are planned when funding is available. Likewise, there are plans to upgrade windows in government-owned houses to windows with higher efficiency ratings. The embassy has an active recycling program and encourages two-sided printing. The entire embassy is involved in thinking of ways to make the embassy even "greener," and employees have an excellent awareness of green initiatives.

Management could devote more energy to emergency planning. The *Emergency Planning Handbook* (12 FAH-1) suggests that embassies prepare contingency travel orders, employee and family member lists, emergency contact systems, etc., which Embassy Stockholm has not done. A Department-sponsored crisis management exercise took place when the CLO coordinator was on leave and before the new management team arrived. The management section should coordinate emergency planning efforts with the regional security office and the emergency action committee, so that the entire embassy is aware of the existence and location of emergency information.

**Informal Recommendation 18:** Embassy Stockholm should review its emergency planning information and develop emergency resources including evacuation travel orders and up-to-date employee and family member lists.

## FINANCIAL MANAGEMENT

The management officer oversees operations of the embassy's financial management unit. The unit provides strong customer service and manages funds in accordance with Department regulations. Embassy Stockholm's Class B cashier offers accommodation exchange to allow employees to cash personal checks. Requiring the cashier to provide accommodation exchange increases both the cashier's workload and the need for a cash advance from the U.S. Treasury. Guidance in 4 FAH-3 H-361.2 requires that the chief of mission issue a written determination to provide accommodation exchange service, based on specific considerations, such as availability of satisfactory local commercial banking facilities, automated teller machines, or currency exchange services. Embassy Stockholm did not have a current chief of mission determination.

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**RECOMMENDATION 14:** Embassy Stockholm should determine whether to maintain accommodation exchange services, based on the factors described in the *Foreign Affairs Handbook*. (Action: Embassy Stockholm)

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## HUMAN RESOURCES

The three-person HR unit operates in a professional manner and provides excellent service to the mission. Each employee in the unit is fully engaged with the issues under his or her purview. Local employee performance evaluations were up-to-date; the few problems that had existed with late evaluations were resolved with the arrival

of the new management officer. The unit updated the LE staff handbook only a few months prior to the inspection, and it provides a comprehensive overview of the embassy's employment policies. As noted below, the embassy has an excellent orientation program for new LE staff members. (Orientation of U.S. direct-hire employees is the responsibility of the community liaison office.)

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### **BEST PRACTICE: Local Employee Orientation Program**

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**Issue:** Most new LE staff members at Embassy Stockholm have no experience working for the U.S. Government and are arriving to work at a leanly-staffed embassy with minimal staff turnover. They need an orientation to their new working environment.

**Response:** The embassy has created an orientation program in which each new local employee is assigned a sponsor, generally an LE staff member from a different section in the embassy. Using a checklist, the sponsor introduces the new employee to every person in the mission, shows him or her key offices, and ensures that the employee has someone to sit with at lunch during their first week at work. In addition, the HR office gives the new employee a schedule of meetings with many sections in the embassy for check-in briefings, including a courtesy call with the deputy chief of mission.

**Result:** New local staff report excellent results from this program. They immediately feel welcome in their new work environment, and much of the stress of the first week at a new job is eliminated. Sponsors take their job quite seriously, and all appreciate this excellent introduction to Embassy Stockholm.

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## **GENERAL SERVICES**

The general services office (GSO) performs most of its responsibilities well; its scores for all services were average, compared to other embassies that the OIG team had recently inspected. A third-tour American general services officer is the sole U.S. direct-hire employee in the office. Morale within the office is good, and LE staff members perform effectively as a team. Embassy customers gave slightly lower marks to GSO for customer service orientation. The OIG team discussed several ways to improve customer communication and expectation management. In common with other European embassies, Embassy Stockholm does not provide government-owned furniture to embassy employees. This practice, which differs from what employees expect based on previous assignments, needs to be clearly explained to incoming officers.

The management officer notes that unfurnished residences are undesirable from a morale perspective, and the embassy has formally requested permission to join a pilot program to lease residential furniture through a commercial company. This proposal is likely to increase costs to the U.S. Government and is under review by the Department.

The GSO has fully implemented new electronic applications for shipping, procurement, travel, and property management. The embassy also has a blanket purchase agreement with a local taxi vendor, which allows the embassy to outsource most motor pool functions, a cost-effective alternative to running a larger motor pool.

The OIG team noted that several of the embassy's indefinite delivery, indefinite quantity contracts resulted in selections of single vendors. Although permitted under the regulations, Federal Acquisition Regulation, part 16.504(c)(1)(i) requires that, to the maximum extent possible, an embassy should make multiple award selections for these types of contracts.

***Informal Recommendation 19:*** Embassy Stockholm should make multiple awards for indefinite delivery, indefinite quantity contracts to the maximum extent practicable.

## HOUSING

The embassy maintains a housing inventory of 18 government-owned properties and 23 short-term leased properties. Embassy employees rated suitability of housing slightly above average, compared to other recently inspected embassies. Leased properties typically are within space and cost standards for Embassy Stockholm's leasing rental benchmarks. The embassy notes that a recent surge in housing costs, combined with an illiquid rental market, has driven up rental costs; accordingly, it is in the process of submitting new rental benchmarks for review by the Bureau of Overseas Buildings Operations (OBO).

There are several problematic issues related to management of the embassy's government-owned properties. First, a number of underutilized or excess properties in the residential property inventory are undesirable for various reasons, including street noise, awkward space configuration, or excessive distance from the chancery. Second, the deputy chief of mission's apartment has suitable representational space, but family living quarters are small. The embassy is interested in finding a replacement property for this long-term leased apartment. It has initiated preliminary negotiations to obtain new apartments on a build-to-lease basis from a local developer, a solution that could address both issues. The developer has proposed highly energy-efficient

designs for the apartments and “green” construction methods, which would reduce long-term operating costs. Working with a developer during the construction process also would allow the embassy to make sure new units meet Department specifications, which is particularly important for the deputy chief of mission residence. The OIG team believes that this proposal has merit and supports the embassy’s efforts to negotiate an agreement that addresses long-term housing needs.

## UNDERUTILIZED REAL PROPERTY – OXENSTIERNSGATAN APARTMENTS

Embassy Stockholm purchased five apartments in 1997 at a cost of \$1.15 million at current exchange rates. These apartments historically have attracted housing board appeals from occupants who complained of excessive street noise and deficiencies in apartment layout and size. Currently, two of the apartments have been vacant for an extended period, and the embassy does plan not to assign new occupants to the apartments of another three employees after their departure in summer 2011. According to 15 FAM 261 (5), government-owned quarters generally should not be used as transient quarters or kept vacant for longer than 3 months. These housing units represent a significant government investment, intended to defray high costs of leasing properties. According to estimates provided by the embassy, their market value is estimated at \$3 million. Sale of the properties would allow the Department to put these funds to better use.

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**RECOMMENDATION 15:** Embassy Stockholm should request permission from the Bureau of Overseas Buildings Operations to sell properties X23023, X24024, X25025, X26026, and X27027. (Action: Embassy Stockholm, in coordination with OBO)

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## EXCESS REAL PROPERTY – BROMMA HOUSE

The embassy retains a government-owned single family house that has been vacant for several years. The Department of Agriculture acquired the property in 1958 at a cost of \$45,000, and it was used as the dedicated residence for the agricultural attaché for many years. The embassy first proposed selling the house in 2001, but the Department of Agriculture declined to provide authorization. In 2006, the position

of agricultural attaché was transferred to a neighboring post, and the residence has been vacant for most of this period. The house, which has an estimated market value of \$1.5 million, has not been occupied for 2 years and is in poor repair. With the permanent departure of the agricultural attaché from the embassy, it is unlikely to be occupied any time soon. It also will deteriorate further, the longer it remains unoccupied. Sale of the property would allow the Department to put the government's investment to better use.

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**RECOMMENDATION 16:** Embassy Stockholm should request permission from the Bureau of Overseas Buildings Operations to sell property X03003. (Action: Embassy Stockholm, in coordination with OBO)

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## FACILITIES MANAGEMENT

The facilities management operation in Stockholm has long operated without appropriately targeted resources. The section is exceedingly top-heavy. It needs to be reorganized, or should eliminate a position to have a more appropriate mix of skill sets and supervisor-to-supervised ratio. Some of the staffing structure problems are relics of a time when there was no American facilities manager at the embassy. Since the first American facilities manager was assigned to Stockholm 10 years ago, a first-time facilities manager has filled the position during each assignment cycle. The new officers stay only 2 years, versus the normal 3-year tour for a tenured facilities manager. At present, the embassy is experiencing a gap in the position that will last more than a year, and a temporary contractor currently is filling the position. At present, the senior LE staff holds few regular meetings with unit staff. The previous facilities manager held regular safety meetings and gave lectures that were well-received by the section staff, but when he left the safety meetings stopped. The management officer has scheduled team-building training for the facilities management unit in February 2011.

Despite the number of higher-level supervisors, there are only ad hoc preventive maintenance schedules, and the unit does little strategic planning. Until the recent addition of a work order clerk, work was accomplished in a somewhat chaotic manner. Supervisors appear to have little awareness of projects that are coming down the road. Workers in the section appear to have good skills and work ethic, but leadership is lacking. The top-heavy structure reflects poor management practices

and works against efficiency. There are enough positions in the unit to have a robust preventive maintenance program and to handle both routine and non-routine work orders, but reorganization of both positions and work is necessary to accomplish this goal.

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**RECOMMENDATION 17:** Embassy Stockholm should reorganize the facilities management section, eliminating or reprogramming at least one of the senior positions. The reorganization should include planning and realignment of the unit's workload among the facilities staff. (Action: Embassy Stockholm)

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## PREVENTIVE MAINTENANCE

Preventive maintenance is performed on some equipment. There is no formal preventive maintenance schedule. The Department's computerized maintenance management system (Work Orders for Windows) is outdated and not in use for preventive maintenance scheduling, nor is anyone at the embassy fully trained to use it. As a result, much of the important preventive maintenance work is performed on an ad hoc basis, or not at all, which increases the risk of expensive equipment failures. Service agreements with contractors cover some of the key preventive maintenance issues, such as the generator and elevator maintenance; the maintenance foreman and work order clerk write on-the-spot work orders for other needs, such as checking fire extinguishers or changing air filters. Developing a preventive maintenance program in which all section members have clearly assigned roles would ensure that critical maintenance is performed on a regular and timely basis.

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**RECOMMENDATION 18:** Embassy Stockholm, in coordination with the Bureau of Overseas Buildings Operations, should develop a preventive maintenance program that includes updating the Work Orders for Windows system, training key employees in the section to use it, assigning clear roles to all section members, and monitoring the preventive maintenance program. (Action: Embassy Stockholm, in coordination with OBO)

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## MANAGING MAINTENANCE AND REPAIR PROJECTS

The facilities staff did not appear to have a good understanding of upcoming projects. For example, a remodel of the consular section to create a privacy booth had received short shrift, even though senior facilities employees were aware of the issue. The embassy did not request special funding, nor was this project on the section's radar screen. Likewise, when the OIG team asked about an upcoming security upgrade project, facilities unit personnel were not fully aware that the project existed, and had no detailed information about when it would begin or what their role might be in it. Work on government-owned properties (to change out windows, install geothermal heat, and remodel kitchens and bathrooms) had begun, but there was no evidence of a strategic plan for completing this work or for the maintenance of these properties on a long-term basis. The facilities unit operates in a reactive mode; the OIG team found little evidence of a plan for identifying and prioritizing maintenance and construction projects.

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**RECOMMENDATION 19:** Embassy Stockholm should develop a prioritized project plan for embassy maintenance and construction projects, aligning those projects to request necessary funding and to take advantage of last-minute funding opportunities. (Action: Embassy Stockholm)

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## INFORMATION MANAGEMENT

The OIG team assessed technical and management operating procedures, as well as the physical security of the information technology spaces of Embassy Stockholm. Its information management (IM) program currently meets the expectations of the information technology needs of all users in Embassy Stockholm and provides the appropriate level of information system security for the embassy. The OIG team performed a penetration test, a network analysis, and systems cyber security reviews; it noted no major deficiencies.

The OIG team counseled Embassy Stockholm on issues such as labeling, consular phone use, power panel labeling, individual development plans, contingency plans, expired passwords, patches, and file restoration from backup tapes. The embassy addressed all concerns to the satisfaction of the OIG team; some mitigation activities remain in progress.

The IM program is also responsible for switchboard operations, telephone and radio management, and classified and unclassified pouch operations. The OIG inspectors reviewed these operations and found that the embassy follows the Department's policies and guidelines. (There are no guidelines assigning responsibility for local mail handling.) The local mail functions for Embassy Stockholm are performed by the motor pool staff, who pick up the mail, screen it for suspicious material, and sort it.

Embassy Stockholm's IM officer oversees the information systems and information processing centers for the embassy. The section includes, in addition to the IM officer, an information program officer and an IM specialist in charge of the classified systems.

There are three American officers, three cleared Americans, eight local employees, and a part-time eligible family member supporting Embassy Stockholm's unclassified systems, diplomatic post office, pouch operations, and telephone switchboard. Overall, the IM office supports 260 users on the unclassified side. The classified network consists of approximately 40 users.

## INFORMATION SECURITY

The information security section of Embassy Stockholm is adequate. A staffing shortage recently resulted in insufficient attention to information system security officer duties. The shortage has been resolved and the current staff performs the information system security officer duties adequately.

Embassy Stockholm uses eServices to track the IM work orders. Some users do not think it is necessary to fill out the request forms, perhaps because senior embassy management has not clearly communicated that the use of eServices by the end user is mandatory. Using work orders enables the embassy to track services and verify that all customer needs are satisfied and work is being performed in an efficient and timely manner. Not logging tickets on the eServices system can result in dropped work orders, unresolved problems, and improper allocation of human resources.

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**RECOMMENDATION 20:** Embassy Stockholm should issue clear guidance directing all personnel to use the eServices system when requesting information management support. (Action: Embassy Stockholm)

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## SCHOOLS

(b)(2)(b)(5)(b)(6)  
Embassy employees relayed concerns (b)(2)(b)(5)(b)(6) to the OIG team, citing issues with the school's curriculum, homework policies, discipline policies, and facilities. As is the case with other schools in Scandinavia, (b)(2)(b)(5)(b)(6) has limited resources to assist special needs students, which is another area of concern. The management officer is well aware of parent concerns and is working with the school's director to seek improvements in these areas. (b)(2)(b)(5)(b)(6)

(b)(2)(b)(5)(b)(6) This school receives high marks from parents, but it does not follow a U.S. curriculum a (b)(2)(b)(5)(b)(6)

The Office of Overseas Schools recently concluded an assessment visit to Stockholm and determined that (b)(2)(b)(5)(b)(6) does not provide an education that is reasonably comparable to a school in the United States (b)(2)(b)(5)(b)(6)

(b)(2)(b)(5)(b)(6) The visit also gave the Department an opportunity to formally communicate the concerns of embassy management and parents to (b)(2)(b)(5)(b)(6) and to support the embassy's efforts to engage constructively with the school. (b)(2)(b)(5)(b)(6)

## U.S. EMBASSY COMMUNITY ASSOCIATION

The USECA was struggling for survival until the fall of 2009, when it elected a new board. The Office of Commissary and Recreation Affairs worked with the board to complete old audits and clear up problems with the association's finances. The association's finances are now well run and USECA's operations are profitable, although the cleanup of old accounts must be completed before any new services are added. The association provides ordering services through the Ramstein Air Base commissary in Germany, a vending machine in the consular section, and a small video and snack store. The association is solvent and makes enough money to assist the CLO with event planning. The current USECA board chair, who has experience on the boards of other community associations, has helped to recruit other employees to serve on the board. The association employs one family member on a part-time basis; however, there was no formal employment agreement in place, so the board is regularizing the employee's contract. In addition, the previous model of having the board treasurer serve as the association's bookkeeper proved to be ineffective, so the association now pays a local employee to provide bookkeeping and audit support.



# QUALITY OF LIFE

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## HEALTH UNIT

Two LE staff nurses operate the embassy's health unit, each working 32 hours per week. The nurses provide medical support and serve as liaisons between embassy personnel and the local medical establishment. A local doctor serves as the embassy's medical advisor and general practitioner, and he can refer embassy staff and their families to relevant specialists. This system has worked well in the Swedish medical environment; however, that environment is changing with the recent development and expansion of private medicine to supplement Sweden's over-extended, state run health system.

Most employees and family members are satisfied with the medical office, which has taken an active role in health promotion and wellness activities for the embassy community. The nurses also provide a tour of Stockholm's major medical facilities for new employees and family members; they visit the four main hospitals and explain how to access emergency services in Sweden. This tour is well attended and well received.

## COMMUNITY LIAISON OFFICE

Two CLO coordinators, each working 20 hours, staff an active CLO. They are concerned with morale and recruiting issues resulting from the inadequacy of local schools (see school discussion below) and the paucity of employment opportunities for eligible family members. The long, dark winters also take a toll on employees and their families. The CLO coordinators have an active winter program, beginning in November, to help get people out of the house and alleviate some of the winter doldrums. The program will start with a speaker who recommends coping mechanisms and suggests ways to enjoy the Swedish winter.

The coordinators work well together, respect each other's strengths, and are a key component in the embassy's positive morale. They work closely with the U.S. Embassy Community Association (USECA) to plan and fund social events for embassy employees and family members. The coordinators also work with the health unit to support and publicize community wellness activities.

## SCHOOLS

Embassy employees relayed concerns to the OIG team, citing issues with the school's curriculum, homework policies, discipline policies, and facilities. As is the case with other schools in Scandinavia, has limited resources to assist special needs students, which is another area of concern. The management officer is well aware of parent concerns and is working with the school's director to seek improvements in these areas.

This school receives high marks from parents, but it does not follow a U.S. curriculum a

The Office of Overseas Schools recently concluded an assessment visit to Stockholm and determined that does not provide an education that is reasonably comparable to a school in the United States

The visit also gave the Department an opportunity to formally communicate the concerns of embassy management and parents to and to support the embassy's efforts to engage constructively with the school. (b)(2)(b)(5)(b)(6)

## U.S. EMBASSY COMMUNITY ASSOCIATION

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## EQUAL EMPLOYMENT OPPORTUNITY

The embassy's Equal Employment Opportunity (EEO) counselor is new to the position, having taken the Department's EEO training in September 2010. She is taking her responsibilities seriously and is working with the management officer and the LE staff committee to promote EEO awareness. The embassy has posted information on centrally located bulletin boards and has issued recent EEO announcements.

The new counselor's performance contrasts with several employees' reports that EEO issues raised in 2009 had not been appropriately handled. The OIG team was unable to determine whether these earlier EEO complaints were handled in accordance with regulations. However, the team determined that the current counselor understands the scope and importance of her responsibilities, and can be expected to deal with any future EEO complaints appropriately.

Local employees appreciate what they perceive as significant, recent improvements in EEO sensitivity. The embassy is actively looking for a new EEO liaison for the LE staff. There has been no EEO training at the embassy recently, but the regional HR officer in Frankfurt was scheduled to provide EEO training for LE staff during her visit to the embassy in December 2010.



## MANAGEMENT CONTROLS

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Embassy Stockholm has adequate safeguards in place to protect against waste, fraud, and mismanagement of government resources in most areas. On July 23, 2010, the embassy submitted its annual Chief of Mission certification of management controls and identified no reportable conditions. The OIG team identified internal controls issues pertaining to procurement and motor vehicle operations, both of which are addressed below.

### MOTOR VEHICLE RECORD KEEPING

The embassy is not in compliance with motor vehicle fleet records requirements. Employees who drive on official business are not filling out daily vehicle use records (OF-108) to document and identify whether trips are for official business or other authorized use, as required by 14 FAH-1 H-814.1-1 a. The motor pool unit also is not preparing the monthly fuel/oil consumption record (DS-1775) to reconcile fuel usage and mileage driven, as required by 14 FAH-1 H-814.2 b. Finally, the embassy does not conduct or keep records on systematic preventive maintenance on the official fleet. The motor pool supervisor recently returned from training and is fairly new on the job. However, responsibility for maintaining information required for vehicle records rests primarily with motor vehicle operators. In the absence of internal controls over motor vehicles, vehicles could be misused.

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**RECOMMENDATION 21:** Embassy Stockholm should issue a management notice requiring drivers of embassy vehicles to complete daily vehicle use records and monthly fuel fuel/oil consumption records, as outlined in Department regulations. (Action: Embassy Stockholm)

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### OFFICIAL VEHICLE POLICY

The embassy's official vehicle policy is outdated. The last policy was issued on July 22, 2008, and does not contain authorization for home-to-office transportation and self-driving policies, among other subjects. The Chief of Mission is required to review

and annually republish a country-wide official vehicle policy in accordance with 14 FAM 432.5. This policy must provide procedures for business and other authorized use, instructions for safe vehicle operations, and uniform treatment of employees. Clearly defining the procedures for official vehicle use prevents misuse of government vehicles.

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**RECOMMENDATION 22:** Embassy Stockholm should issue a comprehensive, country-wide official motor vehicle policy. (Action: Embassy Stockholm)

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## PROCUREMENT AND CONTRACTING

The embassy procures goods and services to an extent typical of a mid-size embassy, totaling about \$2.1 million in FY 2010. With the introduction of an electronic procurement system, it has migrated to digital storage of most procurement documents. In some cases, the embassy is not retaining documentation required by the Federal Acquisition Regulations and Department of State Acquisition Regulations. For example, some files did not contain information on the names of bidders invited to participate in solicitations, contractor bids, proposal receipt dates and times, or sole source justifications where required. As a result, the embassy could not document that it had sought full and open competition for these procurement actions, as required by 14 FAH-2 H-225 a. The OIG team's review of a sample of eight procurement files totaling \$275,280 found only two files that had evidence of full and open competition or sole source justifications. Without documentation that acquisitions were competed fully and openly, the embassy cannot be assured that it is obtaining the best prices for goods and services.

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**RECOMMENDATION 23:** Embassy Stockholm should develop and implement a checklist of procurement documentation to be retained in electronic procurement form, consistent with Department regulations. (Action: Embassy Stockholm)

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## RECOMMENDATIONS

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**RECOMMENDATION 1:** Embassy Stockholm should systematically improve its use of the Contact 7 software by appointing an individual to take charge of the database; investigating whether to upgrade the software to Contact 8; consulting with the program's creator in Frankfurt about the database's capabilities; involving a variety of staff in designing the fields; and providing staff training on database use. (Action: Embassy Stockholm)

**RECOMMENDATION 2:** Embassy Stockholm should install access to the database on most staff work stations, although the ability to make changes to records should remain limited to ensure consistency. (Action: Embassy Stockholm)

**RECOMMENDATION 3:** Embassy Stockholm, in coordination with the Bureau of European and Eurasian Affairs and the Bureau of Human Resources, should combine the economic and political sections, while maintaining the current staffing balance between economic- and political-coned officers in the combined section. (Action: Embassy Stockholm, in coordination with EUR and DGHR)

**RECOMMENDATION 4:** Embassy Stockholm should require that the political and economic sections collaborate on bringing their files into compliance with Department regulations on records management. (Action: Embassy Stockholm)

**RECOMMENDATION 5:** Embassy Stockholm should develop and implement a plan to broaden participation in the embassy speaker program and encourage staff members to incorporate speaking events in their official travel. (Action: Embassy Stockholm)

**RECOMMENDATION 6:** Embassy Stockholm should bring its social media sites into compliance with the new Foreign Affairs manual subsection on social media. (Action: Embassy Stockholm)

**RECOMMENDATION 7:** Embassy Stockholm should require that nominating officers or other relevant section staff attend the briefings and debriefings for participants in the International Visitor Leadership Program and the Voluntary Visitor Program. (Action: Embassy Stockholm)

**RECOMMENDATION 8:** Embassy Stockholm should develop and implement a plan to encourage more widespread nominations for the Voluntary Visitor Program. (Action: Embassy Stockholm)

**RECOMMENDATION 9:** Embassy Stockholm should create the appropriate fields in its Contact 7 database and use these fields to record information on all exchange program alumni regarding their participation in U.S. Government exchange programs. (Action: Embassy Stockholm)

**RECOMMENDATION 10:** Embassy Stockholm should notify the Department that language training is not essential for position number 30-032004 and request that it not be language designated. (Action: Embassy Stockholm)

**RECOMMENDATION 11:** Embassy Stockholm should propose, and the Bureau of Overseas Buildings Operations should approve and fund, the construction of a privacy booth in the consular waiting room. (Action: Embassy Stockholm, in coordination with OBO)

**RECOMMENDATION 12:** Embassy Stockholm should reissue its visa referral policy under the Ambassador's signature and provide training for all staff on the requirements and process for making referrals. (Action: Embassy Stockholm)

**RECOMMENDATION 13:** The Bureau of Consular Affairs should approve Embassy Stockholm's request for funding to host a regional anti-fraud conference. (Action: CA, in coordination with Embassy Stockholm)

**RECOMMENDATION 14:** Embassy Stockholm should determine whether to maintain accommodation exchange services, based on the factors described in the *Foreign Affairs Handbook*. (Action: Embassy Stockholm)

**RECOMMENDATION 15:** Embassy Stockholm should request permission from the Bureau of Overseas Buildings Operations to sell properties X23023, X24024, X25025, X26026, and X27027. (Action: Embassy Stockholm, in coordination with OBO)

**RECOMMENDATION 16:** Embassy Stockholm should request permission from the Bureau of Overseas Buildings Operations to sell property X03003. (Action: Embassy Stockholm, in coordination with OBO)

**RECOMMENDATION 17:** Embassy Stockholm should reorganize the facilities management section, eliminating or reprogramming at least one of the senior positions. The reorganization should include planning and realignment of the unit's workload among the facilities staff. (Action: Embassy Stockholm)

**RECOMMENDATION 18:** Embassy Stockholm, in coordination with the Bureau of Overseas Buildings Operations, should develop a preventive maintenance program that includes updating the Work Orders for Windows system, training key employees in the section to use it, assigning clear roles to all section members, and monitoring the preventive maintenance program. (Action: Embassy Stockholm, in coordination with OBO)

**RECOMMENDATION 19:** Embassy Stockholm should develop a prioritized project plan for embassy maintenance and construction projects, aligning those projects to request necessary funding and to take advantage of last-minute funding opportunities. (Action: Embassy Stockholm)

**RECOMMENDATION 20:** Embassy Stockholm should issue clear guidance directing all personnel to use the eServices system when requesting information management support. (Action: Embassy Stockholm)

**RECOMMENDATION 21:** Embassy Stockholm should issue a management notice requiring drivers of embassy vehicles to complete daily vehicle use records and monthly fuel fuel/oil consumption records, as outlined in Department regulations. (Action: Embassy Stockholm)

**RECOMMENDATION 22:** Embassy Stockholm should issue a comprehensive, country-wide official motor vehicle policy. (Action: Embassy Stockholm)

**RECOMMENDATION 23:** Embassy Stockholm should develop and implement a checklist of procurement documentation to be retained in electronic procurement form, consistent with Department regulations. (Action: Embassy Stockholm)



## INFORMAL RECOMMENDATIONS

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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 Stockholm should, after the first road show, conduct a cost-benefit review to assess whether and to what degree this activity imposed trade-offs with advancing other, broad national interests; to consider what tasking changes would take maximum advantage of the embassy's own expertise and capacities; and to assess other means of maximizing the impact of subsequent events.

***Informal Recommendation 2:*** Embassy Stockholm should request resources for an additional local employee position in its Mission Strategic and Resource Plan.

***Informal Recommendation 3:*** Embassy Stockholm should provide appropriate training for the office management specialist in the economic section.

***Informal Recommendation 4:*** Embassy Stockholm should develop a formal media policy and circulate it periodically to embassy staff.

***Informal Recommendation 5:*** Embassy Stockholm should include on its SharePoint site information from the public affairs section, including daily news summaries, press guidance, outreach presentations, and other briefing materials.

***Informal Recommendation 6:*** Embassy Stockholm should direct all sections and agencies to contribute items to the embassy Web site and social media sites and cross-link the sites among themselves.

***Informal Recommendation 7:*** Embassy Stockholm should include interests and other public diplomacy information in the Contact 7 database to make it more useful for information outreach.

***Informal Recommendation 8:*** Embassy Stockholm should look at the position descriptions of the Information Resource Center assistant/Web master and the administrative/grants assistant with a view towards giving these staff members additional responsibilities.

**Informal Recommendation 9:** Embassy Stockholm should develop a spreadsheet to record staff training in the public affairs section.

**Informal Recommendation 10:** Embassy Stockholm should engage local staff in planning their vacation leave well in advance of the summer season to ensure adequate coverage for the consular section.

**Informal Recommendation 11:** Embassy Stockholm should survey the training and skills of consular locally employed staff and support cross training to ensure the flexibility needed when there are gaps or workload demands in one of the units.

**Informal Recommendation 12:** Embassy Stockholm should direct the consular section to hold regularly scheduled meetings.

**Informal Recommendation 13:** Embassy Stockholm should establish a regular schedule of meetings between the consular chief and the deputy chief of mission.

**Informal Recommendation 14:** Embassy Stockholm should require that the consular chief take on an appropriate role to fulfill his duties with regard to International Cooperative Administrative Support Services.

**Informal Recommendation 15:** Embassy Stockholm should install air conditioning in the consular section and ensure that it has good ventilation before the next summer season.

**Informal Recommendation 16:** Embassy Stockholm should expand the consular appointment system to include all applicants for American citizens services.

**Informal Recommendation 17:** Embassy Stockholm should establish a warden system for Sweden.

**Informal Recommendation 18:** Embassy Stockholm should review its emergency planning information and develop emergency resources including evacuation travel orders and up-to-date employee and family member lists.

**Informal Recommendation 19:** Embassy Stockholm should make multiple awards for indefinite delivery, indefinite quantity contracts to the maximum extent practicable.

**Informal Recommendation 20:** Embassy Stockholm should create a service level agreement between the information management and public affairs sections defining duties regarding the dedicated Internet network.

**Informal Recommendation 21:** (b)(2)(b)(5)

## PRINCIPAL OFFICIALS

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	<b>Name</b>	<b>Arrival Date</b>
Ambassador	Matthew W. Barzun	08/09
Deputy Chief of Mission	William R. Stewart	05/10
<b>Chiefs of Sections:</b>		
Consular	Martin B. Tatuch	06/09
Economic	Laura J. Kirkconnell	06/09
Management	William H. Boyle	07/10
Political	Marc D. Koehler	08/08
Public Affairs	Christopher G. Dunnett	06/09
Regional Security	Michael D. Reimer	09/08
<b>Other Agencies:</b>		
Centers for Disease Control and Prevention	Jonathan T. Weber	06/07
Department of Defense	Col. Bruce H. Acker	06/07
Department of Homeland Security	Rodolfo E. Maeda	03/09
Foreign Commercial Service	Frank G. Carrico	08/08



## ABBREVIATIONS

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CA	Bureau of Consular Affairs
CLO	community liaison officer
CRBA	consular report of birth abroad
DIN	dedicated Internet network
EEO	Equal Employment Opportunity
ELO	entry-level officer
ESTH	environment, science, technology, and health
FAH	<i>Foreign Affairs Handbook</i>
GSO	general services office
HR	human resources
ICASS	international Cooperative Administrative Support Services
IM	information management
IRC	Information resource center
IV	immigrant visa
IVLP	International Visitor Leadership Program
LE	locally employed
MSRP	Mission Strategic and Resource Plan
NIV	nonimmigrant visa
OIG	Office of Inspector General
OMS	Office management specialist
SAGA	Swedish-American Green Alliance
USECA	U.S. Embassy Community Association
VVP	Voluntary Visitor Program

~~SENSITIVE BUT UNCLASSIFIED~~

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